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SUSTAINABLE SOCIETIES TOGETHER**

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**SUSTAINABLE STRATEGIES AND
ORGANISATIONAL TRANSFORMATION
IN THE HUMAN-TECH ERA**

ADVANCING SUSTAINABLE DEVELOPMENT THROUGH GREEN DIGITAL FINANCE: INTEGRATING PRINCIPLE ADVERSE IMPACT INDICATORS

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The financial sector's transformation due to digitalization and green innovation is crucial for achieving the Sustainable Development Goals (SDGs), especially in promoting renewable energy and reducing carbon emissions. The current study explores the evolving landscape of green digital finance, emphasizing its potential to support environmentally sustainable investments, to increase financial inclusion, and to foster open innovation ecosystems. Building upon prior research prepared by the authors, the current study introduces an expanded analytical framework incorporating Principle Adverse Impact (PAI) indicators—a regulatory and evaluative tool assessing negative externalities of financial activities on environmental, social, and governance (ESG) dimensions.

The research investigates the interplay between digital financial instruments, green energy consumption, and PAI metrics by employing quantitative methods that include regression analysis, sensitivity tests, robustness checks, and data from the EU. Key findings show that digitalization and green financial products positively influence renewable energy share and carbon emission reductions. At the same time, the integration of PAI indicators reveals critical trade-offs. Specifically, higher PAI scores are associated with increased level of country's environmental and social risks, underscoring the importance of managing adverse impacts alongside promoting green finance.

Keywords: Green digital finance, Sustainable Development Goals, Principle Adverse Impact

JEL Classification: G19, G29

SCALING UP AND SCALING OUT CIRCULAR BUSINESS MODELS: OVERCOMING BARRIERS AND UNLOCKING ENABLERS FOR RESOURCE-EFFICIENT AND SUSTAINABLE URBAN DEVELOPMENT

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Purpose: This study addresses growing urban challenges linked to resource scarcity, socio-economic inequalities, and environmental degradation by exploring how circular and sharing economy (CSE) initiatives can be scaled. The focus is on how municipalities, communities, and NGOs can collaboratively drive sustainable urban transitions.

Design: The study employs a multi-method approach, combining literature review, semi-structured interviews, Future Literacy Labs, Policy and Practitioners Discussion Labs, case studies, and material flow analyses. These help capture environmental, economic, and social dimensions of urban circularity and identify key barriers and enablers to CSE adoption.

Findings: Key barriers include unclear regulations, immature business models, limited financing, low public awareness, and cultural stigmas, particularly in post-socialist contexts. However, important enablers are emerging, such as supportive policies, public-private partnerships, tax incentives, digital platforms, and growing eco-awareness. Pilot initiatives like reuse platforms and Repair Cafés demonstrate the potential of innovative and human-tech solutions.

Research Limitations / Implications: As the study is ongoing, findings remain preliminary. Further research will refine strategies and assess long-term impacts across varied urban environments.

Practical Implications: The results offer actionable insights for policymakers and stakeholders to foster inclusive governance, support local initiatives, and enable systemic scaling of CSE models in cities.

Originality / Value: The study advances knowledge on barriers, enablers, and governance mechanisms essential for scaling circular models, with a special focus on post-socialist urban contexts.

Keywords: Urban Sustainability, Circular Business Models, Circular Economy, Sharing Economy, Barriers and Enablers

JEL Classification: M10, M19

THE ROLE OF GREEN LEADERSHIP TO ENHANCE GREEN HRM AND EMPLOYEE COMMITMENT TOWARD ENVIRONMENTAL SUSTAINABILITY

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Purpose: This study adds Green Leadership as a new independent variable to investigate the impact of Green Human Resource Management (Green HRM) and Green Work Commitment on organizational environmental sustainability. The leadership in creating an environmentally sustainable workplace has received less emphasis to overcome this gap researcher studied the present construct.

Methodology: This study uses a quantitative research design to collect data from employees across international organizations in Pakistan and Uzbekistan, spanning areas such as IT and education. Using Smart PLS 4.0, 400 responses were examined to test 15 hypotheses, including those pertaining to moderating and mediating functions.

Findings: The findings show that green leadership favourably influences the effect of employee green commitment on environmental sustainability outcomes and considerably increases the association between green HRM and green work commitment.

Contributions: This study offers a more comprehensive approach by adding sustainable organizational development, arguing that meaningful employee behaviour is largely dependent on effective leadership in converting green policies. The researcher added green leadership in the green HRM construct

Limitation: The study's limitations, which could affect generalizability, include its self-reported data and non-probability sampling method. The cultural factors that affect the effectiveness of green leadership in various organizational and national contexts need more attention in future studies.

Originality: The study supports advancements by suggesting that companies fund green leadership development in addition to HR programs. The conscious leadership improves the efficacy of green HR practices and strengthens employee commitment to sustainability goals by incorporating Green Leadership into the current paradigm

Keywords: Green Leadership, Green Human Resource Management, Green Work Commitment, Organizational Environmental Sustainability, Green HRM Practices

JEL Classification: M10

SUSTAINABILITY ORIENTATION AND NATIONAL CULTURE IN BANKING: DISCLOSURES AND REPORTING PRACTICES

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Purpose: This study assesses how institutional and stakeholder pressures, leadership, and national culture relate to sustainability orientation (SO) in banking.

Design / Methodology / Approach: A mixed-methods design combined financial data and content analysis of sustainability disclosures from 11 Baltic banks for 2023. The Baltic countries' national culture was reviewed using Hofstede's cultural dimensions, framed by institutional, stakeholder, and transformational leadership theories

Findings: Banks in the Baltic region strategically focus on economic and environmental Sustainable Development Goals (SDGs), often neglecting their social dimension – a strategic imbalance called a sustainability paradox. This study suggests that the Baltic national cultural traits may contribute to this pattern, as these countries exhibit high uncertainty avoidance and low indulgence, leading to a preference for regulatory clarity, measurable compliance and restrained societal norms. Additionally, high individualism and low motivation indicate a reluctance to address issues, as individuals view social responsibility as a personal rather than an institutional obligation. This mindset limits societal demand for banks to consider the social dimension of sustainable development in their SO, reinforcing economic and environmental SDGs.

Research Limitations / Implications: The study is limited to public disclosures and excludes smaller banks with limited reporting. It focuses on the Baltic countries, which may not represent the global banking sector. Future studies could include interviews with banking management or cross-regional comparisons to assess whether findings apply beyond the Baltic region.

Originality / Value: The study analyses banks' SO within cultural contexts, highlighting how national culture may contribute to strategic imbalances in SDG alignment.

Keywords: sustainability orientation, national culture, sustainability reporting, banking management, social sustainability paradox.

JEL Classification: M10, G21, M14, Q01, Z13

CORPORATE SUSTAINABILITY THROUGH CYBERSECURITY: BENEFITS ACROSS ENVIRONMENTAL, SOCIAL, AND ECONOMIC DIMENSIONS

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The purpose of this paper is to examine how cybersecurity advances the sustainability practices within companies and contributes to the social, environmental and economic benefits of sustainable development. This study seeks to provide insights for management teams and board members on how cybersecurity can be systematically integrated into sustainability management and reporting frameworks.

Methodological approach - This is a conceptual paper based on a systematic literature review. It develops a theoretical perspective that positions cybersecurity as a critical, yet underexplored, component of sustainability practices within companies. Main research question: What are the benefits of cybersecurity integration in sustainability practices and corporate sustainability reporting?

The findings reveal increasing recognition of cybersecurity as an important enabler of sustainability performance. Integrating cybersecurity into sustainability practices contributes to enhanced data integrity, stakeholder trust, and organisational transparency. It also supports proactive risk management, thereby strengthening social, environmental and economic dimensions of sustainable development. The paper identifies gaps in the awareness of management of companies to integrate cybersecurity considerations within sustainability governance.

Practical implications – The findings underline the necessity for organisations to embed cybersecurity within the setting of sustainable development-related strategic aims and sustainability reporting. This integration not only supports compliance with emerging regulatory frameworks, such as the Corporate Sustainability Reporting Directive, but also contributes to more resilient and accountable organisational performance.

Originality – This paper contributes to academic and managerial discourse by introducing cybersecurity as an essential dimension of corporate sustainability. It offers a novel theoretical lens to explore how cybersecurity can be aligned with sustainable development goals, thereby enhancing the strategic resilience of organisations.

Keywords: Sustainable cybersecurity, corporate sustainability performance, sustainability reporting, green cybersecurity

JEL Classification: M10, M14, M15, M19

UNMANAGED ESG RISKS, NATIONAL CULTURE AND BANKS' SUSTAINABILITY ORIENTATION

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Purpose: This study examines whether unmanaged environmental, social, and governance (ESG) risk (UMR) diminishes banks' sustainability orientation (SO) and how national culture and Sustainable Development Goal (SDG) progress affect this in a non-ergodic world characterised by uncertainty.

Design / Methodology / Approach: Guided by institutional and resource-based theory, the analysis links Sustainability UMR scores, selected London Stock Exchange Group ESG pillar scores, national SDG indices and Hofstede's six cultural dimensions for 561 listed banks. PLS-SEM is used to estimate direct, mediating, and moderating paths.

Findings: Banks with high UMR display noticeably weaker SO. Part of this shortfall runs through poorer national SDG performance, confirming the mediating role of this context. Cultural moderation is dimension-specific: higher motivation towards achievement and success intensifies the risk, whereas greater power distance and stronger uncertainty avoidance attenuate it. Individualism, indulgence, and long-term orientation show no statistically significant influence. The adverse direct and mediated effects of unmanaged risk are larger in advanced than in emerging economies. Notably, national SDG performance mediation appears in advanced economies but is absent in emerging ones.

Research Limitations / Implications: Reliance on one-year Sustainability and LSEG scores constrains causal inference; cultural variables are country averages. Future studies could employ longitudinal panels to capture dynamic and organisational nuances.

Originality / Value: The study integrates UMR, national SDG performance context, and national culture in one quantitative framework, showing how their interaction impacts banks' SO. These insights can inform policymakers and bank management seeking to align the risk management framework with sustainability goals.

Keywords: sustainability orientation; unmanaged ESG risk; Sustainable Development Goals (SDGs); Hofstede's national culture dimensions; banking.

JEL Classification: M10, G21, Q56, Q01, M14

ORGANISATION-STAKEHOLDER FIT: ORGANISATION AND MILITARY FAMILY

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Purpose: This paper aims to identify strategies for military organisation and military family interaction, and to develop a mechanism for mitigating family–work conflict that is suited to the current context and focused on supporting military families.

Design / methodology / approach: Grounded in the positivist paradigm, this study applies Organisation–Stakeholder Fit Theory, Resource Conservation Theory, and Dual Concern Theory to the context of military families. A mixed-methods approach was used, prioritising quantitative analysis, with qualitative insights supplementing data-driven recommendations. Quantitative data from 482 respondents were analysed using partial least squares structural equation modelling (PLS-SEM).

Findings: Findings show that a collaborative conflict resolution style reduces work–family conflict and improves partner satisfaction. This approach, reflecting equal concern for self and others, suggests that military families do not prioritize service members' needs over their own. Analysis reveals that low to moderate community support reduces organisation–family conflict, with at least 43% satisfaction needed to fully eliminate it.

Research limitations: Conducted in Latvia, this cross-sectional study is limited to a specific timeframe. Although other theoretical frameworks could explore family–military collaboration, they are beyond the scope of this research.

Originality/value: The study highlights the interaction between collaboration and community support, offering insights beyond the military context. It advances Organisation–Stakeholder Fit Theory by emphasizing the role of community support, with practical implications for leadership in both military and corporate settings.

Keywords: organisation-stakeholder fit, conflict resolution strategies, military family.

JEL Classification: M10, M19

SUSTAINABILITY-DRIVEN CORPORATE IDENTITY IN CREATIVE AND CULTURAL INDUSTRIES

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Purpose - This study examines how environmental sustainability functions as a dimension of corporate identity within the creative and cultural industries (CCI), and how it shapes the integration of digital transformation initiatives.

