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**Edited by
Zoran Čekerevac**

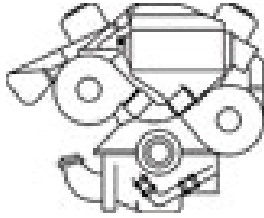
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Editorial on MEST Journal 2022-1

Prof. Dr. Dr. h. c. Zoran Čekerevac¹
Editor-in-Chief
(1) Faculty of Business and Law, "MB" University, Knez Mihailova 33, 11000 Belgrade, Serbia

Belgrade, January 15th, 2022

The whole past year, as in 2020, was marked by the COVID-19 pandemic. And just when we thought the pandemic would end, a new strain emerged, Omicron, which set new records in infection. Vaccines were not successful in preventing infection, but fortunately, this strain provides a significantly milder course of the disease.

Even in such conditions, the MEST Journal successfully worked, published, and collaborated with the authors. The EBSCO included the MEST Journal in its database of scientific journals. We are sure that this will help the MEST Journal to be more visible in the scientific community.

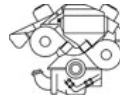
This edition is published online and in paper form. In this issue, we have published 11 submitted works. Two of them are original research papers. Eight articles belong to review papers, and one is a case study.

One of the papers analyzes the opposing opinions of different authors. The article that presents a case study gives an overview of a modern solution for managing the problems of lost and found items. There are also papers that analyze social phenomena from a legal aspect, but most of the papers are in the field of economics and management.

We thank the authors and reviewers who did their job well and conscientiously on the quality of the work we publish.

We invite you to publish your works in the MEST Journal. We will help you with that.

Prof. Dr. Dr. h. c. Zoran Čekerevac



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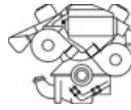
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Innovation and technology

Legal aspects of management

Law

These are basic, but not exclusive themed areas.



Article No.	Category Name(s) of the author(s) TITLE OF THE ARTICLE DOI	Pages No.
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#2	Review article Anthony J. Cesario WALTER BLOCK vs JAKUB BOZYDAR WISNIEWSKI DEBATING ABORTION: A SUMMARY DOI: 10.12709/mest.10.10.01.02	12-30
#3	Review article Bartosz Murat THE ROLE OF THE POLICE IN THE IMPLEMENTATION OF THE CONCEPT OF SUSTAINABLE DEVELOPMENT DOI: 10.12709/mest.10.10.01.03	31-35
#4	Review article Peter Odrakiewicz, Mykola Orlykovskyi, Michael Gaylord INTEGRITY, SUSTAINABILITY, AND INTELLECTUAL CAPITAL CHALLENGES IN MANAGEMENT EDUCATION IN THE ERA OF ARTIFICIAL INTELLIGENCE DOI: 10.12709/mest.10.10.01.04	36-42
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#9	Original research paper Marek Stych, Beata Pawlica, Malgorzata Kmak STRATEGIC PRIORITIES FOR THE PROVISION OF AGRICULTURAL ENTERPRISE DEVELOPMENT DOI: 10.12709/mest.10.10.01.09	72-81



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LEAN MANUFACTURING vs COVID-19

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Abstract

During the COVID-19 pandemic, companies coped and still must deal with uncertainty greater than ever. Due to the unpredictability of consumer demand, the incredible growth in demand for certain products, dramatic fluctuations in supply chains, and general economic instability, the future still looks uncertain. It is up to the manufacturers to determine how things will be sorted out in the new normality, i.e., which changes will be long-lasting or even permanent. Lean production has emerged in recent decades as an excellent solution to increase the economy and quality of production and meet customer needs. In the market conditions affected by the COVID-19 pandemic, producers work in a significantly changed environment, and many wonder whether lean production remains as relevant and valuable as in the past. The paper discusses lean production from different aspects as the essence of the principles of the lean concept, events during the pandemic, and expectations in the post-Covid period. We used some examples to support the analysis of factors that negatively affect the course of lean production as well as some bright examples of companies that took advantage of lean production in the new conditions. The conclusions consider answer whether lean production will survive the consequences of the COVID-19 pandemic.

Keywords: Lean production, COVID-19, pandemic, digitalization, IoT

1 INTRODUCTION

There are different paths to success. But long-term success certainly requires leadership with a

vision, a clearly defined mission, a built system of values, specifically defined goals, and a strategy established according to the interest groups, as well as efficient resource management, human and material resources (Čekerevac, Davidović, & Čekerevac, 2010). Changes in the business environment have a significant impact on the choice of the way the company works. Overnight

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they can affect the choice of optimal solutions. This paper will analyze the impact of the COVID-19 pandemic on production quality management.

In times of increasingly complicated market conditions, as well as the need for adapting to the European norms in transitional countries, put managers of each company in a difficult situation (Davidovic & Čekerevac, 2005a). In the complexity of the problem, which the mentioned package includes, the COVID-19 pandemic added a new challenge in managers' decisions. It is a delicate task, due to the lack of adequate know-how and absence of previous educating and training.

The pandemic also brought big challenges in terms of transporting goods practically all over the world. Special problems have arisen in road traffic. In addition to energy supply problems, such as in the UK, also, there appeared a shortage of truck drivers. The reasons for the latter vary from country to country, from Brexit in the UK to the departure of qualified drivers from poorer countries to richer ones in search of higher earnings. In such situations, part of the problem can be solved by increasing the volume of transport by rail. But, in praxis, in the multimodal transport, there could appear some situations when, compared to the regular state, some limitations in the transport capacities in some sectors appear. The organization of the railway transport in this segment is crucial for the transport capacity of the whole route. The management methods, in this case, are very different from the usual methods. (Davidovic & Čekerevac, 2005b)

Before analyzing the specific impact of the COVID-19 pandemic on the world market and lean production, we will point out some characteristics of the Lean concept. Automation is recommended for waste removal in production, and using the latest equipment is one of the best ways to do that. Pre-programmed machines can produce parts in narrow tolerances and thus help eliminate waste and finishing. High levels of automation maximize uptime and improve parts accuracy and consistency while reducing costs. Additional benefits of automated equipment that supports lean initiatives include (Curtis, 2021):

- Repeatability/accuracy - Increases the quality of parts and minimizes processing.

- Quality - The quality of the parts does not depend on the operators' skills. When we talk about quality here, we mean that producer produced the product following the construction documentation.
- Pre-preparation of parts - The material and parts warehouse can deliver the next batch of materials or parts on time, reducing lost handling time.
- Automatic tools - They reduce adjustment costs and allow production continuity.
- Partially unmanned operations - allow that while machines are running, the operator can write programs or perform the process operations that require manual work.

A just-in-time (JIT) inventory management system can be used to efficiently manage inventory and reduce the cost of goods sold, as this strategy ensures that reproductive material arrives when needed in production processes. This cost-effective inventory management strategy helps minimize or eliminate excess resources and allows for continuous inventory flow. A JIT strategy can be more effective if paired with the Kanban system - while JIT reduces inventory, Kanban signals when more material is needed. A company can calculate safety stock levels by combining customer expectations and delivery time requirements with its internal production capacity so the products can be ready when the customer needs them.

The JIT strategy, when properly implemented, can bring benefits to the company that applies it to its clients, such as (Curtis, 2021):

- Increased efficiency - Production lines can operate continuously because materials are available to meet production needs.
- Reduced waste.
- Reduced inventory costs.
- Improved delivery to customers.
- Reduced bottlenecks and areas with increased defects.

Continuous improvement is at the core of the lean concept. The use of performance measurement standards helps the company monitor progress and shows how internal improvements help to improve results. All members of the team are thinking about how to achieve product perfection.

2 HOW LEAN HELPS COMPANIES ADAPT

In recent decades, realizing that TQM provides small but continuous improvements, achieving drastic improvement in production and reducing inventories across companies, many companies have reengineered their business processes. As a systemic approach, reengineering generates strategic, technical-technological, economic, social, cultural, and other changes in the organization. Concepts of crucial importance in production and transport include:

- Just in time,
- Just in Sequence, and
- Make or buy?

In the first two concepts, the idea is to reduce the stock of parts to the planned minimum, and the second is an optimized version of the first one. The third concept is important for deciding what a company will produce or buy on the market. The assumption is that a specialized external manufacturer will be more efficient and achieve better quality at a lower price. So the company should only deal with what is more competitive than others.

The result of this approach is the realization of a lean production concept that would eliminate everything that does not add value for the customer (CGMA, 2021):

- Overproduction – Production ahead of demand.
- Defects – Reduction of costs of defect production.
- Waiting – Production interruptions and idling.
- Motion – Optimization of movement of workers.
- Inventory – Stocks of finished goods or work in progress not being processed.
- Transport – Excessive movement of materials, work in progress, or finished goods.
- Over-processing – Processing to compensate for poor design or production processes.

The concept can be applied to industries across many fields, but it is especially relevant to the manufacturing sector, among ISO 9001 certified organizations (AQM, 2021).

With an emphasis on increasing productivity and elimination of so-called waste, Lean production works on the edge and needs to consider the

introduction of new technologies and the provision of personnel who can use them. In addition, lean requires manufacturers to work with as many resources as they need to succeed - and no more. That is why companies must take care of (Langstroth, 2021):

1. *integrating digital technologies*. That primarily refers to the use of Industry 4.0 digital technologies. In its annual Industry 4.0 survey, McKinsey (Agrawal, Dutta, Kelly, & Millán, 2021) found that 94% of 400 global manufacturing companies reported that advanced production technologies had helped them keep their operations running during the crisis. A majority (56%) considered digital technologies critical in their successful response to the crisis. That is primarily because, thanks to the advanced analytics applications, robotics, and software, they were able to make more sophisticated decisions. Using digital technologies, companies like Unilever, Micron, Tata Steel, Novo Nordisk, Alibaba, Saudi Aramco, and Hitachi achieved significant shifts in manufacturing productivity, 20-75% (Langstroth, 2021).
2. *resolving supply chain issues in real-time*. In 2020, there was a huge disruption in supply chains. Some manufacturers even created war rooms, where supply and demand planners devised alternative supply routes and alternative solutions. Operational weaknesses that forced some companies to transform have come to light. Some businesspeople consider lean to be an effective tool for solving problems in the supply chain because by applying the lean supply chain, partners benefit from the system of interconnection by balancing supply and demand. With the lean, manufacturers have the metrics they need to real-time monitor whether they met their goals and objectives. However, the problem arises when some goods are not in sufficient quantities. In such cases, the whole theory largely ceases to be valid. Even in such situations, digital technology is a significant player, as manufacturers can use it to automate the digital supply network (DSN), receive real-time reports, and can align production with available materials in an increasingly complex distribution network.

3. *preventing excess product.* Protection against overproduction is especially relevant for the pandemic era. The goal is to produce products in quantities sufficient to meet actual demand, whether smaller or larger. It makes producers more sensitive and does not produce stocks they would have to store. It is one of the best ways to avoid excess product and all the inherent waste that goes with it. However, we can also discuss it based on the events during the pandemic. Due to the lockdown, the demand for certain goods fell sharply, which reduced the production of these goods. It was difficult to expect buyers would decide to buy new cars when everything was uncertain except that they could not leave their homes. However, immediately after the abolition of the lockdown and thanks to subsidies obtained by the state, appetites rose sharply, and production could not meet the needs. It should be borne in mind here that due to the (unexpected?) energy crisis, there have been major disruptions in the supply of energy and raw materials, so appeared significant shortages. For example, because of the lack of energy, China faced a huge reduction in zinc production. That consequently affected the shortage of aluminum in Europe, which can practically stop production lines in the European automotive industry. Manufacturers in the automotive industry of China and the United States are in a more favorable situation because these two countries have their production of zinc enough for their needs. Even worse is in terms of computer components. Before pandemics, car manufacturers have mostly met their needs with Chinese suppliers. At the pandemic, they must try to secure their production in Europe now. In this case, the question 'Make or buy?' from the beginning of Chapter 2 of this paper received a different answer from the one that would be valid under normal conditions. Also, many countries have introduced protection of their markets by restricting imports and/or exports. It has further influenced supply instability.
4. *leveraging the power of partnerships.* According to a Deloitte report for 2020 (Stefanita, Kawamura, & Schroeck, 2020), the most successful manufacturers today achieve efficiency through powerful partnership strategies that allow them quickly develop and test new business models. By redesigning production operations and sales models, they can speed up production, adapt more flexibly to customer needs and reduce the time required to enter the market. In the 2019 Ease of Doing Business Report, Group 2112 (2020) reported that nearly three-quarters of partners complained about overly complicated affiliate programs and said they sought greater support, transparency, and predictability in the programs. Nearly 40% want clear engagement rules, improved training programs, and simplified incentive management. 61% of partners believe that there are not enough strategic guidelines, and they would like more transparent requirements of the Market Development Fund (MDF). 70% of partners believe that the inclusion processes have too many steps and could be simplified. Partnerships need to focus on mutual success, so it is crucial to align business goals, and one of the good ways is to develop a clearly defined joint business plan.
5. *improving environmental sustainability.* In addition to the fight against the pandemic, the fighting for the protection of Earth is becoming more pronounced. Environmentally sustainable production strategies, such as waste reduction, reuse, and improved energy efficiency, are becoming increasingly popular. They can add value, reduce costs, and shorten production times. In addition to becoming crucial in achieving compliance with an increasingly complex regulatory environment, these strategies are also popular among consumers who are increasingly opting for a particular manufacturer interested in environmental protection. Lean can help in this case as well. For example, the Lean concept, known as Operator Care, is used to design standards that reduce variations in the production process, which leads to less waste of products and raw materials. Ultimately, care for the environment is significantly affected by increasingly stringent legislation aimed at zero CO2 emissions. Implementing lean when choosing new equipment, upgrading existing equipment, or selecting manufacturing

components, can help managers evaluate environmental impacts. For example, the Lean concept known as Operator Care is used to design standards of practice that reduce variations in the manufacturing process, leading to less waste of product and raw materials, reduced energy and water consumption, and cutting emissions while reducing costs.

6. *streamlining and supporting the workforce.* Lean also deals with problems on the workforce side, preventing the loss of resources in time and talent. Integrating Lean and modern technology can solve many labor productivity problems. For example, the 'smart factories' can analyze data collected from sensors in production facilities, focus on quality and performance issues, and perform predictive maintenance, minimizing equipment downtime. Through the digitalization of business, companies use proven tools to optimize production performance and reprogram business to achieve the necessary organizational changes and respond to the challenges of the post-pandemic era we are approaching. It is noteworthy that according to a survey conducted by SAP¹ before the COVID-19 pandemic, 46% of decision-makers believed that digitalization provided the same opportunities for SMEs and large companies, and 37% believed that SMEs due to its flexibility in advantage over large companies. (Ćesarović, Bogavac, & Čekerevac, 2021).

Although we can discuss when lean manufacturing originated, with certainty, we can say that its theoretical roots are represented by Frederick Winslow Taylor's 'Shop Management' (1911). Also, we can say that Shigeo Shingo and Taiichi Ohno, and Toyota Motor Corporation are most responsible for its practical application. But lean has neither been universally adopted nor developed continuously over the years. Re-engineering of business processes on lean manufacturing principles started in the early 1990s.

The most important achievements as reducing the failure rate to zero and delivery times by three quarters, shown in the beginning, cannot continue forever despite regular investments in state-of-the-art machines. Despite the success of the just-in-time and other lean practices, the Lean is limited when a broader strategy of cooperation between teams, agile decision-making, and staff development does not support it.

The development of digital technologies has encouraged manufacturers to rethink the benefits of lean manufacturing. Lean and digital make a powerful combination to provide ultra-efficiency, productivity, and performance. Data-driven systems make it possible to obtain quality reports that help save time, reduce errors, and take advantage of opportunities in the best way, far beyond human capabilities. The levels of adoption of digital technology vary despite the availability and benefits of digital technology. 26% of manufacturers say they are thinking about digitalization but do not yet know how to apply it, but as many as 27% told researchers not to think about it. (Pamment, 2020) That was a cause for concern before COVID-19 struck, but we will see how many will change their opinions as a result.

Even in industries characterized by innovation, such as the pharmaceutical industry, it is surprising to see how many companies use paper-based tables, boards, and systems, regardless of their shortcomings. They end up with rigid production plans that cannot easily accept change, with processes duplicated unnecessarily. Their resources are either stretched or underutilized. Dynamic scheduling, supported by APS software², allows manufacturers to iron out these inefficiencies. With access to the same information in real-time, production teams work together to spot where machine downtime or potential bottlenecks can become constraints. Since the plan is visible to everyone, there is no need for handovers at the beginning of each shift. It saves many hours every day.

We need to be aware that digital transformation is not an independent project but a project that drives the Lean methodology in the modern world. Overall, such improvements allow manufacturers

¹ Abbreviation for "Systems, applications, and products in data processing"

² Advanced planning and scheduling (APS) software

to make continuous improvements (or Kaizen) that are an integral part of lean. As we have seen, the most dedicated proponent of lean will not get far if it does not increase its capabilities through APS software and other software such as MRP and ERP³.

3 LEAN MANUFACTURING DURING THE COVID-19 PANDEMIC

Lean manufacturing, built on the assumption that reducing waste, eliminating surpluses, and precise operations, is the key to market success in conditions of market stability when supply chains function perfectly. The COVID-19 pandemic has caused a global disruption due to a lack of demand, reduced mobility of people and goods, a series of lockdowns, and ultimately reduced production. After the cessation of lockdown and the easing of restrictive measures, there was a sharp increase in demand for goods and services, which shook the market and led to shortages of parts and final products. Many orders will be able to be realized only in a few months, and in some countries, dealers inform their customers that the goods are not in stock (e.g., Raspberry Pi 4 were not on sale on November 1st, 2021, in Slovenia, Croatia, and Austria)⁴.

It turned out that those companies that did not have significant reserves of parts and components had massive problems continuing production. The automotive and aviation industries and those engaged in computers and related production equipment got into big trouble. As the world emerges from the pandemic, companies will try to find ways to keep their lean practices. (Hyder, 2021).

While the COVID-19 pandemic has highly endangered some industries, it has created conditions for fast growth for others. It primarily refers to masks and protective medical equipment, which production has made an enormous leap. Besides the billions of masks needed to produce, there appeared an enormous need for vaccine bottles, packaging for their transportation, respirators, and even new

hospitals, ambulances, and the like. The exponential growth of demand for certain products has enabled some companies to achieve extraordinary results by changing the production program. For example, the Pioneer company before coronavirus specialized in horse-drawn farm equipment, in just two weeks, created a prototype hospital bed, established a relationship with relevant partners, changed the production program, and managed to produce 50 beds in the first day. Now the Pioneer makes two hospital beds per minute. (AQM, 2021) they have managed to maintain lean manufacturing and prove that different goals can be achieved relying on the existing network of production capacities.

As the world changed in a pandemic, the manufacturing sector adapted to the new reality. The main changes are visible in (AQM, 2021):

- Ensuring the safety of workers. If remote work was not possible, the distancing of workers was applied to prevent the transmission of the virus.
- Visual displays and handwashing. Companies used transparent barriers to separate workers from others (clients or colleagues) where justified. Hand sanitizers have become standard equipment in stores, offices, and individual workplaces.
- Communication. Although some workers have worked from their homes and remote locations, good mutual communication, horizontal and vertical, continues to be important.

The management tried to be as efficient as possible. Team leaders focused on the most valuable tasks, neglecting the unimportant, and company leaders tried to adapt to the needs of consumers and streamline the products and highly demanded services. It is crucial, within lean manufacturing, to monitor the market daily and predict future conditions. Consequently, it is necessary to monitor the prices of raw materials on the market and decide what, how much, and when to buy to ensure uninterrupted production.

³ ERP - Enterprise Resource Planning; MRP- Material Requirements Planning. The primary difference between ERP and MRP is that ERP systems help plan and automate back-office

business functions, whereas MRP systems focus on materials management.

⁴ (n.d., Raspberry Pi 4, 2021)

COVID-19 has drastically changed the regularity of demand - with daily changes in forecasts, sudden inflows, and cancellations of orders - which has highlighted the need for manufacturers to be flexible. Well, even though 2020 was not the year most companies had hoped for, it allowed manufacturers to take advantage of lean manufacturing to respond to shortages and problems caused by the pandemic. Lean manufacturing encompasses many different aspects, and the pandemic has given manufacturers who embrace lean manufacturing the opportunity to analyze weaknesses and address them directly.

2020 showed manufacturers more than ever before that lean production is flexible. The flexibility of the machines reflected in their ability to quickly adapt to the production of a new product and new production plan and volume, together with employees training, allow the company to react adequately when necessary. (Curtis, 2021)

Industries are not immune to extreme changes in the environment in which they operate. Such challenges push them towards accelerated digitalization. (Allgood, 2020) Companies quickly realized that the faster they move to automation and an environment that provides real-time information, the better the transformative effect will be in their business. For too long, leaders have seen automation as a replacement for workers. Bringing the 4th Industrial Revolution to factories improved the quality of the workforce. Automating everyday tasks and increasing efficiency have freed workers to advance in new roles and responsibilities. If policymakers and businesses get it right, linking the physical and digital worlds could generate \$ 3.9 to \$ 11.1 trillion a year in economic value by 2025. (Manyika, et al., 2015) The pandemic is accelerating digital adoption due to working in an uncertain environment and the need for rapid turnaround.

The most pressures are in the areas of meat production and food transport. The pandemic is limiting the capacity of factories, supply chains are overloaded, and there are increasing demands to monitor food shipments to reduce loss and spoilage in transit. 5G technology can solve these challenges, enabling real-time monitoring and quick adjustment to temperatures, traffic patterns, and other factors. Even before the pandemic,

classic industries like maritime shipping began to examine how to transform their business digitally, and it became imperative now.

COVID-19 pandemic creates greater demand for automation and contactless operations, with less human involvement, to limit exposure and control epidemics. 5G and IoT technologies enable the transformation of factories themselves. In Denmark, for example, there have been no closures of meat processing plants as we have seen in the United States. It is partly because one of the largest factories in the country is almost fully automated. (Allgood, 2020) 5G and IoT technologies will help bring that automation type to life in all industries.

During the pandemic, there was a significant increase in food delivery. Guests visited restaurants less and less due to lockdown and fear. Direct delivery to customers is becoming an increasingly common practice. Cellular connectivity becomes critical for monitoring and efficiently maintaining operations. With disrupted production and growing demand, many companies have begun to think about efficiency and spoilage of goods. A study conducted by the US National Institutes of Health showed farmers lose 60% of harvested cereal grains during the storage process. Ericsson has partnered with IntraGrain Technologies Inc. to provide a solution that allows farmers to digitally monitor grain storage conditions in silos, reducing spoilage and ensuring more products reach customers. (Allgood, 2020) In solving all the mentioned problems, 5G technology combined with IoT can help.

There is an increasing transition from wired to wireless cellular connections in factories. It is primarily due to the possibility of easy reconfiguration of the network, machines, and processes when a responsible change in demand. Also, 3D printing increases due to delays in the supply chain - the innovation was born out of necessity and could have a long-lasting impact.

Private cellular networks offer other benefits, such as increased data security and device integrity, consistent high speeds, and seamless transitions between indoor and outdoor environments.

Stock problems arose during the pandemic. As is often the case, many blamed lean manufacturing

and its basic principles. In the United States, due to the exceptional demand, most shelves with paper towels and toilet paper were left empty in the early phase of the pandemic. Also, the laptop supply went into problems. Many have started working from their homes, which they did not do before. In addition, online learning has become the standard for both pupils and students. Similar situations have occurred before. For example, in 2010, many blamed lean productions for component shortages faced by Apple and Nissan, among others, and quality problems at Toyota. (Jusko, 2020) Although, at that time, Apple was not considered a lean manufacturer. In defense of the lean principle, we must remark that Lean is not one-dimensional and does not mean only a minimum of inventory. It is a much broader notion that lean "changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams". (Jusko, 2020)

During the COVID-19 pandemic, lean again (quite unjustifiably) came out in a bad light. In its defense, we can object that there are practically no manufacturers who will keep so many reserves in warehouses that will meet their needs in a situation that will happen once a century, or maybe not even happen. Such reserves will more likely remain unused and be a loss.

Manufacturers who fully accept lean will see the pandemic as it is - a catalyst for change (Jusko, 2020). COVID-19 highlighted areas where production was not successful. The lean companies will attack these weaknesses and be better in future crises.

4 LEAN MANUFACTURING IN A POST-COVID WORLD

The impact of the global Covid-19 pandemic has called into question many lean practices in manufacturing companies. But one should always keep in mind that in lean production, the goal is to deliver value to customers, even when it comes to trouble. By using real-time data-based reports, manufacturers can continue to operate successfully in the future and maintain their cost-cutting initiatives.

While well-established supply chains, just-in-time inventory management, and minimal waste

functioning as they should when the businesses a company depends on can meet demand, what happens when a global pandemic occurs?

Production breaks, part-time work, and global supply shortages have been a reality in the last twenty months. So, the question arises: Is there still a place for lean production in the world after Covid?

As the answer, we shall explain why lean production will continue and how producers can use it when the pandemic is over.

First and foremost, the finger is usually pointed at the lean whenever a rare occurrence shakes the production chain. The current Covid-19 pandemic is a painful but rare occurrence! (n.d., *Lean manufacturing in a post-Covid world*, 2021) The last similar occurrence, but of far smaller dimensions, was in 2006 with H5N1 (outbreak of bird flu). At the time, people were rapidly questioning lean production, especially JIT inventory management. But as the father of the lean behavior movement, Jim Womack, clairvoyantly wrote at the time (Womack, 2006): "The real problem is the lack of capacity to assemble the parts quickly into finished units. And thinking that companies on their own will maintain a buffer stock of finished units adequate for a true emergency is equally naïve. They would go bankrupt if they tried." Womack suggested that the governments' task should be maintaining stocks at the required level for emergencies to mitigate the effects of such a global event. This proposal is very problematic from the aspect of liberal capitalism. It is more suitable for some other social systems. But, knowing what happened during the COVID-19 pandemic, it does not seem such a ridiculous proposition. Let us not forget that lean production is not just about reducing costs, minimizing waste, and improving efficiency. The number one trigger for lean should always be to increase the value delivered to the customer.

Even when the manufacturer has the best supply chain and the leanest JIT inventory management, all this is in vain when the customer's order is not fulfilled on time or per their expectations.

Eventually, the Covid-19 pandemic will end. With mass vaccination and new drugs, the world will overcome the pandemic. Since they have not been able to travel freely for a long time, people

will want to do so as soon as they can. Also, after lifting the blockades, we return to some semblance of normalcy. There is to expect that we will witness an increase in demand. We saw it during the occasional easing of restrictions. Manufacturers and service providers who will be able to respond to new market demands will emerge as winners.

One of the ways manufacturers can strike the right balance between inventory management and continuous customer enthusiasm is to take advantage of real-time data insight. Data and connectivity now play a vital role in increasing the efficiency of production lines. By using modern software systems, such as ERP and MRP solutions, manufacturers no longer need to rely on the best guesses. Instead, they can take advantage of the latest real-time information from their stores and beyond to see precisely where they are and their supply chain at any given time.

Such an adjustment allows manufacturers to a better plan. Also, they can react more quickly to changing dynamics and moods in the industry, including sudden increases in demand.

The global Covid-19 pandemic will force many manufacturers to reconsider their lean practices and, also, to analyze whether they will be sustainable after such a shocking event. Thanking a proactive approach to data exploitation some of them will be completely prepared to move forward.

If a Covid-19 pandemic in a company has called into question their lean manufacturing practices, then it is most often the case that the company was not lean before the pandemic.

The COVID-19 pandemic has caused shocks in the manufacturing sector. Some companies have wondered when the demand for their products will increase again. Many factories were closed with workers laid off. But there was also positive news. Many foods and toilet paper manufacturers have increased production to respond to panicky purchases. Some others have made good use of their skills and abilities by making hand gels, face shields, and fans. Of course, the successes of some pharmaceutical companies are immeasurable, as they have invested all their own (but, in addition, state's) resources in the development of vaccines and drugs against COVID-19.

Manufacturers are now adapting to the new conditions after coming out of the blockade. They will need to revise the demand forecasts. Also, they need set contingency plans for another sudden influx or drop in orders. New work practices must be adopted, including strict respect for employee distance and hygiene.

Those who already were hampered by inefficiency and low productivity caused by archaic processes and poor use of resources will suffer the most difficulties. However, at the same time, this is an opportunity for all companies to review their strategies and make improvements to achieve better performance and ensure their long-term survival.

COVID-19 emphasized the importance of innovation and resilience in the supply chain. It is time to rethink long-standing strategies and processes. Companies need to learn lessons from the crisis to build on success.

5 CONCLUSIONS

The crisis caused by the COVID-19 pandemic has highlighted the continuing lack of understanding of what lean is.

Coronavirus has brought many challenges to lean manufacturing and manufacturers in general. Those better prepared have managed to adapt to the new conditions and even derive significant benefits from it and ensure growth. Successful companies, capable of quickly adapting to different business conditions, could reduce production after a pandemic and return to the pre-pandemic range and volume without big shocks. Companies that have adopted the lean concept in its broadest form have more easily overcome the onset of the crisis and coped better in a pandemic. Those who did not work following the lean concept encountered big business problems. The problem level depends on their size, product range, and readiness for rapid transformation.

Lean production has proven problematic in some cases, primarily due to the lack of reproductive material. But the truth is that very few are companies have sufficient reserves for a long-term crisis as the COVID-19 pandemic is. The pandemic is a big test that shows how companies, industries, and even states organized and prepared themselves to work in the crisis.

Based on numerous research, including this one, it is to get an impression that the proponents of lean production look to the future of this concept with a lot of faith. To the question 'Can lean production survive in the turbulent conditions of a pandemic?', they will answer with 'Yes, from its

origins, lean evolved to offer companies the ideal set of tools to navigate within this new environment.' However, if we analyze the current situation on the market of goods and services, many will answer with: 'Yes, but...'

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WALTER BLOCK vs JAKUB BOZYDAR WISNIEWSKI DEBATING ABORTION: A SUMMARY

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Abstract

Without a doubt, one of the most controversial issues currently being debated is abortion. Several decades ago, philosopher and economist Walter Block offered a compromise of the seemingly uncompromisable problem based on libertarian principles, which he called “evictionism.” Evictionism is based on the theory of self-ownership and the implications that follow, which are the “non-aggression principle” and private property rights. It is a principled compromise between the traditional pro-life and pro-choice positions. According to evictionism, it would not be illegal for a pregnant woman to evict a fetus at any time for any reason because she is the one who owns her womb, but it would be illegal for her to kill the fetus unnecessarily once it’s viable. This means that before viability, an eviction that necessarily results in the death of the fetus would be legal. After viability, however, an eviction that unnecessarily results in the death of a fetus would be considered murder and consequently illegal. Unfortunately, though, very few people have heard of this compromise. What’s worse of those who have heard of it, even fewer have been convinced by it. Consequently, there have been several written debates between Block and his critics about their perceived problems with his proposed compromise. The purpose of this paper is to provide a detailed summary of one of the first main debates that Block has had on the topic.

Keywords: *evictionism, abortion, pro-life, pro-choice, property rights*

1 INTRODUCTION

One of the first debates that Walter Block had defending evictionism was with libertarian theorist Jakub Bozydar Wisniewski starting back in 2010 and ending in 2014. In total, their debate lasted

four rounds (eight papers total -- four from Wisniewski and four from Block).¹

2 PAPER 1 (WISNIEWSKI, 2010A)

The first paper, titled “A Critique of Block on Abortion and Child Abandonment,” was published by Wisniewski (2010a). He began the paper by attempting to summarize Block’s position on the matter. First, he claimed that Block believes “a

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¹ See Block, 2010, 2011a, 2011b, 2014; Wisniewski, 2010a, 2010b, 2011, 2013.



fetus can be aborted only if it is not killed as a result" (Wisniewski, 2010a, p. 1). Second, he asserted that Block "claims to derive such a conclusion from the libertarian axiom of non-aggression, which prohibits harming other human beings" (Wisniewski, 2010a, p. 1). Third, he stated that Block "contends that the only valid reason for obliging the mother to carry out the pregnancy could stem from the existence of a relevant positive right (e.g., fetus's right to life), which is a notion incompatible with libertarian ethics" (Wisniewski, 2010a, p. 1). And finally, he added that Block thinks "one should not be thought of as responsible for what happens to the trespasser after he is evicted" (Wisniewski, 2010a, p. 1).

After attempting to summarize Block's position, he asked, "why (then) should the moral evaluation of the act of eviction depend on what eviction options are available and on which of them is applied to the trespasser?" (Wisniewski, 2010a, p. 1). Instead of stopping here, however, Wisniewski set this question aside and focused on the harder pro-life case against evictionism, which is that "even in those cases where there are no non-lethal eviction options available, aborting the fetus should count as murder" (Wisniewski, 2010a, p. 2).

