IN THIS JOURNAL

Strategy in Higher Education

Photo Sharing on Social Media

Case of Customs Administration

Training Program for Communication

Great Britain Journals Press

journalspress.com

London Journal of Research in Management & Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024 Great Britain Journals Press

COMPILED IN UNITED KINGDOM

ENGLISH

London Journal of Research in Management and Business

Volume 24 | Issue 4 | Compilation 1.0

PUBLISHER

Great Britain Journals Press
1210th, Waterside Dr, Opposite Arlington Building, Theale, Reading
Phone:+444 0118 965 4033 Pin: RG7-4TY United Kingdom

SUBSCRIPTION

Frequency: Quarterly

Print subscription
$280USD for 1 year
$500USD for 2 year
(*color copies including taxes and international shipping with TSA approved)*
Find more details at https://journalspress.com/journals/subscription

ENVIRONMENT

Great Britain Journals Press is intended about Protecting the environment. This journal is printed using led free environmental friendly ink and acid–free papers that are 100% recyclable.

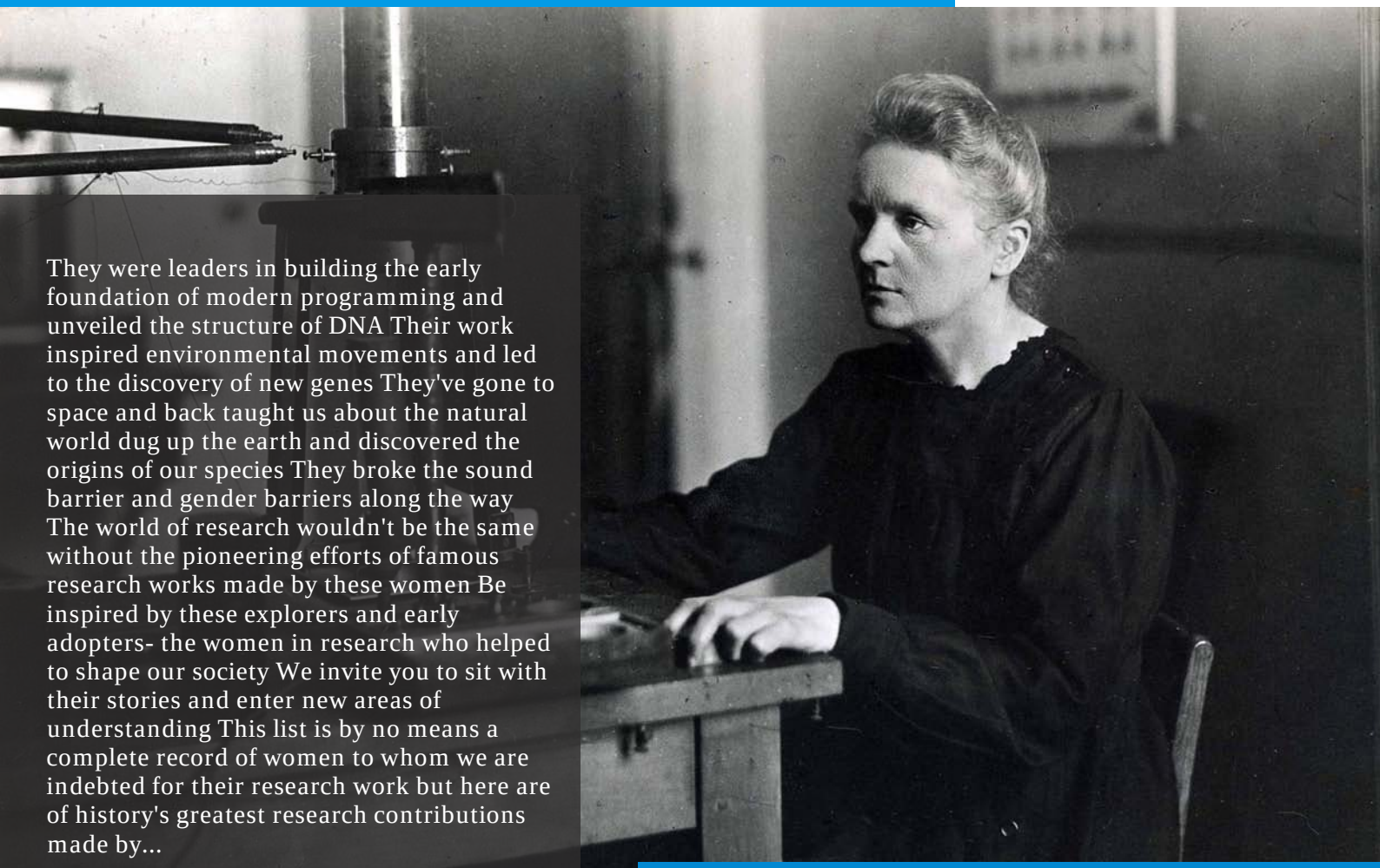
Copyright ©2024 by Great Britain Journals Press

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to the publisher, addressed "Attention: Permissions Coordinator," at the address below. Great Britain Journals Press holds all the content copyright of this issue. Great Britain Journals Press does not hold any responsibility for any thought or content published in this journal; they belong to author's research solely. Visit https://journalspress.com/journals/privacy-policy to know more about our policies.

Great Britain Journals Press Headquaters

1210th, Waterside Dr,
Opposite Arlington
Building, Theale, Reading
Phone:+444 0118 965 4033
Pin: RG7-4TY
United Kingdom

Reselling this copy is prohibited.
Available for purchase at www.journalspress.com for $50USD / £40GBP (tax and shipping included)



They were leaders in building the early foundation of modern programming and unveiled the structure of DNA Their work inspired environmental movements and led to the discovery of new genes They've gone to space and back taught us about the natural world dug up the earth and discovered the origins of our species They broke the sound barrier and gender barriers along the way The world of research wouldn't be the same without the pioneering efforts of famous research works made by these women Be inspired by these explorers and early adopters- the women in research who helped to shape our society We invite you to sit with their stories and enter new areas of understanding This list is by no means a complete record of women to whom we are indebted for their research work but here are of history's greatest research contributions made by...

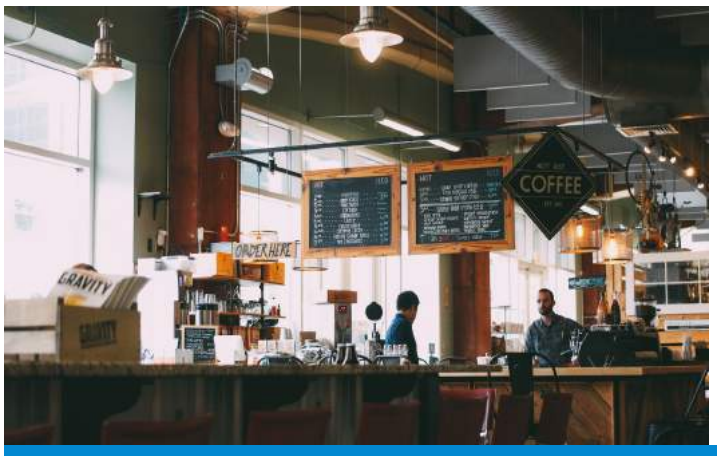
Read complete here:
https://goo.gl/1vQ3lS

Women In Research

Writing great research...

Prepare yourself before you start Before you start writing your paper or you start reading other...

Read complete here:
https://goo.gl/qKfHht



Small Businesses and its Impact

It is no Secret that money has been hard to come by these past few years but now that the economy...

Read complete here:
https://goo.gl/h4x245

©2024 Great Britain Journals Press

Journal Content
In this Issue

Great Britain Journals Press

i. Journal introduction and copyrights
ii. Featured blogs and online content
iii. Journal content
iv. Editorial Board Members

1. Investigating the Motivations Behind users' Photo Sharing on Social Media. ***1-10***
2. Confronting Challenges in Foresight: Deciphering the Intricate Relationship between CPA and Strategy in Higher Education Institutions. ***11-29***
3. To Study the Effectiveness of the Training Program for Communication and Soft-Skill Competencies in the Healthcare Sector for Healthcare Professionals: Learning by Doing. ***31-41***
4. Enhancing Sustainability through Efficient Public Spending: Polish Procurement Perspectives. ***43-52***
5. Human Resource Management (HRM) and Cameroon Civilisation: Case of Customs Administration (CCA). ***53-68***
6. An Overview on India Electricity Market. ***69-81***

v. Great Britain Journals Press Membership

©2024 Great Britain Journals Press

Editorial Board

Curated board members

Prof. Bernardino Benito

Department of Accounting and Finance,
Faculty of Economics and Business,
Ph.D. in Economics and Business,
University of Murcia, SPAIN

Dr. Dimitrios Vortelinos

Department of Accounting,
Economics and Finance, University of Lincoln,
UK Ph.D., Financial Economics,
University of Peloponnese, Greece

Dr. Victor J. Tremblay

Department of Economics,
Oregon State University Ph.D.,
Economics Washington State University

Dr. Randall Xu

School of Business,
Accounting Department University of Houston
-Clear Lake Ph.D. Accounting University of Alabama

Prof. Ubaldo Comite

University of Calabria,
Arcavacata – Rende,
Italy University Giustino Fortunato,
Benevento – Italy Ph.D.,
Economy and Management
of Public Administrations

Prof. Birendra (Barry) Mishra

Professor of Accounting
A. Gary Anderson Graduate School of Management
University of California, Riverside,
USA Ph.D., Accounting University of Texas, Austin