Methodology - A qualitative approach was employed, combining a systematic literature review with ten semi-structured expert interviews conducted in Latvia. Thematic analysis of interview data identified how CCI enterprises manage the relationship between digital transformation and environmental sustainability through corporate identity practices.

Findings - Results show that digital technologies can both facilitate and complicate environmental sustainability efforts within CCI enterprises. A corporate identity rooted in environmental values serves as a strategic guide for navigating these complexities, supporting the adoption of responsible digital innovations. Companies with sustainability-oriented identities demonstrate a greater capacity to align digital transformation with environmental objectives, despite limited resources.

Limitations - The study is geographically limited to Latvia and based on a small expert sample, which may affect the generalizability of findings.

Implications - Findings offer practical insights for CCI managers and policymakers on strengthening corporate identity frameworks to better integrate environmental sustainability into digital transformation processes.

Value - This study contributes to the limited body of research connecting corporate identity, digital transformation, and environmental sustainability in CCI, offering context-specific insights and recommendations for future practice and research.

Keywords: Sustainability, Digital Transformation, Corporate Identity, Creative and Cultural Industries

JEL Classification: M10, M19

UNDERSTANDING ADVERTISING LITERACY, ADVERTISING DISCLOSURES, SOURCE CREDIBILITY, AND DIGITAL BEHAVIORAL INTENTIONS: THE MEDIATING ROLE OF CONSUMER ENGAGEMENT

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Purpose: This study empirically examines the relationship between consumer engagement, source credibility, advertising literacy, disclosures, and consumers' behavioural intentions.

Methodology: A quantitative approach and non-probability snowball sampling were used to gather data from young jobholders who purchase online, and 320 valid responses were retained for the study. Further for analysis descriptive statistics were computed using SPSS version 23 and PLS-SEM through SmartPLS

Findings: The results show that ad disclosures enhance consumer involvement and positively affect behavioural intentions. Advertising literacy affects engagement positively. Source credibility is an important predictor of behavioural intentions, indicating the necessity of trust and authenticity in online marketing. Furthermore, consumer engagement acts as a key mediator, implying that engaged customers are more likely to generate favourable behavioural intentions for online buying.

Contributions: This study contributes that Transparent advertising disclosures and reliable sources increase consumer trust and engagement, which influences purchasing decisions. To increase consumer engagement, regulatory organizations should enforce clearer disclosure policies, while marketers could use engagement-driven advertising methods such as influencer marketing and interactive content.

Limitations: The study's limitations, which could affect generalizability, include its self-reported data and non-probability sampling method. Future studies should examine the effects of advertising literacy over time, cross-cultural comparisons, and how AI-driven personalization influences the behavioural intentions of consumers.

Originality: The Study provides a better understanding of how significant consumer engagement, advertising literacy, and disclosures influence the behavioural intentions of consumers when we talk about digital shopping. It is directed to be moral and provide successful advertising tactics.

Keywords: Advertising literacy, advertising disclosures, source credibility, digital behavioral intentions, consumer engagement, digital market, and Pakistan

JEL Classification: M10

SUSTAINABLE IDEA MANAGEMENT APPROACH: GREENPOLY CASE

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Purpose – This study aims to develop and test a gamified, sustainability-oriented idea management system that fosters environmentally and socially sustainable innovation within organizations. The research emphasizes the strategic importance of integrating sustainability principles into the early stages of the innovation process to support long-term development objectives.

Methodological approach—A qualitative case study methodology is applied to the development and evaluation of Greenopoly, a gamified tool for Sustainable Idea Management (SIM). Drawing from literature on sustainability, gamification, and the circular economy, the study designed Greenopoly to embed 60R circular principles into idea generation. The tool's effectiveness was assessed by comparing outcomes from simulation sessions using Greenopoly with those from traditional brainstorming exercises.

Findings – The results reveal two key enhancements to traditional idea management systems: (1) gamified integration of sustainability-focused evaluation criteria—circularity, feasibility, and environmental impact—and (2) improved ideation outcomes, including higher idea quantity and significantly greater sustainability potential. Greenopoly outperformed traditional methods, validating its role in stimulating sustainable and engaging idea generation processes.



Practical implications – The findings provide actionable insights for organizations aligning innovation practices with sustainability goals. Implementing gamified SIM tools like Greenopoly can enhance idea quality, increase stakeholder engagement, and promote alignment with frameworks such as the UN SDGs and the EU Green Deal.

Originality—This study contributes to the sustainable innovation literature by empirically demonstrating the value of gamification in sustainability-oriented idea management. It proposes a novel approach for integrating circular principles into IMS and showcases how digital and gamified tools can lead to more structured, impactful, and sustainability-driven innovation practices.

Keywords: Sustainable Idea Management, Gamification, Circular Economy, Innovation Management Systems, Sustainability, Greenopoly.

JEL Classification: 031, O36, M10, M14

IS STRATEGIC RESILIENCE NECESSARY FOR BUILDING A HIGH ESG SCORE IN INVESTMENT FUNDS?

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Purpose This paper aims to investigate the influence of strategic resilience of investment fund companies on the environmental, social and governance (ESG) score of their actively managed equity investment funds to see the effect of strategic resilience on building long-term sustainability in the investment industry. Furthermore, the influence of operational resilience as a moderator and individual resilience as a personal capability of the investment fund manager as mediators is included to investigate the impact of strategic resilience.

Design The research is based on a survey of European investment funds and their asset managers, and the theoretical basis of the dynamic capabilities view. The methodology of PLS-SEM is applied to examine the influence of strategic resilience on the ESG score in the investment industry.

Findings Strategic resilience as a second-order construct has a nonsignificant negative influence on the investment fund's ESG score. Therefore, the central hypothesis can be rejected. However, involving individual resilience as a mediator, strategic resilience is mediated by the asset manager's behavioural resilience resources, which positively and significantly influence the fund's ESG score.

Originality This research synthesises the concepts of organisational resilience by approaching them from the individual and organisational points of view of investment funds and their impact on the willingness for ESG investments. Discussing the antecedents of organisational and individual resilience and their influence on ESG scores aims to detect purpose-driven strategies and capabilities in companies that can deal with adverse situations by creating long-term sustainability in the investment industry.

Keywords: strategic resilience, organisational resilience, ESG, PLS-SEM, quantitative analysis.

JEL Classification: M10

ASSESSING THE IMPACT OF DIGITALIZATION ON FIRM PERFORMANCE IN PAKISTAN'S MANUFACTURING SECTOR

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Purpose: The research explores the way digital transformation can boost performance in Pakistan's manufacturing industry, mainly considering digital literacy, digital infrastructure and technology adoption. Researchers also look into how employee engagement acts as a middleman.

Design/Methodology/Approach: To carry out the research, a survey was conducted on managers and employees in Pakistan's manufacturing companies. Researchers used SEM to explore the links among digital literacy, digital infrastructure, technology adoption, employee engagement and business performance.

Findings: Digital skills, advanced infrastructure and using technology play a key role in boosting employee engagement which aids in increasing the company's performance. When companies are both technologically advanced and have engaged staff, they see an increase in their competitiveness and productivity. Research has shown that if employee engagement is teamed up with digital strategies, organizations gain larger advantages from the digital shift.

Practical Implications: The study suggests that manufacturing leaders and policymakers in Pakistan should invest in digital literacy, update technology and infrastructure and motivate employees to ensure digital transformation makes their firms more competitive.

Originality/Value: The study expands RBV for an emerging economy by pointing out how employee engagement affects digital transformation. The study offers fresh insight into how using digital technology affects the results of business in Pakistan's manufacturing industry.

Keywords: Digital transformation, technology adoption, employee engagement, business performance, and digital literacy

JEL Classification: M10

THE DEVELOPMENT OF CIVIL SOCIETY AS AN ANTI-CORRUPTION STRATEGY: A CROSS-COUNTRY ANALYSIS

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Civil society should act within the framework of state authority exercised in the interest and for the benefit of citizens. This requires the creation of institutional guarantees to protect civil rights and freedoms and take actions to increase civic engagement. In civil society, citizens have access to public information and control over the actions of public officials.

The aim of this study is to show that the development of civil society can be a strategy for reducing corruption. We first review the literature to explain how the development of civil society can contribute to reducing corruption. Next, an empirical model will be constructed to illustrate the described relationships between civil society and corruption. The study will be conducted in 160 countries during 2007–2021.

The results will probably show a mutual positive relationship between building civil society and reducing corruption. They will probably confirm that civil society, whose role is to monitor whether the rule of law, the interests of citizens and human rights are respected and that there is no discrimination against various social groups contributes to the decline in corrupt practices.

JEL classification: I31, O11, O38, P51

Keywords: bonding social capital, corruption, government effectiveness, economic development.

THE IMPACT OF ORGANIZATIONAL VALUES ON STRATEGIC AGILITY IN PUBLIC SECTOR ORGANIZATIONS

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Purpose: This study examines how organisational values influence perceived strategic agility in public sector organisations. Drawing on the theoretical integration of Dynamic Capabilities, Organisational Ambidexterity, and Value-Based Management (VBM), the research investigates which specific values significantly predict an organisation's capacity to sense and respond to change. The study is framed using Barrett's Seven Levels of Organisational Consciousness to categorise values according to their transformational relevance.

Design/methodology/approach: A cross-sectional survey was conducted among professionals and managers across diverse public sector organisations (n=5469). Respondents assessed the importance of 53 organisational values and rated their organisation's perceived strategic agility. Values were categorised using Barrett's values framework. Hierarchical multiple regression analysis was used to determine the incremental predictive value of specific value clusters while controlling for contextual variables.

Findings: The results reveal that values aligned with higher levels of organisational consciousness, particularly those in the Transformation, Internal Cohesion, and Making a Difference categories, are significantly and positively associated with strategic agility. Key predictors include innovation, adaptability, accountability for results, digitalisation, and citizen orientation. In contrast, values linked to lower levels, such as job security, control, and bureaucracy, show weak or negative associations. The regression model demonstrates that values supportive of change, learning, and external engagement explain a substantial proportion of variance in perceived agility.

Originality/value: This study makes a novel theoretical contribution by empirically linking organisational values to dynamic capabilities, an area previously underexplored in the public sector literature. Unlike existing studies that treat values as abstract cultural traits, this research operationalises them using a structured, theory-based classification (Barrett's model). It advances a value-centric explanation for agility, bridging cultural and strategic perspectives in public management theory. This empirical study integrates Barrett's consciousness model with the dynamic capabilities and ambidexterity frameworks in a public sector context. It provides public managers and policymakers with evidence-based insights on which values foster organisational responsiveness and adaptive capacity. The findings highlight that cultivating higher-order values can strengthen the cultural infrastructure required for agility in the face of policy turbulence, fiscal constraint, and citizen demands.

Keywords: organisational agility; value-based management; dynamic capabilities; public sector

JEL Classification: M10, M54

**HUMAN-TECH INTERACTIONS:
SHAPING THE FUTURE EDUCATION,
WORK, AND DIGITAL SOCIETY**

WHY UNIVERSITY TEACHERS DON'T USE GENERATIVE ARTIFICIAL INTELLIGENCE

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Originality / Value: Generative Artificial Intelligence (GenAI) is expanding its application in the teaching process everywhere, enhancing teaching productivity as well as increasing the use of GenAI by university students. However, according to several studies, only about half of teachers apply GenAI in the teaching process. However, we did not find studies that examined the reasons why several teachers do not apply GenAI in the context of teachers' belonging to different categories.

Purpose: Therefore, the purpose of our study is to determine the share of teachers at some Latvian and Ukrainian universities who do not use GenAI in the teaching process, as well as to determine the main reasons why teachers of different categories do not use GenAI in the teaching process. During the study, teachers were divided into categories such as academic position, teaching experience, age, gender and faculty.

Design / methodology / approach: The study is based on data obtained from a survey of 260 teachers, of which 162 teachers represented Ukrainian universities, and 98 teachers represented Latvian universities. The main method of research is the method of descriptive statistics.