To explain why evicting when there are no non-lethal options should still be considered murder, he referenced a thought experiment involving an invitation onto an airplane that Block proposed in his paper "Toward a Libertarian Theory of Abortion" (Block, 1977). Wisniewski argued that a mother "inviting" a fetus into her womb and then expelling it out into certain death before it being viable is similar to a scenario where "X gets Y drunk to the point of the latter's passing out and drags him onboard the plane, and then, as soon as Y regains consciousness, asks him to jump out" (Wisniewski, 2010a, p. 2).

Wisniewski then concluded that in cases of voluntary intercourse, the mother would be "guilty of violating the libertarian axiom of non-aggression" if she evicted the fetus inside her womb because that "the libertarian principle of the non-initiation of force trumps the right to evict trespassers from our property if it is us who are responsible for making someone a 'trespasser' in the first place" (Wisniewski, 2010a, pp. 2-3). He

also added that the same reasoning would apply to Block's theory of child abandonment.

3 PAPER 2 (BLOCK, 2010)

The second paper, titled "Rejoinder to Wisniewski on Abortion," was published by Block (2010). He began the paper by addressing Wisniewski's multiple mischaracterizations of his position. Regarding the first claim about believing "a fetus can be aborted only if it is not killed as a result" (Wisniewski, 2010a, p. 1), Block mentioned that the word "can" should be replaced with "may" (so that it reads, "a fetus *may* be aborted only if it is not killed as a result") to move the conversation into the realm of ethics and legality rather than science (Block, 2010, p. 1).

According to Block, though, the statement would still be problematic even if "can" was replaced with "may" because abortion is "eviction plus killing," which means that if a fetus is aborted, it must necessarily have been killed (Block, 2010, p. 1). Basically, by saying this, Block was pointing out that Wisniewski did not apparently understand his distinction between "abortion," which is the removal of a fetus (eviction) plus killing, and "eviction," which is just the removal of the fetus. Consequently, Wisniewski essentially claimed that Block believes that a fetus can be removed and killed only if it is not killed as a result, which is clearly contradictory and nonsensical. A better paraphrasing of Block's position would have been "a fetus can be aborted only if it is not viable" or "a fetus can be *evicted* at any time but cannot be evicted and then killed once it's viable."

Regarding the second claim about deriving such a claim from the "libertarian axiom of non-aggression, which prohibits harming other human beings" (Wisniewski, 2010a, p. 1), Block argued that this was also problematic because "harm" is not prohibited by the non-aggression principle (NAP) (Block, 2010, p. 2). To clarify why harm isn't necessarily prohibited by the NAP, he gave two examples. In one example, he brought up a situation where someone opens a store next to another person and "steals" half of someone else's business, thus "harming" that person in the process (Block, 2010, p. 2). In the second example, he mentioned a situation where someone "steals" the fiancé of another person, which again, could be considered harm against

the person who lost his fiancé (Block, 2010, p. 2). As explained by Block, though, neither of these things are initiations of aggression and, therefore, not illicit under libertarian law (Block, 2010, p. 2). This means that only certain types of harm, specifically the initiation of physical violence or the imminent threat thereof, are prohibited by the NAP.

Regarding the third claim about contending that “the only valid reason for obliging the mother to carry out the pregnancy could stem from the existence of a relevant positive right (e.g., fetus’s right to life), which is a notion incompatible with libertarian ethics” (Wisniewski, 2010a, p. 1), Block pointed out that there could be another possibility that doesn’t involve positive rights (Block, 2010, p. 2). Specifically, Block mentioned that a woman could sign a contract to become a surrogate mother, which would mean that she’d have a contractual obligation to carry out the pregnancy (Block, 2010, p. 2).

Regarding the fourth and final claim about thinking that “one should not be thought of as responsible for what happens to the trespasser after he is evicted” (Wisniewski, 2010a, p. 1). Block argued that he never said any such thing (Block, 2010, p. 3). After addressing these four mischaracterizations, Block then focused on Wisniewski’s question about why the moral evaluation of the act of eviction should depend on what eviction options are available and on which of them is applied to the trespasser. According to Block, it is because of “a basic axiom of libertarianism” recognizing that “non-criminals are to be treated in the ‘gentlest manner possible” (Block, 2010, p. 3). To clarify, Block used the example of someone inadvertently setting foot on another person’s lawn and claimed that the response consistent with libertarianism would be notifying them of their misstep and then asking them to cease and desist, at which point if they don’t it would be justified to escalate violence up to, and including deadly force, if necessary (Block, 2010, pp. 3-4).

It would be inconsistent with libertarianism (murder), however, for someone to just blow the trespasser away with a bazooka without any warning, according to Block (Block, 2010, p. 4). Similarly, it would be inconsistent with

libertarianism (murder) for someone to kill a fetus during the removal process if doing so is not necessary. Although Block didn’t seem to make this clear in his response, it should also be noted that evictionism has to do with legality, not morality. So, properly understood, Block’s answer has to do with why the *legal*, not moral, evaluation of an act of eviction should depend on what eviction options are available and on which of them is applied to the trespasser. Morally speaking, Block has made it clear that he is a pro-life person and believes that abortion is immoral and abominable (Block, 2005, pp. 14-15; 2014, pp. 3-4). Just because something is immoral, however, doesn’t mean it should also be illegal, which is a point he has made repeatedly.

Block then addressed Wisniewski’s claim that “even in those cases where there are no non-lethal eviction options available, aborting the fetus should count as murder” (Wisniewski, 2010a, p. 2). and his example with X getting Y drunk to the point of passing out and then taking that person on a plane only to later kick out while in mid-flight (Block, 2010, p. 4). According to Block, there is “a fatal disanalogy” (Block, 2010, p. 4). Specifically, he argued that “in no manner, shape or form can X’s kidnapping of Y, and then placing the latter on the airplane to subsequently throw him off, be construed as an improvement in Y’s welfare. Rather, the very reverse” (Block, 2010, p. 4).

He then added, “further, to carry out this despicable deed, X had to violate the libertarian non-aggression principle (NAP). In contrast, in very sharp contrast indeed, merely becoming pregnant does not at all constitute a per se violation of the NAP. And, as well, a pregnant woman improves the fetus’ position, certainly not Y’s” (Block, 2010, pp. 4-5). Basically, by saying this, Block clarified two things. First, he made it clear that conceiving a child is not in and of itself a rights violation (if it were, then getting pregnant would be a criminal act). Second, he pointed out that taking someone onto an airplane is a “worsening” of their condition (compared to when they were on land) while conceiving a child and bringing them into existence is an “improvement” of their condition (compared to not existing at all).

Next, Block attempted to reduce Wisniewski’s claim that “the libertarian principle of the non-

initiation of force trumps the right to evict trespassers from our property if it is us who are responsible for making someone a 'trespasser' in the first place" (Wisniewski, 2010a, p. 2) to absurdity. He did so by bringing up a scenario involving a deadly storm (Block, 2010a, p. 6). Specifically, he mentioned that using Wisniewski's reasoning, if he invited Wisniewski into his home to feed him and protect him from a deadly storm, thus making him a trespasser, he would be guilty of murder if he decided to disinvite Wisniewski (ask him to leave) before the storm (which could last one day, month, nine months, one year, five years, ten years, etc.) passed (Block, 2010a, p. 6). He pointed out that this would be although he helped extend his life during the time that he let Wisniewski stay in his home when he would have otherwise died (Block, 2010a, p. 6).

Consequently, Block argued that Wisniewski's theory "is not a libertarian one" because it "imposes positive obligations" upon others (Block, 2010a, p. 6). He also mentioned that it "can open Pandora's box our friends on the left, and the right too, are so anxious to open" and be used to justify things like welfare rights and healthcare rights (Block, 2010a, p. 6).

Toward the end of his response, he made sure to also point out the absurdity of Wisniewski's theory by stating that using his reasoning, a mother who commits suicide while pregnant would be considered a murderer (Block, 2010a, pp. 6-7). Before concluding, Block addressed Wisniewski's similar criticism regarding his theory of child abandonment (which has to do with parents taking care of their progeny until they can survive on their own outside of the household to be morally upstanding) by attempting to reduce it to absurdity as well (Block, 2010a, p. 7). He did so by pointing out that in a hypothetical situation where parents give birth to a mentally handicapped son and then predecease the child before successfully making provisions for him to be cared for after death (resulting in the handicapped child's death), Wisniewski's position would view the parents as immoral murders. According to Block, however, such a view is absurd because the parents' failure to find someone to care for the child cannot possibly be a violation of the NAP (Block, 2010a, p. 7).

4 PAPER 3 (WISNIEWSKI, 2010B)

The third paper, titled "Rejoinder to Block's Defense of Evictionism," was published by Wisniewski in 2010 as well (Wisniewski, 2010b). He began the paper by acknowledging and conceding to each of the "semantic" and "terminological" issues that Block brought up at the start of his first reply (Wisniewski, 2010b, p. 1). He then focused on Block's "principle of gentleness" and claimed that it seems to boil down to the "commonsensical principle of proportionality" (Wisniewski, 2010b, p. 2) which is the idea, according to philosopher Murray Rothbard, that "the severity of reactions must be proportionate to the moral turpitude of actions" (Rothbard, 1998, pp. 80-81).

Wisniewski, however, argued that while the principle of proportionality may explain why it would be inconsistent with libertarian principles to evict and kill (abort) a fetus when non-lethal eviction options exist, the principle also "fatally damages" the pro-choice aspects of evictionism when it comes to removing a fetus from the womb when there are not any non-lethal ways of evicting the fetus available (Wisniewski, 2010b, p. 2). Specifically, Wisniewski mentioned that "barring the scenarios in which carrying the fetus to term threatens the life of the mother, abortion (i.e., lethal eviction) involves the amount of physical harm done to the fetus that is grossly disproportionate to the amount of physical harm that the fetus can possibly do to the mother" (Wisniewski, 2010b, p. 2). To clarify, he added, "it is tantamount precisely to blowing the trespasser away with a bazooka when there exist no other ways of removing him from one's lawn. Hence, invoking the principle of gentleness allows Block to avoid one problem only to be confronted with an even more serious one" (Wisniewski, 2010b, pp. 2-3).

Next, Wisniewski accused Block of either overlooking or misunderstanding some of the "crucial elements" of the airplane example he brought up earlier and offered two reasons why it was not disanalogous (Wisniewski, 2010b, p. 3). Regarding the first reason why the airplane example is not disanalogous to the termination of a pregnancy, Wisniewski claimed that X dragging person Y onboard cannot be interpreted as a kidnapping because they never had an explicit or

implicit contract with each other. To make his point clearer, he said that X and Y could be thought of as “drinking buddies who accept the rule whereby the one who stays conscious longer can play pranks on the other” (Wisniewski, 2010b, p. 3). In this sense, argued Wisniewski, waking up “onboard the plane not only does not in any sense decrease Y’s welfare” (Wisniewski, 2010b, p. 3). He also added that it “might even improve it to the extent that he might enjoy being a ‘victim’ in a game of pranks that he voluntarily decided to take part in” (Wisniewski, 2010b, p. 3). Regarding the second reason why the airplane example is not disanalogous to the termination of a pregnancy, Wisniewski asserted that there is “no necessary causal connection between dragging Y onboard the plane and deciding to throw him out” just like there is “no necessary causal connection between getting pregnant and deciding to abort” (Wisniewski, 2010b, p. 3). He then clarified this by pointing out that “the future is as uncertain for Y as it is for the fetus” (Wisniewski, 2010b, p. 3).

After insisting that his airplane example was not disanalogous to pregnancy, Wisniewski then addressed Block’s deadly storm example that he used as a refutation of the idea that “the libertarian principle of the non-initiation of force trumps the right to evict trespassers from our property if it is us who are responsible for making someone a ‘trespasser’ in the first place” (Wisniewski, 2010a, pp. 2-3). He did so by claiming that Block failed to offer a logical justification for his “contention that welfare or health care rights can be equated with the right not to be evicted from one’s property if one did not break the pre-agreed rules of hospitality” (Wisniewski, 2010b, p. 4). Wisniewski added that such an equation could only really be made “if A were under a positive obligation to invite B to his house in the first place” but that he “never asserted the existence of any such obligation” in his previous paper (Wisniewski, 2010b, p. 4).

He then pointed out that his pro-life theory is “in full agreement with the libertarian principle of *pacta sunt servanda*, which is the idea that agreements must be kept but mentioned that the exact details of what kinds of obligations an individual takes on when they invite someone else into their home depends on the context and local customs of society (Wisniewski, 2010b, p. 4). According to Wisniewski, if it were customary for

someone to not overstay their welcome no matter the external circumstances, then it would be permissible to remove someone who they invited inside without having to wait for the deadly storm to pass (Wisniewski, 2010b, p. 4). If, however, the opposite was true, then such an invitation into one’s home to escape a deadly storm, if accepted, would burden the person making the invitation with the positive obligation to be the other person’s host for as long as the storm persists (Wisniewski, 2010b, p. 4).

Wisniewski then pointed out that while some may argue that abortion, then, is just a matter of custom, this is not the case because a fetus cannot make a choice to be involved in any kind of customs (Wisniewski, 2010b, p. 5). To clarify, he mentioned that getting pregnant and then evicting the fetus would be more like someone forcibly dragging another person into their home rather than inviting them inside, which means that the mother’s treatment of the fetus must be assessed “independent of any customs and conventions that the mother might subscribe to” (Wisniewski, 2010b, p. 5). After clearing this up, he then reiterated that “evicting the fetus to its death still counts as murder” except for “cases in which carrying the fetus to term threatens the life of the mother, due to the principle of proportionality” (Wisniewski, 2010b, p. 5).

Toward the end of his response, Wisniewski accepted that his theory would mean a mother who commits suicide while pregnant should be considered a murderer because she would have been the ultimate cause of their “guests” death and claimed that he failed to see “why this should be an objection” to his theory (Wisniewski, 2010b, p. 5). He objected, however, to Block’s claim that parents dying before taking care of provisions for their handicapped son demonstrated the absurdity of his position because he argued that people who unintentionally cause the death of another person cannot be considered murderers (Wisniewski, 2010b, pp. 5-6). According to Wisniewski, the parents had every intention to care for the person (they weren’t trying to evict them) but their plans ended up being “frustrated by events outside their control”, which means they aren’t murderers if their child dies as a result of them dying first (if they tried and failed to ensure that their child would be cared for before their death) (Wisniewski, 2010b, p. 5). Before

concluding, Wisniewski turned his attention to Block's defense of his theory of child abandonment and argued that he failed to meet any of his criticisms (Wisniewski, 2010b, p. 6).

5 PAPER 4 (BLOCK, 2011A)

The fourth paper, titled "Response to Wisniewski on Abortion, Round Two," was published by Block (2011). He began the paper by noting that both he and Wisniewski were now in full agreement regarding the "semantic" and "terminological" issues that he had brought up (Block, 2011a, p. 2). Block then reviewed the role of gentleness in libertarian theory and pushed back against Wisniewski's attempt to use gentleness to object to evictionism (Block, 2011a, pp. 2-4). Specifically, he first clarified that gentleness and proportionality are technically different aspects of the law, which means that Wisniewski's apparent conflation of the two is a category mistake (Block, 2011a, p. 3).

Block then pointed out that if someone is charging at him with a knife, he would be justified in shooting him dead, but if the attacker is captured alive, it would be unjust to use the same amount of deadly force after the fact to punish the "attempted murderer" (Block, 2011a, p. 3). In other words, there's a difference between the amount of force that's justified when a rights violation is occurring (the gentlest necessary to stop the violation of the rights) and the amount of force that's justified after the fact (proportionate to the violation of the rights).

According to Block, the gentleness and proportionality principles are included in the law "so as to preclude the victim from acting so strongly against the perpetrator that the victim, too, violates the libertarian code" (Block, 2011a, p. 3). To clarify, he added, "if someone merely steps on my lawn and I kill him for that minor violation of property rights, I am violating the NAP, and, indeed, violating the NAP to a far greater extent than is the trespasser. Gentleness, here, precludes me from engaging in so monstrous a violation of the NAP. Similarly, to punish a rapist by putting him to death would also be a crime on the part of the court that leveled so draconian a penalty" (Block, 2011a, p. 3).

Block then reiterated that the victim is supposed to treat the perpetrator in the "gentlest manner

possible" only to the extent that it's fully compatible with stopping the crime (Block, 2011a, pp. 3-4). This means that if the gentlest force necessary to stop a crime is deadly force, then it would be justified to use such force. After making this point, he explained that Wisniewski "is not justified in claiming" (Block, 2011a, p. 4) that he "avoids one problem only to be confronted with an even more serious one" (Wisniewski, 2010b, p. 2-3). To underscore this, he clarified that while evicting a fetus before it's viable or blowing a trespasser away "with a bazooka when there exist no other ways of removing him from one's lawn" (Wisniewski, 2010b, p. 2-3) may be grossly disproportionate, it would still be justified if the eviction procedure/bazooka was the gentlest manner available to actually stop the violation of the rights (Block, 2011a, p. 4).

Next, Block turned his attention to the airplane analogy and the assertion by Wisniewski that he "either overlooked or misunderstood some of the crucial elements" (Wisniewski, 2010b, p. 3) of the example by pointing out that what actually happened was that Wisniewski "radically changed the scenario" because there was no mention in his previous response that the two individuals were drinking buddies who both accept the rule that whoever stays conscious the longest can then play pranks on the other person while they're passed out (Block, 2011a, p. 6). Block then clarified that regardless of whether they're drinking buddies or whether one person kidnapped the other, both are still not analogous to pregnancy because conceiving of a child is neither a voluntary rule between drinking buddies nor is it a rights violation (kidnapping) (Block, 2011a, p. 6).

After discussing the airplane example, Block proceeded to discuss welfare rights (Block, 2011a, p. 6-7). Specifically, he used an example of someone pushing someone from railroad tracks to save them from an oncoming train only to have them fall into a lake and start drowning and argued that just because he saved him once does not mean he's obligated to then save his life a second time (Block, 2011a, p. 6-7). He then pointed out how when it comes to pregnancy, a woman giving life to a fetus is like saving them from the train, which means that much like saving someone from a train only to push them in a lake doesn't obligate the rescuer to further action, the mother also does

not have an additional obligation placed on her to save the fetus a second time by allowing it to stay in her womb (Block, 2011a, p. 6-7).

Block then reduced Wisniewski's view to absurdity by pointing out that using such reasoning would essentially obligate someone who saves the life of another person to then follow them around and act as a sort of guardian angel (Block, 2011a, p. 6-7). Similarly, he pointed out that to be consistent, this reasoning would mean that a mother would not be obligated to care for the child in the womb, but for the entirety of its life, which means that predeceasing the child would mean she failed to live up to the positive obligations placed upon her (Block, 2011a, p. 6-7).

Following this, Block addressed Wisniewski's reliance on "the libertarian principle of *pacta sunt servanda*" by pointing out that while contractual agreements certainly must be kept (i.e., a woman who signs a contract to be a surrogate mother), the fetus did not exist during the time of intercourse and therefore could not have entered into any kind of contractual agreement (Block, 2011a, p. 8). He also reduced Wisniewski's attempt to use local customs to defend his claim about what kind of obligations one must follow through on to be consistent with the NAP to absurdity by referring to "suttee," which is a custom practiced in India where a widow would throw herself onto her husband's funeral pyre (Block, 2011a, pp. 9-10). Specifically, he pointed out that a woman who refuses to commit suicide by leaping into the fire would, quite absurdly, be considered a rights violator (acting inconsistent with the NAP) using Wisniewski's reasoning (Block, 2011a, pp. 9-10). He then pointed out that Wisniewski's claim about getting pregnant and then evicting the fetus being comparable to a person forcibly dragging someone else into their home is a "logical howler" because it would mean that a mother is worsening the welfare of her child when she gets pregnant rather than improving the child's welfare (Block, 2011a, pp. 9-10). In other words, Wisniewski basically equated conceiving a child with kidnapping.

Toward the end of his response, Block addressed Wisniewski's acknowledgment that his theory would mean a pregnant woman who commits suicide is a murderer by explaining that "it is simply incorrect to regard the pregnant woman

who commits suicide as a murderer" because she had no positive obligation to keep the fetus alive (Block, 2011a, p. 10). To clarify, he mentioned that she doesn't owe it anything, never made a contract with it, and during intercourse couldn't even make a promise anything because the fetus had yet to come into existence (Block, 2011a, pp. 10-11). Since the fetus had yet to come into existence during intercourse, Block also reiterated that the mother cannot even be said to have "invited" the fetus into her womb because, for there to be an invitation, there need to be two parties (Block, 2011a, pp. 10-11). Before concluding, Block emphasized that when it comes to evictionism, what matters is the principle, not the amount of time a fetus will be in the woman's womb. Specifically, he stated, "it matters not one whit how long a duration we are talking about" (Block, 2011a, p. 11). This is because "if the fetus [has] a positive right to squat on what would ordinarily be considered the mother's private property (her womb), then the nine months could be turned to nine or even ninety years, without any change in principle whatsoever," which would, as noted by Block earlier, open the door to all kinds of other welfare rights (Block, 2011a, p. 11).

6 PAPER 5 (WISNIEWSKI, 2011)

The fifth paper, titled "Response to Block on Abortion, Round Three," was published by Wisniewski in 2011 as well (Wisniewski, 2011). He began the paper by agreeing with Block that "for the purpose of theoretical tidiness it might be desirable to keep the distinction between the *ex-ante* principle of gentleness and the *ex-post* principle of punitive proportionality maximally clear and unambiguous" but then added that he would still regard them as similar "with respect to their substantive, moral essence" (Wisniewski, 2011, p. 1).

Wisniewski then addressed Block's claim about treating perpetrators in the "gentlest manner possible" only to the extent that it's fully compatible with stopping the crime by adding on another qualification about it only applying to cases where people do not commit an even greater crime by not being gentle (Wisniewski, 2011, pp. 1-2). To clarify, he stated, "it is one thing to be decisive or even brutal in evicting a recalcitrant trespasser from one's premises, but it is quite a different thing to deprive him of life.

Violating the property rights in one's life is always a greater contravention of the NAP than violating one's property rights in the land" (Wisniewski, 2011, p. 2).

To make his point even more clear, Wisniewski brought up a scenario where "X, while fleeing a gang of thugs, inadvertently wanders onto Y's property. As it happens, a mysterious force petrifies him there and makes him immobile and immovable (unless killed) for the period of 9 months" (Wisniewski, 2011, p. 2). According to Wisniewski, while Block would say someone would be justified in saying "tough luck!" and then "plugging the wretch," he would argue that "whilst X would certainly be liable for paying some form of compensation to Y for trespassing on the latter's property, Y could not possibly kill the unfortunate trespasser without grossly violating the element of proportionality built into the NAP" (Wisniewski, 2011, p. 2). He then mentioned that collecting compensation and renting another property of comparable market value would be the most the property owner would be justified in really doing (Wisniewski, 2011, p. 2).

Next, Wisniewski pushed back against Block's accusation that he "radically changed" (Block, 2011a, p. 6) the airplane example and claimed that dragging an unconscious person onto a plane only to then tell them to jump out when they regain consciousness is not coercive because the person did not force the other person to drink (Wisniewski, 2011, pp. 2-3). He also mentioned that an unconscious person cannot be "forced" to do anything, which means it's a category mistake to speak of an unconscious person as being forced to do something (Wisniewski, 2011, p. 3).

To underscore his point, Wisniewski brought up yet another scenario where "X escorts a benumbed Y out of a party, 'drags' him into his car and takes him to his (X's) home" (Wisniewski, 2011, p. 3). According to Wisniewski, such actions cannot be considered to be coercive kidnapping (Wisniewski, 2011, p. 3). Moreover, Wisniewski argued that if a deadly storm began when Y awoke in the other person's house, it would be unjustified for X to order Y to leave the premises because he is the "ultimate and necessary cause of Y ending up on his property" (Wisniewski, 2011, p. 3). For this reason, Wisniewski insisted that "Y cannot be considered a trespasser" and that "X

can be considered responsible for whatever happens to Y as a direct and immediate result of forcing him out of X' premises" (Wisniewski, 2011, p. 3).

Wisniewski then focused on Block's example of pushing someone out of the way of a train and into a pond where they start drowning and claimed that while Block wouldn't have a positive obligation to save the person from the train, once he voluntarily involved himself in the situation, he would then be responsible for what happens immediately afterward (Wisniewski, 2011, p. 3). To clarify, Wisniewski stated, "if I voluntarily decide to involve myself in the causal chain comprising myself, B and any potential threats to which my actions can immediately and directly expose the latter, then if my actions do, in fact, immediately and directly expose B to a lethal hazard, then I am as responsible for the resultant harm he sustains as I would be if I myself were the said hazard" (Wisniewski, 2011, p. 3).

Next, Wisniewski pushed back against Block's suggestion that a mere invitation does not constitute an open-ended obligation by asking where Block would draw the line (Wisniewski, 2011, p. 4). He then added that there isn't a "relevant moral difference between being an ultimate cause of one's harm and being a proximate cause of one's harm as long as one is a necessary cause of one's harm" (Wisniewski, 2011, p. 4). After making this point, he argued that it consequently "has to be concluded that evicting an invitee to his death is just as much a contravention of the NAP and the principle of gentleness as killing him on the spot is" (Wisniewski, 2011, p. 4). Wisniewski then brought up Block's discussion of Rothbard's understanding of contracts and mentioned that he disagreed with Rothbard's distinction (Wisniewski, 2011, p. 4). Although he didn't explain why, he mentioned that "calling an agreement a 'mere promise' whenever fulfilling it becomes problematic seems like a cop-out" (Wisniewski, 2011, p. 4).

Toward the end of his response, Wisniewski rejected Block's objection to his use of the principle of *pacta sunt servanda*, which Block claimed was invalid because the fetus didn't exist at the time of intercourse, by arguing that the invitation in question wasn't extended during

intercourse but rather at the moment of conception (Wisniewski, 2011, p. 4). Basically, he claimed that the moment of conception is the moment when the mother extends the voluntary invitation to the fetus. Wisniewski also rejected Block's claim that the implications of his position would mean forcing a widow to participate in suttee is not a violation of the NAP. He did so by reiterating that such customs can only apply to people who can voluntarily accept or reject "a given set of tradition-based rules," which was the reasoning he used to explain why the permissibility of evictionism, and abortion does not just depend on the customs of society (Wisniewski, 2010b, p. 5). This means that for Wisniewski, the only time this would be permissible would be if the woman agreed to such a thing beforehand, like a slave contract, which is something that Block has made clear is consistent with libertarian principles.

Before concluding, Wisniewski pushed back against Block's claim that he was comparing conception to the worsening of a fetus by pointing out that it can only be thought of as worsening the condition if one believes that someone who escorts another person to their home can also be thought of as a kidnapper, which he disputed (Wisniewski, 2011, p. 5). He also argued that "it is not the case that existence is necessarily better than non-existence" because "deciding to abort the fetus often indicates nonchalance and disregard for human life on the part of the mother" (Wisniewski, 2011, p. 5). To justify this, he asserted that "having an unconscious existence that is treated in so contemptuous a manner is [arguably] worse than having no existence at all" (Wisniewski, 2011, p. 5).

7 PAPER 6 (BLOCK, 2011B)

The sixth paper, titled "Response to Wisniewski on Abortion, Round Three," was published by Block (2011b). He began the paper by first complimenting Wisniewski on his "brilliant and creative" scenario involving someone being frozen on the property of another by some "mysterious force" (Block, 2011b, p. 2). He also mentioned that he regarded it "as an important challenge to the evictionist philosophy" but claimed it was one the viewpoint could ultimately withstand (Block, 2011b, p. 3).

To clarify, he firstly reiterated that "there is certainly 'proportionality built into' libertarian punishment theory, but it is not at all 'built into' the NAP" (Block, 2011b, p. 3). This means that, according to Block, "the punishment must be proportional to the crime, but there is no such requirement that rests on the victim for his self-defense during the commission of the crime" (Block, 2011b, p. 3). Block also pointed out that if there were such a requirement, then there would be no justification for killing the Person X who is frozen by the mysterious force, and then he proceeded to argue for a situation in which it would be justified to kill such a person (Block, 2011b, p. 3).

Specifically, he brought up a scenario where X crashes into a "pure Austrian snow tree" (PAST), which is an example borrowed from philosopher Harold Demsetz (1979), and unless X is forcibly removed from the premises, 50 innocent people will die because they depend upon the PAST that X inadvertently crashed into (Block, 2011b, p. 3). In this case, Block argued it's clear that it would be justified to remove the one person who trespassed onto the property and crashed into the PAST, even if doing so will lead to their death, to save the 50 innocent people, which means that there are some cases where it would be justified for the force to stop a crime to be greater than the crime itself (Block, 2011b, p. 3).

Block then went even further and claimed that even if Wisniewski was correct in suggesting that "it would be impermissible under libertarian law for Y to evict X from his land," it would still not "lay a glove on evictionist theory" because there is a disanalogy between trespassing onto someone's property and trespassing within the body of another person (Block, 2011b, p. 4). To underscore this point, he stated, "surely, rape and murder and kidnapping, offenses against the person are more serious, much more serious, than those against mere property, such as car theft, fraud, pickpocketing" (Block, 2011b, p. 4).

Next, Block rephrased Wisniewski's "mysterious force" example to be someone trespassing into the stomach of another person rather than on their land and pointed out how when viewed in this way, his example "loses virtually all of its emotional force" (Block, 2011b, p. 4). He also pointed out how this new example is like Judith Jarvis

Thomson's scenario involving a violinist being attached to another person's body without their consent (Block, 2011b, pp. 4-5).

In anticipation of the objection that the mother doesn't have sole ownership over her womb, Block pointed out that in situations where the mother's life is at risk, it would be justified to evict a fetus to its death even though both of their lives are equally valuable (Block, 2011b, p. 5). To clarify, he explained that this is because while their lives are, indeed, both equally valuable, the mother is the one who owns the womb, not the fetus (Block, 2011b, p. 5).

He then reiterated that the mother has no positive obligation to her child and pointed out that even in a case where someone is starving, it would not be a violation of the NAP to deny food to that person, who then dies shortly after from starvation (Block, 2011b, p. 5). Block also added that while the property owner certainly *could* charge the other person rent/compensation, they would not be *required* to do so (Block, 2011b, pp. 5-6). According to Block, if a person didn't want the other person to be on their land, they would be justified in using deadly force, if necessary, to evict them and asserted that "any other conclusion makes a mockery of private property rights, [which is] the mainstay of libertarianism" (Block, 2011b, pp. 5-6). He then clarified that he is not saying that people should be allowed to "kill" another person but rather that people should be allowed to "evict" people from their property, even if doing so necessarily results in the death of that person (Block, 2011b, p. 6). Block also mentioned that as medical technology improves, the eviction process will result in fewer and fewer deaths (Block, 2011b, p. 6).

Block then argued against Wisniewski's claim that "in any given 'confrontation' between the owner and the trespasser, it is not just the former's property rights that are at stake, but the latter's as well, and even though in such cases the latter is obviously the original violator of the NAP, the former cannot retaliate with disproportionate severity" (Wisniewski, 2011, p. 2). He did so by first pointing out that rights cannot clash, which means that if they appear to then the rights have been misspecified, and second by suggesting that Wisniewski's position eschews "strict support for property rights" and consequently appears to be

more of a "Coasean analysis" of property rights" based on utilitarianism rather than principle (Block, 2011b, pp. 6-7).

Next, he focused on Wisniewski's claims regarding the airplane analogy. He did so by first clarifying that if someone drags someone out of the path of an oncoming truck, they are improving their condition but if they drag the person into the path of an oncoming truck that they are worsening their condition and thus in violation of the NAP (Block, 2011b, pp. 7-9). He then explained that even this, though, is still only a "first approximation" because "the 'dragging' of an unconscious person anywhere, for any reason, constitutes at least presumptively an assault and battery" (Block, 2011b, p. 8). This is because such an act is "a placing of hands upon an individual without his consent" (Block, 2011b, p. 8).

Block also clarified that he was not suggesting that the dragging of an unconscious person is forcing them to do anything against their will. Rather, he reiterated that it is the person who is doing the dragging that is violating the NAP because they are laying their hands on the body of another person without their permission and then placing them into a position of mortal danger. Because of this, Block pointed out that it would not be justified to remove someone who was dragged into a house while unconscious out into a deadly storm but made it clear that such a situation is disanalogous to evicting a fetus because the fetus wasn't forced into the womb but was instead created there (Block, 2011b, pp. 8-9). After making this clear, Block then focused on the scenario where someone pushes another person off of railroad tracks to save them being run over by a train only to push them so hard that they then fall into a lake and start to drown and questioned Wisniewski's assertion that failing to save the person from drowning would make the person who pushed them out of the way of the train a murderer (Block, 2011b, pp. 9-11).