Xuebing Yang

Assistant Professor,
Economics Penn State Altoona Ph.D.,
University of Oklahoma USA

Prof. Robin H. Luo

Professor of Finance ALHOSN University, UAE
Adjunct DBA Faculty Doctoral Supervisor
University of Liverpool/Laureate, UK Ph.D.,
Nanyang Technological University
Singapore

Prof. Bartlomiej Kaminski

Information Technology and Management Rzeszow University Poland Ph.D., Department of Economics University of Warsaw, Poland

Dr. John D. Theodore

American Military University
JDT Management Consultants, President.
D.B.A., Business Economy
University of South Africa
Ph.D. Aristotelian University
Business Administration
Ph.D. Administration, University of Kansas, USA

Prof. Moji Moatamedi

Honorary Vice Chair
Ph.D., at The University of Sheffield,
MBA, Manchester Business School
University of Manchester
UK

Dr. Charles A. Rarick

Ph.D.
Professor of International Business
College of Business
Purdue University Northwest
Hammond, Indiana USUS

Dr. Yongbing Jiao

Ph.D. of Marketing
School of Economics & Management
Ningbo University of Technology
Zhejiang Province, P. R. China

Dr. Dodi Irawanto

Ph.D., M.Com, B.Econ Hons.
Department of Management
Faculty of Economics and Business
Brawijaya University
Malang, Indonesia

Dr. Wing-Keung Won

Ph.D., University of Wisconsin-Madison,
Department of Finance and
Big Data Research Center
Asia University,
Taiwan

Dr. Agni Aliu

Ph.D. in Public Administration,
South East European University, Tetovo, RM
Asociater profesor South East European University,
Tetovo, Macedonia

Dr. Tsutomu Harada

Professor of Industrial Economics
Ph.D., Stanford University, Doctor of Business
Administration, Kobe University

Professor Maura Sheehan

Professor, International Management
Director, International Centre
for Management & Governance Research (ICMGR)
Ph.D. in Economics, UK

Research papers and articles

Volume 24 | Issue 4 | Compilation 1.0

Scan to know paper details and
author's profile

Investigating the Motivations Behind users' Photo Sharing on Social Media

Chiahui Yen

Ming Chuan University

ABSTRACT

Social media platforms have transformed communication and interaction, leading to the trend of photo posting. This paper aims to develop and validate a research model examining the factors influencing user intention to post photos on social media and its impact on social commerce. This study integrates media functions and social processes to create a comprehensive research model, exploring social presence, media richness, use and gratification, self-disclosure, and boast motive as key elements shaping user behavior on social media. Data was collected through a survey of social media platform users to measure the constructs within the research model. Data analysis was conducted using SmartPLS to validate the model and examine relationships between the constructs. The study provided empirical evidence supporting the research model, highlighting the significant influence of social presence, media richness, use and gratification, self-disclosure, and boast motive on photo posting intention. The study offers insights for e-commerce and social media research, guiding effective marketing strategies and user engagement tactics. It also provides social media managers and marketers a framework to enhance user engagement and loyalty by understanding user motivations and preferences.

Indexterms: social media, photo posting, social commerce.

Classification: LCC Code: HF5549

Language: English

Great Britain Journals Press

LJP Copyright ID: 146441
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management & Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024. Chiahui Yen. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/ licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Investigating the Motivations Behind Users' Photo Sharing on Social Media

Chiahui Yen

ABSTRACT

Social media platforms have transformed communication and interaction, leading to the trend of photo posting. This paper aims to develop and validate a research model examining the factors influencing user intention to post photos on social media and its impact on social commerce. This study integrates media functions and social processes to create a comprehensive research model, exploring social presence, media richness, use and gratification, self-disclosure, and boast motive as key elements shaping user behavior on social media. Data was collected through a survey of social media platform users to measure the constructs within the research model. Data analysis was conducted using SmartPLS to validate the model and examine relationships between the constructs. The study provided empirical evidence supporting the research model, highlighting the significant influence of social presence, media richness, use and gratification, self-disclosure, and boast motive on photo posting intention. The study offers insights for e-commerce and social media research, guiding effective marketing strategies and user engagement tactics. It also provides social media managers and marketers a framework to enhance user engagement and loyalty by understanding user motivations and preferences.

Indexterms: social media, photo posting, social commerce.

Author: Department of International Business, Ming Chuan University, Taipei, Taiwan.

I. INTRODUCTION

The emergence of Web 2.0 technologies has significantly transformed the landscape of online communication and social interaction, which bring about online social media including social network sites (SNS) (e.g., Meta and LinkedIn), micro blogging (e.g., X and Threads), photo sharing platform (e.g., Instagram and Flickr), and video sharing site (e.g., YouTube), has changed the way we live our lives [1, 2]. Social media provides an ideal platform for sharing interests and facilitating social interaction amongst groups with common thoughts on a particular topic [3]. According to recent data, the rate of posting photos online in Britain has continued to increase, with a significant rise noted over the past few years. In 2024, the rate of posting photos online is around 70%, up from 64% in 2013. This trend reflects the growing integration of visual content sharing in daily online activities, with platforms like Instagram and Facebook playing a crucial role [2].

With its user base exceeding 300 million, Instagram has emerged as the leading platform for photo sharing in recent times. The impact of photography on social media cannot be understated, as it has proven to be a powerful tool for communication and the shaping of individual identities. With its widespread popularity, Instagram has revolutionized the way people interact and express themselves online. The platform's user-friendly interface and plethora of filters and editing tools have made it easier than ever for individuals to showcase their creativity and share their experiences through captivating visuals. Furthermore, Instagram's emphasis on visual content has given rise to a new wave of influencers and artists who have leveraged the

©2024 Great Britain Journals Press

platform to build personal brands and connect with a global audience. As Instagram continues to evolve and innovate, it is evident that the role of photography in shaping digital culture will only continue to grow. The platform's ability to facilitate meaningful connections and enable self-expression makes it a vital component of the modern social media landscape. [4].

The prevalence of photo posting on social media has significantly impacted consumer behavior and marketing strategies. With the emergence of specialized platforms and tools for social media marketing, companies recognize the importance of leveraging customer opinions and recommendations embedded within these photos. Whether showcasing a new product, highlighting a unique service, or sharing an enjoyable experience, individuals actively post photos to express their consumer experiences. As a result, companies are increasingly focusing on developing social commerce strategies that capitalize on the vast amounts of customer insights available through these visual posts. The visually engaging nature of photos on social media has created a new landscape for businesses to navigate, prompting them to reevaluate their marketing approaches and prioritize their presence on these platforms. Consequently, the activity of posting photos on social media has become a critical consideration for companies seeking to connect with and influence consumers in the digital age effectively.

Prior studies of information systems (IS), communication, and psychology fields have discussed photo-posting behavior differently [5]. Some IS studies have stressed the functionality and usability of photo posting from media characteristics [6, 7]. Their studies focus on information technology (IT), such as tag and location-based services to enhance SNS functions. Meanwhile, several studies have concentrated on determining the basic antecedent variables for posting photos on social media arising from social factors [8, 9]. Their studies have confirmed social media photos as a practical and informative means of interpreting self-image, interpersonal impressions, and identity management [10, 11]. Their findings show that privacy [12, 13], personality [4, 14], and image strategy [12] influence users to upload photos and then present themselves.

The examination of users' posting photo behavior on social media is motivated by at least two significant reasons. Firstly, in terms of media characteristics, image-based communication offers a diverse range of visual excitement and cognitive stimulation, capable of conveying a wealth of information beyond what text-based communication can achieve. With features such as tagging friends, sharing with others, and placing check-ins, it is no surprise that an increasing number of users are opting to post photos rather than written content on social networks. Additionally, the ease and convenience of uploading photos compared to crafting written posts enable users to update their status on social networking sites more efficiently. While some studies have delved into online photo-related activities, there remains a gap in research focusing on the factors influencing photo posting behavior. Secondly, from a social process perspective, while some individuals may showcase their entire daily lives on the internet, most users tend to share their experiences and information with others selectively. Previous research has explored the impact of self-disclosure on social media usage; however, further investigation into the interpersonal factors that influence photo sharing is a critical area for exploration.

The field of social media research has seen a significant number of studies aimed at understanding the various factors that influence user behavior. However, there has been a noticeable gap in the literature when it comes to the specific phenomenon of photo posting activities. This study seeks to address this gap by introducing a new model that focuses on image-based communication on social media platforms. The primary objective is to empirically examine how characteristics of media and social factors impact individuals' photo posting behavior. In order to gain a comprehensive understanding of this research area, the study will integrate two crucial elements of social media: media functions and social processes. By doing so, we aim to shed light on the complex interplay

©2024 Great Britain Journals Press

between these factors and their influence on users' engagement in photo sharing on social media. This research is expected to contribute to the existing body of knowledge by providing valuable insights into the motivations and behaviors underlying photo posting activities, ultimately enhancing our understanding of user engagement on social media platforms [15].