Findings: The results of the survey show that 31% of university teachers do not believe in the effectiveness of GenAI, 19.8% do not have sufficient information, and 16.7% do not know how to use GenAI. The share of other reasons why teachers do not apply GenAI in the educational process of universities is the highest among the reasons considered (32.5%).

Keywords: Applications of GenAI, Higher Education, University teachers

JEL Classification: I23, O33, J24

AI ADOPTION AT HIGHER EDUCATION INSTITUTIONS: A CALL FOR DEDICATED AI MANAGERS?

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Purpose: This study examines attitudes towards AI adoption in Higher Education Institutions (HEIs), specifically exploring whether there is a need for dedicated AI Managers. It investigates perceptions regarding AI's integration, the potential roles and responsibilities of AI Managers, and their perceived impact on educational quality.

Design: The research employs a quantitative survey approach, collecting responses from up to 387 participants (students, educators, and administrative staff) across HEIs from 11 countries. Data analysis involved descriptive statistics and regression analyses to evaluate respondents' attitudes towards AI implementation and governance roles.

Findings: Results indicate widespread positive attitudes toward AI integration in teaching and administrative processes, though significant concerns about ethical risks, data privacy, and skill gaps remain. Crucially, 71% of respondents from HEIs lacking a designated AI Manager role advocate for its creation. Expectations for AI Managers centre around staff and student training, ethical oversight, and strategy development, highlighting perceived benefits to institutional AI readiness and enhanced study quality.

Research Limitations: The study is limited by its cross-sectional nature and self-reported data, suggesting a need for longitudinal studies to explore evolving attitudes and practices further.

Practical Implications: Findings underscore the need for structured AI governance within HEIs, recommending formalized AI Manager roles to bridge expertise gaps, mitigate ethical concerns, and enhance educational outcomes through strategic, responsible AI use.

Value: This research uniquely combines empirical insights into AI adoption attitudes with practical recommendations for governance structures in HEIs, offering valuable guidance for educational policymakers and institutional leaders considering AI integration.

Keywords: artificial intelligence, AI management, higher education

JEL Classification: J2, I23, M54

THE USE OF ARTIFICIAL INTELLIGENCE IN EDUCATIONAL ACTIVITIES IN UKRAINE: OPPORTUNITIES, CHALLENGES, AND PROSPECTS

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The rapid integration of Artificial Intelligence (AI) is fundamentally transforming global education, highlighting Ukraine's pressing need for its systematic implementation to enhance the competitiveness of its educational landscape. This work analyzes the current state, inherent opportunities, and significant challenges associated with AI adoption in Ukrainian educational activities, while also outlining prospects.

AI offers substantial potential for individualizing learning pathways through adaptive systems, automating routine pedagogical tasks, and generating personalized content. Furthermore, AI-driven analytics can provide predictive insights into student success and identify systemic inefficiencies, thereby improving educational quality and accessibility across diverse contexts. However, AI implementation in Ukraine faces considerable hurdles: limited infrastructure, a persistent skills gap among educators, ethical dilemmas regarding data, financial constraints, and psychological resistance to change.

A crucial aspect of this research is the synergy between AI and bibliometric tools like VOSviewer. AI significantly enhances the preprocessing of large scientific datasets, identifies subtle thematic clusters, and supports the interpretation of research landscapes. This empowers researchers, particularly doctoral candidates, to navigate the scientific domain more effectively, identify knowledge gaps, and formulate original hypotheses. Such integration contributes to shaping strategic directions for educational development and resource allocation.

Ultimately, successful AI integration in Ukrainian education demands a comprehensive national strategy, targeted professional development for educators, and robust public-private partnerships. Leveraging AI's capabilities, including its analytical synergy with VOSviewer, promises to establish a more personalized, efficient, and globally competitive educational system.

Keywords: Artificial Intelligence, Digital Transformation, VOSviewer, Bibliometric Analysis, Educational Technologies in Ukraine.

JEL Classification: M15

DIFFERENCES IN THE OPINIONS OF STUDENTS AND RESEARCHERS ON THE NEED FOR GUIDELINES FOR THE USE OF GENERATIVE ARTIFICIAL INTELLIGENCE IN SOCIAL SCIENCE STUDIES AND RESEARCH

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Purpose: The rapid integration of generative artificial intelligence (GAI) tools into academic research has led to considerable debate about their proper use, but so far, most publications have been related to STEM area, while less attention has been paid to the social sciences.

Design / methodology / approach: This study compares the contrasting perspectives of students and researchers on the need for formal guidelines governing the use of GAI in social science studies and research. Using a mixed methods approach, combining critical analysis of scientific articles and a survey of students and researchers in the Baltic region, we identify the main areas of differences in attitudes, perceived risks and expectations.

Findings: Statistical tests of the survey results allow to conclude that statistically significant differences are observed among students, both in terms of age and level of study of respondents, as well as research experience and country of residence. On the other hand, there are significant differences among researchers only by research experience. There are no significant differences of opinion between the two study groups on the need for guidelines for GAI use by gender.

Practical implications: The findings reveal a generational and experience gap in the perceived role of GAI, highlighting the urgent need for inclusive, discipline-specific frameworks that address both innovation and academic rigor.

Originality / value: This study contributes to the ongoing discussion on the responsible integration of GAI in academia and offers recommendations for policy development that reflects the diverse needs of the academic community.

Keywords: Generative artificial intelligence, guidelines for GAI use, social science studies and research, students and researcher's opinions, generational and experience gap

JEL Classification: M19, A23, I23, O34

INNOVATIVE TEACHING AND LEARNING APPROACHES FOR GENERATION Z AND "ZALFA" IN HIGHER ENTREPRENEURSHIP EDUCATION

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Purpose: This research investigates how innovative teaching and learning approaches in entrepreneurship education meet the expectations of Generation Z and early Generation Alpha students and develops recommendations to enhance higher-education learning.

Design/methodology/approach: The study employed a mixed-methods approach, combining a theoretical review of innovative pedagogies (Vygotsky, Bronfenbrenner) and generational characteristics with a quantitative survey (N=331) of Latvian entrepreneurship students (aged up to 30). The "Zalfa" concept was used to analysed data from the 15-19 age cohort. Data analysis involved descriptive statistics, correlation, group comparison tests (Mann-Whitney U, Kruskal-Wallis), and regression analysis.

Findings: Students' overall satisfaction is significantly influenced by the practical applicability of studies and technological innovativeness, with this link being stronger in older students (20-30 years). Individually tailored learning, innovative elective courses, and practical experience were highly valued. Significant unused potential was identified in the integration of gamification, simulations, and AI tools. For younger "Zalfa" students (15-19 years), the connection between practical assignments, international projects, and overall satisfaction proved particularly important.

Research limitations/implications: Representation of true Generation Alpha is limited; the "Zalfa" pseudo-cohort framework was applied. Future research should follow Alpha students as they progress in higher education.

Practical implications: The research was conducted within the framework of the Erasmus+-funded project "INTELLIGENT: Innovative Teaching and Learning of Generations Z and Alpha in Higher Education."

Originality/value: This study uniquely combines theoretical and empirical analysis of Generation Z and early Alpha in entrepreneurship education, introducing the Zalfa framework to anticipate evolving learning expectations.

Keywords: Generation Z, Generation Alpha, Zalfa, innovative learning methods, entrepreneurship studies, student expectations.

JEL Classification: I23, L26, M53, O31

INTEGRATING CHATGPT IN THE BUSINESS CLASSROOM: A TWO-SEMESTER OBSERVATION STUDY FRAMED BY TRACK, CONSTRUCTIVIST PEDAGOGY, AND LEARNING ANALYTICS

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Generative AI tools like ChatGPT continue to shape higher education teaching and learning, challenging teachers and students. This two-semester observational research explored how ChatGPT was used across bachelor-level business courses. It focused on its pedagogical value and impact on student engagement and learning outcomes. The Technology-Pedagogy-Content Knowledge (TPACK) model, Constructivist Learning Theory, and Learning Analytics (LA) were used to connect patterns for better insights. This research examined instructional design, real-time use of ChatGPT in learning tasks, and student-instructor interactions through non-participant four classroom observations. Results demonstrate that ChatGPT helps learning, peer collaboration, and iterative knowledge development when effectively integrated, especially in writing-intensive and problem-solving activities. However, differences in pedagogical readiness and AI policy create inconsistency. Similarly, the results revealed the significance of professional development for pedagogical clarity in AI-enhanced conditions. This research contributes to the existing knowledge and discourse on generative AI in education by offering a just-in-time, evidence-based, and theory-informed roadmap for trustworthy and impactful ChatGPT adoption in higher education. Moreover, it offers actionable insights for curriculum developers, faculty trainers, and policymakers to promote future-ready academic institutions.

Keywords: Generative AI, ChatGPT, Artificial Intelligence, Education, Learning Analytics

JEL Classification: M10, M19

TOPICALITY OF THE LEGAL FRAMEWORK OF GENERATIVE ARTIFICIAL INTELLIGENCE IN HIGHER EDUCATION

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Purpose: The integration of generative artificial intelligence technologies (GAIT) into higher education has introduced both transformative opportunities and complex legal challenges. The incorrect or even abusive use of GAIT in processes such as: data protection, intellectual property, etc., can lead to countless legal proceedings.

Design / methodology / approach: This study examines the topicality and adequacy of existing legal frameworks governing the use of GAIT in higher education institutions. As universities increasingly adopt GAIT tools for teaching, research, and administrative functions, questions surrounding intellectual property rights, academic integrity, data privacy, and ethical use have become more pressing. Drawing on recent legal analyses and institutional responses, this study evaluates the extent to which current regulations address the unique risks posed by GAIT.

Findings: The findings highlight a need for guidelines to keep pace with the rapid evolution of GAIT capabilities. Survey results analysis allow to conclude that statistically significant differences in students and researchers' opinion's regarding necessity on guideline are observed among respondents age, education levels, study directions, research experience and country of residence.

Practical implications: The article concludes by proposing a set of principles for a dynamic, risk-based legal framework that balances innovation with accountability, ensuring that higher education institutions can harness the benefits of GAIT while upholding academic and legal standards.

Originality / value: This study contributes to the ongoing discussion on the responsible integration of GAIT in higher education and offers recommendations for policy development that reflects the diverse needs of the academic community.

Keywords: Generative artificial intelligence, legal framework, higher education, students and researchers view

JEL Classification: A23, I23, M19, O34

WHY AI-GENERATED DISINFORMATION IS THE PERFECT STORM FOR ASIA

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Most debates about the challenges of Artificial Intelligence or AI-generated disinformation take place in the West. This is also where companies such as Meta or X, through which disinformation is widely disseminated, are based. While these companies are at least partially held accountable by their governments or the public for their English-language content, there is almost no oversight or accountability for languages such as Hindi, Urdu or other Asian languages. Former Facebook Vice President Brian Boland explained that all this is “simply the price of doing business” in these countries, and Christopher Wylie, the Cambridge Analytica whistleblower, concluded: “Colonialism never died, it just moved online.”

The producers of disinformation and their disseminators deliberately exploit the state weaknesses of countries in the so-called global South. As Nobel Peace Prize winner Maria Ressa explains in her book “How to Stand Up to a Dictator”, this is why the companies and individuals who create fake content and smear campaigns test their tools in these regions. And the disinformation comes up against societies with poorly developed media literacy.

The author is Program Director for Asia at Deutsche Welle (DW) and experiences first-hand on a daily basis how news organizations struggle with the flood of disinformation and develop strategies to ensure that reliable, well-researched content becomes and remains visible.

Keywords: Artificial Intelligence, AI, disinformation, fake news, Asia

JEL Classification: M10, M19

QUIET QUITTING OF PERSONNEL AND ITS PREVENTION IN THE LATVIAN LABOR MARKET

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Quiet quitting is impacting the labour market globally. Latvian labour market has not been thoroughly examined in this context. Technologies are playing an increasingly significant role in this process—automation, artificial intelligence, and digital workplace tools are changing the way employees perceive their responsibilities and workload. Digital solutions can either enhance employee engagement or create conditions for quiet quitting if not implemented with clearly defined goals and a supportive work culture.