Specifically, Block asked why it would be incumbent on someone to jump into the water to save the person who he had moments ago saved from being crushed by a train. He also questioned why such action imposes an obligation onto the person who pushed the other person out of the path of the train to save them once more. Block suggested that one way of answering these

questions would be to invoke positive obligations but pointed out that this is absurd because it would mean feeding someone for one day would then obligate that person to continue feeding them indefinitely and if they refuse, then they're a rights violator (Block, 2011b, pp. 9-11).

In anticipation of the objection that pushing another person out of the path of a train and into a lake where they then drowned would make that person a murderer because it was their action that led to that person ending up in the lake where they then drowned, Block pointed out that he would agree only when someone pushes another out of the path of a train and then pushes them once more into a lake right after. This is because, according to Block, these are two different acts whereas pushing someone so hard that they avoid being hit by a train only to drown in a lake is a single act. In the former case, Block claimed that the person would be a murderer but in the latter case, the person would be considered a hero because where there's life, there's hope (a third person could show up and rescue the other person from the lake yet they wouldn't have been able to do so if the person was run over by a train) (Block, 2011b, p. 10). Block also made it clear that getting pregnant and then evicting a fetus is not at all like pushing someone first off of the train tracks and then pushing them again into the lake. Rather, it's more like having a trespasser removed from the property of another (Block, 2011b, pp. 10-11).

Next, Block turned to Wisniewski's claim that there is no "moral difference" between being the ultimate cause of one's harm and being the proximate cause and pointed out that he may be correct when it comes to morality (Wisniewski, 2011, p. 4). He clarified, however, that what matters is the legality of evictionism, not the morality of it (Block, 2011b, p. 11). After making this point, Block acknowledged that he does support the idea of implicit contracts but argued that getting conception doesn't involve an implicit contract for three main reasons. First, he pointed out that when a woman is impregnated because of rape, it cannot be said that she has any kind of implicit contract with the fetus now residing in her womb. Second, he mentioned that for most of history people had no clue that sexual intercourse itself was what led to pregnancy, which means that there could not have possibly been any kind of implicit contract at that time. Third, he argued

that there can't even be an implicit contract because there weren't two parties in existence at the time of intercourse (Block, 2011b, pp. 11-13).

He then focused on Wisniewski's question about why the focus should be on intercourse rather than the moment of conception when it comes to determining whether or not the mother and fetus have an implicit contract with each other by explaining that sex outside of rape is a voluntary action that the woman has control over but conception is something that happens wholly outside of her control (it happens whether she wants it to or not) (Block, 2011b, p. 12). Block, however, then set this point aside and claimed that even if the focus was on conception instead of sex and even if it could be said that the woman invited the fetus into her womb, it would be unwarranted to stretch say that such an invitation was for nine months (Block, 2011b, p. 12).

Block also pointed out that Wisniewski failed to explain why he rejected Rothbard's distinction between implicit contracts and promises and noted that simply calling it a "cop-out" will not do (Block, 2011b, p. 12). Moreover, he added that a contract with a fertilized egg is also problematic because children aren't capable of rationally entering into contracts and they're even more developed than a fertilized egg, which means that if they aren't capable of entering into contracts, then fertilized eggs aren't capable of entering into contracts (Block, 2011b, pp. 12-13).

Toward the end of his response, Block mentioned that he agreed with Wisniewski's point about suttee being permissible if everyone involved voluntarily agrees to it but pointed out that what it means to have agreed to such a practice is not so clear. As an example, he brought up a scenario where a twelve-year-old girl in India could be subjected to the death penalty after her family arranged for her to marry her 50-year-old cousin, who then died shortly after (Block, 2011b, p. 13). To underscore this point, Block offered a second example involving young girls in Africa who live in a culture where performing clitorectomies is a part of the local custom/tradition, and a third example involving honor killings of women who disobey their parents' choice of husband or lifestyle (Block, 2011b, p. 13).

Block also added that voluntary slave contracts are not like the practice of suttee because slave

contracts are not “customary” and because, unlike slave contracts, there is not necessarily a mutual benefit in the *ex-ante* sense regarding the practice of suttee, clitorectomies, or honor killings (Block, 2011b, p. 14). Before concluding, he addressed Wisniewski’s claim that someone who brings an unconscious person to their home without their permission is not the “very paradigm case of kidnapping” (Block, 2011b, p. 14). To reduce his position to absurdity, Block asserted that using Wisniewski’s reasoning, a man who slips a date rape drug into the drink of a woman and then takes her home and then has sex with her would not be a rapist (Block, 2011b, p. 14).

Block also pushed back against Wisniewski’s argument that existence is not necessarily better than non-existence by accusing him of committing a performative contradiction. Basically, he pointed out that since Wisniewski exists and has not committed suicide, his actions demonstrate that he prefers existence to non-existence. In other words, Wisniewski’s actions speak louder than words and undermine the very claim he made about it not necessarily being the case that existence is better than non-existence (Block, 2011b, p. 14-15). In addition to that, Block suggested that at the very least, Wisniewski adopt evictionism for utilitarian-legal grounds by highlighting the fact that if evictionism were adopted tomorrow, then one-third of all fetuses would be protected, and as medical technology progresses, more will continue to be saved earlier and earlier as opposed to the status quo which would permit the killing of a fetus even if medical technology exists to evict it in a way that won’t result in its death (Block, 2011b, p. 15-16).

8 PAPER 7 (WISNIEWSKI, 2013)

The seventh paper, titled “Abortion, Libertarianism, And Evictionism: A Last Word,” was published by Wisniewski (2013). He began the paper by making it clear that this would be his last response to Block regarding evictionism (Wisniewski, 2013, p. 154). He then addressed Block’s example involving the PAST by claiming that it “actually provides an illustration of its validity” because the act of removing the person from the PAST would be a situation of self-defense (Wisniewski, 2013, pp. 154-155). He also dismissed Block’s claim that his analysis is based on utilitarianism by pointing out that making

interpersonal comparisons of utility is not required when engaging in self-defense due to the fact that “it involves no more than a simple recognition that Y can justifiably deprive X of his life only if X threatens Y’s life (as in the situation where carrying the fetus to term threatens the mother’s life)” (Wisniewski, 2013, pp. 154-155). Basically, this means that the situation where someone threatens the life of another, like in a situation where the mother would die if the fetus isn’t evicted to its death, it would not be a rights violation to use force, up to and including deadly force, for the mother to defend herself and evict the fetus.

Next, Wisniewski turned his attention to Block’s assertion that the fetus is committing an offense against a person rather than that person’s property as well as his claim that “offenses against the person are more serious, much more serious, than those against mere property” and the violinist example put forward by Thomson (Block, 2011b, p. 4-5). He did so by first arguing that “if it is Y who is causally responsible for having X connected to his body, then there is no way in which X can be considered a trespasser” (Wisniewski, 2013, p. 155). From here, Wisniewski concluded that “in the event of the latter’s death via disconnection, Y would have to bear the whole responsibility for it, hence becoming guilty of an instance of lethal aggression” (Wisniewski, 2013, p. 155).

He then mentioned that “if we are to think of X as connected to Y’s body against the latter’s will,” then things become a bit more complicated (Wisniewski, 2013, p. 155). Despite this, he tried to reduce Block’s position to absurdity by bringing up a situation where someone has another person attached to them and must keep them connected for only one minute and then suggesting that disconnecting in this scenario would seem to count as an unacceptable violation of the principle of proportionality. If so, though, he claimed that the validity of the principle would be purely a matter of contextual judgment instead of some objective standard (Wisniewski, 2013, p. 155). However, after making this point, Wisniewski reasoned that Block concerns may have more to do with a situation where a “particularly perverse government (or any other coercive entity operating on a sufficiently large scale) puts millions of people in a situation exactly similar to that of X in Thomson’s original thought

experiment” (Wisniewski, 2013, p. 155). He then went further and stated that in such a situation, Block would likely make the point that “if all of Ys in my story are forcibly prevented from getting rid of their unwanted companions, [then] the government in question has established a de facto welfare state, while I [Wisniewski], a supposed libertarian, am suggesting that an attempt to dismantle it in the most immediate and straightforward manner should be considered un-libertarian” (Wisniewski, 2013, pp. 155-156).

From here, Wisniewski made what he thought Block would consider a major concession. Specifically, he stated, “while I regard using disproportionately severe retaliatory violence against harmful non-aggressors, as inconsistent with the libertarian ethic, and while I certainly regard not using such violence as a strictly negative libertarian duty, I also regard it as, to use a Kantian term, an imperfect duty” (Wisniewski, 2013, p. 156). To clarify, he added, “in other words, it is a duty that cannot be physically enforced, and which therefore occupies a middle ground between perfect (i.e., physically enforceable) duties and supererogatory actions” (Wisniewski, 2013, p. 156). By saying this, Wisniewski basically admitted that while there may be some “moral” duty to not evict a fetus that resulted from rape, it would not be justified to use violence against someone who does so (Wisniewski, 2013, p. 156). He noted, however, that his concession “does not at all apply” to situations where “fetuses [are] brought into existence because of consensual intercourse.” This means that a woman who is raped and becomes pregnant could evict a fetus but a woman who has voluntary intercourse and gets pregnant cannot (Wisniewski, 2013, p. 156).

“In other words, in view of the fact that a raped woman and Y from Thomson’s story were aggressed against in the first place, and assuming there exists no method whereby they can non-violently sever the connection between themselves and the entities whose lives depend on their continued support, I can find no justification for applying further (punitive) violence to them if they refuse to keep these entities alive,” explained Wisniewski in an attempt to make his “imperfect duty” concession even more clear (Wisniewski, 2013, p. 156).

“However, in view of the fact that the dependants are entirely innocent, and that depriving them of their lives deprives them of the crucial precondition for enjoying any of their liberties to any degree whatsoever, I must nonetheless consider not killing those dependants as an imperfect duty of their involuntary supporters,” he continued, adding, “this, it seems to me, makes the view I espouse markedly different from that of the pro-life welfare statist, but also more appreciative of the value of liberty—i.e., more libertarian—than Block’s evictionism” (Wisniewski, 2013, p. 156).

Following his concession, Wisniewski mentioned that he agrees with Block about favoring the life of the mother over the fetus on the grounds of property rights but added that he also believes it “has to be circumscribed by the principle of proportionality” (Wisniewski, 2013, pp. 156-157). This means that a mother could evict a fetus to its death if her life is threatened because doing so would be proportional to the threat against her own life. Wisniewski then went on to reject Block’s claim that he was suggesting rights can clash by pointing out that his view actually has to do with “determining whether, in any given case, the appeal to property rights allows for expelling someone from one’s property, or whether such an appeal is inadmissible due to one’s pre-existing (implicitly) contractual obligations” as well as “determining whether an act of expulsion is morally warranted in light of the principle of proportionality” (Wisniewski, 2013, p. 157). To clarify, Wisniewski asserted that his view “identifies prima facie conflicts of rights, and then logically resolves them by appealing to the morally relevant elements of each specific case of putative conflict” (Wisniewski, 2013, p. 157). He then reiterated that his view is in no way utilitarian or close to Coasean wealth maximization because all it involves is the “simple recognition” that someone can justifiably deprive the life of another person only if they threaten their life (Wisniewski, 2013, p. 157). To underscore his point, Wisniewski made it clear that it doesn’t matter if one person is threatening the life of the other person of 50 people because “a lethal threat from one X is sufficient to meet the criterion of proportionality” (Wisniewski, 2013, p. 157).

Next, Wisniewski pushed back against Block’s claim that his airplane analogy is not like getting

pregnant and then aborting the fetus to its death by arguing that the mere act of bringing someone onto a plane is like getting pregnant in that doesn't put them in any kind of danger. According to Wisniewski, their lives are only placed in danger when they're asked to leave, much like how their lives are only in danger when the mother decides to evict, which means that simply bringing someone onto an airplane cannot be said to be jeopardizing, or worsening, the well-being of another person (Wisniewski, 2013, p. 157). He also pushed back against Block's claim that there's a disanalogy between dragging someone into one's home just before a deadly storm and creating someone inside the home. He did so by claiming that he failed to see the "moral relevance" of the fetus being created in the womb rather than being forcibly placed there (Wisniewski, 2013, pp. 157-158). He then brought up an example where a person is created in a flying laboratory and suggested that evicting such a person after the fact would not be justified (Wisniewski, 2013, p. 158).

After making this point, Wisniewski focused on the case where someone pushes another person out of the way of an oncoming train and into a lake where they start drowning and insisted that "it is surely better to be no hero than to be a would-be hero whose interferences ultimately result in the death of those whom he tries to save" (Wisniewski, 2013, p. 158). To clarify, he stated, "if A did not push B off the track, anticipating that he is unable to calculate the force of the push to avoid throwing B into the lake, then A would clearly be blameless according to the libertarian ethic since no causal connection could be established between his actions and B's death. However, the requisite causal connection clearly exists in the case of B ending up in the lake as a direct result of A's actions, even if the result in question is unintended" (Wisniewski, 2013, p. 158). Basically, this means that had the person not done anything and just let the other individual die, they would be blameless, but if they intervened and ended up causing their death in some other way, then they would be to blame, even if their death was unintentional.

Wisniewski then dismissed Block's suggestion that his own position would mean that feeding someone for a day would then obligate that person to become their guardian angel for the rest

of their life by pointing out that, unlike the situation where someone is pushed out of the way of a train and into a lake, the person who gave the other individual food did not cause that person to be starving (Wisniewski, 2013, pp. 158-159). After dismissing the *reductio ad absurdum*, Wisniewski went on to reject Block's claim that the fetus is a trespasser by emphasizing that when someone "voluntarily initiates the causal chain which leads to someone else ending up on her property, the latter person cannot be considered a trespasser," which means that "barring scenarios of rape, an *ex post* unwanted fetus is not a trespasser and cannot be evicted to its death if the evictor is to act consistently with the libertarian ethic" (Wisniewski, 2013, p. 159).

Next, Wisniewski turned to Block's points about implicit contracts. First, he agreed with Block that it cannot be said that there's an implicit contract in cases of rape. Second, he pushed back against Block's claim about people not knowing that sex will lead to pregnancy by pointing out that "ignorance does not annul responsibility." Third, he then suggested that in the context of pregnancy, nine months would seem like the appropriate duration of an invitation, much like how 9 hours would be the appropriate duration of an invitation onto a 9-hour flight (Wisniewski, 2013, pp. 159-160). To underscore this point, Wisniewski asked what kind of person would agree to an invitation shorter than what would be necessary to develop fully enough to survive outside of the womb (Wisniewski, 2013, pp. 159-160).

Toward the end of his response, Wisniewski pushed back against Block's claim about a contract with a child or fetus being problematic by arguing that an implicit contract does not need to be signed or even understood, such an implicit non-aggression contract between a child and an adult (Wisniewski, 2013, p. 160). Wisniewski then addressed Block's claim that the example of getting someone drunk and then dragging them home is equivalent to kidnapping. He did so by first clarifying that the drinking was voluntary and not one where one person "plied" the other with drinks and mentioned that slipping in a date rape drug would be an example of malicious fraud and unjustified for that reason. He then asked how someone who escorts a person from a drinking party to their home could possibly be considered

a kidnapper rather than a hero (like someone pushing someone out of the way of a train and into a lake) (Wisniewski, 2013, pp. 160-161).

Next, Wisniewski criticized Block for arguing that he engaged in a performative contradiction by existing while also arguing that existence isn't necessarily better than not existing by claiming that such a statement was a non sequitur because while he may be enjoying his own existence, that doesn't mean there aren't any kinds of existences so miserable that non-existence would be preferable. He also pointed out that Block himself pointed this out when he mentioned that someone suffering from continual excruciating pain may prefer to commit suicide (Wisniewski, 2013, p. 161).

Before concluding, Wisniewski took a parting shot at Block's suggestion that he adopt evictionism on utilitarian-legal grounds by pointing out while it may be true that Block's position would save one-third of all fetuses if adopted tomorrow, his own position would save all the fetuses. Consequently, he argued that what really matters is "the principled question of whether aborting a voluntarily conceived fetus constitutes a violation of the non-aggression axiom" and mentioned that he cannot imagine Block approving the circumvention of this question by "appealing to the practical consequences of the current legal consensus" (Wisniewski, 2013, p. 161).

9 PAPER 8 (BLOCK, 2014)

The eighth paper, titled "Response to Wisniewski on Evictionism, Round Four," was published by Block (2014). He began the paper by clarifying that he does not maintain that "the mother is morally allowed to expel the fetus from her womb provided that no non-lethal methods of its eviction are available" but rather "that the mother is legally allowed to expel the fetus from her womb provided that no non-lethal methods of its eviction are available" (Block, 2014, p. 3). The difference, according to Block, is that he was not discussing morality and ethics but rather what the law should assert be the issue. He then reiterated, though, that when it comes to morality, he is on the pro-life side and considers it to be immoral for a woman whose own life is not in danger to not bring her baby to term. To underscore this point, he

stated, "to evict a viable fetus is a moral horror, in my view" (Block, 2014, p. 4).

Block then clarified that proportionality only applies to the punishment of a crime, not to the stopping of a crime, which permits any use of necessary force, proportionate or not, to evict a trespasser from one's property. To make his own position clearer, Block mentioned that if someone planned to severely beat another person, then it would be justified to use deadly force to stop the attack. Similarly, a mother would be justified in evicting the fetus to its death not only when her life is threatened but also for lesser rights violations such as trespassing in her body against her will.

He also reduced Wisniewski's position to absurdity once more by pointing out that using Wisniewski's reasoning, the victim would not be justified in using deadly force to defend themselves from such an attack. Next, Block reiterated that "offenses against the person are more serious, much more serious, than those against mere property" but mentioned that in some cases, an offense against a person's property could be considered to also be an offense against the person, such as stealing the horse of another person in the old west since a person would likely die without their horse in such hostile territory (Block, 2014, p. 5).

After pointing this out, Block pushed back against Wisniewski's claim that if someone is responsible for causing someone to become attached to another person, then they cannot rescind such an invitation later and disconnect themselves from the other individual by pointing out that his such a position is "difficult to reconcile" with both libertarian theory and common sense (Block, 2014, p. 5). Block then addressed Wisniewski's alteration to Thomson's violinist example by arguing that it's "not a very powerful counter-argument" because it is undermined by the legal concept of "de minimus," which is the idea that "the law cannot and may not take into account trifles." Basically, this means that minor harms are ignored because they are so insignificant (Block, 2014, p. 5).

To clarify, Block explained that if this was not the case, then everyone would be prohibited from exhaling and contaminating the atmosphere with carbon dioxide. He then made a concession of his own by acknowledging that if the amount attached

to another person to stay alive was one minute or even a few short minutes, then the “mother would be legally obligated to wait those few moments before eviction” (Block, 2014, pp. 5-6). Following this concession, Block then clarified that a few minutes is much different than nine months and pointed out that using Wisniewski’s reasoning, if the pregnancy was a nine-year process or a ninety-year process, then the mother would be legally obligated to keep the other person in her womb for that amount of time. For Block, however, the concept of *de minimus* would only make it okay to defer the eviction by a day or so as opposed to the whole nine months, and to say otherwise would obliterate the very concept of *de minimus*.

Next, Block turned his attention to Wisniewski’s claim that “a fetus cannot be regarded as an aggressor since aggression presupposes intention” and mentioned that he agreed with Wisniewski that a fetus cannot be regarded as an aggressor because it lacks a guilty conscious, otherwise known as “*mens rea*.” He then argued, though, that while they may be innocent in the sense that they lack intent to trespass, “it cannot be denied that objectively they are trespassers” (Block, 2014, p. 6).

After pointing this out, Block pushed back against Wisniewski’s claim that his “major concession” only applies to cases of rape (Block, 2014, p. 6). First, he pointed out that since all babies are equally innocent regardless of if they were conceived in rape or consensual intercourse, if he makes a concession to babies that result from rape then it would follow that the concession would also apply to babies that do not result from rape. To clarify, Block pointed out that Wisniewski’s concession is incompatible with the rest of his pro-life stance because he’s essentially “condemning a perfectly innocent human being, the product of coercive sexual intercourse, to death, when with just a few months of suffering, this life could be preserved” (Block, 2014, p. 6). Second, he claimed that Wisniewski did not go far enough because there are other cases of non-rape where a mother didn’t “invite” a fetus into her womb, such as situations where she may have been ignorant of the laws of biology (Block, 2014, p. 6). Third, he questioned Wisniewski’s distinction between rape and voluntary intercourse and why she would not be allowed to

change her mind about the supposed invitation. He also added that there can hardly be an invitation if it’s only probable that someone will “later will later become a person to take advantage of it” (Block, 2014, p. 6). To make this clearer, he explained that “the formation of the baby, the fertilized egg, does not occur until some hours later,” which means that “the mother, logically, cannot invite a small person into her body via intercourse, because at that time there was no one to invite” (Block, 2014, pp. 6-7). He also mentioned that in the scenario involving Thomson’s violinist, both parties exist at the time of the invitation whereas “in the case of voluntary intercourse, this requirement is not fulfilled” (Block, 2014, p. 7).

He then summarized Wisniewski’s concession as being “too much” and “too little” at the same time. To clarify, he stated, “too much insofar as it contradicts his underlying pro-life position by throwing some innocent fetuses overboard to the wolves, and too little in that it errs in its interpretation of invitations; they are not forever nor for nine months and can be rescinded at will” (Block, 2014, p. 7). Next, Block mentioned that while he and Wisniewski are both in agreement that the life of the mother would be favored over the life of a fetus in cases where a woman’s life is jeopardized during pregnancy, Wisniewski’s reasoning, which has to do with weighing the property rights of the mother against the property rights of the fetus, is “very much incompatible with the libertarian philosophy” (Block, 2014, p. 7). The first reason for this, according to Block, is that proportionality only applies to punishment, and since the case in question is one where either the woman or the fetus will die, there isn’t an actual crime occurring. The second reason for this is that it implies that rights can clash, which, for Block, is evidence that the rights are misspecified.

After making this clear, Block reiterated that he is not concerned with “whether an act of expulsion is morally warranted” (Block, 2014, p. 7). Instead, he’s solely concerned with the law “and the libertarian analysis of the pro-life and pro-choice positions” (Block, 2014, p. 7). He repeated, though, that when it comes to morality, he would personally consider it to be immoral to evict a fetus to its death. Block then pushed back against Wisniewski’s assertion that killing someone would only be acceptable when someone threatens the

life of another person by pointing out that using Wisniewski's reasoning, people who are threatened with serious bodily injury would not be justified in using deadly force to defend themselves. In response to such an implication, Block stated, "I applaud Wisniewski's stance in favor of human life but am not at all willing to jettison the private property rights of the mother, and the freedom philosophy that supports them, to this end" (Block, 2014, p. 8). He then made it clear that his position was not "anti-life" because "surely, the best way to promote human life and well-being is by supporting these private properties right and libertarian perspectives, not undermining them" (Block, 2014, p. 8).

Next, Block argued that Wisniewski made several errors in his reply about whether dragging someone onto an airplane and then forcing them out is "akin to a mother 'dragging' her baby into her womb (by engaging in sexual intercourse) and then evicting it to its death" (Block, 2014, p. 8). First, Block explained that dragging an unconscious person onto a plane except in cases where the person is being rescued is an act of kidnapping and that it has nothing to do with whether or not the victim was endangered. Basically, this means that it would still be kidnapping even if the unconscious person was dragged to a place where he wasn't endangered. Second, Block addressed Wisniewski's comment about failing to see "the moral relevance of the fact that the fetus was created in the womb rather than forcibly placed there" (Wisniewski, 2013, pp. 157-158) by clarifying once more that he's concerned with the legality of evictionism, not its morality, due to the fact that "not everything that is immoral should be prohibited by law" (Block, 2014, p. 8). And third, Block focused on Wisniewski's scenario where someone biologically engineers someone in a flying laboratory. He did so by claiming that while he would consider such an act to be extremely immoral to evict the person from the plane mid-flight, the person who owns the plane would technically be legally justified in doing so.

He clarified, though, that since the eviction must be done in the gentlest manner possible, forcing them out at 40,000 would only be justified if it were not possible to land, remove the person from the plane, and then take off again. He also mentioned that if the created person was too young to survive on their own, "then and only then is it legally

permissible to protect your private property rights and act in a manner such that he dies" (Block, 2014, pp. 8-9).

Block then pushed back against Wisniewski's assertion that pushing someone out of the way of a train and into a lake where that person then drowned would make the pusher a murderer rather than a hero by reiterating the pusher does not have any positive obligation to extend the person's life longer than they already had. After pointing this out, Block argued that Wisniewski's claim that a person who feeds someone for a day would not be obligated to continue feeding them because they didn't expose them to a lethal hazard by pointing out that while this may be true, the example was merely to counteract Wisniewski's statement that "exposing someone to a lethal hazard is necessarily a violation of libertarian law" (Block, 2014, p. 9). He also attempted to reduce Wisniewski's position to absurdity yet again by mentioning that using his reasoning, someone who gets invited onto another person's property "cannot be considered a trespasser" even if they outstay their welcome (Block, 2014, p. 9). He then insisted that contrary to the apparent implications of Wisniewski's position, "the woman has a right to ask the man to leave whenever she wishes, even if it is in the middle of the meal" (Block, 2014, p. 9).

Next, Block criticized Wisniewski's comments on implicit contracts. First, he pointed out that contrary to what Wisniewski claimed, ignorance of the effects of stabbing someone in the chest with a knife could be excused by law. To clarify, he explained that a two-year-old baby who engages in such an act would obviously lack *mens rea* and could not be found guilty of a crime. He added, though, that the guardian or custodian of the child would be guilty of aiding and abetting a crime. From here, he argued that a person ignorant of the effects of intercourse would be in the same position as the fetus and therefore cannot be considered a criminal. Block then responded to Wisniewski's question about who would agree to a chance at life if the conditions were that the person could be evicted at any time by arguing that between total non-existence and life for a few weeks before eviction, most people would choose the chance at life. To underscore this point, he added, "when there is life, there is always a chance it will be extended. Where there's a will,

there's a way. Seize life. Better alive than dead" (Block, 2014, p. 10).

After making this point, Block argued that while Wisniewski's "clever attempt" to claim that there is an implicit contract stemming from biology that the invitation extended to a fetus would be for nine months, is problematic because an invitation requires two people, but during sexual intercourse one of the parties doesn't yet exist (Block, 2014, p. 10). On top of that, Block asserted that while implicit contracts do not require signing, they do need to be understood because a contract is a "meeting of the minds" (Block, 2014, p. 10).

Block then focused on Wisniewski's claim that bringing another person to their home is not necessarily kidnapping but added that if he had sex with her under these conditions, it would be considered rape. Toward the end of his final response to Wisniewski, Block addressed the allegation that it's a non sequitur to assert that Wisniewski's own existence "demonstrates that he prefers that state of affairs to his own non-existence" by pointing out that while those who do

commit suicide demonstrate the opposite since most people don't, it can be deduced that most prefer to stay alive (Block, 2014, p. 11).

Before concluding, Block touched on the suggestion he gave to Wisniewski to adopt evictionism on utilitarian grounds if for no other reason. He did so by emphasizing that while all fetuses would be saved under pro-life, Wisniewski's position has not been adopted despite being widely publicized and that in the west, pro-choice is basically the consensus. In addition to that, he mentioned that since evictionism is a compromise between the two, it's more likely to be adopted than the all-or-nothing pro-life position that is currently known and out of favor. To clarify, Block asserted, "if this author were truly concerned with saving lives, with morality, he would not be so opposed to evictionism. If he accurately applied libertarian theory to this case, he would not only favor evictionism on utilitarian grounds, but he would also do so for deontological reasons as well" (Block, 2014, p. 11).

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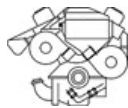
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THE ROLE OF THE POLICE IN THE IMPLEMENTATION OF THE CONCEPT OF SUSTAINABLE DEVELOPMENT

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Abstract

Police is an organization whose activities significantly contribute to sustainable development goals implementation. The nature and subject of its activity are related to maintaining relations with the society with which it is in constant interaction. At the same time, an important issue, as in the case of other public organizations, is the social responsibility of the police. Its dimensions determine the creation of an atmosphere conducive to social participation next to the police in national security. In the effective implementation of a model of social responsibility of the police, it is necessary to emphasize the importance of internal factors (the police) and external factors (the police and its stakeholders) influencing the results of this process. For the police, being a responsible organization does not mean only fulfilling all formal and legal requirements. To be perceived as a trustworthy organization, it must think and act in terms of the future, see and consider various implications, take into account human dignity, observe fair rules of operation, respond quickly to the comments and suggestions of stakeholders.

Keywords: police, sustainable development, social responsibility, society.

1 INTRODUCTION

One of the goals of the "Transforming our world: the 2030 Agenda for Sustainable Development" resolution adopted by the United Nations Assembly in 2015 was to build effective and responsible institutions conducive to social inclusion at all levels. Undoubtedly, in every democratic country, one of the fundamental institutions implementing projects in this area is the police. At the same time, the indicated

organization one should a priori perceive as socially responsible. By this, considering the functions performed by the police: preventive, repressive, and service, one should understand that police itself meets the criteria of a socially responsible organization (Roberg & Kuykendall, 1993, p. 13).

2 SOCIAL RESPONSIBILITY OF THE POLICE

In the era of globalization, social responsibility has become a factor that determines the existence of organizations, not only economic entities but also other organizations. In these cases, only the

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sources of this responsibility are different. The same goal should guide all organizations to implementing socially beneficial solutions, despite the differences in the subject of their activities. It is thanks to the proper implementation of social responsibility that organizations integrate social and environmental issues in their daily activities and mutual relations with stakeholders voluntarily (Zemigala, 2007, p. 100).

Dynamic changes take place not only outside but also inside a given entity. Social responsibility is an indicator of how an entity functions and to what extent it is responsible for society. However, one should point out that the model of social responsibility of the police must include criteria and indicators that cover the nature of the activities conducted by them. You cannot judge the police using the same assumptions as, for example, with business organizations. The literature on the subject proposes a model of socially responsible police based on criteria and determinants assigned to them:

- ethical criterion (determinants: having a formal code of ethical conduct; having a system for monitoring ethical conduct among employees; conducting training in ethics among

employees; having a system of motivating employees to behave ethically).

- social criterion (determinants: having a documented equal opportunities policy in the organization, having documents of the occupational safety system, monitoring the opinion of the organization among employees, the operation of trade unions and their participation in the organization's decision-making process, monitoring stakeholder opinions about the organization's work, constant improvement of the management system in the organization).
- ecological criterion (determinants: the use of technologies that are safe for people and the environment, having procedures that ensure the safety of people and the natural environment, shaping pro-ecological attitudes among employees) (Hryszkiewicz, 2012, pp. 70-74).

In the pursuit of effective implementation of this model of social responsibility of the police, it is necessary to emphasize the importance of internal factors (police) and external factors (police and its stakeholders) that affect the results of this process. (Table 1).

Table 1. Factors conditioning the implementation of the Police social responsibility model

Internal factors	External factors
<ul style="list-style-type: none"> - high social competencies of Police officers, - shaping decentralization processes, - ensuring a continuous process of professional development of officers, - increasing the quality of performed activities and customer service, - development level of internal communication. 	<ul style="list-style-type: none"> - the existence of platforms for cooperation with the local community, - developed level of external communication, - stakeholder perception considering the assessment of the work of the Police, - legal conditions.

Source: Author's compilation

The absolute precondition for adapting the model of social responsibility of the police is certainly the police officers themselves, or more precisely, what they do, how they build a relationship with stakeholders - clients of this formation, and how they approach their goals. A necessary condition to achieve the set of goals is, apart from the possibility of achieving them, that the members of the organization themselves are flexible, creative, characterized by creativity, and perceive the constant need to improve their competencies. Therefore, it is essential to undertake activities aimed not only at staff training but also at making

them feel satisfied with what they are doing and where they do it, and at making them identify with the organization itself (Ścibiorek, 2012, pp. 21-22).

The adaptation of actions taken to local conditions is also crucial in the operation of the police. We should mean here, that on the one hand, such shaping (decentralization) of the structure in police units will facilitate organizational solutions in the police itself, and on the other hand, will ensure proper relations between the police and the local community. Finding or building platforms for cooperation between them will largely depend on the trust of external stakeholders in the police.

That, in turn, should determine the processes of communication between the police and the local community. It is possible to effectively encourage and include local communities to cooperate with the police in various fields related to ensuring public safety and order only through properly implemented communication.