In considering the concept of media function, it is essential to recognize the significance of individuals' media selection and use. A comprehensive understanding of individuals' IT selection necessitates a simultaneous examination of multiple theories, particularly in light of the increasingly diverse functions and multifaceted roles that today's technologies offer. By acknowledging the complex interplay of various theoretical perspectives, we can gain valuable insights into the dynamic nature of media function and its implications for individuals' interactions with technology. This holistic approach enables us to appreciate the nuanced factors that influence media selection and use, encompassing considerations such as cognitive processes, social dynamics, and technological affordances. By integrating these diverse theories, we can develop a more comprehensive framework for understanding the intricate relationship between individuals and their chosen media. Ultimately, this multifaceted perspective provides a solid foundation for exploring the evolving landscape of media function in contemporary society and its impact on individuals' experiences with technology [16]. Therefore, this study relies on three theories in the field of media: social presence theory, media richness theory, and use and gratification theory (U&G). Furthermore, with respect to the social dimension of social media, prior research has highlighted broad social reasons for using social media, such as a general sense of motivation to participate or of belonging and influence [17, 18]. The concept of self-disclosure states that in any type of social interaction, people wish to control the impressions other people form of them [15]. Self-disclosure has been considered a function of contextual properties such as relationship quality and communication context [19]. People often talk or write about themselves or something related to themselves proudly or self-admiringly. Hence, this study addresses self-disclosure and boast motive as a social dimension to explore the effect on photo posting intention.

To address these gaps, the present study examines the following relationships: Firstly, it seeks to understand the impact of photo posting intention on users' social commerce intentions within the realm of social media. Secondly, the study aims to explore the influence of social presence, media richness, and gratification derived from social media on an individual's intention to post photos. Lastly, the study will examine how self-disclosure and boast motive towards social media can impact a user's intention to post photos. By addressing these relationships, the study aims to contribute to a deeper understanding of user behavior on social media platforms and its implications for social commerce.

II. LINKING THEORETICAL BACKGROUND AND RESEARCH MODEL

We adopt the media dimension and social dimension as antecedents of the behavior dimension. In addition, cultural differences are also examined in the current study. The research model, divided into three dimensions, is illustrated in Figure 1.

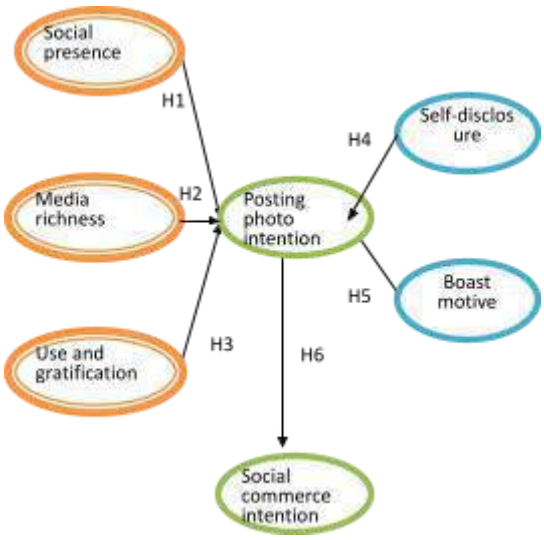


Figure 1: Research model

©2024 Great Britain Journals Press

The significance of social presence in a virtual environment cannot be overstated, as it signifies the existence of direct or indirect human interaction. This concept has been extensively utilized to examine user engagement within the context of social networking sites (SNS), primarily due to the fact that individuals engaging in SNS activities are able to communicate in a manner that closely resembles face-to-face interaction. The presence of other individuals in a virtual setting not only adds a sense of human connection, but also enhances the overall user experience. This is particularly relevant in the context of SNS, where the ability to interact and engage with others plays a pivotal role in shaping the platform's appeal and utility. As such, understanding and fostering social presence within virtual environments, especially within the realm of social networking, remains a crucial consideration for researchers and practitioners alike [20] [21-23]. Shen et al. [20] defined social presence as the awareness of the other sentient beings accompanied by affective and cognitive engagement with others in computer-mediated social spaces. They proposed that three dimensions (i.e. awareness, affective social presence and cognitive social presence) are identified to capture a user's holistic experience with the computer-mediated social space [20]. In order to accomplish this objective, it is imperative to cultivate a high level of social presence within the platform. This will enable users to effectively articulate their thoughts, obtain relevant information, engage in meaningful interactions, and forge valuable social connections. By fostering an environment rich in social presence, individuals will feel empowered to express themselves authentically, thereby contributing to a vibrant and dynamic community. Furthermore, the facilitation of information exchange and seamless interaction among users will serve to enhance the overall user experience, ultimately leading to the establishment of robust social networks. It is through the cultivation of such a conducive environment that the platform can truly fulfill its potential as a hub for meaningful social engagement and connectivity [24]. We assume that social presence plays an important role in the intention to post online photos, which leads to our first hypothesis.

H1: Social presence of social media is positively associated with users' photo posting intention.

The richness of a media is based on the following four criteria. First, the capacity for immediate feedback. This refers to the speed and quality of common interpretation transmitted through the medium. Second, the capacity to transmit multiple cues. An array of cues, including physical presence, voice inflections, body gestures, words, and numbers, even graphic symbols, facilitate conveyance of interpretation information. Third, language variety. It means the level of concept convection. For example, numbers and formulas could provide greater precision, but natural language conveys a broader set of concepts and ideas. Forth, the capacity of the medium to have a personal focus. This represents to either the conveying of emotions and feelings, or the ability of the medium to be tailored to the specific needs and perspectives of the receiver [25]. Similar, the high degree of media richness build more real online environment and then facilitate users to express themselves and interact with each other by posting photos.

H2: Media richness of social media is positively associated with user's photo posting intention.

A large number of previous studies have taken the uses and gratification approach to define the motivational factors of users' Internet engagements based on psychological needs and the gratifications they seek [4]. Since U&G has been considered a useful approach for understanding users' motivations in the context of media [22, 26], many research employ it to understand users' motivation of SNS usage [18, 21, 22, 27-31]. Past studies indicate that users' gratifications influence SNS users' continuance intention and then identify categories of needs driving SNS usage, including emotional needs, cognitive needs, and social needs [32]. Lee and Ma [33] show that individuals who are driven by gratifications of information seeking, entertainment, socializing, and status seeking are more likely to share news in social media platforms. Echoing previous literature, this study

©2024 Great Britain Journals Press

posits that users are goal-directed in their behavior and are aware of their needs [21]. We assume informativeness and playfulness as the U&G dimension to influence the use of social media.

H3: User's perceive gratification of social media is positively associated with user's photo posting intention.

To date, there is a dearth of prior findings and established theoretical underpinnings that help us examine online self-disclosure [34]. Sharma and Crossler [35] find that intention to self-disclose in social commerce is affected by privacy apathy and benefits of disclosure and fairness of information exchange. Ko's research [36] also shows that the habit of self-disclosure and perceived self-benefits of social media are the major factors affecting continuous self-disclosure. We propose that to build and shape their social networks, people must prove themselves attractive to potential network members. In social media, self-disclosure is an essential element of this process, and is part of user's motive to initiate or deepen social relationships [37]. Thus, it is proposed that:

H4: User's self-disclosure is positively associated with user's photo posting intention toward social media.

Social media user can make himself look good, pick the best picture of himself, put on a cool skin, show off his coolest friends and just look fun [38]. There are plenty of ways to make sure people know how brilliantly you are doing in life. Several studies indicate that show-off motivation influence users' check-in intention when they have holiday or go to restaurant. Wang and Stefanone [39] suggest that personality traits of narcissism influences self-disclosure, in turn, impacts the intensity of check-ins on facebook. Su's [40] study indicates that show-off motivation affect the check-in intention toward social media. Therefore we expect:

H5: User's boast motive is positively associated with user's photo posting intention toward social media.

Social media have distinct features that make them unique and highlight the reasons for their successful growth in most countries. These features of social media are construction of a list of other users with whom a user shares messages, and visibility and traverse of connected links that enable users to extend their social networks beyond their direct ties [41, 42]. Social commerce reflects the delivery of e-commerce activities and transactions via SNS environments [43]. Social media not only enable users to build various social relationships [44], but also allow them to develop transactional relationships, such as participating actively in the marketing and selling of products and services, in terms of social commerce [43, 45]. The popularity of social media has increased the opportunities of social commerce as it now drives the purchasing decision of the majority of buyers [35]. Therefore, the hypothesis is:

H6: User's photo posting intention toward social media is positively associated with user's social commerce intention.

III. DATA ANALYSIS

Social presence is measured using items adapted from Gefen and Straub [46]. Media richness is measured using items adapted from Daft and Lengel [47]. Regarding construct of use and gratification, items for measuring playfulness are adapted from Wu et al. [48] and Dholaka et al. [49], while informativeness is measured by items adapted from Chang and Zhu [50]. Items for measuring self-disclosure are from Ko [36]. Photo posting intention and social commerce intention are measured using items adapted from Liang et al. [51]. Besides, items for measuring boast motive are based on Su [40] and modified to fit the context of photo posting activities.

Except for demographic questions, all items are measured using a five-point Likert scale with anchors ranging from strongly disagree (1) to strongly agree (5). Data analysis was carried out to validate our research model, and SmartPLS [52] was used to analyze user's photo posting intention.

The adequacy of the measurement model was evaluated based on the dual criteria of reliability

©2024 Great Britain Journals Press

and validity. Reliability is examined using the composite reliability values. As shown in Table 1, all the reliability values exceed 0.7, meeting the suggested threshold. Beside, convergent validity is adequate when constructs have an average variance extracted (AVE) of at least 0.5 [53]. All AVEs in this study ranged from 0.65 to 0.84, suggesting the principal constructs capture a higher amount of construct-related variance than error variance.

Table 1: Reliability and AVE

	AVE	Composite Reliability	R Square
Self-disclosure	0.534	0.773	
Boast motive	0.715	0.881	
Posting photo intention	0.796	0.939	0.712
Social commerce intention	0.712	0.880	0.685
Use and gratification	0.755	0.902	
Social presence	0.700	0.874	
Media richness	0.702	0.903	

The PLS-SEM approach was used to test the hypothesized relationships in the research model. Figure 2 illustrates the estimated coefficients in the structural model.