The study employed various methods—literature analysis, quantitative and qualitative data collection methods—to gain a comprehensive understanding of this phenomenon and its link to the use of technology in the workplace. A linear regression analysis was conducted to evaluate the relationship between different factors and the level of quiet quitting.

The results show that employee disengagement and job stress consistently and significantly predict quiet quitting ($p < .001$). The strongest models (R^2 up to 0.534) were observed in the private sector, where organizational culture and job stress had a significant impact. In the public sector, the most influential factors were employee disengagement and job stress.

Future research should explore the private and public sectors in more depth. The findings suggest that organizations should focus on reducing job stress and enhancing employee engagement to prevent quiet quitting. It offers a comprehensive analysis of quiet quitting factors in the Latvian labour market. The study contributes to the limited academic literature on quiet quitting in the Baltic region and provides clear, data-driven strategic directions for organizations.

Keywords: Quiet quitting, prevention possibilities, Latvian labour market, employee alienation, job stress, organizational culture, Leadership in management.

JEL Classification: M10, M19

THE IMPACT OF JOB RESOURCES, DEMANDS, AND SOCIAL INVESTMENT ON EMPLOYEE ENGAGEMENT AT JSC GRINDEKS

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This study investigates the factors that promote employee engagement within the context of a pharmaceutical company in Latvia. It focuses on the roles of job resources, job demands, and the organization's social impact in shaping engagement levels among employees at JSC *Grindeks*. In today's highly regulated and fast-changing industry, understanding these dynamics is crucial for building resilient and motivated teams.

A mixed-methods approach was employed to provide a comprehensive understanding of the topic. Quantitative data were gathered using the Utrecht Work Engagement Scale (UWES-17), with 269 valid responses. Additionally, three semi-structured interviews were conducted with department managers and analyzed through thematic content analysis. The research is grounded in the Job Demands-Resources (JD-R) model and complemented by theories from organizational psychology and human resource management.

The results show that the most influential job resources fostering engagement are career development opportunities, collegial support, and autonomy in daily work. Conversely, emotional demands and job-related stress negatively impact engagement. Furthermore, employees view the company's social responsibility practices and environmentally conscious leadership as meaningful contributors to their sense of belonging and loyalty.

While the study is limited to a single organization, its findings offer valuable insights for HR professionals and business leaders. Practical implications include the development of targeted strategies to enhance employee engagement, reduce burnout risks, and align organizational practices with employee values. This research adds to the limited academic literature on employee engagement in the Baltic pharmaceutical sector, providing an integrated, evidence-based perspective with both theoretical and practical relevance.

Keywords: employee engagement, job resources, job demands, JD-R model, social responsibility, pharmaceutical industry

JEL Classification: M10, M19

MACHINE LEARNING SOLUTION TO EXPLAIN SKILLS GAP IN THE LABOUR MARKET

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Purpose: This research aims to address the increasing need for real-time labour market and skills intelligence due to the impacts of digitalisation and globalisation. The study aims to identify mismatches between the skills demanded by employers and those available among working-age individuals in Latvia.

Design: The study involved a nationally representative survey of 1,741 Latvian working-age respondents and 1,023 company representatives responsible for recruitment and personnel development. Individuals completed a self-assessment questionnaire covering 79 skills across 12 groups, alongside personal values tests utilising innovative image-based and statement-based methods. Employer data were collected via surveys complemented by structured interviews. Machine-learning algorithms (Motival) were employed to enhance precision in value measurement.

Findings: The results uncovered significant mismatches between the skills and personal values sought by employers and those possessed by individuals. The study demonstrated the efficacy of using machine-learning algorithms to link personality traits with current skill sets and aspirations, thus facilitating targeted skill acquisition and improved recruitment practices.

Research Limitations: The study is geographically limited to Latvia, suggesting future research should include comparative analyses across diverse labour markets. Additionally, longitudinal studies could further validate the effectiveness of machine-learning solutions over time.

Practical Implications: The findings advocate for integrating machine learning tools into human resource management and educational planning, enabling individuals, employers, and educators to address skills mismatches and improve workforce adaptability proactively.

Value: This research uniquely leverages advanced machine-learning techniques to replace conventional, lengthy assessments, providing a precise and real-time instrument for skills and values alignment. It holds significant implications for enhancing human capital strategies across multiple sectors.

Keywords: artificial intelligence, human capital, skills, competencies, personal values

JEL Classification: J2, M54

SUSTAINABLE DEVELOPMENT IN THE BANKING SECTOR: THE ROLE OF HUMAN VALUES AND TECHNOLOGY IN CREATING RESPONSIBLE FINANCIAL SERVICES

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This paper investigates the role of combination of human-centered values and technological innovation in creating sustainability in banking sector. Study argues that the tools such as artificial intelligence, ESG (Environmental, Social and Governance) analytics, and digital platforms are not sufficient to reach sustainable banking and ensure long-term responsibility and resilience. Instead, ethical leadership, transparency, and inclusive governance should be combined with those tools to achieve sustainability. Using a qualitative approach, this paper analyses industry reports from a European banks which actively engaged in ESG implementation. The analysis shows that banks which combine technological innovations with human judgement (such as ethics committees, stakeholder engagement, inclusive design practices) are more successful in aligning their operations with sustainability goals. However, it is worth to mention that struggle remains, including over-automation, risk of greenwashing and regulatory ambiguity. This study is relevant for practitioners, policymakers, and researchers seeking to understand how technology and human values can co-create financial systems that are both future-ready and socially accountable.

Keywords: Sustainable banking, ESG, Human-Tech collaboration, Responsible finance, Digital Ethics.

JEL Classification: M10

THE CHARACTERISTICS OF ENTREPRENEURIAL MINDSET AS A MODERATOR FOR INNOVATION CAPACITY IN THE UNCERTAINTY: A STUDY OF UNCERTAINTY AMID DISRUPTION BY CHINESE BATTERY ELECTRIC VEHICLES

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Purpose: This paper explores the role of the entrepreneurial mindset as a moderator in enhancing innovation capacity under conditions of uncertainty, specifically focusing on the disruption caused by Chinese battery electric vehicles (BEVs) in the automotive industry.

Design / methodology / approach: The study employs a mixed-methods approach, combining a literature review with qualitative insights from case studies.

Findings: The research reveals that entrepreneurial mindset characteristics, such as adaptability, risk-taking, and opportunity recognition, significantly enhance innovation capacity under uncertainty.

Research limitations / implications: The papers design limits causal inferences, and the focus on the automotive industry may limit generalizability to other sectors. Future research should explore cross-industry comparisons to validate and extend these findings.

Practical implications: The findings suggest that automotive industry executives should cultivate entrepreneurial mindset and engage proactively in cooperation to enhance innovation capacity.

Originality / value: This paper extends entrepreneurial mindset theory to organizational contexts, demonstrating its critical role in moderating innovation capacity under uncertainty. It provides valuable insights for both scholars and practitioners navigating market disruptions.

Keywords: Entrepreneurial Mindset, Innovation Capacity, Uncertainty, Automotive Industry, Battery Electric Vehicles, Market Disruption.

JEL Classification: M10, M19

THE ROLE OF CONSUMER E-LOYALTY IN CORPORATE IDENTITY MANAGEMENT AND STRATEGY DEVELOPMENT IN THE DIGITAL AGE

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The retail sector is constantly evolving, introducing new marketing strategies using digital marketing tools. New strategies require regular market and competitor analysis, as well as regular surveys of existing and potential customers, to ensure the development of approaches that align with market dynamics.

The aim of the study is to analyse the use of existing e-loyalty tools in the Lidl chain and to make proposals for improving Lidl's e-loyalty strategy, based on theoretical insights on corporate identity and e-loyalty, interviews with digital marketing experts and the results of a survey of Latvian consumers.

In today's competitive environment—where products and services are increasingly similar and customer preferences shift rapidly—increasing customer satisfaction and building e-loyalty have become top business priorities. Technology helps brands create a thoughtful, aligned corporate identity that meets consumer expectations. A strategically managed identity positively impacts reputation, customer e-loyalty, and overall business performance.

Results: The development of a strong corporate identity is essential and must be approached strategically, as it supports the company's broader objectives. A consistent visual identity and the effective integration of marketing communication channels tailored to the target audience are critical to building and sustaining e-loyalty. In the Latvian market, Lidl has successfully established a strong corporate identity and an appealing e-loyalty offering, as reflected in the positive consumer attitudes toward the Lidl app and the willingness of users to recommend it. Nevertheless, the research indicates clear opportunities for further improvement in the loyalty programme to better meet customer expectations

Keywords: customer loyalty, corporate identity, e-loyalty tools, technology transfer, corporate identity management.

JEL Classification: M10, M19

PREDICTIVE ANALYTICS AND CONSUMER BEHAVIOR: LONG-TERM EFFECTS OF AI ON BRAND LOYALTY IN DIGITAL MARKETING

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As artificial intelligence (AI) continues to reshape the digital marketing landscape, the application of predictive analytics has emerged as a powerful mechanism for understanding consumer behaviour and fostering long-term brand loyalty. This study examines how AI-driven predictive models influence consumer engagement and loyalty over extended periods, offering both strategic benefits and ethical challenges for marketers. Drawing on a mixed-methods approach, the research integrates quantitative survey data from marketing professionals and digital consumers with qualitative insights from in-depth interviews with industry experts. The findings reveal that while predictive analytics enhances personalization, customer satisfaction, and initial engagement, its long-term impact on loyalty is nuanced and contingent upon consumer trust, data transparency, and perceived intrusiveness. Over-reliance on algorithmic personalization may lead to diminishing returns if consumers feel overly monitored or manipulated. The study underscores the importance of ethical considerations, particularly in data privacy and algorithmic fairness, as key factors influencing sustainable consumer-brand relationships. While the research focuses primarily on digital-first brands within the European market, its implications are broadly relevant for global marketers aiming to leverage AI for strategic loyalty-building. This paper contributes to both theoretical discourse and practical application by highlighting the dual role of predictive analytics in driving value and shaping consumer perceptions. It offers guidance for marketers on designing AI-enhanced strategies that balance efficiency with empathy, ensuring long-term brand equity. By addressing an underexplored aspect of AI's role in digital marketing, this study provides original insights into how predictive technologies can be responsibly harnessed to build enduring consumer loyalty.

Keywords: Artificial Intelligence, Digital Marketing, Predictive Analytics, Consumer Behaviour, Brand Loyalty.

JEL Classification: M10, M19

TRANSFORMING ORGANISATIONS AND SOCIETIES THROUGH STRATEGIC INNOVATION

RETHINKING MANAGEMENT CONSULTING FOR SME DIGITAL TRANSFORMATION: INSIGHTS FROM 20 INDUSTRY EXPERTS

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This study builds upon existing research on the role of management consulting (MC) in facilitating digital transformation (DT) for small and medium-sized enterprises (SMEs). Drawing from in-depth interviews with 20 professionals across four consulting-related fields, the research uncovers less explored dimensions of SME-consulting dynamics. Key areas for future investigation are highlighted, including SME attitudes toward consulting, sector-specific demands, and the long-term effectiveness of consultancy support.

Through thematic analysis, the study reveals how SMEs weigh the cost of consulting against perceived value, pointing to a need for more adaptive pricing strategies and clearer communication of returns on investment. Experts also discuss innovative consulting formats—such as part-time executive roles, digital consulting platforms, and flexible expert networks—that offer more accessible and scalable support tailored to SME needs.

Trust, credibility, and strategic alignment continue to be crucial factors in how SMEs choose consultants. At the same time, there is increasing interest in performance-based models that promise tangible outcomes. Industry-specific patterns also emerge: fast-paced, innovation-driven sectors often prioritize flexible, hands-on support. While traditional consultancies and large firms tend to emphasize long-term strategy and relationship-building, IT advisors and finance professionals favor outcome-driven, financially measurable approaches.