Following the applicable standards, we should note that the preconditions for effective communication with public administration are dialogue and open actions. State institutions, as in the case of the police, should themselves strive to popularize their activities. Failure to inform society about plans, projects, and the results of their implementation on an ongoing basis, may cause a distraction and suspicion of partiality, self-interest, and unethical behavior. The police in every country are public organizations whose nature is inseparably connected to society.

The essence of the police's activity points directly to the need for external communication. How that form of communication society accepts affects the creation and updating of its image. On the other hand, that image is the information to the people. It indicates whether the police properly perform the imposed duties, how a formation is managed, and is competent.

3 THE ROLE OF THE COMMUNITY POLICING CONCEPT

In wishing to adapt to changes, police, just like any organization in the modern world, must be assessed by their relationships with stakeholders. The police should direct its actions to solve the recipients' (clients) problems and serve them. Therefore, police should clearly define its pro-social mission and assess its strengths and weaknesses to build a strategy based on cooperation, more precisely, cooperation with the structures of its environment.

One of the proposals that enable understanding of cooperation is the concept of community policing, widely implemented in the world since the 1980s, which focuses on reducing crime and disorder by providing police services covering aspects of traditional legal solutions. At the same time, it prevents the committing of prohibited acts, identifies and solves problems existing in local communities, and engages the latter to cooperate with the police. Consequently, a balance is

assumed between reactive police interventions and proactive actions focused on solving problems, including looking for the causes of threats to security and disorder. (US DOJ, 2007, pp. 3-4).

Key elements of the community policing concept remain the organizational transformation of the police, partnership in the police-community relationship, and problem-solving. Organizational transformation of the police should be based on the decentralization of the structures of police units to enable police forces to establish relationships in the local environment, and at the same time to delegate to them the power to act in the broadest possible dimension. With the acquisition of competencies by police officers because of training processes in the field of communication with the local community, the possibility of identifying problems and solving them will remain important. Transformation is also a change in the management of the police structures, considering such issues as organizational culture, decision-making process, operational strategy, and the image of the organization.

Partnership in the police-local community relationship means broadly understood cooperation of organizational units of the police with partners coming from the local community, i.e., residents, local government units, the media, and business entities. On the other hand, one should understand problem-solving as a process consisting of joint identification by the police and the local community of problems at the local and then undertaking actions to solve them.

It can be noted that the adoption and implementation of community policing largely depends on the social, cultural, and political context in each country. The process of implementing the concept in question may therefore take various forms, depending on the influence of factors such as cohesion and social networks, prevailing views on law enforcement, (de)centralization of public institutions, the adopted strategy of local police activities, or the need to build citizens' trust to this organization. In some cases, however, it seems that the concept of community policing is treated as the main symbol of the functioning of the police in a given country. In practice, police activities are based on

a traditional, i.e., reactive model with a strong focus on the enforcement of the law by policemen.

4 CONCLUSIONS

To effectively adapt to the dynamic changes in the modern world, the police must constantly look for non-standard methods for an effective response to the existing conditions and strive for thinking ahead. It must continuously improve itself and introduce changes that meet new expectations and exceed current limitations.

The police are a hierarchical organization. As a social creation, the local community should involve it in its initiatives. So, police should consider environmental issues. For the police, being a responsible organization does not only mean meeting all formal and legal requirements. To be perceived responsible organization, police must think and act in terms of the future, see and consider various implications and human dignity,

adherence to fair principles of functioning, and promptly respond to comments and suggestions from stakeholders. Acting socially responsibly, each police unit should be sensitive to local culture and customs. Consequently, this will have an impact on the partnership with stakeholders.

To sum up, each country should treat the police as one of the basic institutions ensuring its proper functioning. It will mainly concern the area of security and public order. To properly implement its mission and strategy, the police must also consider the tasks in line with the Sustainable Development Goals, which is building effective, responsible, and transparent institutions at all levels. At the same time, it is only in this way that the police, with the participation of the state apparatus, can create favorable conditions for the inclusion of society in joint activities and participation in bearing responsibility for them.

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INTEGRITY, SUSTAINABILITY, AND INTELLECTUAL CAPITAL CHALLENGES IN MANAGEMENT EDUCATION IN THE ERA OF ARTIFICIAL INTELLIGENCE

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Abstract

This paper seeks to discuss challenges for management education and integrity capital promulgation in innovative ways in the era of Artificial Intelligence (AI) in education and business practice. The authors present some examples of innovative strategies in the new educational era characterized by globalized AI. How will the AI co-instruction affect the acquisition of intellectual capital? Building on previously published articles and ongoing new research, and maintaining that lack of sustainable management practices, corruption in management leads to social exclusion. The paper presents innovative methods of organization's ethics and integrity branding management in diverse organizations focusing on intellectual capital management and sustainability. It proposes that the facilitation of social inclusion can be considered an innovative approach in both business management and management education. It is an opening and invitation to further exploration for finding better means for management education, integrity competencies and intellectual capital, teaching, sharing in business and society in the era of AI in educational institutions and business organizations. In addition, it seeks to build corruption-preventative contexts to construct corruption-free organizations that benefit their owners, shareholders, and community stakeholders. A particular focus is on higher educational institutions in this research.

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1 INTRODUCTION

Artificial intelligence is becoming an increasing part of our daily lives. We can expect that by 2024, up to 47% of learning management tools will have artificial intelligence capabilities (Schmelzer, 2019). Hence, it is not surprising that educational institutions are trying to develop more talent to facilitate the spread of this intelligence across many learning environments. Recognizing that artificial intelligence is transforming the education industry, Schmelzer points out that AI systems are being used to tailor and personalize learning for each student. Instead of creating a unique curriculum for all students, with augmented intelligence assistance teachers will be able to meet the individual needs of students using different materials from a wide range of materials planned for the same core curriculum. The authors of this paper note that, due to the high degree of personalization of AI methods in the classroom, the learning profiles of each student can be acutely tailored to meet his or her unique experiences, abilities, and ways of learning.

Now the authors ask: *How does integrity fit into this new AI-augmented reality?* In our previous research, we examined how integrity, and specifically, integrity in an organizational context, can be defined. There is still no simple explanation for this question. Organizations may understand it differently. Integrity has been defined as the quality of having strong and consistent moral principles that one refuses to change (Cambridge, 2019). Marriam-Webster (2019) describes it as "firm adherence to a code of especially moral or artistic values (incorruptibility)" and "an unimpaired condition (soundness)". Most definitions agree that integrity fundamentally involves the ability to act not in one's interest, but the interest of others. Thus, the authors would like to note that, because implementing augmented intelligence systems is a venture that involves striving to better meet students' individual needs, it would appear that integrity plays a dynamic and significant role in this process.

2 LITERATURE AND SUBJECT REVIEW

Reputable business institutions have singled out integrity as a fundamental, necessary, and teachable principle in business practice. Columbia University, for instance, has a committee on corporate governance and ethics which is designed to help business students make ethically minded decisions. According to Ray Horton (Forbes, 2002), it is possible to provide students with the skills to deal with difficult situations by giving them practical clues about decision-making when there is a conflict between company demands and their code of behavior. We can see how this is vital, as integrity involves accepting and choosing to live by one's principles and regularly showing good character by avoiding corruption (McCombs, 2017). If we explain it with plain managerial words, we can define integrity as the formal relation to oneself. In an organizational context, we should examine the integrity principle of consistency. Is it possible to evaluate the manager's behavior in the organizational context based on a body of his or her integrity standards? Further exploring integrity could provide us with some answers.

In this case, the authors seek to explore how this hyper-personalized digital content may revolutionize learning in management in the areas of integrity, anti-corruption, and social innovation management. We concur with Schmelzer that providers of mainstream textbooks now have their information broken down or condensed into smaller study guides, chapter summaries, flashcards, as well as short, smart, notes for better reading and understanding. Learning, therefore, less often uses print, and soon there will be little or no use of hard copy textbooks for learning (Schmelzer, 2019). This concept seems to suggest the elimination of printed textbooks, which is perhaps an exaggeration. Nevertheless, AI in management education, and across higher education in general, presents a paperless online interactive interface that assists communication between learners and faculty for communicative purposes. However, it remains unclear how issues as complex as intellectual capital in integrity, anti-corruption, and social innovation in management can be taught and transferred more effectively and efficiently using this level of artificial intelligence, and at this point.

3 THE RELEVANCE OF INTEGRITY ISSUES IN HIGHER EDUCATION

Integrity issues in organizations are closely related to the notion of ethics. The practical goal of integrity issues is to solve the problem of how to make the best decision in an ethically difficult business context. The main known tools for the application of the principles of business ethics are principles and codes of ethics. However, the implementation of various concepts and ethics programs is neither sufficient to equip students and workers with integrity in management and related ethical competencies nor will it ensure that they maintain integrity in an organizational context, for example, Corporate Social Responsibility using artificial intelligence learning and the training environment.

Integrity issues are becoming increasingly important due to the benefits of international business and efficiency in searching for new customers, cooperating with firms, and finding partners. In an organizational context, they are going to become increasingly important. That is the case primarily with the crisis facing organizations operating during financial crises when confidence in many companies is reduced.

Poor integrity management, a lack of consultation with employees and owners or their representatives, and company leaders who knowingly or unknowingly perpetuate a toxic management environment aimed to increase profits regardless of negative consequences can reduce integrity skills acquisition in organizational contexts. Lack of integrity competence transfer in organizations can result in people delaying or refusing applying of this philosophy in the managerial process. The personal attitudes of individual employees, which may be due to lack of motivation or dissatisfaction at work, can lead to corrupt practices in situations of insufficient or inappropriate integrity and anticorruption training in organizational contexts. That is because integrity, as noted above, suggests a person whose self is sound, undivided, and ethical.

There is no shortage of academics who advocate that new teaching tools, added to post-secondary institutions promptly, should combat corrupt practices and lack of integrity. According to Stachowicz-Stanusch and Wankel (2011, p. 119), examples of "corporate, national and international

ethical and financial scandals and crises have created a need to bolster the ethical acumen of managers through business education imperatives." Their book, *Management Education for Integrity*, explains how curricula should be rejuvenated to ensure an elevated level of integrity in management education. They suggest, among other things, measuring best practices in management education for integrity capacity, critiquing ethics education in management, encouraging moral engagement via ethics courses, and using a scenario-based approach as a teaching tool to promote integrity awareness.

4 PROBLEM FORMULATION – HOW AI IS BEING USED IN MANAGEMENT EDUCATION TODAY

According to Schmelzer (2019), in addition to customized materials, artificial intelligence systems are being used to supplement tutoring with personal, conversational education assistants. These autonomous conversational agents can answer questions from students, help with learning or assignments, and reinforce concepts with additional materials that can help teach the curriculum. These intelligent assistants are also adaptive. Each of the students can learn at their own pace or within their specific time frames.

Educators in some universities increasingly use voice assistants in the classroom environment as Google Home, Microsoft Cortana, and others, giving students a chance to interact with educational material, for instance, in their homes and while commuting, without the interaction with the teachers. However, it remains hard to envision how such complex issues as anti-corruption, integrity in management, and similar paradigms and areas one can better learn via widespread use of these voice assistants at this stage of their development. Although artificial intelligence use in the classroom is a potentially key area for consideration and development, it should be considered only an additional tool in educating present and future students, future employees, innovators, and leaders about the importance of integrity and anti-corruption issues in business, and professional life. All means must be used.

The digital, dynamic nature of artificial intelligence

offers many opportunities for student engagement, claims Faggella (2019). They cannot be found in outdated textbooks or the fixed environment of the typical four-walled classroom. But together, AI and dynamic classroom engagement have the potential to accelerate the discovery of new learning frontiers and encourage the creation of innovative technologies. Some of this observation is explored further at Faggella's company Emerj. (Faggella, 2019) Here, participants examine how tomorrow's businesses and government leaders are educated on artificial intelligence practices. The company anticipates how these aspirants will play roles in the future development of this intelligence. The following are some examples of ways in which it is being pioneered and applied in education:

- Smart Content – A technology that attempts to condense textbooks into a tool for exam preparation.
E. g. as true or false questions.
- Intelligent Tutoring Systems – Personalized electronic tutoring customized to the learning styles and preferences of the student.
- Virtual Facilitators and Learning Environments – Virtual human guides and facilitators for use in different educational and therapeutic environments.

"While the applications included are in use in some form today, one could argue, that most are still at an unadvanced stage in terms of envisioned long-term objectives", maintains Faggella (2019). The authors of this chapter concur with Faggella that many artificial intelligence systems used in post-secondary education today are still quite raw. From those listed above, Intelligent Tutoring Systems, according to Faggella, seem to have made the most progress over the last 20 years—it was one of the original concepts for applications of artificial intelligence in higher education. Nevertheless, all the listed methods potentially can help shape a coming generation of more personalized learning and responsive teaching.

An ITS (Intelligent Tutoring System), according to Dašić et al. (2016), is a complex, integrated software system that applies the principles and methods of artificial intelligence to the problems and needs of teaching and learning. It considers a student's level of knowledge and learning strategies used to increase or correct the student's knowledge. These techniques are intended to

support and improve the learning process in a selected area of knowledge while respecting the individuality of the learner. E-learning is a cross-section of two worlds: the world of information and communication technology on the one hand, and the world of education on the other; it is especially valuable when used as part of a well-planned and organized environmental education. However, secure e-learning is not a 'magic sphere' that will replace existing educational theories, principles, and norms. Instead, it is a new paradigm of learning that utilizes the assistance of different devices based on electronic technology; with the help of an ITS, therefore, it better supports individualized teaching and learning. These tutoring systems have helped improve the teaching process, through adapting it to the students' individual needs and thus have proven in education. Many successes have been achieved by recognizing this uniqueness amongst learning styles and by using the vast array of different teacher-student interactions, especially in some traditional teaching strategies improvement (among them: partnership, mentoring, development of collaborative software, and learning through work).

5 INITIAL DISCUSSION

However, the authors invite further examination of the emerging autonomous conversational agents, to discover whether these agents are successfully addressing complex integrity issues from students undergoing training in this area. Further, are they assistance with learning and assignment tasks that consider how to deal with ethical dilemmas, and use additional materials that can help reinforce the curriculum concerning integrity and anti-corruption? At the management level, these issues are quite complex and thus the customized artificial intelligence materials being promoted would need to be well-designed. It appears that further research, and more in-depth consideration, is needed if ethical elements that prevent corruption must be fully incorporated into autonomous conversation agents.

Organizations that promote integrity, values, and ethics have many advantages vis-à-vis other organizations (Dogra, 2010). First, employees that emphasize ethical conduct experience less integrity-related stress, as they are less inclined to

compromise their values. Secondly. In such organizations, misconduct is more often immediately reported to individual managers responsible for resolving ethical misconduct issues. Thirdly. Instances of misconduct are minimized and employee satisfaction in such ethics-focused organizations is higher than in organizations without a similar emphasis. Ethical issues in the workplace can be resolved if proper procedures are in place. Upholding ethics promotes a better working environment, and at the same time, creates a good reputation for the business. Both contribute to higher work productivity and profits.

E-learning as a Possible Solution for Intellectual Capital Transfer while Aiding Integrity Capital Promulgation

When technologies are developing very quickly, to be competitive, training systems improvement should be prioritized, including knowledge acquisition utilizing modern AI achievements in education. One method for supporting these training systems is e-learning and AI-supported learning, which are viable additions, not alternatives, to traditional education. They offer high levels of knowledge, are universally available, and are inclusive in allowing a wide range of people who seek to learn, including those suffering from unemployment or disability, to access knowledge.

Many colleges and universities also provide blended learning, offered in synchronic and asynchronous mode. The success of this method of education in international management education will depend on the availability of financial resources and the willingness of the present faculty to endorse this innovation in teaching. Great attention must be always paid to integrity capital promulgation issues.

The role of managers is to incorporate integrity and anticorruption training programs in organizational contexts into the modern communications arena using social media. E. g., LinkedIn, Facebook, and Twitter, real-life case studies, work-study-internship examples, and blogs on integrity-related discussions, and incorporating artificial intelligence as a tool supporting learning and knowledge acquisition in the above areas.

6 HUMANISM IN BUSINESS

In examining the implications of humanism in the business world, Peter Ulrich (2009) questions the purpose of our economic system and ponders the consequences of an economy that focuses more on enhancing the quality of life. Much has been written about business and society, yet not a lot of academic writing has questioned the primacy of GDP growth, profit maximization, and individual utility maximization. Even developments with a humanistic touch, such as stakeholder participation, corporate social responsibility, or corporate philanthropy serve the same goal: to foster long-term growth and profitability.

Humanism in Business (Spitzeck, Pirson, Amann, Khan, & Kimakowitz, 2009) questions these assumptions and investigates the possibility of creating a human-centered, value-oriented society based on humanistic principles. In the paper, an international team of academics and practitioners present philosophical, economic, psychological, and organizational arguments that show how humanism can be used to understand and transform businesses at systems, on organizational and individual levels. This information is of interest to academics, practitioners, and policymakers concerned with business ethics and the relationship between business and society. The functions of various organizational elements can dictate moral and ethical concerns. Therefore, diverse and inherently moral and ethical issues are embedded in the power structure of most organizations. When power is unequally distributed among organizational members or groups, the emergence of moral and ethical conflicts is virtually inevitable. These are just a few examples of how the complexity of the organizational context can further complicate moral and ethical matters. The inherent limitations of mandatory integrity and ethics codes in such contexts seem clear. Organizations with genuine commitments to moral aims must actively pursue broader, more innovative approaches to building integrity and morality among the various dimensions of organizational structure and functioning. Artificial intelligence will certainly be a significant and growing part of education and management; however, the issues of integrity, sustainability, and ethics must be embedded in its programming. Otherwise, we risk dehumanization in workplaces that are already fractured in many ways.

7 CONCLUSION

Mandatory integrity capital promulgation programs are necessary for all educational and training environments and should always be a significant part of an organization's framework. Clear guidelines established on formal ways create a baseline for expectations critical to the general well-being of the organization. Clear communication of certain principles and procedures are essential in many functional areas to meet externally- and internally- imposed standards. Adherence to such standards is often so significant that reporting and enforcement programs are critical components of operations aiding in lessening social exclusion challenges and promoting integrity as social innovation.

However, the thoroughly moral organization must go far from principle-driven mandatory ethics and integrity capital promulgation in education and management programs. There are a variety of concept systems that one might use to discuss the nature of moral functioning at the organization's level. Leadership topics often include ethical dimensions. The role of values and norms in organizational culture is closely related to integrity and morality. The authors think they need to be studied using innovative case studies and synchronous delivery methods approach such as

role-playing, video interviews, integrity capital promulgation project-participation, and intensive social media use in management education. That, it is considered, will educate students on socially responsible actions and on those which prevent social exclusion, and it will facilitate active management and education in spheres that support social inclusion.

More study is needed on integrity capital promulgation training and integrity capital competencies in organizations. Also, greater support is needed in using social media or similar synchronous and similar learning methods in integrity and anti-corruption, and socially inclusive knowledge acquisition. In the view of these authors, that can be achieved using real-life examples from organizations, making the organization much more likely to gain integrity capital competencies and anti-corruption intellectual capital. Professional integrity capital management in education, and the workplace, is the key to creating a balanced and socially responsible environment and society.

More research is needed on the question: Will artificial intelligence support humans in their managerial and educational roles or down the human element in education and management?

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THE IMPACT OF PEOPLE MANAGEMENT TRANSFORMATION ON ECONOMIC DEVELOPMENT

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Abstract

For several years, the concept of sustainable development appears the philosophy of many scientific studies. This concept came from the field of forestry. It means that forest management cut down only as many trees as they can grow in this place. That way, the forest is never liquidated and can always rebuild itself. There are many definitions of sustainability. Perhaps the best comes from the 1987 report "Our Common Future" of the UN World Commission on Environment and Development, where "sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs." That implies a challenge to developing all areas of human life without harming any of them. One of the areas with significant impact is the activity of organizations that affects the development and stability of the economy. Also, in studies on organization and management, the sustainable development concept is increasingly common. Progress in the application of the sciences of organization and management undoubtedly has a positive impact on the activities of organizations, which leads to economic development and changes in the quality of life. This paper intends to bring closer the meaning of the evolution of people management in today's state of development and to determine trends in future organizations management. The content of this paper does not exhaust the discussed issues but may contribute to further discussion and activities in the field of sustainable development.

Keywords: sustainable development, economic development, people management trends in managing organizations

1 INTRODUCTION

Since the beginning of existence, man has attempted to develop in various spheres of life. As civilization developed, security needs, teamwork, and self-actualization accompanied this

development. The realization of needs has taken different forms. Thousands of years of evolution resulting in the constant acquisition of new knowledge, changes in attitudes and behavior, transformations in thinking, and the way of life, have led to today's achievements of human civilization. It is necessary to add - many positive achievements in the field of culture, economy, technology, or economy, but also negative -

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mainly in the environmental protection in which we live.

The term "sustainable development" appeared for the first time in 1968 during the first Intergovernmental Conference of Scientific Experts of UNESCO, devoted to mutual relations between environment and development, which resulted in an international, interdisciplinary program named "Man and Biosphere." It has appeared permanently in the literature on the subject since 1987. defined for the first time by G. Brundtland in the report "Our Common Future" of the World Commission on Environment and Development (Brundtland, 1987).

According to encyclopaedic entries, sustainable development is a sustainable development, which means social and economic development of contemporary societies, consisting in satisfying their needs in such a way as not to decrease the possibility of fulfilling the needs of future generations. The implementation of the idea of sustainable development requires:

1. global protection of the natural environment.
2. solidarity in relations between different countries, especially between the rich and the poor, and solidarity with future generations.
3. treating economic, political, social, and ecological factors as dependent on each other (PWN, 2021).

Law on environment protection, the Act of 27 April 2001 (Law, 2001) defines sustainable development as "a social and economic development, in which political, economic and social activities are integrated with maintaining natural balance and durability of basic natural processes to guarantee possibilities of satisfying basic needs of particular communities or citizens of the contemporary generation and future generations."

Sustainable development is today the basis of civilization development, understood as the development of all areas of human life. The quality of life is influenced, among others, by a strong and developing economy. Its progress undoubtedly depends on the economic potential and development possibilities of the organizations operating within it.

A modern, strong organization is an organized and efficiently managed system focused on achieving

success. Its efficiency depends on many factors, including financial, material, and, above all, human resources. People employed in the organization are a very important resource of the organization. In the literature on the subject, it is all the more powerful emphasized that gaining and maintaining a competitive advantage depends mainly on human resources.

2 THE CONTRIBUTION OF THE EVOLUTION OF PEOPLE MANAGEMENT TO SUSTAINABLE ECONOMIC DEVELOPMENT

One can assume that the dependence of economic development on human development forms a chain of events: development of organizational skills of people, economic development, the development of management science and practice (including human resources in particular), the development of organizations following the development of human resource management, sustainable economic progress.

High levels of human organizational skills go back 6,000 years. An example can be Sumerian priests who knew and applied some principles of efficient management, which are still valid today. Among others, using an elaborate tax system, they collected and managed huge quantities of all kinds of goods. The management system also included the subsystem of information and control of the state of financial and material resources. The process is fully documented in writing. The construction of Egyptian architectural monuments took place about 5,000 years ago. For the construction of the pyramids, it was necessary to gather equipment, develop extensive logistics, organize and manage tens of thousands of people, and many other organizational projects.

The beginning of economic development significant for modern times happened during the so-called "Industrial Revolution." It was a process of technological, economic, social, and cultural change that appeared in the 18th century in England and Scotland (Chwalba, 2008, p. 68). It initiated the transition from an economy based on agriculture to one based on large-scale industrial production. As Z. Zymonik writes: "The basic manufacturing resource was no longer man, his knowledge and skills, but a machine which made it possible to produce identical pieces of a given

product and which did not require craftsmanship" (Zymonik, 2003, p. 61). The literature on the subject usually distinguishes three breakthrough periods. The most important events are:

I industrial revolution, 18th century - the invention of the flying mechanical shuttle, steam engine, coke used to smelt the pig iron, steam locomotive.

II industrial revolution, 19th century - steamship propulsion, galvanic cell, electromagnetic telegraph, telephone, the light bulb.

III industrial revolution¹, 20th century - called the scientific and technological revolution, began after World War II, continues today. Characteristic of this period is a rapid technical and technological development, information technology development and cybernetics, the emergence of large multinational corporations and the Internet, etc.

The industrial revolution forced the initiation of management science and practice. That consequently led to the development of human resources management and the development of organizations. At that time, production plants operating as manufactories usually employed a few people who performed their work manually. The rapid changes caused by the inventions of the 1st Industrial Revolution resulted in the expansion of factories and the creation of new large industrial plants. The rapidly growing number of workers caused increasing difficulties in managing the enterprise, including people. This situation necessitated the rapid improvement of management tools, which resulted in the rapid development of the science of organizations and management.

As already mentioned, people management has a very long pedigree. It was shaped mainly by practical requirements, not by theory or politics, and one can assume that it already existed in the first organized groups known to humanity. A good example is armies formed as early as ca. 5,000 years ago. Then, the first personnel functions (Oleksyn, 2017, p. 21) had developed:

- recruitment and selection of personnel,
- opportunity assessment,
- promotion criteria and systems,
- professional training and preparation for promotions,
- remuneration,
- social service.

Thinking about employees in terms of human resources caused changes in the approach to the employee from the concept of "workers are just costs" through the idea of human resource management, initiated in the eighties of the twentieth century, to the modern concept of human capital management.

The place and role of people in organizations have changed dramatically since the turn of the 20th century. The HR function has evolved, considering the development of management theory and practice, traditions, global values, and the challenges of international competition. An autonomous personnel function has been created, focused on, among other things, adjusting the employed people to the organization's goals and the existing or created organizational structures. (Olszewski, 2021)

The term "human resources" appeared in the economic literature as early as the mid-1970s. During this period, this term for an organization's employees consistently displaced earlier terms - workforce, staff, personnel, or human potential. Consequently, the terminology of processes related to human resources management also evolved, reflecting changes in treating people not only as a "workforce" but recognizing them as a resource in the context of creating added value (Stewart, 1996, p. 383).

As an already defined concept, human resource management emerged and took shape in the mid-1980s when American researchers developed two of its models, the "Fombrun model" ("fit model") and the "Harvard model." The Fombrun model was one of the first coherent approaches to human resource management. In the model, the authors expressed their opinion that the human resource management system and organizational structure

¹ Some sources divide into four periods, as the beginning of the IV industrial revolution they set at the beginning of the XXI.

need to be aligned with the organization's strategy. The human resource management concepts and tools required were fundamentally different from the toolkit used by the traditional personnel administrator. They also pointed out that managers should engage in human resource issues with the same attention that they give to other - financial, production, or marketing (Boxall, 1992). Rapid changes in the environment of the organization and the changing image of man's role in the work process enforced the need for changes in the concept of people management from considering the man as a subject on an equal footing with other factors of production to the man as a subject of the work process.

As early as the mid-17th century² the following types of resources were considered necessary for business (Krol, 2006):

- natural resources (natural resources and land, nowadays also water and air are valued),
- capital resources (financial and physical),
- human resources (labor).

In the 20th century, this list was supplemented by:

- effective entrepreneurship,
- good organization and modern technology,
- access to information and knowledge,
- skillful use of time.

P. Drucker noted that together with entrepreneurship, human resources should be considered as significant as "innovation" (Drucker, 2002)³. The period of shaping changes in the approach to the place of human resources in the manufacturing process characterized different trends in the development of organizations (Pocztowski, 2007, pp. 18-19):

- *Bureaucratization* – prevalent until the 1960s, where the focus was on the administration of personnel records,
- *Institutionalization* – which, from the 1960s onwards, sought to centralize and specialize in the main traditional personal issues, such as staff employment, remuneration, social affairs, and legal aspects,
- *Humanization* – in which, since the 1970s, the focus has been on humanizing work,

developing employee participation in management, developing new tasks, for example, in improving employee qualifications, managing employees, interpersonal relations,

- *Economization* – since around 1980, the focus of human resources management has become, primarily, the problems related to making work more flexible and rationalized, and it is the substitution by capital and de-bureaucratization of the personnel function,
- internal and external entrepreneurship – since the late 1980s and early 1990s, there has been a growing emphasis on involving employees in shaping the company and enabling them to interact and share responsibility for decisions.

There are (Cascio, 1989, pp. 47-49):

1. The first stage - (*file maintenance stage*), lasted from the industrial revolution until the mid-1960s. All personnel matters were the responsibility of a special department - the human resources department. This department conducted interviews and screened candidates, searched for new employees, collected, and stored data on all company employees.
2. The second stage -- (*government accountability* – state influence), its emergence because of exposing and placing greater emphasis on legislative regulation of employment relations and pay conditions. The laws on anti-discrimination, pensions, health care, the creation of relevant agencies at the federal level (in the U.S.) and the interpretation of regulations and recommendations, and finally the rules of court proceedings governing virtually all aspects of employment contributed to the growing importance of human resource management and expanded the argumentation for the need for its change and development.
3. Stage three – (*gaining and sustaining a competitive advantage*), began in the 1980s. The top management of organizations began to pay attention to cost control, increasing

² The pivotal event was the publication (Smith, 1776) (the Polish edition in 1954).

³ More in: (Drucker, 1992).

competitiveness, increasing the value of all activities for the organization carried out by the human resources department, just as it had previously done for line managers. HR departments were to develop only tools and procedures, while line managers were responsible for applying them and performing functions arising from human resource management. All managers were held accountable for the financial impact of their human resource management activities.

The current trend in the HR function, often referred to as added value, exposes entrepreneurship, collaboration and shared responsibility, customer orientation, knowledge management, intellectual capital, competence management, outsourcing, outplacement, network organizations, remote working, etc.

3 COMPLETION

Efficient management of an organization, creating its future (including striving to achieve success), is the domain of people employed there and constitutes its capital in the contemporary world. All resources and factors determining the overall efficient organization's functioning and development depend on the people employed there. At the same time, people are a specific resource because their competencies in the form of knowledge, experience, skills, abilities, especially if they are unique and properly used, become a strategic resource that allows the organization to gain a competitive advantage.

In recent years there have been trends in human resource management oriented towards the concept of intellectual capital and human capital management. This development of the organization's human resources will likely be one of the decisive elements of sustainable development.

Intellectual capital comprises the resources and knowledge flow available to an organization. These are intangible resources, including reputation and company and brand image, which together with tangible resources (financial

resources and physical assets), make up the organization's value.

Human capital includes intangible resources provided to employers by their employees. It represents the human factor of the organization, that is, the combined intelligence, skills, and expertise that give the organization its specific character. It does not belong to the owners of the organization, and access to it is secured through the employment relationship. The people bring the human capital to the enterprise, and then it develops through experience and training (Baron & Armstrong, 2008, pp. 18-21).

One can add that concerning the trends in the development of organizations' human resources, in the literature, no uniform concept has been presented so far. Before indicating the most often determined directions of development, it is worth mentioning an essential doubt pointed by T. Oleksyn: *Which direction of development will be leading - human resources management (HRM) or human capital management (HCM)?* In big companies, more than 20 HRM functions can be distinguished starting with work division and shaping organizational structures, up to ending with IT systems related to the HRM system⁴. According to this author, HCM functions do not cover the entire HRM space, and HRM is a mature, comprehensive, well-structured model.

In the context of the development of human resources in organizations, in the future, it will be necessary to resolve many dilemmas and challenges already faced by the contemporary management of organizations. Here are the most important of them⁵:

Downsizing – the intentional reduction of production and employment.

Diversity – managing diversity, the differences between people, manifested in many dimensions.

Motivation – the challenge that is increasingly common in HRM today is to first create an environment that is attractive to today's employees, and then to find new and different incentives to keep people motivated and interested in work.

⁴ More in: (Oleksyn, 2017, pp. 50-51)

⁵ Developed based on (Oleksyn, 2017, pp. 60-69).

Change – Because of the rapid and constant changes in an organization's environment, change management is as important today as ever.

New techniques and technologies – are an increasingly important management challenge (especially those involving information).

Globalization – Management in a global economy presents both many problems and many new opportunities. It creates many new tasks and opens many opportunities.

Ethics and Social Responsibility – Ethics and social responsibility is a management challenge that has gained renewed importance. Scandals in organizations (stock and advertising fraud, corruption, or environmental pollution) have become a problem.

Quality – is an important issue and a challenge facing the management. Organizations use it as an asset in the competitive struggle, it affects the increase in productivity and reduces production costs.

It is difficult to unequivocally identify and describe the directions of change in organizational management expected in the coming years, which will contribute to the development of economies. However, some of them may be considered obvious (Oleksyn, 2017, pp. 75-76):

Changing workforce structure – organizations are employing fewer and fewer people while the nature of the work they offer them is changing.