Social presence as well as use and gratification positively influenced posting photo intention (β= 0.530, 0.273; t=8.697, 4.265, respectively), meaning that H1 and H3 were supported. The path between boast motive and posting photo intention was significant (β=0.105, t=2.286), supporting H5. Social commerce intention was strongly predicted by posting photo intention (β=0.828; t=32.387). Therefore, H6 was supported.

The path coefficients indicated that media richness and self-disclosure do not exert a significant impact on posting photo intention (β=0.011, 0.023; t=0.247, 0.526, respectively), meaning H2 and H4 were not supported.

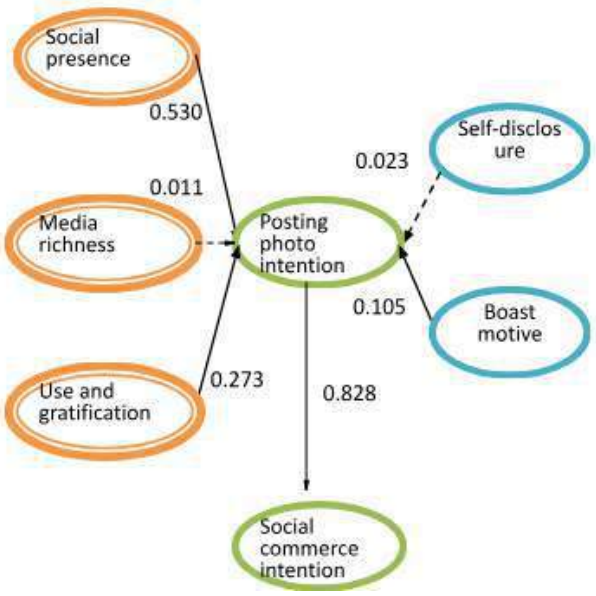


Figure 2: Path analysis

IV. CONCLUSION

The study conducted successfully validated the significant impact of photo posting intention on users' social commerce intentions towards social media. In addition, the research acknowledged the influence of social presence and the use of gratification in social media on users' photo posting intention. Furthermore, the study identified that users' boast motive in social media also plays a substantial role in influencing their photo posting intention. These findings have important implications for scholars in the field of e-commerce, as they provide valuable insights into understanding users' social commerce intentions. Additionally, the results presented in this paper offer a foundation for both researchers and social network developers to consider and address the usability of photo posting features on social media platforms. This study contributes to the existing body of knowledge by shedding light on the intricate dynamics between user behavior, social media features, and social commerce intentions, thereby providing a basis for further exploration and development in this area.

REFERENCES

1. A. Thoumrungroje, "The Influence of Social Media Intensity and EWOM on Conspicuous

©2024 Great Britain Journals Press

Consumption," *Procedia - Social and Behavioral Sciences,* vol. 148, no. 0, pp. 7-15, 2014, doi: http://dx.doi.org/10.1016/ j.sbspro. 2014.07.009.
2. J. Zote. "Instagram statistics you need to know for 2024." https://sproutsocial.com/ insights/instagram-stats/ (accessed.
3. G. S. Leng, S. Lada, M. Z. Muhammad, A. A. H. A. Ibrahim, and A. Tamrin, "An Exploration of Social Networking Sites (SNS) Adoption in Malaysia Using Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB) And Intrinsic Motivation," *Journal of Internet Banking & Commerce,* Article vol. 16, no. 2, pp. 1-27, 2011. [Online]. Available:http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=67359759&lang=zh-tw&site=ehost-live.
4. A. Eftekhar, C. Fullwood, and N. Morris, "Capturing personality from Facebook photos and photo-related activities: How much exposure do you need?," *Computers in Human Behavior,* vol. 37, no. 0, pp. 162-170, 2014, doi: http://dx.doi.org/10.1016/ j.chb. 2014.04.048.
5. A. E. Khansari, "Personality as a predictor of visual self-presentation and motivations for photo sharing via social media," ed, 2018.
6. D. Crandall and N. Snavely, "Modeling People and Places with Internet Photo Collections," *Communications of the ACM,* Article vol. 55, no. 6, pp. 52-60, 2012, doi: 10.1145/2184319. 2184336.
7. X. Qian, X. Liu, C. Zheng, Y. Du, and X. Hou, "Tagging photos using users' vocabularies," *Neurocomputing,* vol. 111, no. 0, pp. 144-153, 2013,doi:http://dx.doi.org/10.1016/j.neucom .2012.12.021.
8. A. Malik, A. Dhir, P. Kaur, and A. Johri, "Correlates of social media fatigue and academic performance decrement," *Information Technology & People,* vol. 34, no. 2, pp. 557-580, 2021, doi: 10.1108/ITP-06-2019-0289.
9. J. X. Koh and T. M. Liew, "How loneliness is talked about in social media during COVID-19 pandemic: Text mining of 4,492 Twitter feeds," *Journal of Psychiatric Research,* vol. 145, pp. 317-324, 2022/01/01/ 2022, doi: https://doi.org/10.1016/j.jpsychires.2020.11.015.
10. M. A. Stefanone, D. Lackaff, and D. Rosen, "Contingencies of Self-Worth and Social-Networking-Site Behavior," *Cyber Psychology, Behavior & Social Networking,* Article vol. 14, no. 1/2, pp. 41-49, 2011, doi: 10.1089/cyber.2010.0049.
11. B. Van Der Heide, J. D. D'Angelo, and E. M. Schumaker, "The Effects of Verbal Versus Photographic Self-Presentation on Impression Formation in Facebook," *Journal of Communication,* vol. 62, no. 1, pp. 98-116, 2012, doi: 10.1111/j.1460-2466.2011.01617.x.
12. M. Shim, M. J. Lee, and S. H. Park, "Photograph Use on Social Network Sites among South Korean College Students: The Role of Public and Private Self-Consciousness," *CyberPsychology & Behavior,* Article vol. 11, no. 4, pp. 489-493, 2008, doi: 10.1089/cpb.2007.0104.
13. D. Roback and R. L. Wakefield, "Privacy risk versus socialness in the decision to use mobile location-based applications," *SIGMIS Database,* vol. 44, no. 2, pp. 19-38, 2013, doi: 10.1145/2488968.2488971.
14. T. Ryan and S. Xenos, "Who uses Facebook? An investigation into the relationship between the Big Five, shyness, narcissism, loneliness, and Facebook usage," *Computers in Human Behavior,* vol. 27, no. 5, pp. 1658-1664, 2011, doi: http://dx.doi.org/10.1016/j.chb.2011.02. 004.
15. A. M. Kaplan and M. Haenlein, Users of the world, unite! The challenges and opportunities of Social Media," *Business Horizons,* vol. 53, no. 1, pp. 59-68, 2010, doi: http://dx.doi.org/ 10.1016/j.bushor.2009.09.003.
16. N. Park, J. E. Chung, and S. Lee, "Explaining the Use of Text-Based Communication Media: An Examination of Three Theories of Media Use," *CyberPsychology, Behavior & Social Networking,* Article vol. 15, no. 7, pp. 357-363, 2012, doi: 10.1089/cyber.2012.0121.
17. K.-Y. Lin and H.-P. Lu, "Why people use social networking sites: An empirical study integrating network externalities and motivation theory," *Computers in Human Behavior,* vol. 27, no. 3, pp. 1152-1161, 2011.