The study also suggests applying theoretical frameworks like dynamic capabilities and the knowledge-based view to better understand how SMEs engage with consultants. These insights can inform both consultants designing SME-friendly services and policymakers aiming to boost SME innovation and competitiveness. By broadening the conversation around management consulting's evolution, this research contributes to creating more effective and scalable consulting solutions for SMEs, especially within the Baltic region and similar contexts.

Keywords: Management Consulting, Digital Transformation, Professional Services, Consulting Models, Small and Medium-Sized Enterprises.

JEL Classification: M10, M19

INTEGRATING DIGITAL TRANSFORMATION INTO CORPORATE IDENTITY MANAGEMENT: A CONCEPTUAL FRAMEWORK FOR SMES

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Purpose – In today’s dynamic digital landscape, small and medium-sized enterprises (SMEs) face increasing pressure to align their corporate identity with technological advancements. This paper aims to explore the relationship between digital transformation (DT) and corporate identity management (CIM), proposing a conceptual framework that helps SMEs integrate digital tools across key identity dimensions — visual representation, communication, culture, structure, and organizational behaviour.

Methodology – The study draws on multidisciplinary literature and qualitative insights to build a conceptual framework. The approach blends corporate identity (CI) theory, strategic alignment and SME-specific challenges to examine how digital tools can support internal and external identity-shaping processes in a coherent and adaptive manner.

Findings – The research finds that digital tools can strengthen CI by enhancing coherence adaptability, and relevance in competitive environments. The framework reveals how each CI component can be digitally supported, promoting consistent and authentic brand expression while embedding sustainability and innovation.

Limitations – As a conceptual paper, the framework requires empirical validation through case studies or quantitative analysis. Future research should investigate how SMEs apply the framework in practice and explore variations across industries.

Implications – The framework offers SMEs actionable guidance for implementing digital enhancements that align with identity and strategic goals. It encourages structured identity governance, responsible innovation, and awareness of risks such as greenwashing or superficial branding.

Value – This paper bridges a gap between digital transformation and corporate identity theory in the SME context. It provides a novel perspective and practical value for SME leaders, consultants and researchers focused on sustainable CI development.

Keywords: Digital Transformation, Corporate Identity, SMEs, Strategic Development

JEL Classification: M10, M19

THE IMPACT OF TECHNOLOGY ON THE ECONOMIC CONTRIBUTION OF NGOS: TOOLS, RISKS, AND OPPORTUNITIES FOR STRATEGIC FORECASTING

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Digital technologies are significantly reshaping the operational environment of non-governmental organizations (NGOs), influencing their economic contribution to national economies. This study examines the main digital tools that enhance NGO efficiency, transparency, and socio-economic impact while identifying the risks and challenges associated with their implementation. The research aims to develop a conceptual framework for assessing the effects of technologies and strategically forecasting the economic contribution of NGOs.

The study is based on data collected from the Latvian NGO sector and a comparative analysis of international best practices. It integrates qualitative interviews with sector experts and digital solution providers. The study focuses on using artificial intelligence, open data, digital participation platforms, and automation tools in NGO operations. Particular attention is given to risks such as cybersecurity, data management deficiencies, and the amplification of digital inequality.

Findings show that while technologies can significantly increase NGO performance and public impact, their positive contribution is not automatic—it depends on the organization’s digital capacity, support mechanisms, and national strategy. The study proposes a strategic forecasting model to estimate the potential economic impact based on various technology adoption scenarios. This work contributes to integrating the NGO sector into digitally driven national economic development planning.

Keywords: NGOs, digital technologies, economic contribution, strategic forecasting, digital capacity

JEL Classification: M10 General and M19 Other, L31 – Nonprofit Institutions; NGOs

CHARTING THE FUTURE: ANALYZING INNOVATIVE STRATEGIES IN STRATEGIC MANAGEMENT FOR SUSTAINABLE PERFORMANCE EXCELLENCE IN THE CHINESE TELECOM INDUSTRY

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Purpose: This paper examines the impact of innovative strategies on achieving sustainable performance excellence within the Pakistan Telecom Industry. It specifically studies whether the Organizational Culture of Innovation (OCI), Employee Engagement in Innovation (EEI), Technology Adoption and Integration (TAI), and Customer-Centric Innovation (MICCI) together drive a company's strategic success over a long period, as the business environment becomes more challenging.

Design/Methodology/Approach: A quantitative research approach was employed, utilizing structured survey questionnaires distributed to managers and employees across major telecom companies in Pakistan. The collected data were analyzed using structural equation modeling to assess the relationships independent variables and dependent variable.

Findings: The findings concluded that OCI, EEI, TAI and MICCI all positively impact sustainable performance excellence in the Pakistan Telecom Industry. Having a culture that promotes innovation help the organization become more flexible and allows employees involved in innovation to see that ideas are effectively used.

Practical Implications: For telecom industry leaders in Pakistan, the findings underscore the importance of fostering an innovative organizational culture, encouraging employee participation in innovation, strategically integrating new technologies, and maintaining a customer-centric focus. These strategies are vital for enhancing resilience and sustained performance excellence.

Originality/Value: This research provides a comprehensive, empirically validated framework for understanding the synergistic effects of key innovative strategies on sustainable performance in the telecom sector. The findings offer actionable insights for practitioners and contribute to the academic discourse on strategic management in emerging markets.

Keywords: Organizational Culture of Innovation, Employee Engagement, Technology Adoption, Customer-Centric Innovation, Sustainable Performance Excellence

JEL Classification: M10

WORK REDEFINED: PATHWAYS TO COMPETENCY IN THE DIGITAL AGE

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As digital transformation rapidly redefines the world of work, this study explores the workforce's readiness to navigate technological change, particularly in the healthcare sector. By integrating dynamic capabilities, self-determination, and innovation diffusion theories, the research examines how motivation and innovation adoption influence individual digital competencies and sustained learning in evolving work environments.

A mixed-methods approach combines quantitative analysis of survey data with qualitative interviews of healthcare actors to assess the mechanisms enabling workforce adaptation. In the first step, a conceptual model was developed based on previous literature and tested to explore the assumed relationships and mechanisms. To refine these results, additional qualitative exploratory research was conducted to enhance the understanding of the motivations, attitudes, and personal approaches of the workforce in healthcare towards digital competencies and learning. Findings reveal that while self-determined motivation contributes to innovation openness, acquiring digital competencies—and thereby workplace transformation—is more strongly driven by adopting innovation. Individuals act as critical catalysts in reshaping work practices, often relying on incremental learning models, regulatory frameworks, and the social diffusion of best practices to enable digital upskilling.

This research offers a nuanced perspective on the future of work, highlighting the importance of enabling environments where digital competencies are developed and continuously applied. It contributes theoretically and practically by proposing a dynamic learning framework that empowers entrepreneurial ecosystems to drive inclusive digital workforce transformation in sectors marked by complexity and regulation, such as healthcare.

Keywords: Digital transformation, healthcare, digital competencies, learning

JEL Classification: M10, M19

THE BACK TO OFFICE POLICY: IMPLICATIONS FOR EMPLOYEE PRODUCTIVITY IN A POST-PANDEMIC WORKPLACE

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Topicality: The COVID-19 pandemic has fundamentally changed the way companies operate, leading to a significant shift toward remote working. In early 2025, many companies around the world announced a return to the office. Therefore, remote work policies should be carefully analyzed and understood. Understanding the psychological impact of an extended return to the office is crucial.

Purpose: This article examines the relationship between back to office policies and employee productivity. It identifies trends in remote work and provides recommendations for future research. Furthermore, the study discusses the broader impact of these policies on business practices and their effectiveness in terms of productivity.

Design/ methodology/ approach: A systematic review was conducted to collect and evaluate primary literature sources in Scopus, and ScienceDirect databases with a Boolean search, complemented by a bibliometric analysis of the volume, distribution and trends of scientific production over the last 24 years.

Findings: Analysis of various studies shows that employee productivity does not necessarily improve with a return to traditional offices; remote work can be just as effective as in-office work. Despite this, many companies continue to adhere to conventional office requirements, highlighting a discrepancy between research findings and corporate practice. This suggests that companies need to rethink their work policies based on evidence for remote and hybrid workplaces.

Originality/value: This article complements the existing literature on remote and hybrid work, demonstrating that remote work can be highly effective with appropriate structures and strategies. It also highlights that hybrid work models can increase productivity when on-site days are strategically selected.

Keywords: Back to office, remote work, productivity, workplace, Covid-19

JEL Classification: M10, M19

THEORETICAL PERSPECTIVES ON NEURAL MECHANISMS OF TRUST IN REMOTE COLLABORATION

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This paper's **purpose** is to explore how neurobiological mechanisms of trust function in remote and digital work environments, where face-to-face interaction is absent. Trust is rooted in brain processes involving oxytocin, cortisol, and social cognition networks, yet it remains unclear how these mechanisms operate under virtual conditions, especially in workplace contexts.

This conceptual paper's **approach** is to synthesize interdisciplinary literature from neuroscience, organizational psychology, and digital leadership. It compares classical neurobiological trust models (e.g., Zak, 2017; Adolphs, 2009) with emerging research on remote collaboration and psychological safety (e.g., Gilson et al., 2023). The review explores how digital communication alters emotional signaling, hormonal responses, and perceptions of trustworthiness.

Three key findings—neurobiological challenges—in remote interaction are identified: (1) reduced oxytocin activation due to lack of sensory cues; (2) increased cognitive load in interpreting intentions; and (3) overreliance on explicit signals such as message clarity and timing. The paper argues that in digital work, trust formation shifts from affective to cognitive pathways, altering how leaders and teams build psychological safety.

Research limitations: this conceptual paper does not provide empirical validation. While neurobiological insights are promising, their application in leadership and digital team contexts remains underexplored. Future research should test these mechanisms in real-world remote settings.

Practical implications: neurobiological insights may inform leadership training, team design, and trust-building strategies adapted to digital environments.

Value: this paper provides a theoretical synthesis linking neurobiology of trust to remote work, offering a brain-based lens on trust-building in the digital age.

Keywords: neuroscience of trust; remote work; digital leadership; oxytocin; psychological safety

JEL Classification: M10 General and M19 Other

AI IN PROJECT MANAGEMENT: DISRUPTION OR COMPLEMENTARITY?

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Artificial Intelligence (AI) is fundamentally transforming project management (PM) practices across industries, yet its role as a critical success factor (CSF) and the evolution of human-AI collaboration remain disputed and contested.

This systematic review synthesizes 24 recent peer-reviewed studies (2021-2025) to analyze: (1) AI's efficacy as a CSF in construction and IT project management, and (2) the shifting dynamics of human-AI collaboration.

Findings reveal that while AI enhances efficiency in minimizing costs, risk forecasting, reducing of delivery delays, resource optimization, and fostering inclusivity. On the other side, organizational resistance, data quality limitations and regulatory gaps may hinder a broader adoption of AI technologies. They are also not equipped with human-like interpretative skills and practitioner skepticism.

The human-AI relationship has evolved from tool-based assistance to co-evolutionary partnership, evidenced by the rise of explainable AI (XAI) and "human-in-the-loop" systems. However, ethical concerns persist regarding algorithmic bias and transparency gaps in decision-making.

The paper proposes a dual-path framework for future integration: technical (adaptive ML algorithms) and organizational (AI readiness models).

This study contributes to PM theory by mapping AI's CSF potential across PMBOK domains while identifying specific paradoxes in human-AI collaboration that require resolution for sustainable adoption.

Keywords: AI, project management, critical success factor, human-AI relationship, ethical risks

JEL Classification: M10, M19

SMART CITIES, KIND CITIES: MAKING URBAN LIFE ACCESSIBLE FOR PEOPLE WITH DEMENTIA

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According to the World Health Organization data, dementia affects more than 50 million people worldwide. Every three seconds, someone in the world develops dementia. It is projected that by 2050, the number of people with dementia will triple, reaching 152 million.