Modern technology and services play an increasingly important role in the process of

economic growth – modern technology is becoming a major area and source of social and economic innovation.

Externalization – the nature of the organization is changed by an increasing number of ancillary functions.

The globalization of the economy – expands and intensifies competition thus allowing for more flexible movement of jobs.

The concept of need is changing – up until now, organizational plans and strategies have been built on needs.

The rapid pace of change in this competitive world threatens the stability of large enterprises and the sustainability of traditional economic interest groups – the economies of scale of mass production are losing their former meaning. The struggle is to ensure innovation capacity and the capacity for necessary renewal.

The presented trends and processes are already known due to their established existence in management practice. It is also difficult to unambiguously determine which of them will play a dominant role in the management of organizations that will significantly contribute to sustainable economic development. However, changes in management approaches are already necessary today. They should limit the "robbery" economy harming the natural environment, whose degradation is the greatest threat to sustainable development.

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IMPROVING THE SPHERE OF HOUSEHOLD WASTE MANAGEMENT IN SAINT PETERSBURG

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Abstract

The problem of removing and neutralizing household waste is becoming more acute every year and occupies the main place for any city. This is explained by the fact that waste negatively affects the environment and the person who is the producer of this waste and causes great harm to the economy. On the other hand, the waste itself is the richest source of secondary resources, it is also a “free” energy carrier since household waste is a renewable energy raw material for fuel energy. The state of the environment on the territory of Russia is determined by a high technical load, as well as a long-term and sustained negative impact, including due to the formation and accumulation of production and consumption waste. Of all the garbage produced in Russia, the largest share falls on solid household waste - more than 25%. Only 3-5% of them are sent for recycling, and the rest - in a landfill. The situation in the field of waste management in St. Petersburg and the Leningrad Region and the presence of many unauthorized dumps causes serious public concern. The article formulates recommendations to improve the efficiency of organization and management of municipal waste management, addressed to the heads of state and municipal authorities and management.

Keywords: solid household waste, management, separate collection of waste, waste management, municipal waste management

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1 INTRODUCTION

The Earth's ecosystem, which is home to 7.8 billion people and more than 8.7 million animal species, is in a state of imbalance due to anthropogenic activities. An ever-growing population and industrialization pose an acute threat to the ecosystem. 502 kgs of municipal waste per capita were generated in the EU in 2019. This is an urgent problem since open landfills and incineration of waste create catastrophic environmental consequences.

In 2018, the total waste generated in the EU by all economic activities and households amounted to 2 337 million tons. (Eurostat, 2021)

The EU's waste management policy aims to reduce the environmental impact of household waste and improve the efficiency of resource extraction from waste. The European Green Deal promotes the transition to a resource-efficient and competitive economy. As part of this transition, a few EU laws on household waste will be revised.

Table 1-Waste generation by economic activities and households, 2018 (% share of total waste)

	Mining and quarrying	Manufacturing	Energy	Construction and demolition	Other economic activities	Households
EU	26.6	10.6	3.4	35.9	15.4	8.2
Belgium	0.1	24.9	1.2	33.5	33.1	7.2
Bulgaria	82.4	2.0	10.0	0.1	3.1	2.4
Czechia	0.2	14.6	1.5	41.7	26.7	15.3
Denmark	0.0	4.7	5.1	56.0	17.8	16.4
Germany	2.2	13.9	2.3	55.5	16.8	9.2
Estonia	29.5	18.8	32.3	9.5	7.6	2.4
Ireland	14.2	24.7	1.1	13.6	35.1	11.4
Greece	56.4	11.8	7.6	5.0	9.2	10.1
Spain	17.1	9.9	2.4	27.6	26.5	16.5
France	0.4	6.6	0.4	70.2	13.7	8.7
Croatia	12.0	8.9	1.3	22.7	31.7	23.3
Italy	0.8	16.5	1.3	35.3	28.7	17.5
Cyprus	6.6	16.3	0.1	45.8	14.5	16.8
Latvia	0.1	21.7	2.5	17.5	25.7	32.6
Lithuania	1.6	37.2	2.1	8.8	30.3	20.0
Luxembourg	0.0	6.9	0.1	81.2	9.7	2.1
Hungary	1.0	14.3	11.2	33.2	25.4	14.9
Malta	1.6	1.0	0.0	78.8	11.2	7.4
Netherlands	0.0	9.6	1.1	70.0	13.3	6.0
Austria	0.1	8.7	0.8	74.4	9.3	6.7
Poland	36.7	17.0	10.7	9.7	20.6	5.3
Portugal	0.2	19.0	1.1	8.8	38.1	32.8
Romania	88.0	3.9	3.4	0.3	2.4	2.1
Slovenia	0.2	20.2	11.8	8.1	51.9	7.8
Slovakia	2.2	27.5	7.9	4.4	39.8	18.2
Finland	74.9	6.7	1.0	12.3	3.5	1.6
Sweden	74.7	3.7	1.4	8.9	8.0	3.2
Iceland	0.0	24.4	0.0	3.9	31.5	40.2
Liechtenstein	1.6	1.5	0.0	88.6	1.6	6.7
Norway	1.2	12.8	1.5	40.0	27.4	17.1
Montenegro	27.4	3.7	27.6	11.3	8.6	21.4
North Macedonia	14.2	46.6	0.5	3.1	35.6	0.0
Serbia	75.6	2.9	14.7	1.1	2.1	3.6
Turkey	17.9	:	26.1	0.0	7.1	28.9
Bosnia and Herzegovina	8.2	28.1	48.1	1.8	0.2	13.6
Kosovo ⁽¹⁾ ⁽²⁾	93.5	2.0	3.4	0.1	0.0	1.0

⁽¹⁾ 2016

⁽²⁾ This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo Declaration of Independence

Source: (Eurostat, 2021)

To monitor the implementation of waste policies, in particular compliance with the principles of recovery and safe disposal, reliable statistics on the production and management of waste from enterprises and private households are needed. In 2002, Regulation (EC) No 2150/2002 on waste statistics was adopted, creating the basis for

harmonized Community statistics in this area. Since 2004, the Regulation has required the EU Member States to provide data on the generation, disposal, and disposal of waste every two years. Waste generation and treatment data are currently available for the reporting years from 2004 to 2018.

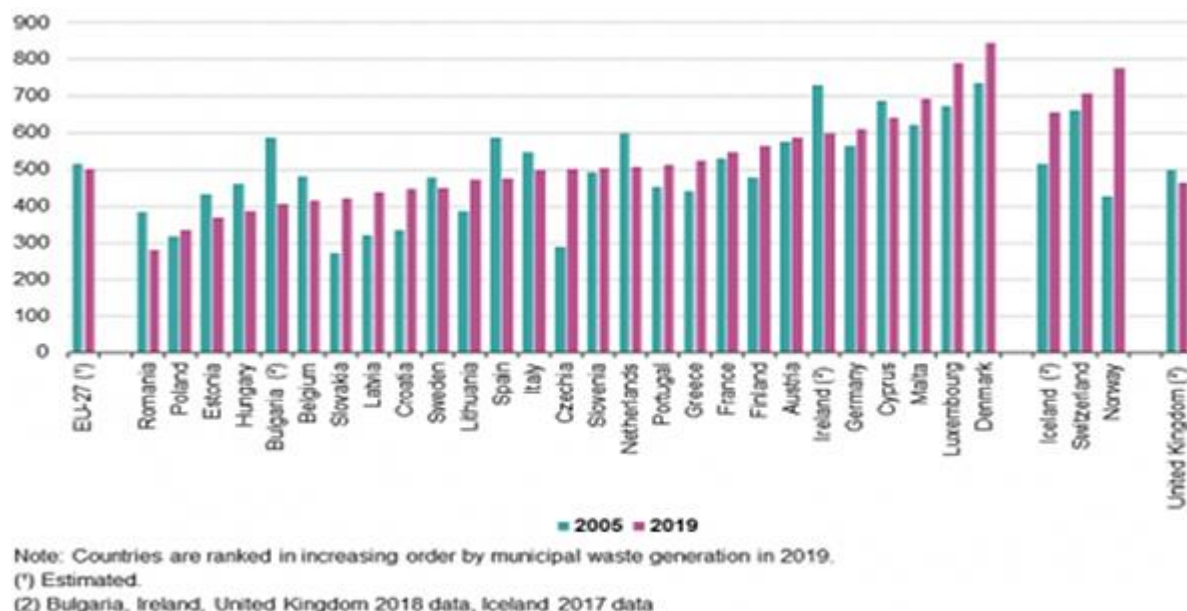


Figure 1: Municipal waste generated, 2005 and 2019 (kg per capita)

In 2019, the export of processed raw materials from EU member states to non-EU countries amounted to 25.5 million tons. Compared to 2004, the volume of waste exports increased by 61%. (Treus, 2020)

The 1989 Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal defines waste as a substance or article that is disposed of, intended for, or intended to be disposed of following national legislation. (UNEP, 1989)

National legislation defines the production and consumption of waste as substances or objects generated during the production, performance of works, provision of services or consumption of substances, or objects generated during the disposal of such substances or objects.

2 SITUATION IN THE ORGANIZATION OF SOLID WASTE COLLECTION, DISPOSAL, AND RECYCLING IN RUSSIA

The state of the environment on the territory of Russia is determined by a high technical load,

long-term and stable negative impact on natural complexes, including, through the formation and accumulation of production and consumption waste.

Industrial development strategy of processing, utilization, and disposal of production and consumption for the period up to 2030 is the industry strategic planning document and determines the priorities of the national policy in the field of development of production and consumption waste in the industry, the creation and development of processing of waste production and technological complexes necessary and adequate conditions, strategic vision goals and objectives, as well as action and implementation arrangements necessary for its development. (Government RF, 2018)

In 2019, the Russian population left behind about 346 million cubic meters (or about 64 million tons) of waste. At the same time, almost 48 million tons of such waste went to landfills and just over 18 million tons went to sorting. Sorting facilities are also still problematic as only 206 such enterprises are operating in Russia. That is, currently only a third of all municipal solid waste is sorted. The

appearance of new centers will help to correct the situation. The authorities want to build 360 such facilities. The remaining waste is sent to landfills, which are already unable to cope with the incoming volumes. At the end of September 2020, the Accounts Chamber of the Russian Federation reported that the situation with official landfills is close to critical. Given the growth rate of the solid household waste (SHW) volumes (1-2% per year) in 32 regions, they will be filled by 2024, and in 17 — by next year. (Babaeva, 2021)

For many years, the waste recycling industry in Russia has not developed, negatively affecting the environment. This shift was outlined only a few years ago when public organizations and the State were engaged in this issue. The Ministry of Natural Resources and Ecology of the Russian Federation monitors the state of the environment and develops departmental regulations. The experience of our foreign colleagues, who have long been very successful in solid waste management, serves as a guide.

The state of the ecosystem of the North-Western region of Russia is such that most landfills need to be either closed or upgraded, as they do not meet environmental safety standards and cause enormous damage to the local ecosystem, polluting the soil, ground, and surface water with toxic substances. Territorial waste management schemes should not only provide for separate waste collection, as is the practice in many developed countries but also address the issue of disposal of accumulated damage.

3 PROBLEMS OF FUNCTIONING OF THE SHW COLLECTION, RECYCLING AND RECYCLING SYSTEM IN SAINT PETERSBURG

Saint Petersburg is one of the five regions of the Russian Federation that generate the most waste. Analysts of the international audit and consulting network FinExpertiza estimated, that the northern capital produces about 11.1 million m³ of SHW. (Rudas, 2020) For comparison, Moscow produces 26,8 million m³ of SHW. (Babaeva, 2021)

Despite the transition to separate waste collection announced at the federal level, in St. Petersburg, the implementation of this mechanism is stalled: the practice of separate collection is in its infancy, and the city authorities have not created and do

not plan to create a legislative framework in the foreseeable future. In St. Petersburg and the Leningrad region, garbage collection has become quite a sore issue, which should have been addressed for a long time. According to experts, 90% of St. Petersburg's waste is taken to landfills in the neighboring region — and the governor of the Leningrad Region has already initiated a doubling of sanitary zones around landfills (from the standard 1 km to 2-3 km). (Rudas, 2020)

The following types of waste predominate in solid waste in St. Petersburg (%): food waste — 27.4, paper and cardboard — 21.5, plastics — 11.9, glass — 8.9. Useful components (potential secondary raw materials) and mixed solid waste are divided approximately equally. For the projected amount of SHW in 2040, there will be an amount of 1,250 thousand tons for secondary resources and 1,250 thousand tons of mixed waste.

Decree of the Government of St. Petersburg No. 487 of 17.06.2014 "About the state program of Saint Petersburg "Improvement and environmental protection in Saint Petersburg" (Resolution 487, 2014) the target indicators reflecting the efficiency of implementation of the state program are established. When calculating the target indicator "Increase in the number of treated, disposed, and neutralized SHW in the total volume of waste generated" the forecast values of the total capacity of enterprises are considered, considering the measures implemented by investors under the agreements (Table 2).

The main goal of the state program of St. Petersburg in the field of waste management is to establish the maximum reduction in the level of environmental hazards and harmful effects of solid waste. The impact on the health of St. Petersburg residents, as well as reducing the volume of direct landfill waste disposal. The main task is to modernize existing facilities and build new ones in the field of waste management with SHW. In addition, an increase in the maximum level of waste recycling is required. Solving the problem of waste disposal is possible only through the integrated application of technological, economic, and legal means of regulation. It is necessary to search for new and implement existing technologies to reduce waste generation, their processing, and recycling of the obtained secondary resources. (Resolution 487, 2014)

Table 2 Increase in the number of treated disposed and neutralized MSW in the total volume of generated waste

Name of the target indicator	The direct value of the target indicator by year [%]					Final value
	of the 2017 target	2018	2019	2020	2021	2022
Increase in the number of treated, disposed, and neutralized MSW in the total volume of generated waste (compared to the level of 2016)	–	2.9	2.9	21.3	21.3	21.3

Source: (ASPb, 2021)

By Decree of the Government of St. Petersburg, the forecast of the needs of the population of St. Petersburg for solid waste treatment, disposal, neutralization, and placement facilities has been adopted. According to the forecast, by 2022, the ratio of the total capacity of SHW processing, recycling, and neutralization facilities to the total volume of SHW generated will be 38.40 %, and by 2025 – 69.20%. (Postanovlenie N457, 2017)

Garbage dumps in St. Petersburg are mostly located outside the city limits. In total, there are more than two dozen of them, but many of them are illegal and it is impossible to export solid waste to them. Despite this, waste removal is still carried out on them. If it is considered that the area of influence of SHW disposal facilities on the environment and public health is much larger than the area of their land plots, then the area of sanitary protection zones of waste disposal facilities should also be included in the consideration. Then we get that the area of the territory alienated by solid waste disposal facilities, considering their sanitary protection zones, is 8239 hectares, including 3880.2 hectares in the territory and St. Petersburg.

The main enterprises specializing in mechanized solid waste processing in St. Petersburg, are the state enterprise "Plant for mechanized processing of household waste" and its branch. These plants process about 20% of the total volume of solid waste generated in the city, the remaining 80% of waste is buried in polygon solid waste landfills. Moreover, after mechanized processing, an unprocessed residue weighing about 15% of the initial mass of SHW entering for processing is formed. This residue is also buried in landfills.

In St. Petersburg, waste collection and removal is provided by more than 300 organizations operating in the field of waste management,

including more than 50 organizations that serve the housing stock.

We must admit difficult financial situation of enterprises providing waste disposal services is difficult due to the high cost of such services. The main debtors of enterprises that provide waste disposal services are the population.

An important problem is the lack of quality separate training facilities. The situation with primary waste sorting is very difficult. Special containers are installed in individual locations. In most yards, there are still old-style garbage cans, in which all the garbage is thrown into one pile and taken out. It is obvious that in St. Petersburg it is necessary to introduce separate waste collection at the legislative level. The experience of Moscow and the Moscow Region has shown that the creation of rules of the game in the field separate waste collection encourages the arrival of large players in this industry and, in general, allows you to increase the volume of recycled waste and the efficiency of their processing. At the same time, it is important to rely on the existing practices of business and civil society activists, so as not to destroy the sprouts of SHW, which were able to break through despite the legal vacuum.

Despite the passive position of the city authorities, the introduction of separate waste collection in St. Petersburg has growth drivers - these are eco-activists and businesses. According to the Recycle map aggregator, the city has already installed more than 1,000 containers for collecting various categories of waste: old clothes, batteries, hazardous waste, etc. All this is the work of local environmental initiatives and local businesses. A study by the Public Chamber of St. Petersburg showed that 96% of St. Petersburg residents are already ready to switch to separate waste collection. (Rudas, 2020)

For separate garbage collection in St. Petersburg and the Leningrad Region, the following container colors are used:

- Blue - for paper waste
- yellow – for plastic waste.
- red – for glass products.
- gray – for electrical equipment that has failed.
- green-for the SHW without sorting.
- orange – hazardous waste.

According to the results of the inventory, 33430 containers for collecting solid waste and large-sized waste were considered, including:

- 16485 SHW collection containers are installed on land-based container sites.
- 496 containers of the buried type are installed on container platforms.
- 16449 containers are installed in waste collection chambers. Depending on the location, the volume of containers used varies.

Containers are used at equipped collection sites 60% containers with a capacity of 0.75 cubic meters, 30% containers with a capacity of 6 cubic meters, and 10% containers with a capacity of 14 cubic meters are used at equipped collection points. (Chudakova, 2016) The design, technical condition, marking, and appearance of containers for collecting solid waste, specialized automobile transport used to ensure the collection and transportation of solid waste, generally meet modern technologies.

In the Northern Capital in the current period, issues related to the preparation of the existing SHW management system for modernization began to be resolved. As can be seen from Fig. 3, provides for a significant increase in funding for 2021, as well as 2022 and 2023, compared to 2020.

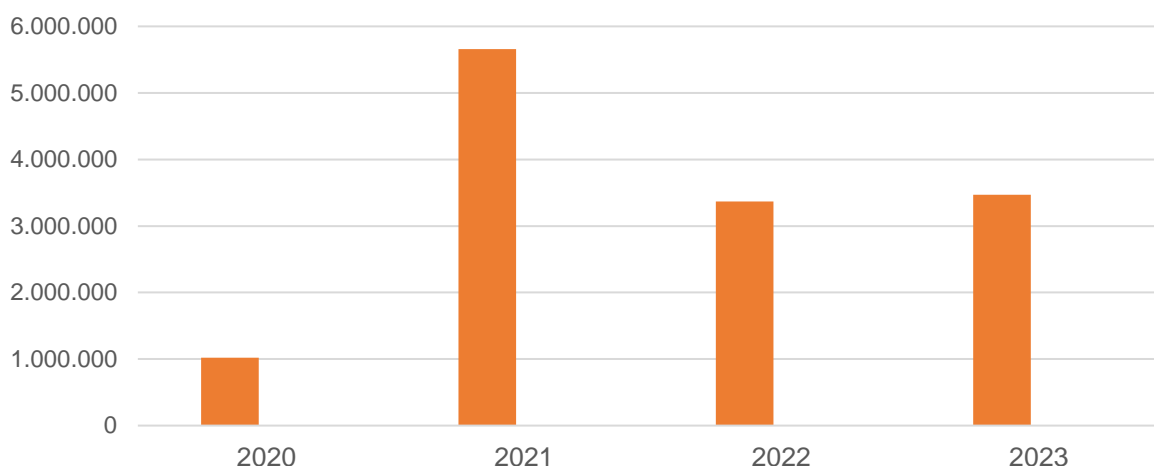


Figure 3 Dynamics of funding from the Saint Petersburg city budget for the state program "Improvement and Environmental protection in Saint Petersburg", 2020-2023, thousand rubles

Source: (komfinspb, 2021)

The separate waste collection program in St. Petersburg started on January 1, 2020, so the city and the Leningrad Region is gradually switching to a new method of handling c SHW. The number of collection points for sorted garbage has significantly increased. All new buildings are equipped with special containers. This stage can be considered a transition in terms of moving towards separate garbage collection. There is a problem in storing waste that is already divided into fractions. There is also a problem in the maintenance of the separate SHW collection, where the main role should be played not only by management companies and specialized

enterprises but also by consumers themselves, sorting garbage at home. To trust the system of separate waste collection, the population must understand why to sort waste, how to do it, and where it will end up in the future. Today, there is an urgent need to conduct awareness-raising activities among the population.

Almost all polygons in St. Petersburg and the Leningrad Region require urgent rehabilitation and recultivation. In many municipalities of the Leningrad Region, there are unauthorized landfills of industrial waste, for which there is no control, that is, the dumping of medical, toxic, and radioactive waste there is not excluded.

In 2020, almost 600 illegal landfills were eliminated in the Leningrad Region. The total amount of garbage removed from illegal landfills amounted to more than 560 thousand cubic meters, which is 7 times more than in 2019. (online47.ru, 2020) Efforts to combat those who violate environmental laws are not being stopped. However, ecologists are convinced that no operational measures will help solve the problem of illegal landfills, and they are trying to completely change the system of waste removal and disposal.

Experts point out that the main product of recycling is supposed to be an RDF fuel¹ for incineration plants, the construction of which is strongly opposed not only by environmentalists but also by residents of municipalities. The public also actively opposes the expansion of the capacity of existing landfills and the construction of new ones.

The government of the Leningrad Region agreed on an updated version of the territorial waste management scheme in July 2019 and is waiting for the completion of similar works by the government of St. Petersburg to synchronize them. The documents are necessary for the regions to fulfill the tasks of the regional project "Integrated system of municipal solid waste management" national project "Ecology". (AdSPb, 2021)

In the nearest future, the authorities plan – from the middle of the 2023 year in Saint-Petersburg and the Leningrad Region are going to open at least three deep waste recycling plants in St. Petersburg and the Leningrad Region from mid-2023. (Drozdenko, 2020) There are only two years left before this deadline, but the regional authorities are not active in this direction.

An important problem of waste management and control is the practical lack of mandatory statistical reporting, a set of indicators and indicators that allow for sustainable monitoring of the state of waste management About in megapolis.

And, of course, there is the problem of creating an attractive regional investment policy that would attract investors' money to solve the problems under consideration.

4 MEASURES TO IMPROVE WASTE MANAGEMENT IN ST. PETERSBURG

To solve the existing problems, it is necessary to introduce a single approach for both regions along the entire technological chain of waste management-from separate collection "at the source" to the disposal of the inert part of solid waste. Construction of landfills, zoning of territories, consolidation of collection, processing, and disposal centers on the principle of "one landfill instead of hundreds of landfills".

Why is it necessary to develop a detailed Waste Management program in the Russian Federation, Saint Petersburg, and the Leningrad Region, which aims to cover all stakeholders as much as possible with an organized waste collection and disposal system? This system should be cost-effective and ensure efficient collection and disposal of household waste. Realization is like this Waste management programs need an effective information and communication campaign to inform people about the new system, the feasibility of its implementation, and the potential results.

In our opinion, the solution of problems in the field of waste management should be carried out in the following areas:

1. Improvement of the existing SHW management system.
 - development, adjustment, and implementation of sanitary cleaning schemes for all districts of Saint Petersburg.
 - registration and certification of waste disposal sites.
 - purchase and installation of containers for separate waste collection.
 - purchase of vehicles for waste collection and transportation.
 - conducting consistent and coordinated information and educational work with waste educators.
 - development of feasibility studies for the construction of biogas recycling plants.

¹ RDF are granules compressed from crushed municipal solid waste and industrial waste, which are used to

generate heat energy in kilns of cement plants, where a temperature of about 2000 degrees is maintained.

- allotment of land plots for the construction of waste-processing / incineration plants.
 - conducting an investment forum and attracting investors, holding tenders for the construction of these plants under the terms of a concession.
2. Implementation of many informational and organizational measures:
- formation of an information database of waste management at the level of two regions.
 - development and implementation of information and analytical system for accounting, control, and management of waste flow and creation of an appropriate interface and thematic web page.
 - preparation and approval of comprehensive waste management programs at the municipal level.
 - development of logistics schemes for the movement of garbage collection equipment to optimize the costs of collecting and transporting SHW to their sorting and disposal sites.
 - introduction of a system of measures for information and propaganda activities in the field of rational and safe waste management.
3. Implementation of several organizational and technical measures:
- Creation and implementation of a system for the permanent control and monitoring of the impact of waste disposal facilities on the environment.
 - Substantiation of decisions on the optimal location of sites for the SHW processing and disposal plants.
 - Development of design and estimate documentation and the gradual construction of modern plants for the processing and utilization of solid waste.

Planning and carrying out a set of measures to reclaim and sanitize the territories where the waste dumps are located. The implementation of these measures will contribute to:

- creating a viable and sustainable MSW management system.
- creating conditions for attracting investors for the construction of MSW processing and recycling plants.
- coverage of most of the population of both regions by a separate collection of "dry" resource-valuable components (paper, metal, plastic, and glass).
- provision of sanitary cleaning of settlements in the Leningrad Region and the territory of St. Petersburg.
- technical re-equipment and renewal of garbage truck and container fleets.

5 CONCLUSION

Thus, it is possible to state the low efficiency of the existing waste management scheme in St. Petersburg.

A regional policy should be developed that will turn waste into useful raw materials and fuel to produce green thermal and electric energy. We need a real garbage reform designed to solve the accumulated problems in this area.

We have developed proposals, aimed at improving the efficiency of the organization of household waste disposal and neutralization, including, the maximum possible coverage of the city's residents by an organized waste collection and disposal system. Waste management programs in St. Petersburg and the Leningrad Region should ensure efficient collection, removal, and disposal of solid household waste.

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HUMAN RIGHTS IN TIMES OF ARMED CONFLICTS

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Abstract

The present contribution deals with the issue of human rights in armed conflicts versus the concept of war. This distinction was made in Article 2, and the same in all four Geneva Convention of 1949. In this article, the distinction is made between the universal system of human rights and the International Humanitarian Law of Armed Conflicts (IHLAC). The difference of application between these two sets of law relies on the fact, that the universal agreements of human rights always apply, both in armed conflict and peace when the IHLAC applies only in times of armed conflicts. There is a difference between them in the regulation. Human rights regulate the relationship between the state and persons under its jurisdiction, regardless of their nationality and the IHLAC applies to states and individuals or armed groups distinguishing between a civilian or a veteran. About the compliance control, it is a different system too, for the IHLAC, it is the ICRC and criminal tribunals, and for human rights, there are different committees of tribunals like the International Court of Justice (ICJ). The exam of the jurisprudence of the ECtHR shows, that it does not make a distinction between a state of war and peace, which is called the humanization of the law of armed conflicts. Also, the very important question of the fragmentation of international law is examined, based on the jurisprudence of the ICJ.

Keywords: *International humanitarian law, the law of armed conflict, extraterritorial application of human rights, lex specialis, humanization of the law of war.*

1 WAR AND ARMED CONFLICT

The concept of armed conflict is broader than the concept of war. It includes all kinds of armed struggle between states – even when war is not officially declared, as well as various types of specific armed conflicts, i.e., those involving parties not recognized as subjects of international law. An example of an armed conflict was the fighting fought by the Tamil Tigers organization to

create an independent Tamil state in the northern part of Sri Lanka – Ilam. Although the militants of this organization were able to control part of the territory of Sri Lanka, the state they created was not recognized as a subject of international law, nor was the armed formation of the Tamil Tigers, which was also recognized by the US and the EU as a terrorist organization. Any armed conflict has the potential to turn into war.

This distinction can be seen in Article 2 common to all four Geneva Conventions of 1949: "This Convention shall apply in the event of a declaration of war or the emergence of any other

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armed conflict (conflit armé) between two or more than two High Contracting Parties, even if one of them does not recognize a state of war".

The basic declarations and agreements on human **rights** after World War II, which constitute the universal system of **human** rights, are the Universal Declaration of Human Rights of 1948 (UNGA, Universal Declaration of Human Rights (1948) resolution 217 A (III), A/RES/3/217 A, 1948), International Covenants on Human Rights of 1966,¹ and regional agreement and as the European Convention for the Protection of Human Rights and Fundamental Freedoms of November 4th, 1950. (Council of Europe, 1977), the Convention on Slavery of 25 September 1926, the International Convention on the Elimination of All Forms of Racial Discrimination of December 18th, 1965, the Convention against Torture and Other Cruel, Inhuman or Cruel Treatment or Punishment of December 10th, 1984, as well as agreements on women, children, refugees, statelessness, forced labor, association and finally the numerous conventions of the International Labor Organization. Only the Convention against Torture states that its provisions apply in all circumstances, including in times of armed conflict.

The Covenant on Civil and Political Rights, in Article 4, allows states to abrogate almost all human rights contained therein in "times of public danger threatening the life of the nation." Human rights that a state may not suspend under any circumstances are the right to life, the prohibition of slavery and servitude, the prohibition of deprivation of liberty solely on the ground of inability to fulfill contractual obligations, the principle of *lex retro non agit*, the right to have legal personality and freedom of thought, conscience, and religion. The most important is the right to life, which, according to the Covenant, can be deprived of an individual at any time and under any circumstances only based on a final judgment by a competent court and only for the most serious crimes.

The European Convention for the Protection of Human Rights and Fundamental Freedoms

resolves this problem differently. According to Art. 15 of the Convention, states parties to the Convention may "in case of war or other public danger threatening the life of the nation" abrogate all human rights contained therein except the prohibition of torture, the prohibition of slavery and servitude, the principle of *lex retro non agit* and the right to life, but the prohibition of suspension of the right to life does not extend to cases in which death is the result of lawful acts of war, and it shall be deemed permissible to deprive a person of life in defense of some person against unlawful violence, to effect a lawful arrest or to prevent the escape of a person lawfully deprived of his liberty, or in an action lawfully taken to suppress a riot or insurrection.

The UN General Assembly adopted dozens of resolutions bearing the same title: "Respect for Human Rights in Armed Conflict", the most important of which are: resolution 2444(XXIII) of December 19th, 1968, which speaks of the need to apply "humanitarian principles" in all armed conflicts and to ensure better application in such conflicts of "existing humanitarian conventions and standards". Another resolution, 2677(XXV) of 28 XII 1970, is already more precise and speaks of "the desire to ensure full respect for human rights in armed conflict" and of "the enduring value of existing humanitarian principles applicable in armed conflict", mentioning in this context the Fourth Hague Convention of 1907 on the Laws and Customs of War on Land, the Geneva Protocol of 1925 concerning the prohibition of the use of asphyxiating, poisonous or similar gases, and bacteriological agents in war, and the four Geneva Conventions of 1949 on the Protection of Victims of War. And finally, Resolution 3318(XXIX) of December 14th, 1974, which already explicitly calls the above-mentioned six agreements "instruments of international law relating to the observance of human rights in armed conflict".

The development of the International Humanitarian Law of Armed Conflict (IHLAC) took place much earlier, with the adoption of (ICRC, n.d.):

1. the Geneva Convention of 22 August 1864,
2. the Geneva Convention of 6 July 1906,

¹ (UNGA, 1966) together with (UNHR, 1976) and (UN, International Covenant on Economic, Social

and Cultural Rights (ICESCR), 16.12.1966, JoL of 1977, No. 38, item 167, 1967)

3. the Geneva Convention for the Amelioration of the Sick and Wounded in Active Armies of 27 July 1929, and
4. the Convention concerning the Treatment of Prisoners of War signed in Geneva on 27 July 1929.

The Geneva Conventions of 1949 on the Protection of Victims of War are also a kind of codification of the International Humanitarian Law of Armed Conflict (IHLAC) :

- The first and second conventions concern the adiverment of the fate of the wounded and sick in land and sea war (I, II GC)
- The Third Convention develops the provisions of the IHLAC concerning prisoners of war (III GC)
- The Fourth Convention concerns the protection of civilians and contains to a large extent completely new provisions (IV GC)

The purpose of these Conventions is to protect the victims of armed conflicts, all four conventions are called in doctrine "Geneva Law".

In 1977, two additional protocols to these conventions were signed, aimed at supplementing and extending the scope of protection of war victims, which also introduced changes to The Hague Law:

- the first of these protocols concerns international conflicts (I AP),
- the second concerns conflicts of a non-international nature (non-international armed conflicts) (II AP).
- the third refers to the adoption of an additional distinguishing mark (red crystal) (III AP).

Human rights regulate the relationship between the state and persons under its jurisdiction, while the IHLAC (International Humanitarian Law of Armed Conflicts) applies to both states and individuals or armed groups. The difference between the two is that human rights apply to any person under the jurisdiction of a particular state, regardless of their nationality², while in the case of

the IHLAC citizenship is relevant to the scope of protection³, as does the qualification of a person as a civilian or veteran⁴. Humanitarian law is constructed based on formulating the obligations of individual parties to a conflict, while human rights formulate the rights and freedoms of individuals. The IHLAC is only valid in times of armed conflicts⁵, while human rights are to be always applied, both in armed conflict and in peace.