©2024 Great Britain Journals Press

18. Y.-C. Ku, R. Chen, and H. Zhang, "Why do users continue using social networking sites? An exploratory study of members in the United States and Taiwan," *Information & Management,* vol. 50, no. 7, pp. 571-581, 2013, doi: http://dx.doi.org/10.1016 /j.im. 2013.07.011.
19. H. Lin, W. Tov, and L. Qiu, "Emotional disclosure on social networking sites: The role of network structure and psychological needs," *Computers in Human Behavior,* vol. 41, no. 0, pp. 342-350, 2014, doi: http://dx.doi.org/10.1016/j.chb.2014.09.045.
20. K. N. Shen, A. Y. Yu, and M. Khalifa, "Knowledge contribution in virtual communities: accounting for multiple dimensions of social presence through social identity," *Behaviour & Information Technology,* doi: 10.1080/014492909 03156622 vol. 29, no. 4, pp. 337-348, 2010/07 /01 2009, doi: 10.1080/0144929090 3156622.
21. C. M. K. Cheung, P.-Y. Chiu, and M. K. O. Lee, "Online social networks: Why do students use facebook?," *Computers in Human Behavior,* vol. 27, pp. 1337-1343, 2011.
22. C. Xu, S. Ryan, V. Prybutok, and C. Wen, "It is not for fun: An examination of social network site usage," *Information & Management,* vol. 49, no. 5, pp. 210-217, 2012, doi: http://dx. doi.org/10.1016/j.im.2012.05.001.
23. O. Kwon and Y. Wen, "An empirical study of the factors affecting social network service use," *Computers in Human Behavior,* vol. 26, pp. 254-263, 2010.
24. Y. Lu, L. Zhao, and B. Wang, "From virtual community members to C2C e-commerce buyers: Trust in virtual communities and its effect on consumers' purchase intention," *Electronic Commerce Research and Applications,* vol. 9, no. 4, pp. 346-360, 2010, doi:http://dx.doi.org/10.1016/j.elerap.2009.0 7.003.
25. R. L. Daft, R. H. Lengel, and L. K. Trevino, "Message equivocality, media selection and manager performance: implications for information systems," *MIS Quarterly,* vol. 11, no. 3, pp. 355-366, 1987, doi: 10.2307/248682.
26. M. M. Luo, S. Chea, and J.-S. Chen, "Web-based information service adoption: A comparison of the motivational model and the uses and gratifications theory," *Decision Support Systems,* vol. 51, no. 1, pp. 21-30, 2011, doi: http://dx.doi.org/10.1016/ j.dss.2010.11.015.
27. G. M. Chen, "Tweet this: A uses and gratifications perspective on how active Twitter use gratifies a need to connect with others," *Computers in Human Behavior,* vol. 27, no. 2, pp. 755-762, 2011, doi: http://dx.doi.org/10.1016/j.chb.2010.10.023.
28. V. Pornsakulvanich and N. Dumrongsiri, "Internal and external influences on social networking site usage in Thailand," *Computers in Human Behavior,* vol. 29, no. 6, pp. 2788-2795, 2013, doi: http://dx.doi.org/10.1016/j.chb.2013.07.016.
29. J.-R. J. Raacke, "MySpace and Facebook: Applying the Uses and Gratifications Theory to Exploring Friend-Networking Sites," *CyberPsychology & Behavior,* Article vol. 11, no. 2, pp. 169-174, 2008, doi: 10.1089/ cpb.2007.0056.
30. Y. Zhang, L. S.-T. Tang, and L. Leung, "Gratifications, Collective Self-Esteem, Online Emotional Openness, and Traitlike Communication Apprehension as Predictors of Facebook Uses," *CyberPsychology, Behavior & Social Networking,* Article vol. 14, no. 12, pp. 733-739, 2011, doi: 10.1089/cyber.2010.0042.
31. M. H. Ashraf, J. Zhang, and K. Özpolat, "Antecedents of blatant benevolence on social media," *Behaviour & Information Technology,* pp. No Pagination Specified-No Pagination Specified, 2022, doi: 10.1080/ 0144929X.2022.2069595.
32. Z. Wang, J. M. Tchernev, and T. Solloway, "A dynamic longitudinal examination of social media use, needs, and gratifications among college students," *Computers in Human Behavior,* vol. 28, no. 5, pp. 1829-1839, 2012, doi:http://dx.doi.org/10.1016/j.chb.2012.05.0 01.
33. C. S. Lee and L. Ma, "News sharing in social media: The effect of gratifications and prior experience," *Computers in Human Behavior,*

©2024 Great Britain Journals Press

vol. 28, no. 2, pp. 331-339, 2012, doi: http://dx.doi.org/10.1016/j.chb.2011.10.002.
34. R. Chen, "Living a private life in public social networks: An exploration of member self-disclosure," *Decision Support Systems,* vol. 55, no. 3, pp. 661-668, 2013, doi: http://dx.doi.org/10.1016/j.dss.2012.12.003.
35. S. Sharma and R. E. Crossler, "Disclosing too much? Situational factors affecting information disclosure in social commerce environment," *Electronic Commerce Research and Applications,* vol. 13, no. 5, pp. 305-319, 2014.
36. H.-C. Ko, "The determinants of continuous use of social networking sites: An empirical study on Taiwanese journal-type bloggers' continuous self-disclosure behavior," *Electronic Commerce Research and Applications,* vol. 12, no. 2, pp. 103-111, 2013, doi:http://dx.doi.org/10.1016/j.elerap.2012.11.002.
37. D. Liu and B. B. Brown, "Self-disclosure on social networking sites, positive feedback, and social capital among Chinese college students," *Computers in Human Behavior,* vol. 38, no. 0, pp. 213-219, 2014, doi: http://dx.doi.org/10.1016/j.chb.2014.06.003.
38. S. Harridge‐March, Á. Dunne, M. A. Lawlor, and J. Rowley, "Young people's use of online social networking sites – a uses and gratifications perspective," *Journal of Research in Interactive Marketing,* vol. 4, no. 1, pp. 46-58, 2010, doi: doi:10.1108/17505931011033551.
39. S. S. Wang and M. A. Stefanone, "Showing Off? Human Mobility and the Interplay of Traits, Self-Disclosure, and Facebook Check-Ins," *Social Science Computer Review,* vol. 31, no. 4, pp. 437-457, August 1, 2013 2013, doi: 10.1177/0894439313481424.
40. S.-w. Su, "The Research of Finance and Show Off Motivation of Check-In Intention - A Case of Check-In Intention In The Restaurant," Master, Department of Business Administration, National Taiwan University of Science and Technology, Taipei, 2013.
41. J. Choi, J. Jung, and S.-W. Lee, "What causes users to switch from a local to a global social network site? The cultural, social, economic, and motivational factors of Facebook's globalization," *Computers in Human Behavior,* vol. 29, no. 6, pp. 2665-2673, 2013, doi:http://dx.doi.org/10.1016/j.chb.2013.07.006.
42. D. M. Boyd and N. B. Ellison, "Social Network Sites: Definition, History, and Scholarship," *Journal of Computer-Mediated Communication,* vol. 13, no. 1, pp. 210-230, 2007.
43. T.-P. Liang and E. Turban, "Introduction to the Special Issue Social Commerce: A Research Framework for Social Commerce," *International Journal of Electronic Commerce,* Article vol. 16, no. 2, pp. 5-14, Winter2011-2012 2011. [Online]. Available: http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=69899814&lang=zh-tw&site=ehost-live.
44. K. Xu, X. Guo, J. Li, R. Y. K. Lau, and S. S. Y. Liao, "Discovering target groups in social networking sites: An effective method for maximizing joint influential power," *Electronic Commerce Research and Applications,* vol. 11, no. 4, pp. 318-334, 2012.
45. A. T. Stephen and O. Toubia, "Deriving Value from Social Commerce Networks," *Journal of Marketing Research,* doi: 10.1509/jmkr.47.2.215 vol. 47, no. 2, pp. 215-228, 2010/04/01 2010, doi: 10.1509/jmkr.47.2.215.
46. D. Gefen and D. W. Straub, "Consumer trust in B2C e-Commerce and the importance of social presence: experiments in e-Products and e-Services," *Omega,* vol. 32, no. 6, pp. 407-424, 2004, doi: http://dx.doi.org/10.1016/ j.omega.2004.01.006.
47. R. L. Daft and R. H. Lengel, "Organizational information requirements, media richness and structural design," *Management Science,* vol. 32, no. 5, pp. 554-571, 1986, doi: 10.1287/mnsc.32.5.554.
48. J.-H. Wu, S.-C. Wang, and H.-H. Tsai, "Falling in love with online games: The uses and gratifications perspective," *Computers in Human Behavior,* vol. 26, no. 6, pp. 1862-1871, 2010, doi: http://dx.doi.org/10.1016/j.chb.2010.07.033.
49. U. M. Dholakia, R. P. Bagozzi, and L. K. Pearo, "A social influence model of consumer participation in network- and small- group-

©2024 Great Britain Journals Press

based virtual communities," *International Journal of Research in Marketing,* vol. 21, no. 3, pp. 241-263, 2004.
50. Y. P. Chang and D. H. Zhu, "Understanding social networking sites adoption in China: A comparison of pre-adoption and post-adoption," *Computers in Human Behavior,* vol. 27, no. 5, pp. 1840-1848, 2011, doi: http://dx.doi.org/10.1016/j.chb.2011.04. 006.
51. T.-P. Liang, Y.-T. Ho, Y.-W. Li, and E. Turban, "What Drives Social Commerce: The Role of Social Support and Relationship Quality," *International Journal of Electronic Commerce,* Article vol. 16, no. 2, pp. 69-90, Winter2011-2012 2011. [Online]. Available: http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=69899812&lang=zh-tw&site=ehost-live.
52. C. M. Ringle, S. Wende, and A. Will. "SmartPLS." http://www.smartpls.de/ (accessed 2012).
53. C. Fornell and D. F. Larcker, "Evaluating structural equation models with unobservables and measurement error," *Journal of Marketing Research,* vol. 18, no. 1, pp. 39-50, 1981.

©2024 Great Britain Journals Press

Scan to know paper details and
author's profile

Confronting Challenges in Foresight: Deciphering the Intricate Relationship between CPA and Strategy in Higher Education Institutions

Thiago Henrique Almino Francisco

ABSTRACT

The intersection between institutional evaluation and strategy is an underexplored field in scientific literature, characterized by the lack of studies deeply investigating this relationship. This article aims to fill this gap, identifying the critical variables that restrict the participation of the Self-Assessment Commissions (CPAs) in the strategic anticipation process in higher education institutions. The literature review covers the main authors who discuss the practice of foresight and those who analyze the relationship between evaluation and strategic planning in academic environments. Using a mixed-methods approach, focusing on descriptive statistics and the coding proposed by Grounded Theory, this study highlights the lack of incentive for the strategic participation of CPAs - the main quality assurance in Brazilian higher education - on the part of the investigated institutions. The conclusions highlight theoretical and practical contributions, especially by pointing out the critical conditions that can be used by institutions to improve the strategic training.

Keywords: institutional evaluation. strategic anticipation. higher education.