Currently, dementia is not fully curable, and individuals diagnosed often reside in long-term social care or medical institutions. The concept of cognitive disability increasingly occupying the minds of society and policymakers. The first reaction upon receiving a dementia diagnosis is often stigma and growing social isolation. Similar to older adults, they require a specially adapted urban environment. The article explores what is being done both in Latvia and internationally to make cities more inclusive and welcoming for this segment of society.

Previously, the reflexive response to dementia was institutional care. However, more and more policymakers globally are recognizing the need to prioritize non-institutional (or home) care, which supports aging in place. To complement government responsibilities in meeting the needs of people with dementia for social engagement and participation, as well as ensuring access to healthcare services, dementia-friendly neighbourhoods are becoming increasingly important.

The article is structured into several sections. The first provides a brief but essential overview of dementia and age. Second presents recommendations of environmental adaptations for people with dementia and older residents, Third - investigates how digital tools and technologies may help to solve the problem and reviews successful international examples. Finally, the conclusions outline possible next steps for implementation some of practises in the Latvian context.

Keywords: Dementia, Aging in place, social isolation, Inclusion, Accessible urban environment.

JEL Classification: M10, M19

DIGITAL MONITORING OF DISEASE AS A HUMAN-CENTERED APPROACH TO SUSTAINABLE HEALTH SYSTEMS

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Purpose: This research (project lzp-2024/1-0343) aims to develop a digital monitoring model for myalgic encephalomyelitis / chronic fatigue syndrome (ME/CFS) that enables integrated and continuous assessment of disease progression. The goal is to support sustainable, patient-centered care pathways that align with the growing need for home-based and community-integrated healthcare.

Design / methodology / approach: The project adopts a multidisciplinary, co-creative approach that combines digital health technologies with clinical insights and patient experience. The envisioned solution integrates wearable devices, cognitive and neuropsychological self-assessments, and digital coaching tools. The first phase includes stakeholder engagement, needs analysis, and prototype design. Emphasis is placed on usability, equity, and adaptability across different health system contexts.

Findings: As this project is in its initial development phase, preliminary findings highlight significant unmet needs in long-term monitoring and personalized support for ME/CFS patients. Early stakeholder feedback points to the value of passive data collection, cognitive tracking, and care navigation tools.

Research limitations / implications: Given its early stage, the project is currently limited to design and feasibility assessment. Further research will be required to validate the tools clinically and technologically, and to evaluate outcomes across diverse patient populations.

Practical implications: If successful, this model could reduce healthcare system burden, improve patient autonomy, and enable earlier intervention. It may also provide a scalable framework for managing other chronic and poorly understood conditions.

Originality / value: This project introduces an integrative digital approach to ME/CFS care – a condition often overlooked in digital health innovation. It adds value by focusing on sustainability, home care, and co-designed solutions that enhance both clinical insight and patient empowerment.

Keywords: ME/CFS, digital health, patient monitoring, health technology, community-integrated care

JEL Classification: M19

DIGITAL TRUST: ASSESSMENT APPROACHES AND COMMUNICATION STRATEGIES

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Digital trust (DT) is gaining importance as a critical component of digital transformation, particularly in the financial sector, where safety, confidentiality, and system reliability are essential. While DT is widely acknowledged in professional discussions, its conceptualisation and measurement in academic literature remain fragmented and context-dependent. This study examines current methods for assessing and communicating DT by conducting a systematic literature review using the PRISMA 2020 methodology. Initially, a total of 170 papers were identified through Scopus and Web of Science, with 118 selected for full-text analysis and 86 forming the theoretical foundation. The findings suggest that DT is mainly measured through Likert-scale surveys, either as a multi-dimensional construct or directly as a concept. Alternative methods include analysing secondary data such as certifications, compliance records, reputational indicators, and the incorporation of trustworthy technologies like blockchain and Industry 4.0 in the provided services and solutions. However, research on DT within the B2B context is limited, highlighting a gap in understanding the capabilities organisations require to assess DT effectively. The communication of DT is facilitated through transparent technological design, the use of certifications and reputational signals, and educational initiatives for involved stakeholders. This study highlights the need for further research on DT assessment capabilities and provides insights for organisations aiming to enhance and communicate their level of trust in digital environments.

Keywords: digital trust, assessment, measurement, communication, systematic literature review

JEL Classification: M15, M19

INTEGRATION OF ARTIFICIAL INTELLIGENCE IN CUSTOMER EXPERIENCE MANAGEMENT - AN EXAMINATION OF EMPLOYEE PERSPECTIVES

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This study investigates the deployment of artificial intelligence (AI) solutions within customer experience (CX) management from the internal perspective of employees engaged in CX-related functions.

Moganadas and Gan Goh (2022), in a literature review on Digital Employee Experience (DEX), concluded that digitalization has positive implications for establishing total employee experience (EX) management in workplaces. Building upon this premise, this study seeks to answer questions centred on EX implications of AI adoption in CX: 1) its objectives and applications, 2) perceived benefits for organizations and their workforce, 3) the challenges and concerns hindering AI implementation. The results are organized in alignment with those three topics to present data, observe the resulting trends, and identify avenues for future inquiry.

The application of AI in CX Management is a considerably new phenomenon, predominantly at the stage of experimentation or even just curiosity; however, it is expected to enter the maturity stage in the coming months (Orange Business France, AFRC, March 2025) and become a widely adopted tool.

Given the topic's novelty and evolving character, the research questions are addressed with a qualitative approach, synthesising insights from academic literature, industry reports, professional publications, and presentations from a relevant industry event (All4Customer, Paris, April 2025).

Preliminary findings indicate a nascent yet positive impact on EX, with primary AI applications observed in content generation, translation, and information retrieval. Noted benefits include enhanced task efficiency and reduced error rates, while a key obstacle identified is employee distrust in AI reliability.

This paper offers value to researchers and practitioners by providing insights into a novel and dynamically evolving topic that could significantly impact the workplace and employees.

Keywords: Business Customer Relationship, Customer Experience, Artificial Intelligence, Digital Employee Experience, Digital Marketing

JEL Classification: M30, M390

DEVELOPMENT OF CREATIVE INDUSTRY CENTERS IN LATVIA

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Purpose – This study examines the role of Creative Industry Centers (CICs) in Latvia as enablers of open innovation and regional development. It aims to analyze their spatial distribution, typology, and policy integration, highlighting their function as catalysts for creative entrepreneurship, interdisciplinary collaboration, and economic sustainability.

Methodological approach – A mixed-methods approach was employed, combining spatial analysis, case studies, expert interviews, and a literature review. The study identified and categorized 27 CICs across eight Latvian cities into three innovation-oriented types: broad spectrum centers, prototyping labs, and creative business incubators. Geographic Information System (GIS) tools were used to map spatial distribution, while thematic analysis provided insights from stakeholder interviews and case studies.

Findings – Rīga hosts the majority of CICs due to its strong innovation ecosystem, while smaller cities show emerging potential. CICs function as dynamic innovation hubs offering infrastructure, mentorship, and collaborative spaces. Their growth, influenced by initiatives like the European Capital of Culture, reveals an increasing alignment between creative infrastructure and urban development. Despite challenges in smaller cities, CICs have contributed significantly to economic diversification and talent retention.

Practical implications – Policymakers are encouraged to integrate CICs into urban and economic strategies, tailoring support to their typologies. Enhanced public-private partnerships, regional investment incentives, and policy alignment can amplify CICs' role in fostering sustainable, inclusive innovation across Latvia.

Originality – This study provides one of the first comprehensive mappings of CICs in Latvia and conceptualizes them as structured platforms for open innovation. It contributes to creative economy literature by proposing a typology-based framework for evaluating CICs' impact on entrepreneurship and regional development.

Keywords: Creative Industry Centers, Open Innovation, Regional Development, Urban Policy, Economic Sustainability, Creative Economy

JEL Classification: O31, O36, M10, M14

STRATEGIC RESPONSES TO ENVIRONMENTAL TURBULENCE IN CLASSICAL MUSIC ARTIST MANAGEMENT: A TYPOLOGY AND FORESIGHT FRAMEWORK

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Purpose: This paper develops a conceptual framework to examine how classical music artist management agencies in Europe respond strategically to macro-environmental turbulence between 2020 and 2025. It aims to classify agency responses and propose tools for future resilience amid ongoing sectoral disruption.

Design / Methodology / Approach: A theory-driven conceptual research design integrates PESTEL analysis, business model innovation, dynamic capabilities theory (Teece, 2007), and strategic foresight literature. The study identifies six agency business model archetypes and maps them onto a Strategic Scenario Response Matrix (SSRM), a 2×2 framework assessing agency posture based on strategic learning and control. The typology is grounded in sectoral observation, desk research, and literature synthesis, supported by supplementary foresight tables.

Findings: The SSRM reveals that agency responses to disruption are shaped not only by external shocks but by internal structural configurations and adaptive capabilities. Booking and hybrid agencies cluster in Passive Survival, while platform-based models show potential for Transformative Innovation. The ability to sense, seize, and reconfigure determines strategic maturity. Foresight analysis highlights emerging pressures—deglobalization, AI disruption, and funding volatility—likely to reshape agency models through 2030.

Research Limitations / Implications: This is a conceptual study without primary empirical data. Future research should validate the typology through interviews and comparative case studies across regions and genres.




Practical Implications: The framework offers a strategic planning tool for agencies, funders, and cultural policymakers navigating post-pandemic volatility.

Originality / Value: The paper reframes artist management agencies as strategic actors rather than transactional intermediaries. It introduces new typologies and planning tools for cultural resilience.

Keywords: Strategic Management, Artist Management Agencies, Business Model Innovation, Cultural Intermediation, Dynamic Capabilities, Strategic Foresight

JEL Classification: M10, M19

ASSESSING ENTREPRENEURIAL POTENTIAL: A COMPARATIVE ANALYSIS OF STUDENT ENTREPRENEURSHIP ACROSS FIELDS AND MODES OF STUDY

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Despite extensive research into student entrepreneurship, significant gaps remain concerning the development of entrepreneurial potential among diverse student groups. This paper contributes to existing knowledge by investigating how entrepreneurial capabilities vary across different academic fields and study modalities, comparing Polish- and English-speaking students enrolled in both full-time and part-time programs. The study introduces a novel proprietary questionnaire specifically designed and validated to measure entrepreneurial potential across four critical dimensions: locus of control, motivation, creativity, and risk-taking propensity, each calibrated for accuracy and psychometric reliability. The findings offer new insights into the entrepreneurial profiles of students, identifying variations linked to their field of study, mode of study, and language of instruction. Notably, the research explores whether these demographic and educational factors significantly influence students' entrepreneurial orientation, thus providing valuable implications for tailoring educational practices and institutional support mechanisms. Additionally, the study proposes actionable recommendations for university policymakers focused on enhancing, fostering, and effectively promoting entrepreneurship among students. Ultimately, this research not only expands the current understanding of student entrepreneurial potential but also establishes a robust methodological foundation for future scholarly inquiries and practical initiatives aimed at cultivating entrepreneurship within academic environments.

Keywords: Student Entrepreneurship, Entrepreneurial Potential, Entrepreneurial Orientation, Higher Education

JEL Classification: L26, I23

**EMPOWERING ORGANISATIONS
THROUGH DATA, LEADERSHIP, AND
INNOVATION**

REDUCING WORKLOAD WITH POWER BI FOR BIG DATA ANALYTICS IN AUTOMATED REPORTING AND BUSINESS EVALUATION

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Creating consolidated management reports and evaluating consolidated results in a corporate group is complex and time-consuming due to the variety and volume of business data generated by individual entities within the group. The use of business intelligence tools such as Power BI for automating management reporting and result evaluation in corporate groups is becoming important for enhancing competitive advantage.

This paper aims to explore how and to what extent the application of the Power BI tool can reduce the overall workload of creating consolidated management reports and result evaluations in corporate business groups. The big data analytics method, which includes automation of data retrieving, preprocessing, analyzing, and visualization using the Power BI tool, is employed.

The main finding is that automating the process of creating consolidated management reports with the Power BI tool reduces the workload by 16%. Additionally, the use of Power BI enables business controllers and managers of corporate groups to track financial indicators in real-time, reducing the need for manual work on result evaluation and financial commentary preparation.