Both branches of law have a different system of compliance control because, in the case of the IHLAC, the International Committee of the Red Cross and criminal tribunals play a great role, and in the case of human rights, various types of committees and tribunals relating to the responsibility of the state are important, not individuals, such as the International Court of Justice.

Despite some differences, some issues are regulated by both regimes, as confirmed by the International Court of Justice (hereinafter: ICJ) in its advisory opinion on the legal consequences of the construction of a wall in the occupied Palestinian territory of 9 July 2004.⁶ It concerns the rights to life or freedom from torture, which are protected by human rights as non-individual (not subject to suspension)rights, in any situation. At the same time, the question of who and in what situation can be deprived of life or injured is regulated by the IHLAC.

International humanitarian law does not invoke human rights from international agreements. The Fourth Hague Convention of 1907 and The Additional Protocol I of 1977 merely state that, in cases where these agreements are not subject to international agreements, 'civil persons and combatants shall remain under the protection and authorities of the principles of international law arising from established customs, from human principles. This is the so-called "Martens clause", from the name of the Russian diplomat who

² See, for example, Article 2(1) of the ICCPR

³ See Article 4 of the Geneva Convention (GC) relative to the Protection of Civilian Persons in Time of War - IV GC, 12.08.1949, JoL 1956, no. 38, item 171, annex.

⁴ See, for example, Article 48 of the Protocol Additional to the Geneva Conventions (AP) of 12 August 1949, relating to the Protection of Victims of International

Armed Conflicts, 8.06.1977, JoL 1992, No. 41, item 175, annex.

⁵ See Articles 2 and 3 of the GC and Article 1 of AP I and AP II.

⁶ See: the ICJ Advisory Opinion on the Legal Consequences of the Construction of a Wall in the Occupied Palestinian Territory of 9 July 2004, ICJ Reports 2004, p. 136, § 106.

formulated it in 1899. Only additional Protocol II of 1977 refers to human rights, which states that "international instruments concerning human rights give basic protection to the human individual."

2 HUMANIZING THE LAWS OF WAR

The European Court of Human Rights (ECtHR), based in Strasbourg, France, plays an important role in the humanization of human rights. It adjudicates on human rights issues enshrined in the Convention and its Additional Protocols, examining complaints from citizens of the 47 Member States of the Council of Europe that have ratified the Convention.

The case-law of the ECtHR has a major impact on changes in the rules of conduct of hostilities since victims of violations can apply directly to the Court and demand compensation from the state, based on the European Convention on Human Rights. However, this could not be done based on the Convention and international humanitarian law.

An analysis of the judgments already issued by the ECtHR indicates that the effects of the humanization of the law of war are mostly positive. Positive, because it will clarify terms that are not defined by International Humanitarian Law (IHL), such as "taking direct part in hostilities". All such actions of the ECtHR apply not only to international conflicts but also to non-international conflicts. It is in internal conflicts that IHL is most often neglected. For example, the Statute of the International Criminal Court recognizes as a war crime only non-discriminatory attacks committed in an international conflict. On the other hand, in Article 3 of the GC or the entire II AP, which refer to internal conflicts, there are no regulations concerning the need to take precautions when carrying out attacks, the obligation to apply the principle of proportionality, or the prohibition of non-discriminatory attacks. The case-law of the ECtHR may contribute to the gradation of the use of force in a situation of armed conflict and may reduce the number of victims in the conflict.

The Court applies these principles to both international and non-international conflicts and to situations that are no conflicts. In principle, it makes no distinction between a state of war and peace. This makes it possible to eliminate grey areas, i.e., situations such as riots, riots, or

isolated acts of violence, in which the principles of international humanitarian law and the related protection of civilians could not be applied. Under the ECtHR, according to the case-law of the ECtHR, civilians must always be protected.

The Court also points to the need to conduct an effective investigation into the circumstances of the deaths of people who died because of the use of force by the government. Therefore, the state authorities can't invoke a situation of armed conflict to avoid the need to clarify the circumstances of a person's death. The ECtHR also forces us to assess the legality of the use of force from the point of view of acceptable purposes, which in an ideal world should translate into the elimination of armed conflicts of an international nature, since the usefulness of military action carried out following human rights standards will be negligible.

What are the dangers of this humanization of the law of armed conflicts by the ECtHR? The ECtHR applies to states, but not to opposition armed groups, while the IHL applies to all parties to the conflict. This means that government forces, forced by the ECtHR to provide a higher standard of protection for all populations, will be more limited than their opponents in their ability to conduct military action (some compare such a situation to a fight with one hand tied to the back). Therefore, the asymmetry of conflicts will increase, which will work in favor of armed groups opposing the state, which the state will not be able to fight, which will mean an extension of the conflict. The costs will be borne by both combatants (their lives will be exposed to greater risk) and civilians (the inability to provide them with protection against these armed groups). That is why m.in the United States and Israel continue to oppose the use of human rights in armed conflicts, m.in because such action undermines the decision of States to create a specific legal regime applicable in armed conflicts.

3 CONCLUSIONS

- Human rights are vested in the human individual in all times, both in peacetime and in armed conflicts, international and non-international.
- The scope of human rights, how individuals may enforce their human rights, and how

violations of human rights may be prosecuted and punished are set forth in the international agreements that make up human rights system in times of peace and in times of armed conflict in the international agreements that make up international humanitarian law.

- It is no longer possible or advisable to combine human rights law and international humanitarian law, which in contemporary domestic and public international law and in legal scholarship today exist as two separate systems, just as it is neither possible nor advisable to subordinate one to the other. On the contrary, it is indispensable that, in the process of developing these two separate systems of law, legislators should constantly bear in mind the interdependence that exists between them.

The relationship between the IHLAC (International Humanitarian Law of Armed Conflicts) and human

rights is an example of the fragmentation of international law. (UN, 2006) This issue has been the subject of several advisory opinions and judgments of the International Court of Justice. In its advisory opinion on the legality of the threat or use of nuclear weapons of 8 July 1996, the ICJ stated that the assessment of the arbitrariness of the deprivation of life in a time of war must be considered from the point of view of 'lex specialis, namely, the law applicable in armed conflicts, which is designed to regulate military action' (ICJ, 1996) On the other hand, in the judgment of 19 December 2005 r. on armed activities in the Congo (DRC v. Uganda), the ICJ stressed the need to take into account both branches of international law. (ICJ, 2005) Similarly, in the judgment of 9 July 2004, the International Court of Justice on the legal consequences of building a wall in the Occupied Palestinian Territories. (ICJ, 2004)

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SMARTPHONE APPLICATION FOR MANAGING MISSED AND FOUND BELONGINGS

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Abstract

Nowadays, due to our everyday stress and current stressful lifestyle, the loss of items appears a frequent issue and may be very inconvenient. In this regard, until the IoT becomes part of everyday life, we can use the software as an efficient tool to assist a person's searching, verifying, and finding lost belongings. This paper presents an Android-based application that we proposed and implemented to help users find lost items. Utilizing this software will enable the subscriber to record his request to the relevant authority. In addition, a special section offers to insert a contact telephone number or email to communicate between the person who found the item and the person who lost it. During testing, among other services, the platform showed its capabilities to register and log users, releasing a lot of information of lost items and automatically forwarding lost-and-found notifications. The paper can be useful for those who deal with the application of information technology.

Keywords: Finding, Missing, Belongings, Mobile application, Android.

1 INTRODUCTION

We sometimes forget what happened, some of us may be robbed and it is difficult to get back our property. Lost items (for example, important documents, certificates, mobile phones, tablets, laptops, wallets, keys, luggage, jewelry) can cause stress and inconvenience, and as a person has more contact with the lost item, the degree of pain will also increase. Choosing to follow

conventional steps once assets (particularly expensive ones) is lost, for example filling an official form in the court or going to a missed and found office, possibly not enough to guarantee the recovery of the misplaced item (Harburg, Kim, Gerber, & Zhang, 2015).

Finding and retrieving lost and lost items are time-consuming, laborious, and a waste of money (Ahmad, Ziaullah, Rauniyar, Su, & Zhang, 2015). A study in 2013 showed that approximately \$176.9×10⁹ was lost every year on finding missed things. Additionally, the survey showed that individuals spend around 0.5 hours weekly

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seeking wasted property (Mac, 2017). In 2018, a report done by Finance Firm in the UK stated that fraud losses in the UK exceeded £ 1.2bn. As said by the company, missed and robbed card cases accounted for 14% of total card fraud losses in 2018 (Saed, 2019).

Different efforts have been proposed to assist the victim in finding his belongings. In 2019, Aria Razi and colleagues suggested a smartphone application “Kembaliin” specially dedicated to helping town people solve the problem of misplaced and found belongings in public regions online (Razi & Putra, 2020). The application paradigm plays the role of intermediary link and promotes the necessity of interchanging information between the lost (sufferer) and the helper who locates wasted items. Jiang, Mao, and Kang in their work (Jiang, Mao, & Kang, 2019) suggests a mobile application for online misplaced and found network primarily based on digital map API records. The digital map API service analyzes the item information to add the appropriate push and praise module to grow humans' enthusiasm for returning the picked belongings. Alnaghaimshi N. I. and colleagues presented the MAFQUDAT service, which is specially designed to support users in Arabic and could be seen as a competent facility for persons who have missed or found something. This proposed application uses GPS technology consistent with IOS devices (iPad, iPod Touch, and iPhone). MAFQUDAT allows users to report lost or found items, providing a space that can reach a wider society (Alnaghaimshi, Alfayez, Alenizy, & Almutairi, 2020). Meenakshi S. Arya and colleagues introduced the F.I.N.D application that can find misplaced things very efficiently and comfortably. Also, it may offer leads to agencies, such as NGOs or police, who spend a lot of effort finding the missing people. With this body search function, users can find lost objects found in various places (Arya, Muley, Desai, & More, 2018).

As mentioned above, scholars used various techniques to compensate for the problem. Thus, in this work, the light is focused on allowing all users to add complaints (not restricted) and introducing a simple graphical user interface with easy-to-view information. Hence, the research aims to expediently list a complaint on the registry without really contacting a police center (thus keeping subscriber's time) and to reunite owners

with lost and found items on a single platform which speeds up their search and find lost items.

2 ARCHITECTURE AND IMPLEMENTATION

Fig. 1 shows the steps followed in the research. The work obeys the three-layering architecture (Denko, Pečnik, & Fister Jr, 2021) of mobile applications as described below:

- *Presentation Layer* - The dart language and its framework flutter in carrying out the front-end presentation layer. The responsibility of this component is bringing and interpreting data to users. This is what the handler views while using the application.
- *Business logic Layer* - This layer represents the adhesive between the information in the front end and the database in the back end. In this research, JSON is used for connecting the treated presentation data with the back-end infrastructure.
- *Data Layer* - The Firebase database is used to run this layer. It supports real-time data synchronization and stores all information in a well-defined format.

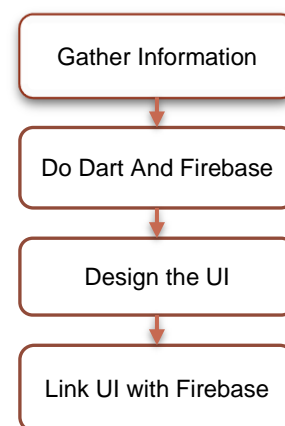


Fig.1 Workflow diagram of the research

This application is designed to help anyone to find his/her misplaced item in an outdoor area. Furthermore, it enables registering a complaint about the loss of a thing or human: Once the user registers into account, he will be able to enter the home page and see all the posts. The subscriber will also be able to record a complaint after filling in the essential data regarding that specific object or person. Figure 2 illustrates the activity diagram of the general implementation of the application.

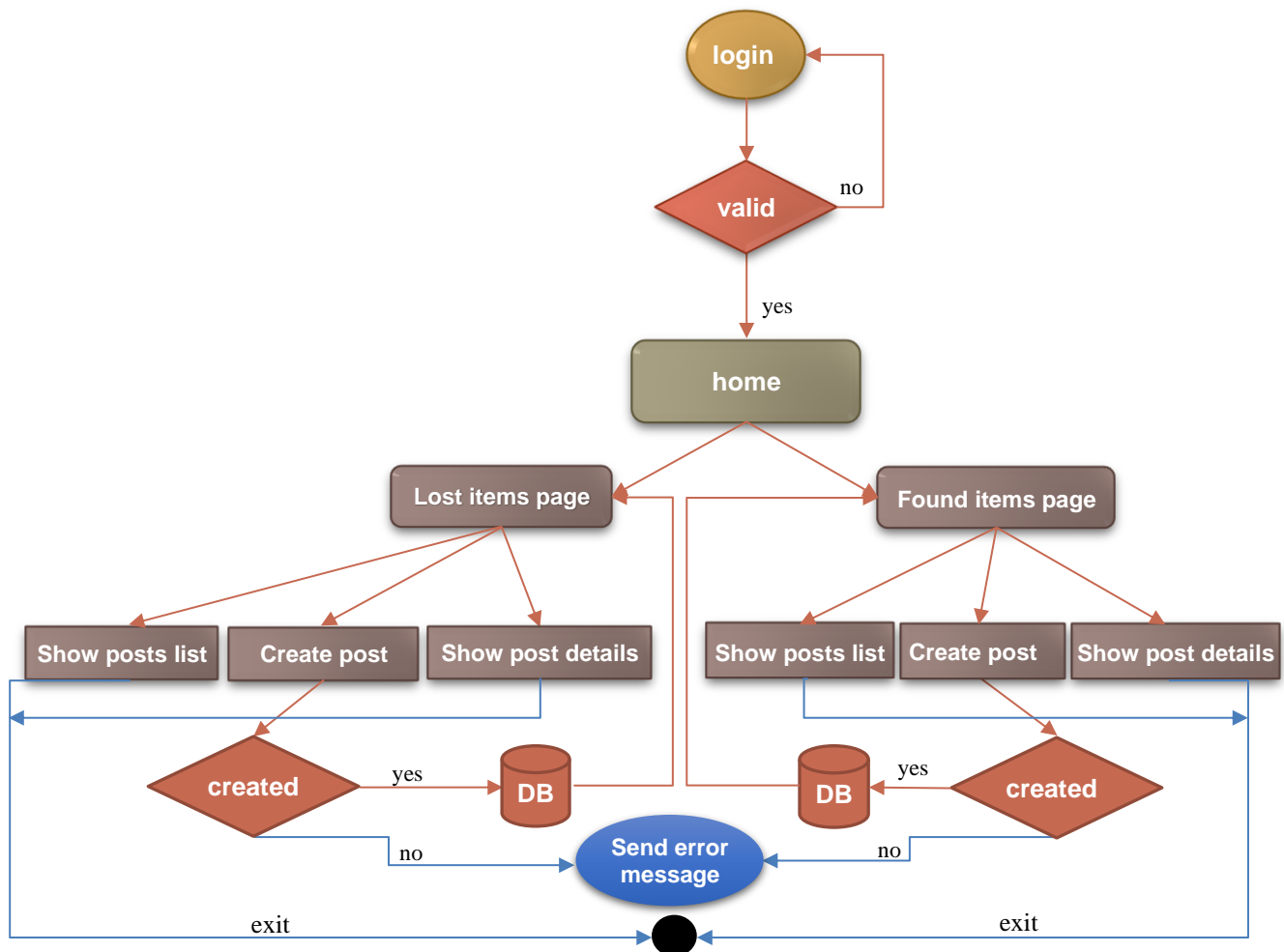


Fig 2: Activity diagram of the application

3 RESULTS

- *Log In Page* - The UI for the sign-in page of the application is shown in Figure 3, the user enters information (username & password). If he does not have an account in the application, he will go to the register page.
- *Sign Up Page* - The UI for sign up Page of the application is shown in Figure 4
 - Any user enters the application for the first time, he needs the sign-up step to use the app.
 - Once the user signs up, he is forwarded to the log-in section to use the app.
- *Home Page* - The UI for the Home Page of the application is shown in Figure 5.

The main page contains two options, one leads to the found items page and the other to the lost items page. It also has a navigation bar for navigating the app pages and contains user-entered information and a logout button.

- *Lost Items Page* - The UI for the Home Page of the application is shown in Figure 6, it contains several sections of the missing items. The user can choose a section according to his element.
- *Found Items Page* - The UI for Found Items Page of the application is shown in Figure 7.

It has the same UI as the Lost items page, and it contains several sections of the missing items. The user can choose a section according to his element.

- **Post creation page** - The UI for the Post Creation Page of the application is shown in Figure 8.

Through this page, the user is capable to fill in his post information such as his name, city, and description of the item, whether it is missing or founding.

- **Posts page** - The UI for the Posts page of the application is shown in Figure 9, each section of the page displays its posts. This page will contain all the posts uploaded by users, which are of one type, for example, the display posts page of a key type.
- **Post-Information Page** - The UI for the Post Information Page of the application is shown in Figure 10. Once you click on any post, this page will be displayed containing all the post information that was filled out by the user.

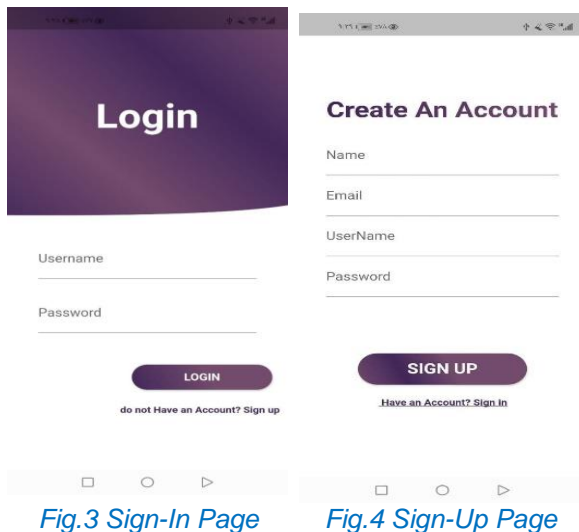


Fig.3 Sign-In Page

Fig.4 Sign-Up Page

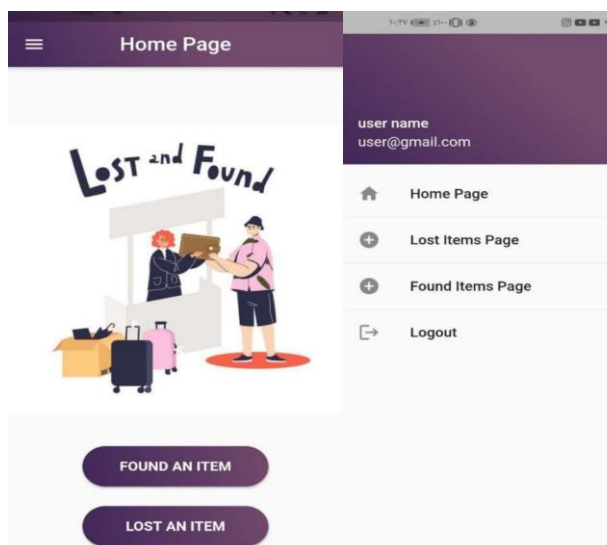


Fig.5 Home Page

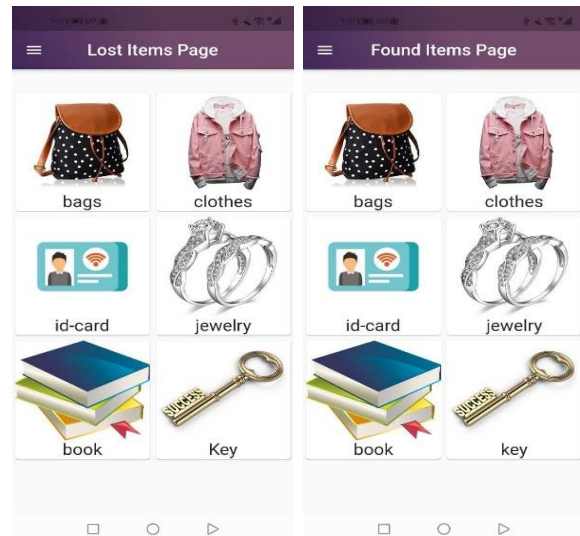


Fig.6 Lost Items Page

Fig.7 Found items Page



Fig8: Post creation Page

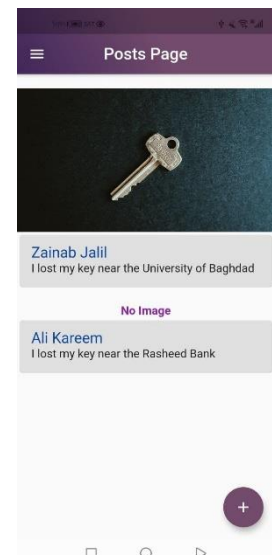


Fig9: Posts Page



Fig10: Post Information Page

Table 1 Functional testing

Project name: Smartphones application for Announcing Missed and Found Items Test platform: Android					
No.	Scenes	Precondition	Test procedure	Expected results	Test Results
1	Initial page display	APP must be installed	Click to start APP	Present sign-in page	Present sign-in page
2	System login	username and password entered	Click to Login	Display Home page	Display Home page
3	Lost/Found items page display	lost/Found items button have been clicked	Click on one of the sections such as key	Display a book's posts page.	Display a book's posts page.
4	Posts page display	One of the sections have been chosen	Click to add a post	Display post creation page	Display post creation page
5	Post creation page display	(Add button) have been clicked	Add full information & click to submit	Display a post on the posts page	Display a post on the posts page
6	Post information page display	One of the sections have been chosen	Click on any post	Display all post information	Display all post information

4 FUNCTIONAL TESTING

Functional testing is to prove the various tasks of the missed-and-found platform. Element by element test is used to inspect whether the application fulfills the design objectives. This process starts from the sign-in page, step by step, to ensure whether the information is consistent and can be picked up and returned smoothly. Table 1 demonstrates a scenario example for the platform usage and testing.

5 CONCLUSIONS

Wasting an item, particularly an important one, and having an emotional connection with us may

affect emotional health. software solutions can supply answers for persons who are influenced by such losses. In response, this article implements an application to easily announce missed and found things to the broader society. The search task may take a long time, and this implantation can assist fast searches by allowing other persons to know what they are looking for; you never know who found the item and waits for it to be returned to you. The Finder application will largely reflect the active integration of the members of the society, based mainly on the participation of the user's network.

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AID FOR AFRICA AS ONE OF THE ACTIVITIES CARRIED OUT BY POLISH NGOs: LEGAL AND SOCIOLOGICAL APPROACH

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Abstract

This article tackles the issue of aid for African states. Africa is one of the poorest continents, with many people living on the verge of poverty and suffering from malnutrition or famine. Hence, the humanitarian aid provided to the people of this continent is of particular importance. In Poland, such aid activities undertake entities defined in the Polish legal system as non-governmental organizations (NGOs). NGOs also conduct many other kinds of activities. The Act on public benefit and volunteer work is an example of creating legal mechanisms for the functioning of civil society in the legal system to provide international aid to those it needs. Assisting other societies is important for modern civil society the same as political or economic cooperations are. The role of NGOs operating in health protection, education, or entrepreneurship areas is crucially important. The authors of this paper discuss the issue of the said aid provided by selected Polish NGOs. The article aims to determine the extent and scope of the assistance to African countries provided by the NGOs, based on the respondents' experiences, whether such assistance is necessary, and what form it should take.

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Keywords: *humanitarian aid, aid for African countries, development assistance, non-governmental organizations.*

1 INTRODUCTION

Famine and poverty that affect many people on our planet are considered the overriding problems of the contemporary world. Africa continent has the lowest GDP per capita, ranging from \$208 in Burundi to \$9,238 in Equatorial Guinea (as of December 2019) (Trading Economics, 2020). At the same time, many African countries are affected by epidemics of malaria and other diseases such as AIDS or COVID-19.

As a result, Africa is the poorest continent, with millions of its inhabitants suffering from malnutrition or famine (More than 1.2 billion people worldwide live on less than \$1 a day; another billion people live on \$2 a day; 4 billion people live on less than \$4 a day). What is more, civil wars and various armed conflicts are still ongoing in several African countries. Military operations have worsened the already difficult situation of the people living in those areas. Therefore, the aid provided to the people of Africa is of particular importance and has a humanitarian character.

In Poland, such aid activities carry out entities defined in the Polish legal system as non-governmental organizations (NGOs). They have a well-established position among all entities conducting similar activities in this country. Nowadays, we observe their activity in numerous areas, including providing aid to communities inhabiting the African continent. We perceive these organizations as a manifestation of civil society, which undertakes bottom-up and voluntary actions for building the common good by combining individual interests into a jointly articulated and pursued need to help other societies and groups, regardless of cultural and religious differences. NGOs also conduct many other kinds of activities. The Act on public benefit and volunteer work is an example of creating legal mechanisms for the functioning of civil society in the legal system to provide international aid to those in need is (Act, 2003). For modern civil society, assisting others is crucial as political or economic cooperation. The role of NGOs operating in various areas such as health protection, education, or entrepreneurship is crucially important.

A separate group of organizations in the Polish legal system is called public benefit organizations (PBOs). A PBO is an NGO that has been given a public benefit status by a court decision and entered in the National Court Register. Such organizations have been operating in Poland since the 29th of June 2003, when the Act entered into force. Its provisions introduced special types of organizations performing public benefit tasks.

The mass media supports the Polish PBOs' aids activities. Their role is to exercise the so-called informal control. It makes it easier for the public to gain information about the finances of organizations and institutions performing public tasks or reports on public funds allocated for overseas humanitarian aid.

The organizations mentioned above constitute the so-called non-governmental sector, which is relatively highly diversified, both in terms of aid tasks performed and organizational forms (In 2018, there were over 26,000 foundations and 117,000 associations operating in Poland).

There are several reasons why various forms of assistance are provided to African countries, e.g., diseases, armed conflicts, natural disasters, crop failure, or famine.

Aid benefits in contemporary modern societies have several dimensions:

- organizational - aid is aimed at economic development and stimulation of entrepreneurship.
- financial - aid is provided as a money transfer.
- educational - the public is informed about the need to provide aid.
- cultural - aid is provided to culturally or religiously different societies.

2 METHODOLOGY

This article aims to answer the following questions:

- What are the extents and scope of the NGOs' assistance provided to African countries?
- What do the respondents think about the aid for African states, and what forms should provide?

To answer the above questions, the authors applied the desk research together with the dogmatic-legal method. This method analyses relevant literature, legal acts, and documents related to various forms of assistance provided to Africa.

3 WHAT IS DEVELOPMENT ASSISTANCE?

Embarking on an analysis of the discussed matter one should first introduce concepts functioning at the EU and the national level (Paterek, 2013). The Lisbon Treaty of 2007 is of fundamental importance in determining the directions of development assistance. The document points to development assistance aimed at reducing poverty in developing countries. The document points to development assistance aimed at reducing poverty in developing countries. Development assistance should be provided in line with the principles and objectives of the EU's external actions. According to the definition adopted by the OECD Development Assistance Committee (DAC), Official Development Assistance (ODA) includes donations and loans given to developing countries by official government organizations of rich countries or international organizations to support the economic development and prosperity of the former (Sobotka, 2009). However, for a loan to be considered development assistance, at least 25% of its amount should come from a donation. Such assistance can be provided in two forms. Firstly, through international institutions (the so-called multilateral assistance); secondly, directly by Polish institutions, including NGOs (the so-called bilateral assistance) (Świerczyńska, 2012).

When it comes to Polish regulations, development cooperation is provided for in the Act of 16 September 2011 on development cooperation (Act, 2011). The Polish legislator made the right decision to define the two fundamental notions which, according to the authors of the paper, are of crucial importance for aid activities conducted in Africa. Those are:

- development assistance – promoting and supporting the development of democracy and civil society, including parliamentary

system development, good governance, and observance of human rights; supporting sustainable social and economic development, undertaking actions aimed at reducing poverty and improving the health condition of the population, and raising the level of education and professional qualifications of the population,

- humanitarian aid - providing assistance, care, and protection to people who have been affected by armed conflicts, natural disasters (IRIN, 2012), or other humanitarian crises caused by nature or man (Stopka, 2012).

It seems reasonable to conclude that in the Polish legal and administrative framework development cooperation can be treated as a certain sphere of educational activity aimed at raising awareness and understanding of global problems and interdependencies existing between states. Therefore, it is possible to introduce the concept of "global education" into public administration (Article 2 Paragraph 2 of the cited Act). In this respect, one should emphasize the coherence of Polish regulations, as they allow entities referred to as PBOs to participate in development cooperation, which the authors assess positively. The importance of development assistance at the national level is evidenced by the fact that Poland only in 2011 spent approximately \$417 million on it, ranking 39th in the HDI¹ (Based on data from World Development Indicators (2012) of the World Bank).

4 NGO AND PBO – ADMINISTRATIVE-LEGAL DEFINITION PROBLEM

The NGO sector in Poland is very diverse and encompasses entities operating in various legal forms. They are neither state bodies nor units supervised by public administration (neither the central government nor local government), and their activity is not profit-oriented. In the Polish legal system, they are described as the "third sector" (Blicharz & Zacharko, 2017), so they can be distinguished from the public and the private sectors.

¹ Based on (World Development Indicators 2012)

The definition of an NGO can be found in the Act on public benefit and volunteer work (Gawlik, 2017, pp. 6-8). It is a legal definition, which is referred to also in other legal acts. According to the provisions of the said Act (Article 3 Paragraph 2), NGOs include:

- entities other than public finance sector units, within the meaning of the Public Finance Act,
- entities that are not profit-oriented,
- entities that have a legal person status, or organizational units without legal personality which have been granted legal capacity under separate provisions.

Therefore, NGOs include entities :

- have a legal personality (Political parties, trade unions, employers' organizations, professional self-government organizations, foundations, registered associations, church legal entities), and
- do not have a legal personality (for example, unregistered associations, university student organizations, country housewives' clubs).

Having conducted a linguistic interpretation of the above provision, one may assume that there are two criteria to be considered when deciding whether a given entity is or is not an NGO:

- the entity must not be part of the public finance sector,
- the entity must conduct activities of non-commercial nature.

The Polish legislator allows a certain category of NGOs to apply for the PBO status and enjoy the rights reserved only for such NGOs in the Act on public benefit and volunteer work (Chrzczonowicz, 2015, pp. 9-18). An analysis of the Act's provisions allows one to conclude that political parties and foundations created by them, trade unions, employers' organizations, and professional self-government organizations fit in the definition of an NGO. However, they cannot obtain the PBO status because the scope of the tasks they perform does not fall under the category of public benefit activities.

The status registration of such organizations is kept in the National Court Register, which was created according to Article 1 of the Act of 20 August 1997 on the National Court Register (Act, 2021). The Register consists of three parts:

- The register of entrepreneurs.

- The register of associations, other social and professional organizations, foundations, and public health care institutions - this part contains information on whether a given organization has fulfilled the conditions specified in the Act on public benefit and volunteer work.
- The register of insolvent debtors.

5 PBOs' TASKS

Public benefit activity, which is provided for in Article 4 of the Act on public benefit and volunteer work, covers the so-called public tasks, that is the tasks aimed at meeting the needs of communities or societies. An analysis of the statistical data available on the websites of the surveyed organizations makes it possible to list the tasks carried out by those PBOs in the years 2018-2020:

1. Provision of social assistance for African communities, e.g.:
 - sponsoring meals for children in Madagascar,
 - the program „Nasiona na zasiew” [Seeds for sowing] in Madagascar,
 - the program "Uprawa i hodowla" [Cultivation and breeding] in Nairobi, Kenya,
 - the program „Jadalnia dla przedszkola” [Canteen for kindergarteners] in Maganzo, Tanzania,
 - the program „Stółówka dla szkoły” [Canteen for schoolchildren] in Chamuka, Zambia,
2. Raising awareness of both Polish and African societies, e.g.:
 - an educational project encouraging charity and volunteering, Poland,
 - education of children, Madagascar,
 - an educational program for the refugees from Eritrea, Sudan, and South Sudan in Cairo, Egypt,
3. Protection and promotion of health - especially important for small ethnic communities in Africa, e.g.:
 - a health center construction project, Mbaikoro, Chad,
 - a project of bathrooms for a health center, Hanyigba, Togo,
 - a health clinic construction project, Dimako, Cameroon,

- the purchase of oxygen concentrators for a hospital in Antsirabe, Madagascar,
 - the purchase of a barge for transporting patients in Berevo, Madagascar,
 - assistance for a hospital in Antsirabe during the COVID-19 epidemic, Madagascar,
4. Activities for the benefit of the disabled, e.g.:
- aid for the blind in Ngaoundaye, Central African Republic,
 - the construction of a well for lepers, Mampikony, Madagascar,
5. Supporting economic development and entrepreneurship, e.g.:
- financing an extension of the school farm in Chamuka, Zambia,
 - the purchase of a harness for an educational farm in Anivorano, Madagascar,
 - financing agricultural equipment for the poor in Kiabakari, Tanzania,
 - the purchase of a tractor for an educational farm in Anivorano, Madagascar,
 - the installation of a cold store for a farm in Kasisi, Zambia,
 - the opening of a store in Kimbanseke in Kinshasa, Congo,
6. Development assistance in the field of science, education, and upbringing - financing e.g.:
- textbooks for a school in Kiabakari, Tanzania,
 - a nursery for 50 children in the capital of Tanzania,
 - aid for a street children center in Antananarivo, Madagascar,
7. Humanitarian aid for victims of catastrophes, natural disasters, and armed conflicts - financing, e.g.:
- the purchase of rice for flood victims, Madagascar,
 - actions aimed at combating a measles epidemic in Mampikony and Antsirabe, Madagascar.