Classification: LCC Code: LB2341

Language: English

Great Britain Journals Press

LJP Copyright ID: 146442
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024. Thiago Henrique Almino Francisco. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/ licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Confronting Challenges in Foresight: Deciphering the Intricate Relationship between CPA and Strategy in Higher Education Institutions

Thiago Henrique Almino Francisco

ABSTRACT

The intersection between institutional evaluation and strategy is an underexplored field in scientific literature, characterized by the lack of studies deeply investigating this relationship. This article aims to fill this gap, identifying the critical variables that restrict the participation of the Self-Assessment Commissions (CPAs) in the strategic anticipation process in higher education institutions. The literature review covers the main authors who discuss the practice of foresight and those who analyze the relationship between evaluation and strategic planning in academic environments. Using a mixed-methods approach, focusing on descriptive statistics and the coding proposed by Grounded Theory, this study highlights the lack of incentive for the strategic participation of CPAs - the main quality assurance in Brazilian higher education - on the part of the investigated institutions. The conclusions highlight theoretical and practical contributions, especially by pointing out the critical conditions that can be used by institutions to improve the strategic training.

Keywords: institutional evaluation. strategic anticipation. higher education.

I. INTRODUCTION

Institutional Evaluation and the practice of Foresight, also defined in the literature as strategic anticipation, emerge as relevant topics in the context of Brazilian Higher Education Institutions (HEIs). Both concepts, although distinct, share a common characteristic: they serve as essential tools for the strategic management of these institutions. However, the current literature presents a gap in the relationship between these two topics, especially concerning the participation of Internal Evaluation Committees (CPAs) in the strategic anticipation process in HEIs.

In the context of these discussions, few studies have addressed this topic, and over nearly 20 years of the current National Higher Education Evaluation System, much has been reflected upon, although little has been published, regarding the relationship between the evaluation process results and the construction of strategic scenarios. This article aims to fill this gap by exploring the integration between Institutional Evaluation and the practice of Foresight, seeking to identify the critical variables that may limit CPAs' participation in the strategic anticipation process. To this end, we use the framework proposed by Bradfield et al. (2005), Eriksson and Weber (2008), Aven (2011), Ramirez et al. (2015), and Rohrbeck and Kum (2018), applying mixed methods to analyze five critical dimensions: engagement, methodology use, risk analysis, strategic learning, and strategic team management.

In this study, considering mixed methods as a research approach, we aim to investigate how HEIs have encouraged (or not) the engagement of CPAs in the strategic anticipation process, based on dimensions and capacities related to this process. This aims to recommend alternatives that can provide a broader understanding of the importance of CPAs in the strategy-building and strategic management process of Brazilian HEIs, considering, as a basis for expanding this debate, contexts where there is experience in developing activities related to higher education evaluation

©2024 Great Britain Journals Press

and regulation. Thus, this article seeks to contribute both to the academic literature, filling a gap in understanding the relationship between Institutional Evaluation and strategic anticipation, and to management practice in HEIs, offering a critical analysis that can help enhance CPAs' participation in strategic management.

This article is organized into five sections. The first section, the introduction, provides objective indications for understanding the study, followed by the literature review that highlights the most relevant topics for understanding the study. The third section presents the methodology contributing to understanding the results, which are detailed in the fourth section. Finally, the conclusions are presented, with some recommendations and suggestions for future work.

II. LITERATURE REVIEW

This section presents the concepts that address the relationship between strategic anticipation and institutional evaluation, considering the contributions of the main authors who deal with these topics.

2.1 The Challenges of Foresight and its Methodological Contributions to The Strategic Foresight Process

The current scenario, complex and competitive in various business models, has driven reflection on the strategic anticipation process, known in the literature as Foresight. Various studies have been conducted over the years, and multiple pieces of evidence have been presented to guide strategy professionals in the well-founded application of this set of methodologies. Slaughter (1995) addressed this movement, highlighting its systematic nature and application in developing prospective scenarios to explore the future, identifying opportunities and challenges in the strategic management of specific businesses. The literature also highlights other events that underpin this construct.

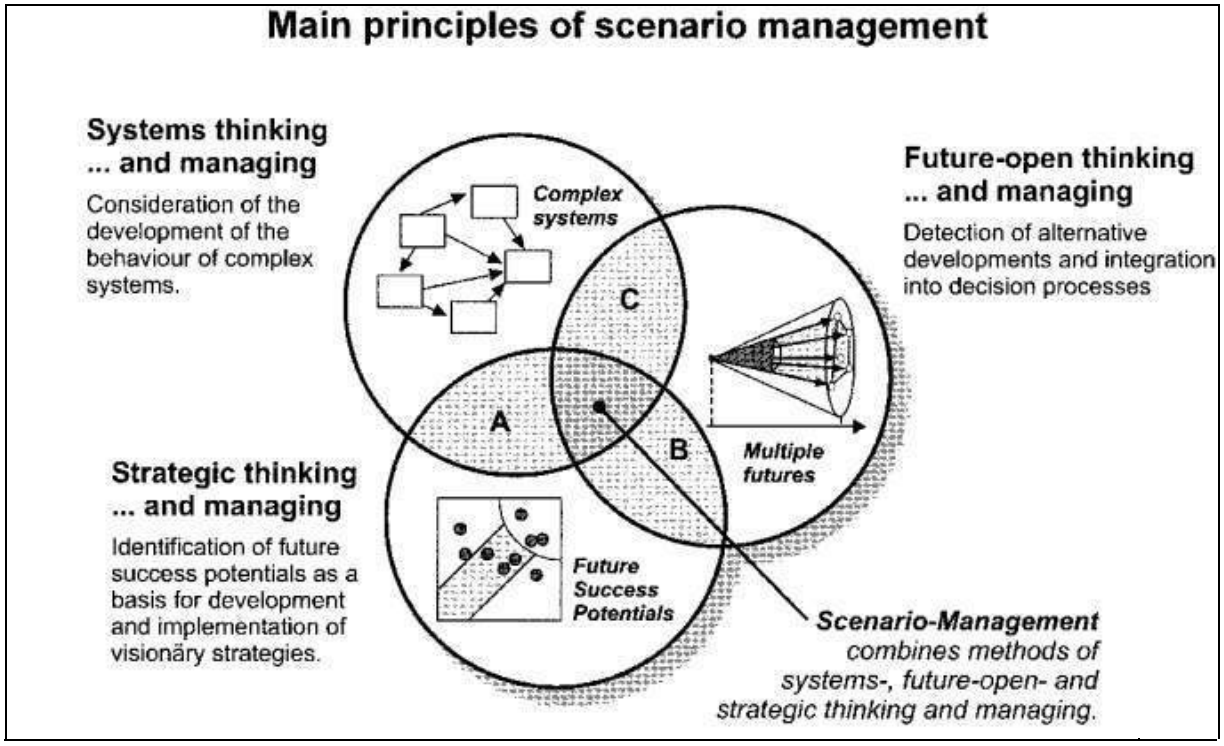
As a methodology, Foresight is understood as an organizational capability and, thus, part of an organization's strategic culture, preparing it to analyze uncertain but strategic scenarios, as they present objective issues allowing the assessment of risks and uncertainties faced by the organization. Anticipating these scenarios enables the identification of available resources, directing investments, implementing strategic alternatives, and introducing cultural elements that rationally guide decision-making in moments that demand greater strategic resilience. Voros (2003), Dator (2009), Glenn and Gordon (2009), and Hines (2015) suggest that this approach should be systemic, reflective, and exploratory, aiming to anticipate and address changes and trends impacting business strategy.

Fink and Schlake (2000) began a discussion expanded by Fink et al. (2005), Hines (2006), Van der Laan (2008), Hadridge (2008), Bezold (2010), and Hines, Bishop, and Slaughter (2015), highlighting lessons learned from Foresight practice. When applied to strategic thinking, this approach contributes by improving the quality of data collected in strategic processes, broadening an organization's cultural knowledge. The authors also emphasize the challenges in large-scale implementation, using a "universally accepted" methodology. This leads to adopting organizational practices that legitimize the approach, adapting existing strategic thinking techniques, and introducing mechanisms to adequately communicate the results of this movement. Therefore, Foresight promotes strategic knowledge assets for the organization, contributing to a virtuous cycle of understanding and managing scenarios, as illustrated in Figure 01 below.

According to the authors, analyzing complex scenarios enables the construction of various potential futures, allowing companies to understand their chances of success in different contexts. This contributes to developing innovative projects linked to organizational strategy, encouraging competitive advantages and resilient behaviors, considering opportunities and threats related to companies' strategic challenges. From this perspective, and considering the contributions of Spaniol et al. (2019), Greenbolt et al. (2019), Gordon, Rohrbeck, and Schwarz

©2024 Great Britain Journals Press

(2019), Scoblic (2020), Pinto and Medina (2020), and Mastion and Dovey (2021), the practice of Foresight requires guidelines applicable to future investigation, using an exploratory approach to understand strategic-cultural scenarios relevant to organizational intentions. Furthermore, the authors highlight the diversity of methodologies and applications, which should promote a culture of knowledge sharing, like the "BA" environment proposed by Nonaka and Takeuchi (1991), applied to the knowledge creation process.



Source: Fink and Schalke (2000, p.2)

Figure 01: Principles of Scenario Management

Foresight is an approach that stimulates the application of strategic foresight mechanisms in organizations, assisting in the management of strategic resources applicable to the development of contingencies or competitive advantages. It prepares companies to adopt strategic thinking as part of the organizational culture and establishes a culture aligned with prospective and innovative work. The challenges of Foresight include the need for adaptable techniques and contextual approaches that foster knowledge creation, the exploration of possible futures, and resilient behavior. These challenges are thus centered on the cultural and methodological issues of organizations.