The results show the potential cost savings for a corporate group through the automation of management report creation and result evaluation using the Power BI tool. The original value of this research lies in being one of the initial attempts to quantitatively assess the effectiveness of business intelligence tools (Power BI) by measuring the reduction in business workload.

Keywords: big data analytics, corporate group, business intelligence tools, Power BI, management report automation

JEL Classification: M10, M19

BRIDGING DATA AND COMPLIANCE: THE ROLE OF DIGITAL SUSTAINABILITY REPORTING IN SHAPING BUSINESS PERFORMANCE

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This study investigates the role of big data analytics capability (BDAC) in fostering sustainable business development, with particular emphasis on digital sustainability reporting (DSR) readiness in Latvia. Addressing growing regulatory demands under the Corporate Sustainability Reporting Directive (CSRD), the research examines how BDAC influences sustainability practices, digitalisation, DSR readiness, and overall business performance.

Grounded in General Systems Theory (GST), Organisational Information Processing Theory (OIPT), Resource-Based Theory (RBT), and Knowledge-based theory (KBT) the study offers an integrative theoretical lens to assess the alignment of internal organisational capabilities with external environmental pressures. The survey-based approach was used to collect data from 75 large Latvian organisations preparing for CSRD-compliant reporting. Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to evaluate interrelationships among core constructs.

The findings reveal that BDAC significantly enhances digitalisation, sustainability, DSR readiness, and business performance. Notably, sustainability and digitalisation alone do not exhibit direct effects on performance, underscoring the complex nature of these relationships. While DSR readiness mediates the link between sustainability and performance, with BDAC serving as a critical enabler.

This research contributes a novel conceptual framework connecting BDAC to sustainable business performance via DSR readiness. It underscores the essential role of technological, human, infrastructural, and managerial capabilities in shaping effective DSR strategies. While limited by the unique time frame of early regulatory adoption and its single-country scope, the study provides a foundation for future research across broader geographies and longitudinal contexts. The findings offer actionable insights for organisations aiming to meet regulatory expectations while advancing competitive, sustainable growth.

Keywords: big data analytics capability, digitalisation, sustainability, sustainability reporting, business performance, iXBRL

JEL Classification: M14, M10, L21

EVALUATION AND IMPROVEMENT OF KYC PROCESS IN COMMERCIAL BANK USING DIGITAL TECHNOLOGIES

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The Know Your Customer (KYC) process plays crucial role in combating money laundering and terrorism financing, which is one of the key regulatory requirements for all financial institutions and banks. However, increasing requirements and stricter regulatory environment, inefficiencies in the current KYC process, including highly manual tasks, complex communication with clients and overall long processing time, highlights the need for process improvements. KYC departments in many commercial banks are facing the mentioned challenges.

The study explores growing regulatory environment and evaluates practical methods to reduce time spent on KYC reviews writing, focusing on digital solutions - AI and digital document submission platform.

Goal of the study is to evaluate how AI-driven solutions and digital document submission platforms could reduce manual tasks and reduce the time spent on KYC as well as improve document collection from clients.

The study is used mixed-method research using primary data from structured interviews and survey of bank KYC analysts as well as time comparison experiment of generative AI assisted and non-assisted KYC reviews. Study showed that banks' employees mostly support the digital solution to be used in the KYC process. Results of the experiments showed that generative AI can reduced the time spent writing KYC assessments for clients in all risk levels.

Based on the findings in the study, practical recommendations were proposed to improve KYC process in commercial banks.

Keywords: KYC Process, Commercial Banks, Digital Technologies, Artificial Intelligence

JEL Classification: G20, G21

SECURITY OF DIGITAL FINANCIAL SERVICES: USER TRUST AND ITS IMPACT ON COMPANY REVENUE

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The rapid development of digital technologies has significantly impacted the financial sector, creating new opportunities and simultaneously posing challenges, particularly in information security. In cases where information security incidents occur, customer trust is severely tested, which may be reflected in the company's revenue.

This research aims to determine how information security incidents affect user trust and how these changes influence the revenue of financial companies. To achieve this goal, the authors have developed and conducted a survey to explore user awareness of information security incidents and how their trust changes after a disclosed incident. Further, the case of the organisation that experienced both a decline in revenue and a decrease in the number of active users following a publicly disclosed information security incident was analysed to determine the correlation and impact of user trust on companies' revenue. Finally, expert interviews were conducted to validate the research results and to determine how a company can minimize the impact of an information security incident.

The results of the research confirmed that information security incidents have a direct impact on user trust. However, it's crucial to note that user trust is not just a factor, but a significant influencer of the company's revenue. It was confirmed that the user trust and willingness to continue engaging with a particular company are reflected in its revenues. The key to rebuilding user trust is the company's ability to communicate transparently and promptly with users about the incident's impact and subsequent actions to improve the organisation's information security.

Keywords: digital financial services, information security, user trust, company revenue, incident impact

JEL Classification: M15, G21, D83

MACHINE LEARNING FOR PERSONAL TURNOVER ANALYSIS IN INDUSTRIAL ENTERPRISE

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The article addresses the growing trend of employee departures and the resulting resource losses, highlighting the importance of implementing data-driven solutions to enhance personnel management strategies in industrial enterprises. This article aims to identify and analyse the primary reasons for employee turnover, which significantly impacts the effectiveness and financial stability of industrial enterprises by utilising artificial intelligence approaches, specifically machine learning methodologies.

The main objectives are to pinpoint the key risk factors of employee turnover, predict future trends, and develop recommendations to improve personnel management processes based on these findings.

Results indicate that, among various machine learning algorithms, the Random Forest algorithm applied using Python achieved higher accuracy (83%) than traditional statistical methods like Linear Regression (76%) in identifying the primary risk factors of employee turnover, including employee remuneration and length of service.

The Random Forest algorithm is also effective in determining the relationships between factors such as remuneration, workload, and employee interpersonal relations. Additionally, this machine learning method helps identify high-risk groups regarding turnover, particularly those earning less than 1300 EUR per month (57%) and employees younger than 35 years (56%).

The application of the Random Forest algorithm predicts an 11% increase in employee turnover by 2028 compared to 2024. Enterprises can practically apply the methodology and results presented to optimise their employee retention strategies, plan the efficiency of personnel management resources, and mitigate risks in the dynamic labour market.

Keywords: employee turnover, linear regression, machine learning, algorithms, Random Forest algorithm

JEL Classification: M10, M19

THE ROLE OF MANAGERS IN ENHANCING EMPLOYEE ENGAGEMENT AND REDUCING ABSENTEEISM IN MANUFACTURING ENTERPRISE

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Introduction: Employee engagement is a critical determinant of organizational success, influencing productivity, job satisfaction, and overall workforce well-being. Managers play a pivotal role in fostering engagement and addressing workplace challenges, such as high rates of absenteeism, including those related to sick leave.

Methods: Research about engagement and absences were taken place in manufacturing company in Latvia, 40 production employees participated in long term study. In the research Gallup engagement survey framework with 12 elements was used, absence Data analysis with examining patterns of short-term versus long-term absences and their relationship to human factors, employee satisfaction survey with elements about health, microclimate and leadership style.

Results: The common theme across these elements is the importance of **empathy, clarity, recognition, and growth opportunities**, all of which foster a positive, engaging work environment. This research shows that engaged employees experience lower levels of workplace stress due to clarity of expectations, adequate resources, and strong managerial support. Lower stress makes impact to fewer stress-related illnesses and absenteeism.

Conclusions: Cultivating a supportive and health-conscious work environment, managers contribute to the overall well-being of their workforce. This research explores the interplay between specific managerial behaviours and their impact on long-term employee health outcomes, providing deeper insights into this critical organizational dynamic.

Keywords: Engagement, Absenteeism, Leadership, Managers, Manufacturing

JEL Classification: J24, O15, M11

AI-DRIVEN PMO IN OIL & GAS: ENHANCING EFFICIENCY AND COST OPTIMIZATION

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This study investigates how artificial-intelligence (AI) technologies embedded in Project Management Offices (PMOs) enhance upstream efficiency and cost optimisation in the oil-and-gas sector. A multiple-case qualitative study of *Shell*, *BP*, *TotalEnergies* and *ExxonMobil* (2020–2024) was undertaken. Data from the executive interviews, corporate reports and peer-reviewed sources were thematically analysed and interpreted through the Technology–Organization–Environment (TOE) framework. AI-enabled PMOs achieved mean reductions of 17 % in project delays, 20 % in unplanned downtime and 5–10 % in budget overruns by deploying predictive maintenance, digital twins and machine-learning-based scheduling. Adoption success was driven by technological readiness (cloud-IoT platforms), organisational capabilities (digital factories, citizen-developer programmes) and environmental pressures (cost, ESG, regulation); legacy data silos and skill gaps remained principal barriers. Results derive from four supermajors and publicly available or interview-based evidence; transferability to mid-tier firms or non-upstream contexts warrants testing. Future studies should employ longitudinal quantitative data to isolate ROI and examine regulatory impacts. The study offers an actionable TOE-based roadmap for PMO leaders to prioritise high-value AI use cases, invest in data infrastructure and manage change, enabling double-digit efficiency gains and multi-million-dollar cost savings per project. This research provides the first comparative, TOE-grounded assessment of AI-driven PMOs across multiple oil-and-gas supermajors, supplying scholars and practitioners with an integrated framework for digital project governance.

Keywords: artificial intelligence; project management office; oil and gas; cost optimisation; TOE framework

JEL Classification: M10, M19

ANALYZING THE RELATIONSHIP BETWEEN THE CAPITAL STRUCTURE AND PROFITABILITY IN THE MANUFACTURING SECTOR OF PAKISTAN

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This study aims to explore the relationship between the capital structure and profitability of manufacturing companies listed on the Pakistan Stock Exchange (PSX) over a six-year period (2017-2022). Pearson correlation and regression analysis were used in the estimation of the relationship between profitability measures (Return on Assets (ROA), Earnings per Share (EPS), and Return on Capital Employed (ROCE)) and capital structure measures (Long-term Debt ratio (LTDR), Short-term Debt ratio (STDR), Total Debt ratio (DR), Equity ratio (ER), and Debt to Equity ratio (DER)), control variable (Inflation rate (INFR) and firm size (SIZE)). A negative relationship emerges between DR, LTDR, ER, and EPS, whereas STDR, DER, and control variables INFR and SIZE demonstrate positive relationships. DR, LTDR, ER, and control variable INFR exhibit negative associations, while STDR, DER, and SIZE show positive connections with ROA. Furthermore, ROCE is negatively linked to capital structure DR, STDR, LTDR, DER, and control variable SIZE, yet positively related to (ER, and INFR). Firms should take a prudent approach, avoiding excessive long-term debt and encouraging a balanced resource allocation while maximizing revenues by using the potential of short-term debt.

Keywords: Capital structure, Profitability, Manufacturing Sector, Short term debt ratio (STDR), Long term debt ratio (LTDR), Equity ratio (ER), Return on capital employed (ROCE), Earning per share (EPS), Inflation rate (INFR).

JEL Classification: M19

FOREIGN DIRECT INVESTMENTS AND SCIENCE-INTENSIVE TECHNOLOGY ENTREPRENEURSHIP IN LATVIA

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Purpose: This study explores how Foreign Direct Investments (FDI) contribute to the development of science-intensive technology entrepreneurship in Latvia. The objective is to identify indicators of FDI alignment with high-tech sectors and to inform targeted innovation policies that support smart economic transformation in the Human-Tech era.

Methodology: The research combines qualitative and quantitative methods. A PYRAMID-based literature review frames the theoretical scope. Mapping of FDI inflows into Latvian enterprises is based on NACE codes of high-tech manufacturing and knowledge-intensive services. Primary data is collected through expert interviews, while a case study highlights practical challenges and solutions.

Research Limitations: Potential biases from stakeholder perspectives, commercial secrecy among science-based firms, and statistical gaps or inaccuracies in existing datasets limit the study.