The above list of activities undertaken by the surveyed organizations is a result of the analysis of the data available on their websites. The analysis' outcomes make it possible to conclude that the scope of these activities is relatively broad, and the legislator has given these

organizations a lot of freedom in the area of assistance activities.

When it comes to the sources of financing, the provisions of the analyzed act allow PBOs to obtain additional funds only to expand the scale of activities undertaken. These sources include, for example:

1. Tax exemptions, including corporate income tax, real estate tax, stamp duty, and court fees, and civil law transactions tax,
2. Preferences in acquiring the right to use real estate owned by the State Treasury.
3. The right to free publicity on public radio and television.

The Act on public benefit and volunteer work is only a regulatory framework for the functioning of Polish aid organizations. The provisions of the Act are supplemented by specific regulations on the organizational form of such entities, which include:

- the Act of 7 April 1989 on associations (Act, 1989),
- the Act of 6 April 1984 on foundations (Law, 1984),
- the Civil Code of 23 of April 1964 (Civil Code, 1964).

The final shape of each PBO is stipulated in its statute. The authors analyzed certain regulatory aspects of the five selected NGOs. The range of tasks performed by such organizations is considerably wide, but only the regulations concerning the goals and tasks related to helping African states have been analyzed in the paper. Moving on to the aforementioned statutes, further analysis will cover selected PBOs carrying out aid activities for Africa. The selected organizations include:

1. Polish Foundation for Africa

The area of its operation is provided for in Paragraph 6 of the statute: "The Foundation operates in the territory of the Republic of Poland and abroad". This enables the organization to provide aid to African countries. The goal of the Foundation, set in Paragraph 11, is to conduct activities aimed at improving the material situation and quality of life of the poorest African communities, particularly in areas such as:

- social assistance,
- charity,
- promotion and protection of health,

- support for the disabled,
- economic development, including the stimulation of entrepreneurship,
- science, education, higher education, and upbringing,
- support for children and teenagers,
- assistance for victims of catastrophes, natural disasters, armed conflicts, and wars.

The actual actions undertaken by the Foundation include non-profit public benefit activities such as:

- providing financial and material support for foreign institutions and institutions engaged in activities aimed at protecting the health of the inhabitants of Africa and improving their living conditions,
- acquiring, managing, and distributing funds and financial and non-financial donations for those in need,
- conducting and supporting activities aimed at improving the living, material, and social situation of the inhabitants of Africa,
- providing grants and scholarships to the inhabitants of Africa,
- organizing aid trips,
- organizing educational and cultural events aimed at informing about the aid for Africa,
- assisting victims of catastrophes, natural disasters, and armed conflicts in Africa.

2. Polish Medical Mission.

An analysis of the organization's statute shows that the area of its activity is like the previously examined organization. Its goals and actual activities resemble the ones of the "Polish Foundation for Africa".

3. Polish Humanitarian Action.

The goal of this foundation is to organize and provide humanitarian, development, and charitable assistance which is socially useful and educational. Having analyzed the organization's statute, one can conclude that the scope of its tasks is characterized by a greater degree of generality. One difference is their right to conduct permanent and temporary aid missions.

4. Foundation Polish Center for International Aid.

According to Paragraph 1 Subparagraph 3 of its statute, the Foundation has the right to undertake activities outside the territory of the Republic of Poland. The following Paragraph stipulates the goals of the Foundation, which include:

- supporting people affected by humanitarian crises, civil wars, and natural disasters abroad,
- providing humanitarian aid,
- providing development, technical, educational, and health assistance,
- providing support for refugees, internally displaced persons, and other groups with humanitarian needs.

According to Paragraph 3, these goals are to be achieved through:

- collecting, preparing, and dispatching humanitarian and development aid abroad, including medicinal products and medical devices.
- organizing mass events, concerts, cultural and artistic events.
- publishing activities as well as film, television, and multimedia production.

5. Caritas Poland reactivated on 10 October 1990.

This entity is an example of the so-called Church legal entity. Therefore, its charity goals draw from Catholic values and stem from "the service of mercy". According to the provisions of Caritas's statute, the organization's tasks include:

- analyzing the causes and size of human poverty, and developing programs and prevention measures to combat it effectively,
- conducting charity and care activities,
- conducting activities for the benefit of people in need: refugees, victims of natural disasters, epidemics, and armed conflicts,
- providing or organizing non-financial assistance for social groups,
- organizing ad hoc and development assistance abroad,
- organizing humanitarian aid transports.

The above analysis of the statutes allows the following conclusions to be drawn:

- the scope of the assistance activities the examined organizations conduct is wide,
- their tasks are thoroughly described in these acts, which is good,
- the list of their sources of financing is non-exhaustive.

6 OWN RESEARCH - EVALUATION OF THE NGOS' ACTIVITIES AIMED AT HELPING AFRICA

Empirical research for this article was conducted among randomly selected respondents. The research was carried out in the Silesian urban area (the largest in Poland), which consists of 19 municipal units. 1,500 respondents - adult inhabitants of the said area took part in the survey. 850 of them were women and 650 of them were men.

The first question in the questionnaire was "What do you understand by the term non-governmental organization and what do you associate with it?" 35% of the respondents did not have any specific associations. Such answers were given more often by the men (62% of the respondents) and the respondents with secondary education (68%). The remaining respondents associated NGOs with helping people (22%), independence and autonomy (23%), fundraising (27%), and voluntary work, social work, and non-profit activities (4%). Moreover, some of the respondents associated the term NGO with specific organizations, e.g., the Polish Red Cross, Caritas, Volunteer Fire Brigade, and farmers' wives' associations (3% of the respondents). The respondents most often perceived an NGO as an organization whose primary task is to raise money for specific, socially important goals and to help those in need.

The next question was about the activities undertaken by NGOs. Most of the respondents associated them with activities related to helping people in need - the poor, homeless, disabled, sick (86% of the respondents), with fundraising for socially important goals (78%), with caring for animals and the environment (70%). The respondents seem to have been right because such activity is typical for non-profit organizations.

A broader understanding of the scope of activities undertaken by such organizations is more widespread among the respondents aged 18-35 (64%), with higher education (82%). Undoubtedly, this group has greater knowledge of the diversity of the non-governmental sector and the competencies of NGOs.

The respondents declared a significant level of trust in various forms of NGOs. The survey revealed that the respondents placed their trust

most often in foundations (66%) and associations (60%). The trust in various NGOs increases with the level of the respondents' education. The respondents with higher education trusted NGOs slightly more often (58%). At the same time, 28% of the respondents did not trust foundations and 31% of them did not trust associations.

One of the NGOs' goals is to carry out aid activities for the benefit of the inhabitants of many African countries. The respondents advocated such actions. Most of them (74%) were in favor of providing such assistance, 64% of whom were women, and 84% the respondents with higher education. Interestingly, 46% of the respondents with secondary education did not approve of the activities and resources of Polish NGOs being provided to the inhabitants of Africa.

The next question was about the forms of aid activities carried out by NGOs for African communities. 58% of the respondents pointed to educational activities in African countries, whereas 23% of them pointed to activities in health protection. The smallest number of the respondents pointed to the development of entrepreneurship in these countries (12%). Interestingly, this group included mainly the respondents with higher education (81%) and aged 18-35 (63%). The respondents with higher education indicated that NGOs assisting African countries should focus on educational activities. In their opinion, such activities could positively change the mentality of the people living in Africa and lead to the development of entrepreneurship. Only 7% of the respondents in this category pointed to the financial aspect of NGOs' activities. In their view, donating funds to the Africans in need would improve their lives.

NGOs often help the inhabitants of Africa in need through the institutions of countries interested in this type of support. Therefore, it was important to ask the respondents about their opinion in this respect. 48% of the respondents (including 62% of the women) stated that African countries properly manage the external aid provided to them. 52% of the respondents had a different opinion (including 72% of the men).

One of the ways of helping Africans is also admitting immigrants. The respondents were asked about this form of help the survey revealed that the respondents aged 18-35 showed a

reluctant attitude towards admitting immigrants (62%). 48% of the respondents aged over 51 were willing to accept this form of support for migrants from Africa. In this age category, it was the women who approved of this idea more often (64% of the female respondents).

7 CONCLUSIONS

Summing up the theoretical and empirical analysis of the discussed issue, development assistance is aptly perceived as a humanitarian duty of civil societies. However, it should be implemented skillfully by all interested parties. Well-organized aid leads to building positive relations between Poland and African countries based on partnership and diplomatic contacts.

However, the assistance provided to Africa should not at the same time hinder its development. Transferring money or shipping non-financial aid to Africa impedes or prevents the development of communities to some extent. From the economic point of view, it can be said to block the development of local markets. At the same time, providing financial support for Africa is in some cases accompanied by corruption, which means the funds do not go to the ones who need them.

For instance, in one of their reports Transparency International has classified African countries, especially the ones in the sub-Saharan region, as highly affected by corruption. This finds a particularly negative reflection in health care. For example, there are problems with counterfeit PCR screening tests and drugs, overcharging for medical care, or unfair distribution of food aid. The report points to the following countries:

- Republic of South Africa - an audit of expenditure on combating the Covid-19 epidemic has revealed cases of overcharging, fraud, and corruption.
- Nigeria - state drug distribution frauds.
- Zimbabwe - in some regions, the distribution of food and humanitarian aid is a privilege of the ruling party supporters.

The disclosure of these irregularities does not mean that the various forms of aid for Africa should be abandoned. The EU and developed countries should not mix politics with charity and therefore continue to provide development assistance for that continent.

All in all, the authors believe that Africa should be helped reasonably - its development should not be hindered but, at the same time, the number of possible irregularities should be limited.

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SHOPPING IN THE REPUBLIC OF KOREA

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Abstract

Large modern shopping malls are replacing smaller, traditional groceries in the Republic of Korea. The present paper analyzes this phenomenon and recommends a laissez-faire public policy response. Alterations in selling format to consumers are only the tip of the iceberg in terms of changes in the economy. They are always occurring, at least in healthy economies, and, always, roadblocks are placed in their way. For example, Wal-Mart is prohibited from opening stores in a few communities. Uber and Lyft have been met with great hostility from established taxicab services. Economists even offer a generic term for this phenomenon: "restrictions on entry." The present paper is a case study of this occurrence. It focuses on the Republic of Korea, and mainly considers grocery stores. But this small story is emblematic of what takes place in numerous countries all around the world, and many industries. We recommend a laissez-faire public policy approach to this phenomenon. If the new ways of doing things do not violate anyone's rights, now laws should be passed interfering with the new ways of engaging in commerce. But is this not unfair to the people engaged in the old industries that are withering away? Not a bit of it. The horse and buggy industry, for example, was populated by entrepreneurs who earned a good living before the advent of the "horseless carriage." Why should they be guaranteed profits when their offerings are no longer accepted by the public? And the same applies to automobile manufacturers, should their products ever be supplanted by even better means of transportation.

Keywords: Shopping; Groceries; Society; Consumer Sovereignty

1 INTRODUCTION

Industrial development has brought about new

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types of consumers markets in the Republic of Korea. New large stores including discount markets have been threatening ¹ smaller traditional groceries. As real income has increased (KOSIS, 2019) the level of consumption rose, which gave rise to broadened domestic demand.

¹ That is, they have merely been competing with them. Although banal, this is an important point to make in view of the opposition to these newcomers, by the traditionalists. Based upon

some of the more extreme criticisms of the latter against the former, one might be forgiven for thinking the supermarkets were engaged in physical violence against their smaller counterparts.

This resulted in the appearance of large and discount stores, which are called shopping complexes. They offer not only shopping but also leisure activity, such as watching movies and eating at the food courts.

This has diversified the motivation for patronizing these new shopping centers. The baby boom generation in the Republic of Korea,² is regarded as an important customer because their buying rate³ in the large stores is around 60 percent, while buying rate in the large stores of the people whose age is between 20 and 39 is around 27 percent (Ko, 2017, p. 2). According to Yoon-won, Ko (2017), there are five kinds of motivation for the baby boom generation to visit shopping centers: social shopping motives, hedonic shopping motives, information-seeking shopping motives, value-seeking shopping motives, and product-seeking shopping motives (Ko, 2017, p. 21).

Consumers usually choose a complex shopping mall for their entertainment facilities including theaters and cinemas. They select based on better merchandise quality and because they feature drugstores, clinics, and banks (Jung, Jo, & Lee, 2019, p. 48).

There are many efforts to defend traditional markets against these new incursions. We can divide them into two: improvements in the old-style grocery and regulation of other big markets. This leads to several questions. Why do people go the extra mile to preserve the traditional market? That is the focus of section 2 of this paper. Are the ways used to protect the traditional market from disappearing desirable? What effects are they or will they be producing? Is not there another way? This article attempts to answer these questions.⁴ The burden of section 3 is to discuss some solutions and regulations that have been put forth. Section 4 is devoted to considering results and 5 to critiques. We conclude in section 6.

2 THE IMPORTANCE OF THE TRADITIONAL MARKET

There are two main reasons why the people of the Republic of Korea sustain their traditional markets

and reject leaving their fates to the marketplace.

First, many people are working at these small grocery stores. According to Korean Statistical Information Service (KOSIS), in 2017, 363,660 merchants working in 209,884 shops in 1,450 traditional markets in the Republic of Korea. (KOSIS, Small Enterprise and Market Service - Traditional Market, Shopping Mall, and Store Management Survey, 2019) As the demand for the traditional markets decreases, they lose profits. As a result, they have been urging the politicians to regulate the big stores.

Second, the traditional market is “traditional”. People want to preserve the culture, habits, and mores they derived from their ancestors. The extant groceries markets have not only promoted buying and selling goods but have also served as local communities in which people exchange news, meet, and greet each other and share their life stories (Joe, 2019, p. 9). Many argue that this historical “heritage” of traditional culture should be preserved, if need be, through the political process. It cannot be found cannot find in the newer discount markets and department stores etc.

3 SOLUTIONS AND REGULATIONS

3.1 Improvement of the traditional market itself

3.1.1 “Markets for Culture Tourism” (MCT) program

The Market for Culture Tourism program has been undertaken by the Small and Medium Business Administration (SMBA)⁵. This program is focused on improving the traditional markets enabling them to function as shopping complexes, and thus become more attractive to tourists. This initiative started in 2008 (Small and Medium Business Administration (SMBA) of The Republic of Korea, 2012). This project has four elements: Modernizing facilities, developing the market characteristics, linking them with tourism, and empowerment of the market for sustainable development (SMBA, 2012).

First, consider ‘modernizing facilities.’ This

market. Offline malls also play a role.

⁵ This administration was upgraded to ‘Ministry of SMEs and Startups(MSS)’ in 2017.

² This refers to people born circa 1955

³ Buying rate refers to the share of each age cohort in sales.

⁴ Other factors affect the demand for traditional markets such as the development of the internet

includes improving infrastructures such as parking lots, access roads, restrooms, and safety facilities all of which would affect the satisfaction of visitors. Second, 'development of the market characteristics itself' constitutes support for using the traditional markets' inherent characteristics to develop what to eat, enjoy, look around, buy, and experience. Third, 'development of the market linking with tourism resources' is based on support for associating both developments of culture and tourism. It also builds a sightseeing symbol in the traditional markets with branding regional specialties and tourism attractions in that region. Last, 'empowerment of the market for sustainable development' refers to providing the merchant communities with education, training, consulting, promotion, and marketing.

For example, thanks to these programs, the 'Seogwipo Maeil-Olle' market in Jeju now has a waterway inside its premises. It relates to the road of Olle, a popular tourist center in that city. As well there are foot baths and pictures painted by famous Korean artists such as Lee Jung Seop. (MSS, 2011)

3.1.2 "Activation Project of Traditional Market through Culture" (APTMC) program

The "Markets for Culture Tourism" (MCT) program focuses on the traditional market's 'hardware.' It changes the physical plant and equipment to something more conducive to tourism. Introduced are sightseeing characteristics relative to tradition and the culture of the local region. In contrast, the "Activation Project of Traditional Market through Culture" (APTMC) initiative deals with 'software'. Here, emphasis is placed upon the development of culture and art. This program is sponsored by the Ministry of Culture, Sports and Tourism (MCST). It was first introduced in 2008 and is aimed at not only a revitalization of the traditional market but also urban regeneration. (Cho, 2014, p. 172). It features three main categories.

First, it manages the development of the culture of the participating firms. New theaters and choirs are good examples. Second, the culture-marketing business mobilizes tradition. This includes the development of storytelling and

market branding. The third is creating a cultural environment such as public art or theater. (MCST, 2013, p. 1)

'Su-won motgol market' is a good example. This market did not have any distinct features before introducing the "Activation Project of Traditional Market through Culture" (APTMC) program. However, after introducing this program, they had experienced many changes. First, the Ministry of Culture, Sports and Tourism (MCST) introduced storytelling to uncover the past of each shop in the market. Based on these stories, it published a guidebook of the shops and broadcasted radio programs called 'Motgol love story'. It also offered merchants an education class concerning music and cooking. Merchants provided cultural information and formed a culture group called 'Motgol love of culture'; these played a leading role in revitalization. (Heo & Lee, 2012, p. 26)

3.2 Regulation to other markets

Business hour regulation and mandatory holidays of large stores and super supermarkets (SSM) are typical ways to protect the merchants of small stores in European countries (Lee, 2012). For example, in Germany, the business hour is limited to from 6 a.m. to 8 p.m. and all but the retail markets in gas stations, train stations and airports are required to close their doors on Sunday. In contrast, there are no such regulations that infringe on their ability to earn profits that apply to their small competitors.

The Korean Supreme Court also determined that "local government can limit business hours and obligatory large-scales and discount stores and SSMs by Distribution Industry Development Act." (Kim, 2017, p. 236) Now, the business hour of bigger markets is regulated by allowing them not to be open from midnight to 10 a.m.⁶ In addition, local governments can set one or two mandatory holidays per month. Those who violate this law are fined approximately three thousand dollars. This typically applies only to stores larger than three thousand square meters.

It is more than passing curious why the Supreme Court ruled in favor of this law even though the Constitution of Republic of Korea reads: "The

⁶These two times of day are inconsistent with each other. They are both examples of different regulations of the

business hour.)

economic order of the Republic of Korea shall be based on a respect for the freedom and creative initiative of enterprises and individuals in economic affairs." (Constitution, 1987, p. Article 119 (1)). The explanation can be found in the very next provision: "The State may regulate and coordinate economic affairs to maintain the balanced growth and stability of the national economy, to ensure proper distribution of income, to prevent the domination of the market and the abuse of economic power and to democratize the economy through harmony among the economic agents." (Constitution, 1987, p. Article 119 (2)).

In short, in this view, if the regulation is reasonably aimed at "balanced growth," it will pass muster even though it limits the rights of economic subjects. Thus, Supreme Court supported 'preventing market dominance and abuse of economic power in hypermarkets.' It found that 'Democratization of the economy through harmony among economic agents such as large marts and small and medium merchants' promoted the common goods. (Kim, 2017, pp. 307-308)

4 RESULTS

4.1 Improvement of the traditional market itself

An improvement of the traditional market is often regarded as the best way to revitalize them. This is what seems to have occurred. For example, the 'Su-won motgol market', has been resuscitated. The number of visitors had increased about thirty percent and the sales of each shop in it had increased about twenty-two percent for two years since 2008 when the APTMC program started to support it. (Huang, 2012, p. 8). Also, the 'Motgol love of culture', the nonprofit organization consisting of the local merchants has played an important role in this revitalization. Merchants issued coupons, developed delivery services, and built up the traditional market culture school program.

⁷ Economists predict the future only to demonstrate they have a sense of humor. If they could unerringly foretell what was in store for us, they would be far wealthier than they now are.

⁸In the view of Rothbard (1982, p. 162): "Taxation is theft, purely and simply, even though it is theft on a grand and colossal scale which no acknowledged criminals could

4.2 Change and alterations

Change and alterations are necessary concomitants of economic improvement. However, not all modification is successful. For many years, shopping malls outcompeted stand-alone large box stores, which successfully supplanted the older smaller mom and pop providers. Now, however, it looks as if even this latest iteration, shopping malls, is in the process of giving way to yet another institution: purchases through electronic means. Will the latter supplant the former? It is difficult to make any such determination.⁷ Perhaps it will depend upon our future experience with Covid, which seems to have helped electronic purchases take the place of face-to-face commerce.

5 CRITICISM

There are two elements of these programs to be criticized. First, there is coercion. From whence does the government derive money to support these projects? The answer is simple: taxation. All governmental activities are derived from taxes. The difficulty with this source of revenue is that it is coercive.⁸

Strict opposition to all taxation would amount to anarchism. A more moderate position would be to limit this source of funding to only the most important of expenditures. It is difficult to see how protecting small grocers against their larger competitors would qualify under even this less radical position.

Most taxpayers wish their money to be spent on public goods⁹ from which they can benefit. The money used to APTMC from 2008 to 2013 amounts to 11 billion won (MCST, 2013), and the money used to MCT program from 2008 to 2013 amounts to 35 billion won (Cho, 2014, p. 171). It is difficult to see how this expenditure can benefit consumers, the vast proportion of taxpayers, particularly since these funds were spent to undermine their freely made choices. The point is, based upon their voluntary expenditures, the large

hope to match." Schumpeter (1942, p. 198) states: "The theory which construes taxes on the analogy of club dues or of the purchase of the services of, say, a doctor only proves how far removed this part of the social science is from scientific habits of mind"

⁹ For a critique of this concept, see Hoppe (1989), De Jasay (1989), and DiLorenzo and Block (2017).

competitors were expanding. But the government was allocating vast sums of money to support the smaller grocers, the patronage of which was declining. It is as if the populace were switching from meat to fish, or from soccer to baseball, and the government was subsidizing the former at the expense of the latter. Consumer sovereignty was being attacked, not supported.

Another problem with the MCT program is that the 'modernizing facilities' project at some part gave rise to criticism such as 'the construction of the arcade made the atmosphere of the market dim because it blocked the sunlight', and 'sometimes the same form of the signs makes shopping boring'. (Cho, 2014, p. 176) Also, there has been criticism that the same form of the markets of the different regions resulting from this project eliminates the inherent characteristic of each market and too much construction can bring about the destruction of the environment.

Then there is the problem that these programs constitute an obvious violation of the large stores' rights. If the government were to prop up meat at the expense of fish, or soccer which competes with baseball, it would be improperly benefitting the latter and denigrating the former. But the same logic applies to small and large markets. Let us try another analogy. If the Republic of Korea penalized all left-handed people and rewarded all those who were right-handed, this would appear too most to be blatantly unfair. But, again, the same applies to the present case.

These regulations can be also ineffective even on their own terms.¹⁰ In the poll about the frequency of buying in the large stores aimed at one thousand consumers, only ten percent of consumers patronize the large stores every week, twenty-two percent do so three times a month and forty-eight percent appear once a month (Lee, 2012). The other twenty percent entirely avoid the large stores. That is, over half of the people do not benefit from the mandatory holidays of the large stores.

Lastly, there are unintended consequences. These regulations were put in place to help the merchants of the traditional market who have difficulty sustaining themselves. But they result in other people's difficulty: part-time employees of

the large stores and SSMS. The business hour regulation and the mandatory holidays lead to unemployment of the workers who worked at those ~~that~~ times and during that day.

In short, the regulation brings about unemployment of other people, while having little effect on the revitalization of the traditional market. If so, is it legitimate and should be done? We should think about it again carefully.

6 CONCLUSION

The people enjoy the crowded traditional markets where they exchange and talk about their life with other people in a friendly atmosphere, sometimes buying extra food from local merchants. However, thoughtlessly, and improperly subsidizing these markets can be dangerous. One way to solve some problem brings about other results which are either good or not.

The programs 'Markets for Culture Tourism', "Activation Project of Traditional Market through Culture" and the business hour regulations were introduced to stop the decline of the traditional markets. They were effective to some degree, but they also created negative side effects. Further, MCT and APTMC require taxation, and their one-size-fits-all markets' environment unduly promoted homogeneity. Unfairly promoting the large stores also caused unexpected unemployment.

How can the traditional markets survive? The best solution is simple: Leave this problem to the market. Ultimately, the efforts of the merchants of the traditional markets themselves are the key to sustaining their jobs. There are lots of cases that demonstrate this. One example is the 'Seoul Woorim market'. (Huang, 2012, p. 7) This business firm had gone into eclipse after a large store was built near it. But merchants renovated the facilities with their association's budget amounting to 250 million won, bought 150 carts, and operated a new delivery service. Also, they designated it as a smoke-free area for the first time in the Republic of Korea in 2010. They created a local theater in 2011, using video to promote the 'Seoul Woorim market'. As a result, the revenue and the building rent increased, and consumers

¹⁰ This fact should be added to the positive side of the ledger. If a program is misconceived in the first place, it

is better that it be ineffective, rather than be effective.

returned.

Of course, not all such small businesses survive. The horse and buggy industry had to give way to the automobile. Typewriters were consigned to museums given the onslaught of computers. We take pictures now more with cell phones than old-

fashioned cameras. Attempts to stultify progress in consumer satisfaction led to a moribund economy. As Smith (1937 [1776]) warned, the wealth of nations depends upon free enterprise. Governmental attempts to override it, such as the policies depicted in this paper, lead in the very opposite direction.

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SUSTAINABLE DEVELOPMENT - MANAGERS' AWARENESS, INFLUENCE ON FUNCTIONING SMALL AND MEDIUM- SIZED ENTERPRISES IN POLAND

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Abstract

The negative impact of economic development led to the emergence of a new concept, which has been termed sustainable development. It has significantly influenced the way of thinking about relations occurring in the social, economic, and environmental areas. There are many definitions of this concept in literature. Effective implementation of the principles of this concept requires understanding and building environmental awareness. Implementation of the concept at the enterprise level requires managers to have a certain amount of knowledge and skills and at the same time the ability to perceive and look at the issue of sustainable development from the perspective of benefits. The paper presents the results of a study conducted in 2021 among 216 managers of small and medium-sized enterprises in Poland. The research aimed to assess the awareness of the idea of sustainability among the management staff of small and medium-sized enterprises in Poland and its impact on their functioning. The results of the research were compared to the results of research conducted by the author in 2008. The research has shown a significant increase in the awareness of the idea of sustainable development. This applies both to the everyday behaviors of respondents and declared actions carried out in enterprises they manage. The main factor motivating the surveyed companies to undertake pro-environmental actions is the conviction that it is necessary to care for the environment and not to avoid paying fines and fees. The respondents see specific benefits from such activities.

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1 INTRODUCTION

In the 1960s and 1970s, various circles in the international arena began to recognize the negative impact of economic development on the environment. It was then that the concept of sustainable development was born. Sustainable development is perceived internationally as a leading trend in social, economic, and environmental development - both in macro and microeconomic terms (Wisniewska, 2021).

The idea of sustainable development emerged as an attempt to provide an answer to the set of threats that were perceived in the 1960s in the predicted high demographic growth, rapid consumption of natural resources, increasing environmental pollution, failure to meet the basic needs of increasingly large groups of people and deep destabilization of natural and socio-economic systems (Zablocki, 2002). This concept played a huge role in the second half of the 20th century in shaping the way of thinking about mutual relations between society, economy, and natural environment resources (Mazur-Wierzbicka, 2005). There are many definitions of sustainable development in the literature. These definitions can be grouped into three approaches:

- nature-based approach, the primary goal of sustainable development is to ensure the integrity of ecosystems, maintaining their vitality,
- economic approach - includes the use and conservation of resources to create sustainable value through their optimal use and restoration,
- civilization approach, the social component of sustainable development is human-centered; it is aimed at maintaining the stability of social and cultural systems (Mazur-Wierzbicka, 2005, Ksonzhyk et al., 2021).

Poland, as one of many countries, has adopted the concept of sustainable development as the basis of its environmental policy. The implementation of this concept in Poland requires taking action, proposing solutions, and allocating specific sums for investment in individual sectors of the economy (Mazur-Wierzbicka, 2007). The state has several economic instruments at its

disposal, through which it can influence enterprises, shaping their pro-ecological behavior.

Table 1. Definitions of sustainable development

Author (year)	Definition
Kuszczyk, 2020	People are responsible for the welfare of contemporary and future generations. The implementation of the commitment requires cautious and lasting use of the natural environment.
Urbaniec, 2016	A change in management manner takes into account a systemic and integrated approach of an interdisciplinary character.
Kolodko, 2014	A new trend of social and economic development throughout the world.
Burchard-Dziubinska, 2014	The best possible way to arrange the modern world, allowing sustainable and equitable development of human society, both on a global and local scale.
Boris, 2011	A process directed at meeting developmental targets of the current generation in a manner that allows implementation of the same needs by next generations.
Mayeda, 2004	Principle of shared but differentiated responsibility and caution.
Our Common Future: Report from the UN World Commission on Environment and Development (WCED), 1987 Our Common Future: Report from the UN World Commission on Environment and Development (WCED), 1987	The development process (of countries, cities, businesses, communities) that unconditionally connects the needs of the present generation with the ability to meet the needs of future generations, as well as the needs of some people with the needs of others.

Source: (Wisniewska, 2021).

The economic tools used in environmental protection include:

- charges - amounts paid for environmental pollution,
- subsidies - various forms of financial assistance for the implementation of established conservation tasks, for example, non-refundable grants, tax reliefs, preferential loans,
- deposit schemes - price subsidies for products that are potentially harmful to the environment,
- the creation of an allowance market - the artificial creation of markets in which economic operators trade permits for current or future emissions or use of a given resource,
- financial incentives for enforcement - fines for exceeding emission standards and other environmental regulations (Ramczyk, 2020).

showed, as many as 86% of the representatives of the surveyed companies believe that their enterprises do not harm the environment at all or have an insignificant impact (Program, 2005). At the same time, representatives of these companies see the possibility of taking actions that will be beneficial both for the environment and for their enterprises.

Sustainable development is present in the discussion in China, with media, government, and foreign agencies exerting pressure for change in this direction. Managers of Chinese enterprises believe that there is sufficient availability of guidelines and practice examples that can help guide and shape individual and institutional sustainability efforts (Demediuk, Garma, 2015).

2 UNDERSTANDING THE CONCEPT OF SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL AWARENESS

Understanding the processes and principles of sustainable development today should be required especially among entrepreneurs and people preparing for managerial roles. It is them who decide or will decide in the future about processes and the way enterprises operate which are important from the point of view of environmental protection. Attitudes, the way they behave daily, and their state of knowledge can be an indicator of how prepared these people are to fulfill responsible social roles, in this case, an entrepreneur, manager, director, etc. (Zuchowski, 2007).

A study conducted by GFK Polonia in cooperation with the Bayer company showed that most Poles are not familiar with the term sustainable development (as many as 60% declared that they do not know it) (Report, 2005). The same study showed that most Poles define their behavior as pro-environmental (77% - the sum of rather yes and definitely yes answers).

Management students, i.e., current, and potential managers and entrepreneurs who have taken the course "Managing sustainable development" are much more familiar with the term "sustainable development" (85%). (85% of respondents declared knowledge) (Zuchowski, 2007).

In 2005, a survey was conducted on the environmental awareness of SME managers. As it

Table 2. Knowledge and skills of a sustainable development leader

Knowledge	Skills
Understand trends related to the main themes of sustainability.	Being a mediator and promoter of sustainability inside and outside the organization, acting as an enthusiastic mentor to interested stakeholders.
In-depth knowledge of the value chain, the socio-environmental impacts in each link, and how to minimize or eliminate them.	Transforming values and beliefs into action plans and more sustainable practices to know how to "make" sustainability a reality in the company.
Mastery of the technical foundations of the field of study sustainability issues, their phenomena, and practical implications.	Communicates sustainable development ideas, objective, direct, authentic, and enthusiastic
Mastery of the technical foundations of the field of study sustainability issues.	Mobilizing different interest groups, attracting supporters, supporters, and supporters for the company's goals, objectives, and activities. the company's sustainability goals, objectives, and projects.
Master the indicators, tools, metrics, and practices that make sustainable management tangible.	Transforming what would be risks to customers into sustainable business opportunities.