Considering the studies by Carvalho and Augusto (2004) and Almeida and Andrade (2020), Foresight contributes to identifying future opportunities, improving strategic planning and organizational performance. Moreover, it promotes resilience and conditions to face changes resulting from various contextual impacts affecting organizational performance, collaborating with strategic positioning and organizational intelligence.

©2024 Great Britain Journals Press

2.2 Institutional Evaluation and Strategic Anticipation in Brazilian Higher Education: Some Evidence from the Literature

The strategic anticipation process, also described as foresight in the literature, has been discussed from various perspectives, mainly in international literature, contributing to the articulation of the theme with diverse research scenarios. According to Saritas and Aydin (2016), Hsu and Sandström (2017), and Rohrbeck and Kum (2018), the approach has gained space in discussions about organizational competitiveness and innovation, highlighting various challenges found within this discussion, such as methodological issues and the insertion of this paradigm in the cultural context of organizations. Nevertheless, the conclusions indicate the opportunity to expand studies on the process and practice of strategic anticipation to make organizations more enduring, sustainable, and innovative.

In this sense, in attempting to relate one of the structuring elements of the competitiveness of higher education institutions - institutional evaluation - with the strategic anticipation process, it is possible to perceive a scarcity of studies. This demonstrates that there is room to expand this discussion, as these are two elements that have the potential to make higher education institutions more efficient and, above all, more aligned with future perspectives that systematically impact their competitive actions. Thus, it is important to highlight some evidence that may position the opportunity to expand the relationship between these two processes.

From an international perspective, some studies have delved into this relationship. Keenan and Poper (2019), Aoun (2020), García and Sanz-Menéndez (2021), and Cervantes and Guellec (2022) understand this relationship as essential for developing quality higher education, viewing foresight as an important tool that contributes to developing an institutional evaluation process that is strategic, applied to scenario prospecting that allows for the development of institutional policies consistent with the perspectives presented in a given scenario. The authors also emphasize that the relationship between institutional evaluation and strategic anticipation constitutes a combination that generates innovations, adaptability, and resilience capacity for these institutions, which depend on political, economic scenarios, and other uncontrollable variables to remain competitive. Another important point, from the authors' perspective, is the possibility of promoting knowledge about relevant changes that align with quality and regulation standards, directing more sensitive investments in strategic aspects, sustainability, and quality assurance as a strategic resource.

Other studies, still from an international perspective, have highlighted the relationship between foresight and institutional evaluation to build and consolidate a World Class University. Contributions from Wright and Bradfield (2018), Torres and Vásquez (2020), and Salmi and Saroyan (2021) highlight that it is essential to integrate the practice of foresight with institutional evaluation to ensure a strategic planning process articulated with a deep analysis of the institutions' operating environment. The authors also highlight that international studies indicate that the practice of foresight is an essential component to qualify institutions, enhance competitiveness, and guide relevant decisions that consider pedagogical and administrative aspects. The authors conclude that the relationship with institutional evaluation makes foresight a necessary trend for the success, sustainability, and relevance of institutions in a globally competitive environment.

In a national context, considering studies addressing higher education in Brazil, the scarcity of studies on the topic is reiterated, and those that touch on this relationship objectively address institutional evaluation, with an implicit approach to foresight. Dias Sobrinho (2010), Gomes (2011), and Barreyro and Rothen (2016) mention institutional evaluation as a complex process that applies to the production of knowledge about the higher education environment and aims to ensure the quality of institutions in more complex scenarios. The authors do not mention the practice of strategic planning but indicate that institutional evaluation is a mechanism that

©2024 Great Britain Journals Press

applies to the sustainable and competitive direction of institutions, contributing to quality assurance and sustainability.

A distinct point mentioned by the authors indicating the relationship between evaluation and strategic anticipation is the possibility that evaluation promotes for the institution to create and use the necessary knowledge to operate in an intensive regulatory environment, as is the Brazilian context. In this sense, institutional evaluation gains contours of strategic utility as it contributes to developing new practices, methodologies, and academic operations, making institutional evaluation relevant for the strategic positioning of Brazilian institutions. The work of Trindade and Diniz (2013) also contributes to this reflection, indicating that the relationship between institutional evaluation and strategic management is essential for defining the future of institutions.

Furthermore, considering that the Internal Evaluation Committee (CPA) is the body responsible for quality assurance actions in a higher education institution, as found in the works of Arruda and Melo (2018) and Santiago and Soares (2019), this article aims to expand this reflection by identifying the critical variables that limit CPAs' participation in the strategic anticipation process in higher education institutions.

III. METHODOLOGICAL PROCEDURES

The discussion on foresight has opened the opportunity to expand the horizons of the concept and application of strategy in various business models, allowing discussions about scenario building and evaluation to become an essential movement for developing competitive advantages for various organizations. Anchored in this reflection, this article aims to identify the variables that confirm the leading role of CPAs in the strategic anticipation process in higher education institutions. Based on Fink (2000) and Fink (2005), it is possible to establish a data collection instrument based on the main variables that direct the strategic anticipation process and practice, allowing them to be compared with the perceptions of those representing the activities of the Internal Evaluation Committees. According to the authors, it is essential to understand engagement, planning, evaluation of participation results, competencies, communication of strategic anticipation results, and the ways in which CPA involvement occurs in this process.

In this investigation, the constructivist paradigm is adopted based on the proposition of Johnson and Onwuegbuzie (2004), Creswell and Plano Clark (2011), Lin and Creswell (2012), Mertens and Cram (2014), and Sedlacek, Lundeberg, and Peters (2016), which indicate the relevance of organizing movements that interpret phenomena from complex social realities, expanding the condition for using research methods that deepen paradigms contributing to elucidating complex social phenomena requiring theoretical-empirical reinforcement. Therefore, a mixed methods approach is adopted as advocated by Creswell (2014), as there is the possibility of expanding the understanding of the strategic anticipation phenomenon from various perspectives in a valid, reliable, and flexible manner, where it is also possible to overcome the limitations of using a single approach.

Regarding technical procedures, the research adopts descriptive statistics by Greene, Caracelli, and Graham (1989) and Creswell and Clark (2011) to explore quantitative data, allowing it to be done based on the characteristics of the surveyed sample. The authors also state that, in conjunction with exploratory analysis of quantitative data using descriptive statistics, opportunities emerge for the researcher to assume a more complete view of the investigated phenomenon. Considering the definitions of Cohen, Manion, and Morrison (2018) and Creswell and Creswell (2018), the researchers in this article adopt intentional sampling, as it allows the generalization of results within a population of interest and is suitable for research adopting mixed methods. Additionally, by reducing biases, this choice allows for greater reliability in a specific context.

Thus, representatives of Internal Evaluation Committees from various institutional models and

©2024 Great Britain Journals Press

didactic-pedagogical characteristics were surveyed to promote a broad reflection on this group's participation in the strategic anticipation process and scenario building, considering their respective representations in the CPAs. The participants were selected from existing discussion groups, which are informal spaces for exchanging ideas and knowledge among these agents. From the return of the instruments, which had over 300 participants, 14 were chosen for results analysis, considering that all have been in the CPA for over 10 years and have been working with institutional evaluation activities at least since 2005. Additionally, the CPA is chosen as the locus of discussion due to its leading role, at least under regulatory guidance, in the institutional evaluation and quality assurance processes within Brazilian HEIs, as established by Law No. 10.861, of April 14, 2004. Of the participants, 100% represent technical-administrative and teaching segments, indicating more intense involvement with the process and practice of institutional evaluation within an HEI.

For data collection, the proposal by Saris and Satorra (1992) and Gaskell (1995) is followed, which indicates the relationship between open and closed questions to increase result accuracy. A questionnaire was applied to the participants, with questions segmented into five blocks, seeking to understand the committee's participation in the strategic anticipation practice, with closed questions and three open questions. The instrument was applied between April and May 2023 and was constructed based on the logic proposed by Bradfield et al. (2005), Eriksson and Weber (2008), Aven (2011), Ramirez et al. (2015), and Rohrbeck and Kum (2018), which indicate the main dimensions that should be observed in the strategic anticipation process.

Still considering the authors, the treatment followed exploratory analysis of quantitative data and coding, within the proposal of Strauss and Corbin (1998). Statistical data are presented through graphs, processed in Microsoft Excel spreadsheets, while qualitative data were presented through the coding process, analyzed with an algorithm developed in Python. The network of relationships is presented, considering the terms that appear with greater intensity, and the central category is described at the end of the analysis section. Furthermore, it is worth noting that, as indicated by authors advocating mixed methods, represented by Creswell and Plano Clark (2011), there are limitations that should be highlighted. Among them are complexity, related to quanti-qualitative operations, possible selection biases, and challenges related to integrating results fr

IV. PRESENTATION OF RESEARCH RESULTS

This section is dedicated to presenting the research results, considering the outcome of the instrument's application and the work applied to the tabulation of results. The analyses will be segmented by the dimension of the strategic anticipation process, where quantitative and qualitative data will be presented based on the applied methodological procedures. Quantitative data will be presented using the recommended graphs, while qualitative data will be presented in a specific section, based on the results of the applied coding processes. When necessary, respondents will be indicated as "participants," abbreviated as "P," for each contribution in the open-ended questions.