Findings: Analysis shows that 88.7% of aligned FDI flow into knowledge-intensive tech services such as IT, data processing, and scientific R&D, while only 11.3% targets high-tech manufacturing sectors like pharmaceuticals and advanced machinery. This imbalance reveals inconsistencies in how FDI support science-intensive entrepreneurship, indicating areas for policy improvement.

Practical Implications: The paper proposes institutional reforms to enhance collaboration between foreign investors and domestic actors, including LIAA, universities, and the Register of Enterprises. These changes aim to improve coordination, funding access, and ecosystem support for science-based ventures. The findings also suggest economic opportunities for aligning FDI strategies with national innovation priorities.

Originality/Value: This research is pioneering in analysing FDI in relation to science-intensive entrepreneurship in Latvia. The calculated FDI distribution figures contribute novel empirical insights to academic discourse. The study is valuable to policymakers, entrepreneurs, and international investors interested in Latvia's innovation capacity and its integration into global technology trends.

Keywords: Foreign Direct Investments (FDI), High-Tech Manufacturing Sectors, Knowledge-Intensive High-Tech Services, Latvia.

JEL Classification: M10, M19

OSTERING INNOVATION THROUGH MINDFULNESS: SYNTHESIZING THE LITERATURE AND IDENTIFYING RESEARCH GAPS

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Purpose: The aim is to analyse how the constructs of mindfulness and innovation capabilities have been jointly explored in recent academic literature, and to identify key themes, research gaps, and potential practical applications.

Design/methodology/approach: A systematic literature review was conducted, examining scientific articles from 2015 to 2025 from the Scopus database and the platform SciSpace. Search terms included "mindfulness" AND "innovation capabilities," with 19 articles taken for deeper analysis.

Findings: Results indicate a significant positive association between mindfulness practices and enhanced innovation capabilities. Key mechanisms identified include: (a) improved cognitive flexibility and emotional regulation, (b) the promotion of psychologically safe organizational climates through mindful leadership, and (c) the mitigation of stress-related impediments to innovative work behaviour. The findings suggest that organizations integrating mindfulness training exhibit superior innovation outcomes, and investments in mindfulness-based interventions may yield significant returns in organizational innovation. A substantial gap in the literature exists regarding the specific causal mechanisms through which mindfulness interventions impact distinct innovation outcomes. While correlational studies suggest a positive relationship, there is a need for rigorous, longitudinal research in different industries.

Research limitations: This review is limited by its reliance on publications from two sources, potentially overlooking relevant research published elsewhere. Furthermore, the analysis is based on a relatively small sample of 19 articles explicitly linking mindfulness and innovation capabilities, which may limit the generalizability of the findings.

Originality/value: This paper contributes to the theoretical understanding of innovation management by highlighting the importance of mindfulness as an antecedent to innovation capabilities. It identifies key research gaps and provides actionable insights for organizations seeking to foster a culture of innovation through mindfulness-based practices.

Keywords: Mindfulness, Innovation Capabilities, Organizational Outcomes

JEL Classification: M10

ENHANCING SUSTAINABLE RELIGIOUS TOURISM THROUGH SMART TOURISM TECHNOLOGIES: EVIDENCE FROM HERITAGE SITES IN PAKISTAN

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This paper discusses how the use of smart tourism technologies (STTs) supports sustainable tourism and provides memorable experiences to those visiting Pakistan's religious heritage sites. It seeks to examine the opinions of tourists on using new technologies and their effects on their experiences at *Kartarpur*, *Multan*, and *Uch-Sharif*. Research was conducted using a planned questionnaire administered to both domestic and international tourists. A total of 499 valid responses were recorded in the survey. Statistical Analysis System (SAS) was used for the preliminary data analysis, and SmartPLS 4.0 was used to apply PLS-SEM. From the results, it appears that when STTs are included, tourists have a better overall satisfaction, cultural engagement, and intentions to revisit as well as recommend these sites. The investigation reveals that positive technology-enhanced experiences influence tourists' provision for sustainable tourism. However, since the results rely on specific surveyed areas and data given by respondents, it seems important to include studies that use diverse geographic locations and mixed-method approaches in the future. STTs should be included in the planning of religious tourism services and policies to ensure sustainability, enhance tourists' satisfaction, and will also aid in heritage conservation. PLS-SEM in this case offers a new perspective and support for the relationship between technology use, sustainability, and tourism in the context of an emerging economy like Pakistan.

Keywords: Smart Tourism Technologies, Sustainable Tourism, Religious Heritage, Memorable Travel Experiences, Pakistan.

JEL Classification: M10

GAME-BASED AND DIDACTIC LEARNING METHODS IN AGILE EDUCATION: MOTIVATION, ENGAGEMENT, AND OUTCOMES

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This study aims to compare game-based and didactic learning methods in acquiring knowledge about the Agile approach by analysing participants' motivation, level of engagement, and outcomes, to provide recommendations for curriculum planning in study courses.

Design and methodology. Two groups of computer game design students (n=44) were selected for the study. The control group received Agile training using didactic teaching methods, while the experimental group was taught using game-based methods, including two simulation games – Kanban and Scrum. Both groups completed a Kanban and Scrum knowledge test, the Academic Motivation Scale (AMS) questionnaire, and the Utrecht Work Engagement Scale – Student Version (UWE-S) test before and after the training.

Findings. The control group, which acquired Agile knowledge through didactic methods, showed statistically higher results in both the Kanban and Scrum tests compared to the experimental group. Increased Scrum knowledge accompanies an increase in Kanban knowledge, and vice versa. A decrease in motivation is not directly related to improved test results. The experimental group had higher average scores in the intrinsic motivation dimensions: orientation towards achievement and orientation towards stimulating experiences, as well as in the extrinsic motivation dimension: identified regulation.

Research implications. In continuation of this research, the authors recommend further evaluating the balance of students' emotional workload and the practical planning of the learning sessions.

Practical implications. An agile course curriculum design is suggested to combine both learning methods. The traditional method offers a stronger theoretical understanding, while the game-based approach enhances emotional engagement and motivation.

Originality / value. The study contributes value by integrating motivation and student engagement, providing a multidimensional view of learning effectiveness. Furthermore, it highlights how different pedagogical strategies impact not only cognitive outcomes (test results) but also affective factors (motivation, engagement), which are critical for long-term learning and application in practice.

Keywords – game-based learning, didactic learning, Agile, Kanban, Scrum

JEL Classification: I21

GENERATION Z WELL-BEING AND BEHAVIOURS UNDER THE INFLUENCE OF ORGANISATIONAL CHANGE

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Purpose: Generation Z, now contributing to around 30% of contemporary workforce worldwide, is different from previous generations in their motivation, values, attitude to career development, employment conditions and environment. This research is focused on generation Z reactions, behaviours, emotions and well-being under the influence of organizational change: the relocation of automotive company headquarters off-shore.

Methodology: The research is descriptive, based on both quantitative and qualitative analysis. The sample size is constituted of almost all the population size (56 individuals, among them 13 gen Z staff, making roughly 23%), the response rate is: 75% (42 employees) for the survey. Additionally, 9 in-depth interviews (8 employees and 1 manager) were carried out.

Findings: 75 % of all employees stated feeling negative towards the change, among the strongest emotions they stated anxiety, stress, sadness, disappointment, and deception. Psychological risks included: deterioration of social and work environment, value conflict, lack of autonomy, job insecurity, increased work demand and emotional demand. In comparison, almost all Generation Z employees reported anxiety, depression, loss of self-esteem, mental health issues, fear (12 out of 13 employees), the major cause of which was the lack of transparency in communicating company plans.

Value: Research findings can contribute to better understanding of the generation Z staff behaviors and can limit a negative impact on their well-being in the process of organizational change.

Keywords: generation Z, staff wellbeing, organisational change

JEL Classification: M10

MODELLING ORGANIZATIONAL PERFORMANCE MEASUREMENTS FOR INDUSTRY 5.0: SYSTEMATIC LITERATURE REVIEW USING PRISMA

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In recent decades, manufacturing companies have undergone rapid transformations due to the Fourth and Fifth Industrial Revolutions. These shifts have redefined business models, required new employee competencies, and introduced complex socio-technical dynamics. While Industry 4.0 emphasizes digital integration and automation, Industry 5.0 places greater focus on human-centricity and sustainability. However, existing literature lacks a unified approach to organizational performance measurement that adequately addresses both technological and human dimensions in this evolving industrial context.

This paper presents a systematic literature review of organizational performance measurement systems in manufacturing companies, covering the period from 2011 to 2025 and using the PRISMA methodology. The analysis identifies and classifies performance indicators commonly used in the context of Industry 4.0 and 5.0, assessing their alignment with key Industry 5.0 principles. Results reveal a gap in metrics that reflect employee-level contributions and social sustainability, despite increasing recognition of their relevance.

The paper concludes by recommending a revised organizational performance measurement framework that integrates both organizational and human-centric metrics. This approach aims to support manufacturing firms in balancing technological advancement with ethical, sustainable, and inclusive growth strategies.

Keywords: Industry 4.0; Industry 5.0; Organizational Performance; Performance Measurement

JEL Classification: M10, M19

PERSONAL BRANDING FOR PUBLIC SERVANTS IN LATVIA IN THE DIGITAL AGE

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Digital platforms have greatly changed our communication habits and how professionals operate, making it necessary also for public servants to rethink their personal branding approaches. Today, public servants need a digital presence to better communicate with the public. In Latvia, where digital governance initiatives are expanding rapidly, the role of public servants' online presence has gained growing significance for public engagement and trust. This paper explores the challenges and opportunities of personal branding for public servants in the digital age. It explores the practices, distinct ethical challenges, strategic communication methods, and their potential effects on public trust and governance in Latvia.

Methodology Approach. The paper uses a conceptual approach, drawing on existing literature from public administration, digital identity, and professional ethics. By synthesizing key theoretical perspectives and recent studies, the paper develops a structured discussion of the unique conditions faced by public servants when engaging in personal branding activities on digital platforms.

Findings. The analysis reveals that personal branding in the public sector is shaped by three core tensions: (1) individual versus institutional identity, (2) transparency versus discretion, and (3) innovation versus accountability. The paper highlights that while personal branding can support career development and public engagement, it also raises risks related to ethical boundaries, conflicts of interest, and reputation management.

Practical implications. The paper offers practical recommendations for public servants and HR managers, including the development of guidelines and training programs to support ethical, strategic personal branding that aligns with public service values.

Originality. This paper provides a novel synthesis of personal branding challenges in the public sector, contributing to the underexplored intersection of digital identity and public administration ethics. It is valuable for scholars, practitioners, and policymakers seeking to understand or regulate digital self-presentation in government contexts.

Keywords: public administration, digital transformation, digital identity, e-professionalism, personal branding

JEL Classification: M12, M51, O35

TRENDING TOPICS IN BUSINESS PROCESS MANAGEMENT BASED ON THEIR CITATIONS IN SCIENTIFIC PUBLICATIONS

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This presentation provides the results of an analysis of the evolution of trends in the field of Process Management with a focus on Business and Management of organizations. This analysis is done to lay the foundation for more focused research on developments in the context of my PhD Thesis “The role of digitalization through managing complexity in medium sized companies supplying OEMs to increase the financial performance”

For this paper the information, especially keywords and abstracts of 892 journal articles available on SCOPUS have been analyzed, clustered and weighted on an individual scale that accounts for the age of a paper, the number of keywords in a publication.

The presentation will also focus in detail on emerging trends of the last 5 years, their impact on the publications and compare them to other patterns that occurred in past periods. An Example for this is the shift in number of citations to overall publications for papers that featured AI prominently and how this compares to past trends like “Total Quality Management” or “Operations Management” in the early 2000s

This paper provides value to researchers focusing on process management especially with a focus on complexity and how it is affected by modern technologies and allows to identify areas for further comparison between past, current and emerging trends. Since this information is currently not refined in any form in other publications it should provide novelty and new insights.

Keywords: Business Process Management, Literature Review, Trends and Developments

JEL Classification: M10

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