Knowledge	Skills
A sound general culture and understanding of the main sustainability issues, their challenges, and opportunities at local and global levels.	Creating a future not just from reading and analyzing from the past, but from a vision developed by the company with the participation of its employees and stakeholders.
Concepts of ecology, eco economics, eco-efficiency, environmental management, and sustainable development.	Thinking systemically with a long-term perspective, looking at sustainability in its different variables and correlation with business.
Self-awareness means the identification of potential and limitations in the different roles played by the leader.	To analyze sustainability based overall, not just one aspect of it, to consider the whole, based on the widest possible set of visions, not limited to the point of view of one community.
	Assess and promote alignment between what is necessary (for business) and what is right (for society and the planet).
	Knowing how to include different stakeholders in planning based on the belief that the survival of any company depends on its ability to work together, must interact with them constructively.
	Recognize the dynamics of the organization as a living system and act so that it functions well
	Know how to catalyze energy and talent for change

Sources: (Todorov, Kniess, & Martins, 2013)

The introduction and implementation of sustainable development principles are impossible without the proper preparation of managers for this task. They must possess a wide range of knowledge and skills to ensure that these processes are carried out effectively and efficiently. The list of knowledge and skills required from the leader of sustainable development is shown in Table 2.

3 THE CONCEPT OF SUSTAINABLE DEVELOPMENT AT THE COMPANY LEVEL

Institutions recognize the importance of environmental issues. Therefore, they take steps to reflect the environmental component in their mission, goals, and ethical standards. The literature revealed that an internal sustainability orientation implies a concern for environmental issues on the part of employees and the organization, and an environmentally oriented employee increases knowledge and skills in eliminating waste and transforming the environment into a less polluted one (Dar, Bano, & Ahmed, 2021).

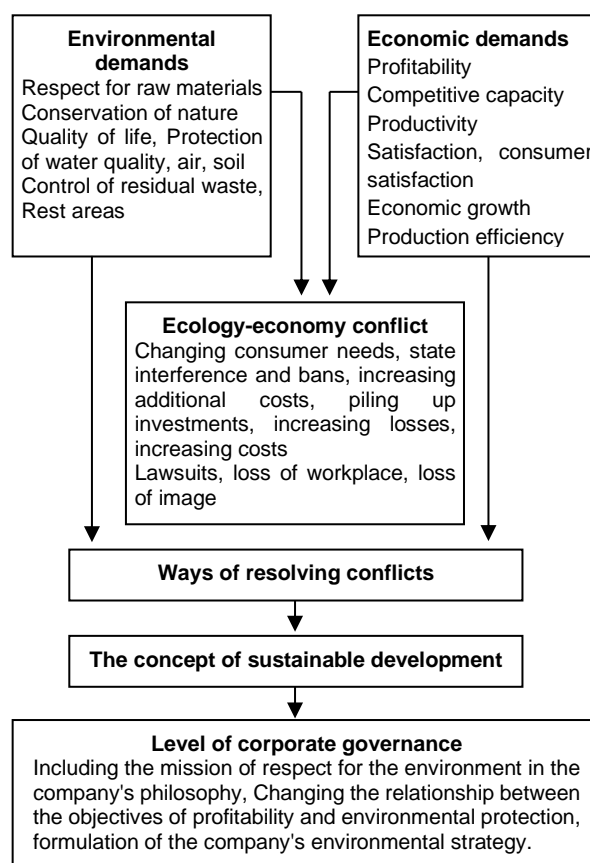


Fig. 1 Transformation of the sustainability concept to the enterprise level

Source: (Adamczyk, 2001)

It is not possible to realize the idea of sustainable development without implementing it at the level of the entire enterprise. An important aspect in this respect is the reduction and prevention of emissions of pollutants that are generated in the production process.

Of the many environmental management tools used in Poland, the most popular are:

- clean production,
- organic products,
- environmental management systems (EMS according to ISO 14001, EMAS) (Mazur-Wierzbicka, 2007).

4 BENEFITS OF PRO-ENVIRONMENTAL BEHAVIOR FOR THE COMPANY

Among the benefits resulting from the introduction of environmental management systems, one of the most frequently cited is the reduction of operating costs. The reduction of costs results first and foremost from the rationalization of water, energy, and raw materials consumption. Pro-ecological activities also lead to the reduction of harmfulness and amount of waste and sewage, decrease in gas emission. Thanks to this, the company incurs lower costs related to charges for using the environment or penalties e.g. for exceeding standards.

The benefits of environmental action include:

1. internal benefits:

- economic (cost savings),
- organizational (increase in employee motivation, improvement of relations with pressure groups - customers, authorities),
- increasing innovative capacity.

2 External benefits:

- strengthening market position,
- winning new markets,
- increase in competitiveness. Thanks to these activities and benefits, the company can achieve an increase in efficiency and profitability (Mazur-Wierzbicka, 2007).

The company's participation in pro-environmental programs also contributes to shaping its positive image both in the external environment and among employees. Such effects were observed among enterprises participating in the program "Responsibility and Care" (Mazur-Wierzbicka, 2006). (Mazur-Wierzbicka, 2006).

Small business managers are interested in sustainability, but their activities are dominated by economic interests. Small enterprises are willing to participate in sustainable development

activities, but they prefer short-term benefits and expect economic benefits from these activities. Also, small business managers recognize the importance of environmental protection and other sustainability activities but are not entirely sure whether taking responsibility for sustainability is beneficial or irrelevant to the business. Supporting the attitude of small entrepreneurs towards understanding their responsible behavior for the future can be a challenge not only for enterprises themselves but also for public institutions. Such support may be implemented not only from the educational point of view but above all from the point of view of economic support. This is important because many small businesses have insufficient capital to finance the implementation of sustainable development principles (Mikusova, 2017).

Therefore, a resonant and innovative leader must be able to assess what he/she does, how he/she does it, at what time and with what effort his/her human talent performs its functions, providing him/her with feedback on performance that leads to the improvement of employees' capabilities, skills, and competencies, to achieve high levels of performance-oriented towards the achievement of planned objectives and strategies, contributing to collective well-being, improving the quality of life of society through the production of high-quality goods and services, where social interest outweighs the personal benefit, putting people at the heart of the company, generating competitive advantage and high financial performance for the company.

Sustainable entrepreneurship and innovative leadership also positively influence the sustainability of entire territories (Valle Chirinos-Araque, et al., 2020).

5 RESEARCH METHODOLOGY AND OBJECTIVE

The research aimed to assess the awareness of the idea of sustainability among the management staff of small and medium-sized enterprises in Poland and its impact on their operations.

The research was conducted using the method of a personal standardized interview in February August 2021 on the territory of the Mazowieckie, Podlaskie, and Warminsko-Mazurskie

voivodeships. The research covered 212 enterprises. The respondents who participated in the survey are the owners of the enterprise and/or act as the president or director or manager. The results of the research have been compared to the results obtained by the author in 2008 (Zuchowski, 2009).

The survey consisted of two substantive parts. Part A dealt with the day-to-day behavior of respondents (who were owners or managers of enterprises) and their knowledge and awareness of the concept of sustainable development. Part B dealt with the actions taken by enterprises in the field of environmental protection, the perception of the necessity of pro-environmental actions, and the impact of these actions on the enterprise. To make the results comparable, the same survey instrument was used as in the 2008 study.

Among the respondents, 17.5% were women and 82.5% were men. Most respondents were aged up to 45 years (57.5%) including those aged 18 to 26 years 7.5%, those aged over 26 years to 35 years 12.7%, and those aged over 35 years to 45 years 37.3%. Respondents aged over 45 to 55 constituted 40.1% of all respondents. The remaining group of respondents was people over 55 years old (2.4%). People participating in the study had higher education - 54.9%, secondary education - 40.2%, and vocational education - 4.9%.

Respondents representing companies held a variety of positions. The largest group were people working as directors or managers (48.6%). Among the respondents, 29.7% were owners of the enterprise and 21.7% were presidents of the surveyed companies. Respondents represented enterprises employing up to 9 people 47.5%, 10 to 50 people 39.1%, 50 to 250 people 12.4% and over 250 people 1.0%. Among the surveyed enterprises 41.0% are manufacturing enterprises and 59.0% are service enterprises. The structure of the surveyed enterprises concerning the number of years of their operation in the market is as follows: up to 5 years - 9.9%, from 5 to 10 years 16.0%, from 10 to 15 years - 31.1%, from 15 to 20 years - 37.3% and over 20 years - 5.7%.

6 DAY-TO-DAY BEHAVIOR OF COMPANY MANAGERS

Respondents as managers have specific social roles and at the same time are responsible for the way companies operate. While performing their managerial functions, they should also take into account the principles of sustainable development and environmental protection in their everyday actions. Such behavior should also be exposed to show the model of an environmentally responsible leader. Manifestations of pro-environmental behavior may indicate the awareness of these persons in the field of environmental protection and sustainable development.

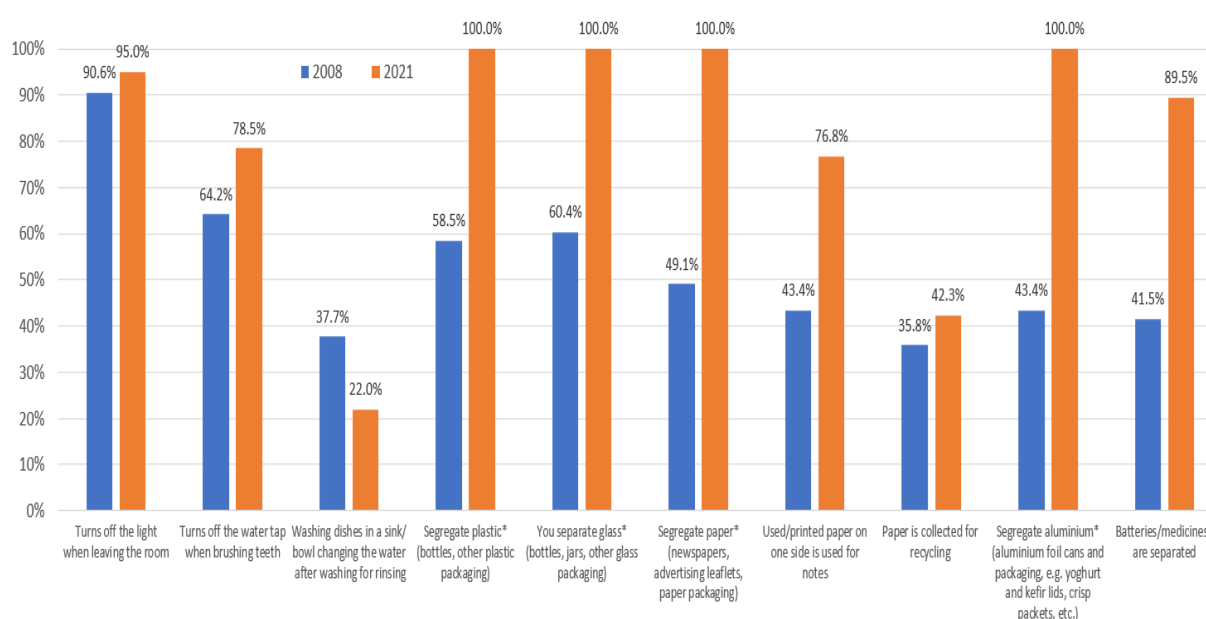


Fig. 2 Activities performed in the households of managers in enterprises

Source: Authors' research

Respondents have indicated activities connected with environment-saving behavior in their households (see Figure 2). As many as 95% of respondents indicated that in their households, they switch off the light after leaving the room. This result is higher than the results of the nationwide survey, where 86% (Report, 2005) of respondents declared such behavior. Moreover, it is also higher than the results of a survey among management students who completed the course 'Managing sustainable development' where such behavior was declared by 95% of respondents (Zuchowski 2007). More than almost 80% of respondents declared that members of their households turn off the tap when brushing their teeth.

All households segregate waste, which is obligatory according to Polish law. Almost 90% of

respondents also segregate batteries and medicines. The results of the survey show that the awareness of respondents is higher, as compared to 2008 results, a higher percentage of respondents declares pro-ecological behavior in their households.

Of the respondents, 100.0% declared that they knew the concept of sustainable development. Such a result indicates that business representatives are much more familiar with the concept of sustainable development than average Poles. Among respondents declaring knowledge of the term sustainable development, 95.0% indicated the correct definition (Figure 3). This result is much higher than in the research conducted in 2008.

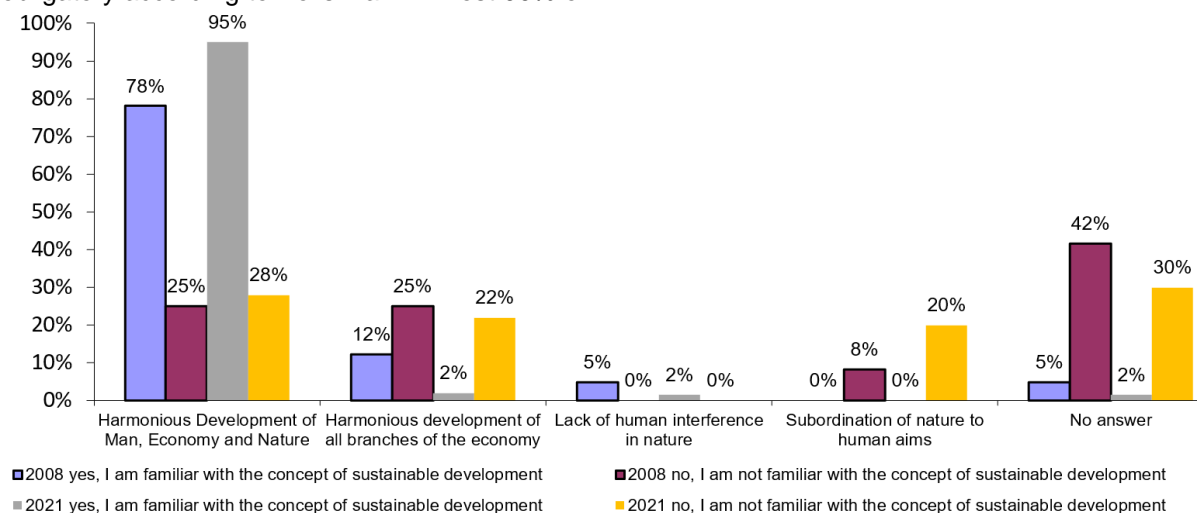


Fig. 3 Familiarity with the concept of sustainable development

Source: Authors' research

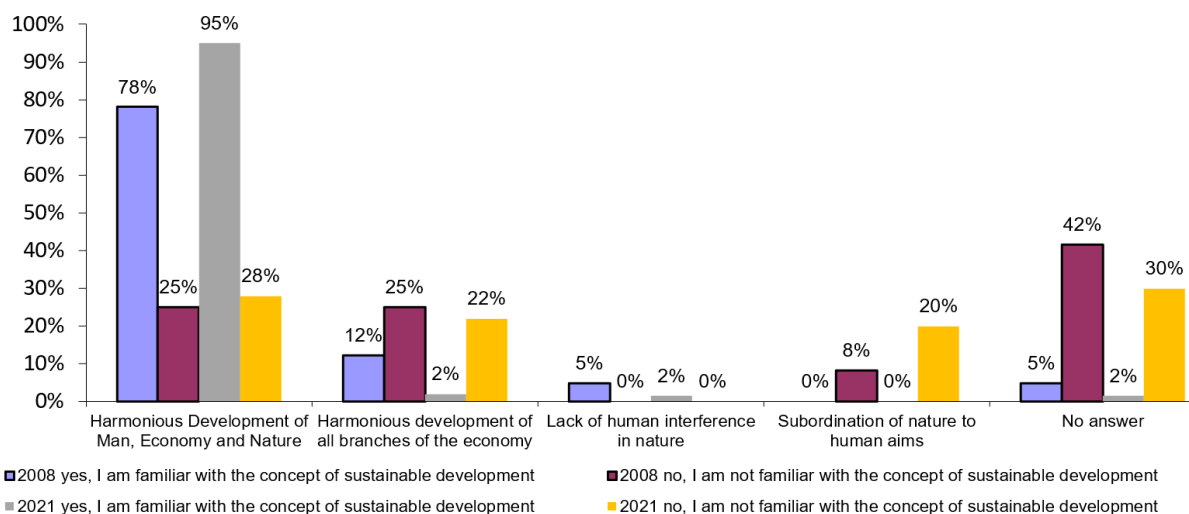


Fig. 4 Respondents' opinion on the impact of their behavior on the environment and the description of their behavior as pro-environmental

Source: Authors' research

All respondents declared that they would know which institution to notify in case of an environmental threat. This result is almost 20% higher than in the 2008 survey. This demonstrates a significant change in the awareness of managers in the SME sector.

Respondents are convinced about the impact of their everyday behavior on the environment (Figure 4). None of the respondents indicated that their everyday behavior does not affect the environment. Respondents also consider their behavior to be pro-environmental. However, only 18,9% of respondents said that their behavior can be considered pro-environmental. None of the respondents indicated "don't know" or "definitely not". The results, compared to those obtained in 2008, indicate an increase in awareness of the behavior of people holding managerial positions in companies.

7 ENVIRONMENTAL PERFORMANCE OF COMPANIES.

Companies take some measures to protect the environment. The use of recycling was declared by 79.0% of the surveyed enterprises (Fig. 5). A significant percentage (75.0%) of companies take actions aimed at eliminating the creation of pollution in technological processes. Another activity declared by 47.0% of companies is installing equipment that captures and neutralizes pollutants and in the case of 65.0% of companies' equipment that only captures pollutants is used. Respondents indicated that other pro-environmental activities are also carried out in their enterprises, but they did not specify their type (11.5% of respondents). Comparing the results to those of 2008, one can clearly state that a significantly higher percentage of enterprises undertakes pro-environmental activities.

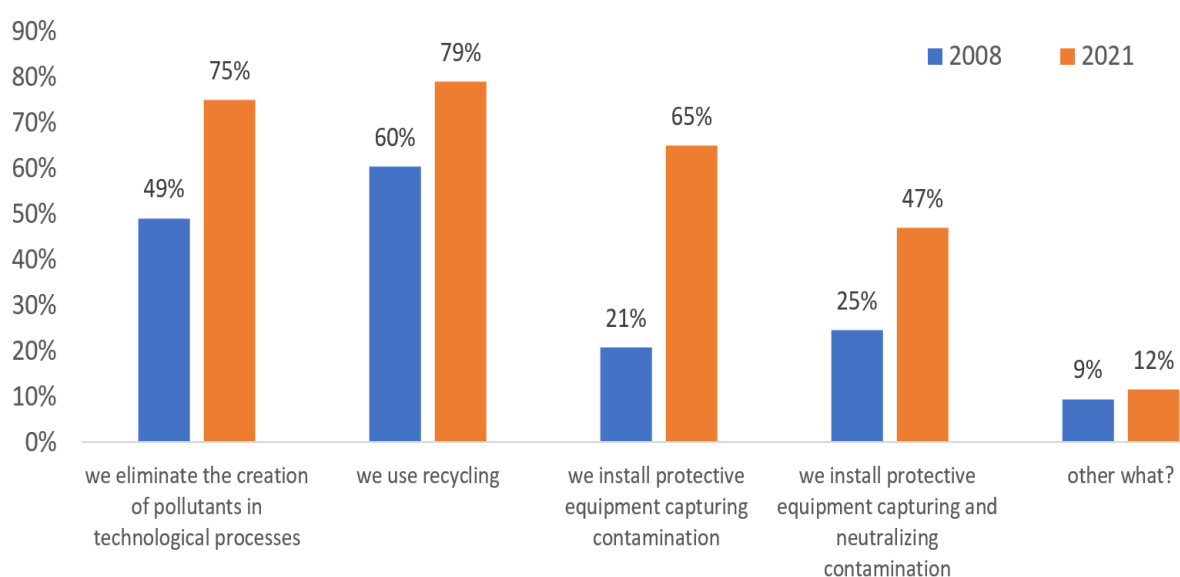


Fig. 5 Pro-environmental actions taken by enterprises

Source: Authors' research

Most of the surveyed enterprise representatives (70.5%) stated that an environmental management system is implemented in their enterprises. Among the activities related to environmental protection, all enterprises have reviewed and complied with legal requirements (Figure 6), and almost 90% of the enterprises keep appropriate documentation. A pro-environmental policy was defined by one third of enterprises. In 28.0% of the surveyed companies, pro-ecological tasks were defined and persons responsible for their implementation were appointed. On the other

hand, 47.0% of companies have measurements and constant monitoring. Internal and external audits are conducted in one third of companies. In 23.5% of the companies, training programs have been prepared and training provided to make employees aware of pro-environmental activities. In 28% of the companies, environmental action programs and targets have been set. In contrast, just over one quarter of the companies have carried out an initial review of the environmental impact of their activities and a review of environmental aspects.

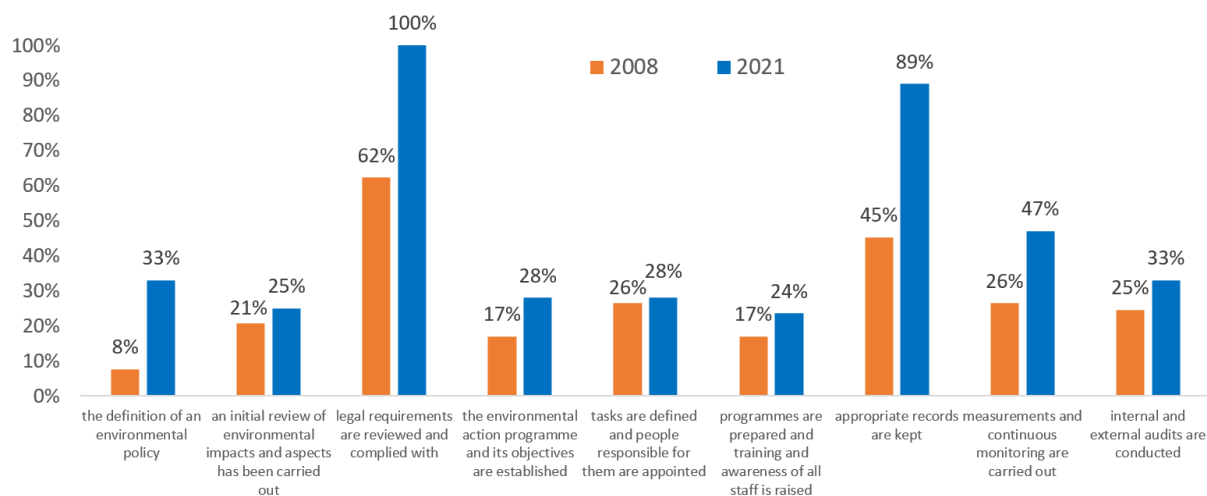


Fig. 6 Measures introduced in enterprises related to environmental protection

Source: Authors' research

The necessity of undertaking pro-environmental actions by enterprises is perceived by their managers as a positive aspect, which is evidenced by the fact that for none of the respondents such actions generate only unnecessary costs. For most respondents, the need to undertake pro-environmental actions is associated with the possibility of obtaining marketing benefits, i.e., improving the image of the company (89.0%), the possibility of acquiring new customers for whom environmental issues are not

indifferent (45.0%) and increasing the competitiveness of the company (68.0%). These activities are also perceived by all respondents as a way not to pay fines. In addition, 55% of respondents perceive these activities as ultimately allowing the company to reduce its operating costs. The perception of pro-environmental actions by the management of enterprises has changed compared to 2008 and indicates a higher awareness of the respondents.

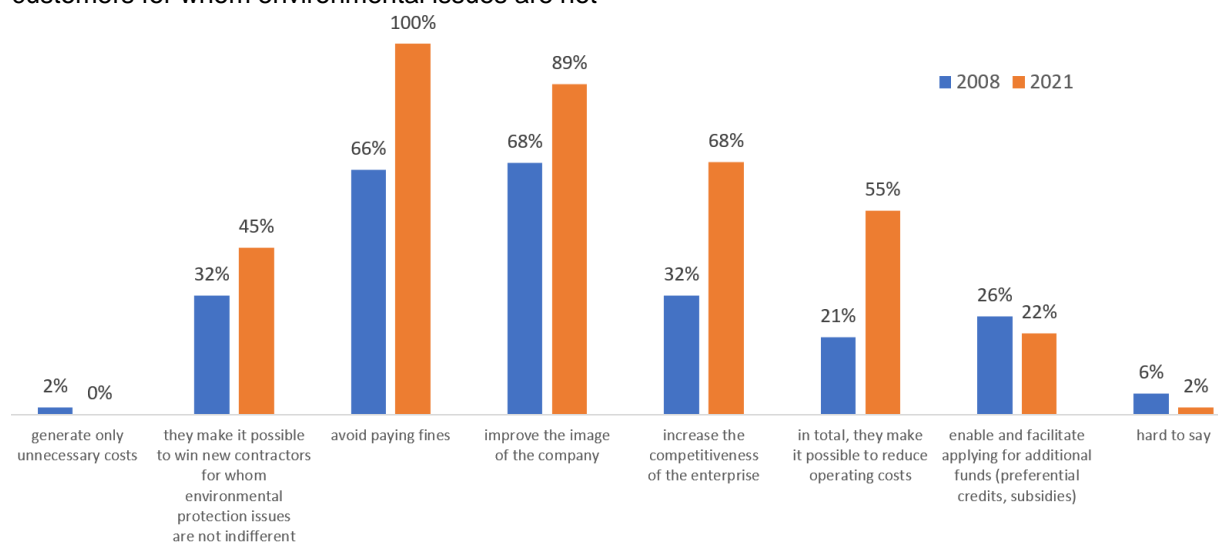


Fig. 7 Perception by managers of the need to undertake pro-environmental activities in enterprises

Source: Authors' research

Among the factors motivating enterprises to undertake pro-environmental actions, the most important is the conviction that one should care for the natural environment (fig. 8). Consumer needs are also an important motivating factor (over 63%

of indications). Companies see a growing group of customers for whom it is important how the goods are produced and whether their production does not harm the natural environment.

The attitude towards the necessity of paying penalties and charges for environmental pollution has changed significantly. Compared to the 2008 results, a significantly lower percentage of respondents indicated this factor as motivating them to undertake pro-environmental activities.

The survey results indicate a significant change in mentality in this respect. The approach to environmental protection has changed from acting just to avoid charges to acting consciously, understanding, and believing in the need to care for the environment.

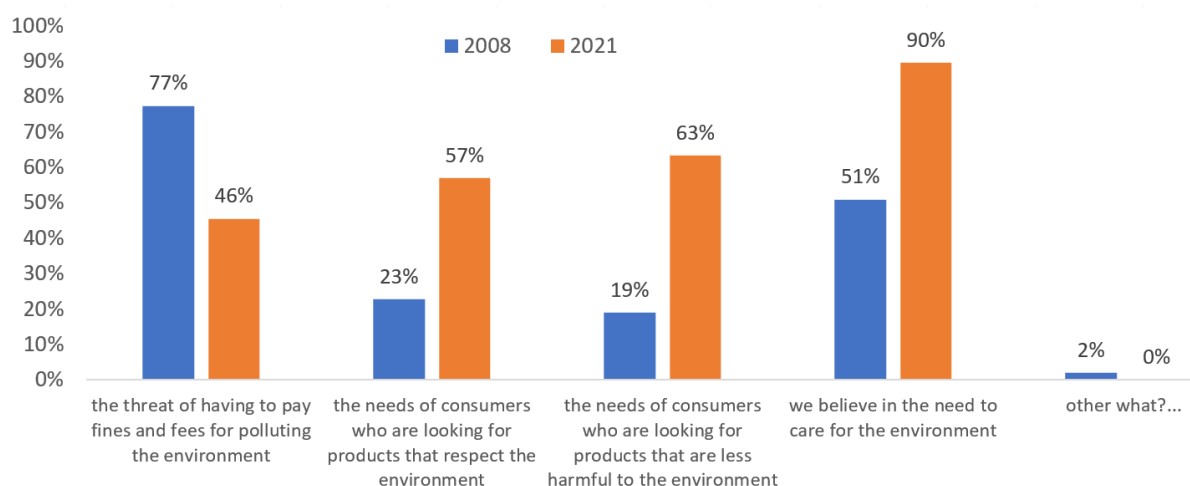


Fig. 8 Factors motivating enterprises to undertake pro-environmental activities

Source: Authors' research

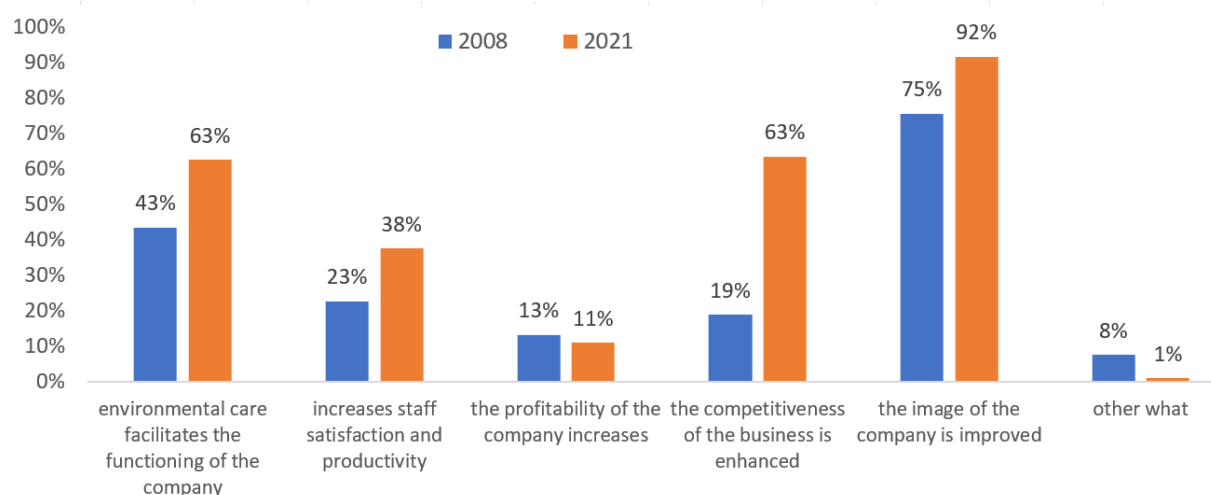


Fig. 9 Benefits resulting from undertaking pro-environmental activities by the enterprise

Source: Authors' research

Undertaking pro-ecological activities, according to the respondents, allows to improve the image of the company (fig. 9) and, as a result, increase its competitiveness. An important aspect, according to 62.5% of respondents, is that such activities make the company's activity easier. Taking up pro-ecological actions allows also for the effect of increased satisfaction and productivity of employees (37.5% of respondents).

8 CONCLUSIONS

Environmentally friendly actions carried out by enterprises require considerable expenditure. On the other hand, their absence relates to other costs associated with the need to pay fees and penalties. The results of the survey allow concluding that abandoning these activities may hurt the image of the company and its competitive position, which is known to the people managing the companies. The comparison of the research results with the results from 2008 indicates that the

understanding of the environmental protection issues by the management has increased. They are more and more convinced that their everyday behavior has an impact on the environment, which is reflected in the way they perceive environmental protection issues in the workplace. Also, the actions taken in the companies managed by these managers and their opinions show that they understand the issues and the importance of pro-environmental actions and the need to implement the principles of sustainable development. Managers perceive pro-environmental activities and the implementation of the idea of sustainable development to increase company effectiveness and profitability.

Research shows that organizations that want to survive in the marketplace and achieve high financial performance in the long term must adopt a strategy that is economically, socially, and

environmentally sustainable. To achieve an appropriate level of sustainability, it is necessary to apply business strategies that satisfy the needs of all parties and at the same time protect, enhance, and develop human and natural resources for the future (Tien et al., 2020). Sustainability, focusing on social and environmental issues, and creating long-term competitiveness are what should distinguish a modern enterprise (Kayachev, Loktionov, 2019).

The research has a significant limitation because it was conducted during the COVID 19 pandemic and covered 3 provinces. Moreover, the results of the research cannot be generalized because the research sample was not selected randomly. However, a significant number of questionnaires were obtained, which allows for obtaining a picture of the situation in small and medium-sized enterprises in Poland.

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