4.1 CPA and Engagement with Strategic Thinking

One of the pillars of the strategic thinking process, according to Fink (2000) and Fink (2005), is engagement, which represents a group's capacity for active participation in a scenario-building movement that influences the development of competitive advantages in a particular business model. At least five conditions are analyzed in this dimension, which are presented in Table 01 below, with data related to the average and median distribution of each:

©2024 Great Britain Journals Press

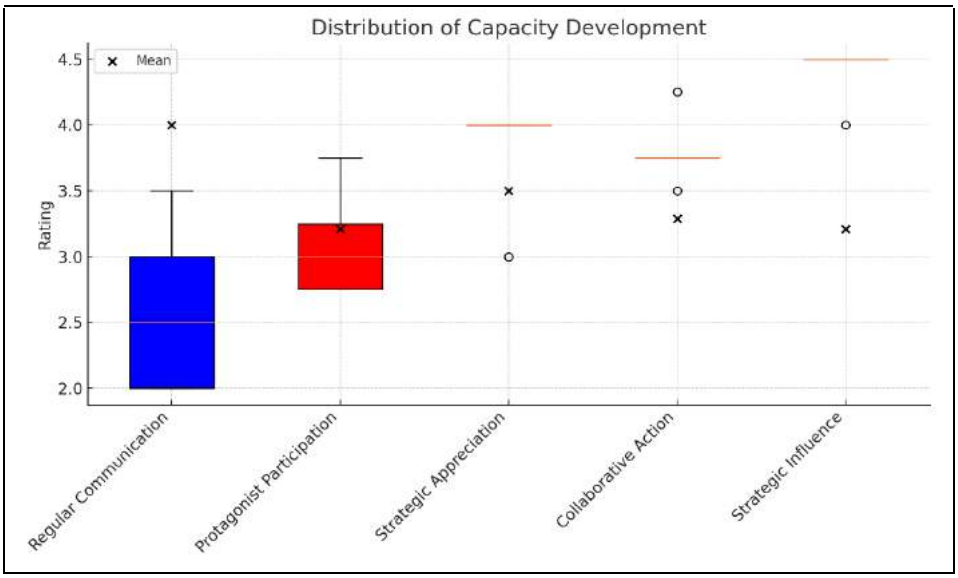
Table 01: Data on the Engagement Dimension

Engagement		
Capacities	Mean	Median
Regular Communication	4.00	4.00
Protagonist Participation	3.21	4.00
Strategic Appreciation	3.50	4.00
Collaborative Action	3.29	4.00
Strategic Influence	3.21	3.00

Source: Prepared by the authors (2023)

From the analysis of the research data, it can be observed that, regarding the Engagement dimension, the capacities most developed in the context of the surveyed HEIs are those related to "Regular Communication" with the top management of the institutions and "Strategic Appreciation," which relates to the perception of the role and dynamics of the CPA in the institutional context. However, the results demonstrate irregular behavior in the development of capacities, with major limitations in the consolidation of "Protagonist Participation," "Collaborative Action," and "Strategic Influence."

The following Graph 01 illustrates the distribution of the development of these capacities, confirming that, in the respondents' view, these seem to be the capacities most developed by HEIs to enhance CPA participation in strategic anticipation processes. Additionally, Graph 01 also shows that strategic influence appears to be one of the capacities receiving limited attention from HEIs, as there seems to be little attention from HEIs to CPA's indications for strategic decision-making, which is confirmed by qualitative data where one respondent highlights that "The committees failed to generate robust work or create a sense of collectivity within the academic community" (P5).



Source: Prepared by the authors (2023)

Graph 01: Distribution of Capacity Development

From the perspective of Graph 01, the challenges found in the development of capacities necessary for CPA's participation in the strategic anticipation process are in fostering actions that enhance the committee's ability to play a leading role and in collaborative action, as participants

©2024 Great Britain Journals Press

indicate that these elements do not seem to be valued by HEIs. Considering the participants' experience, this suggests that the CPA has a role more aligned with bureaucratic functions, which may limit the Committee's empowerment in the scenario-building process.

It presents a scenario aligned with this development, as in the view of each participant, the presented challenges confirm the gaps in developing capacities for "Protagonist Participation," "Collaborative Action," and "Strategic Influence." Regular Communication and Strategic Appreciation are the capacities most encouraged by HEIs; however, a point raised by participant "P6" reveals a sensitive aspect, as the CPA's relevant actions are mainly related to information transmission and regulatory issues, which are poorly understood by managers.

This results illustrates the engagement dimension of Internal Evaluation Committees (CPAs) within Higher Education Institutions (HEIs), evaluating capacities such as Regular Communication, Protagonist Participation, Strategic Appreciation, Collaborative Action, and Strategic Influence. The data indicate that Regular Communication is the most developed capacity, reflecting consistent and effective dialogue with top management, as emphasized by Fink (2000, 2005). Strategic Appreciation also scores highly, showing that CPAs are recognized for their strategic value, aligning with the insights of Eriksson and Weber (2008).

However, there are significant gaps in Protagonist Participation, Collaborative Action, and Strategic Influence. These areas are crucial for CPAs to play a leading role in strategic foresight processes, as highlighted by Ramirez et al. (2015) and Rohrbeck and Kum (2018). The limited impact of CPAs on strategic decision-making underscores the need for enhanced empowerment and central involvement, consistent with the findings of Aven (2011) and the recommendations of Keenan and Poper (2019).

In conclusion, while some capacities like Regular Communication and Strategic Appreciation are well-developed, others require attention to fully leverage CPAs' potential in strategic anticipation. Addressing these gaps will enable HEIs to better navigate uncertainties and foster sustainable competitive advantages, as advocated by Bradfield et al. (2005) and Ramirez et al. (2015). This will contribute to more robust and future-ready institutions, enhancing their strategic foresight capabilities and overall performance.

4.2 Cpa and Methodologies for Scenario Building

The process of strategic anticipation demands the use of appropriate methodologies for scenario building, based on analyses derived from contextual data. As recommended by Keenan and Poper (2019), Aoun (2020), García and Sanz-Menéndez (2021), and Cervantes and Guellec (2022), effective scenario building methodologies, when applied to concrete data, allow for an accurate reading of the environment, facilitating strategy development and the creation of competitive advantages. Table 02 presents a snapshot of the research results related to the "methodologies" dimension, highlighting how CPAs engage with methodologies applied to scenario building.

Table 02: Data on the Methodologies Dimension

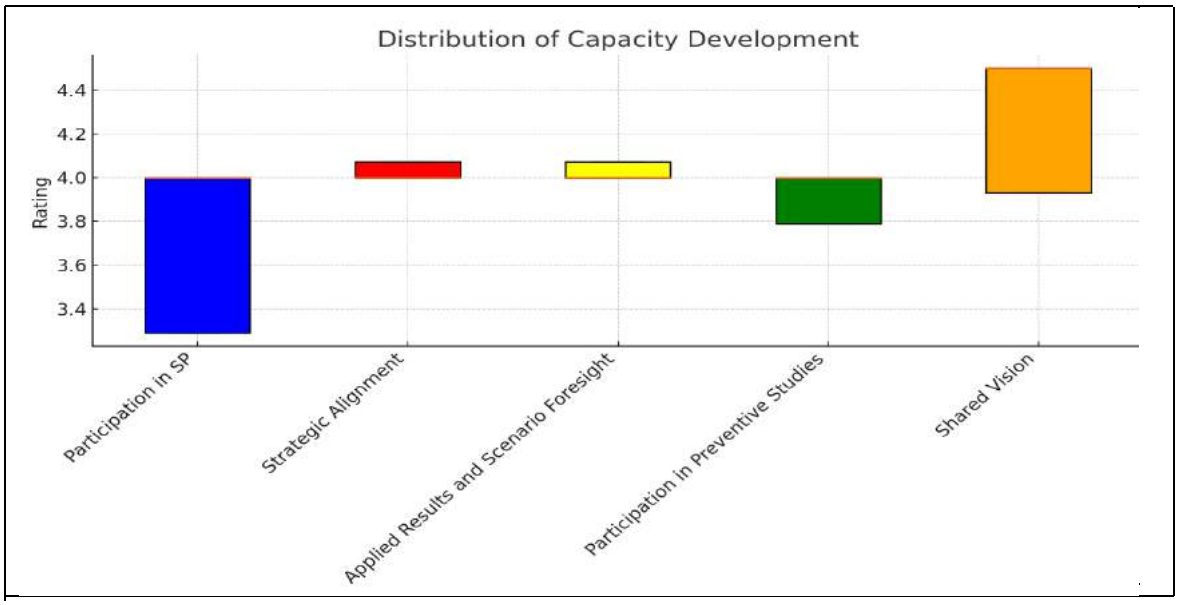
Methodologies		
	Mean	Median
Participation in Strategic Planning	3.29	4.00
Strategic Alignment	4.07	4.00
Applied Results	4.07	4.00
Participation in Preventive Studies	3.79	4.00
Shared Vision	3.93	4.50

Source: Prepared by the authors (2023)

©2024 Great Britain Journals Press

Regarding the methodologies dimension, the data indicate that CPAs participate in the strategic planning process, albeit with some limitations, which also apply to the development of preventive studies. This suggests a reactive stance of the Committee due to its regulatory role. The shared vision, aligning with literature, is structured as a movement contributing to the creation of a shared future vision, aiding in trend reading, future scenario identification, and innovative solutions. Authors like Fink (2000) and Fink (2005) highlight the importance of creating conditions to identify trends, engage stakeholders, and develop future scenarios to inform strategic thinking. A participant, P10, notes that the CPA "only participates in the process because it is a regulatory requirement. There is a need for management to listen more to what the CPA has to say about the future of the HEI."

The following Graph 02 presents the distribution of capacity development related to the "methodologies" dimension by HEIs, considering CPA participation in the strategic anticipation process:



Source: Prepared by the authors (2023)

Graph 02: Distribution of Capacity Development in Methodologies

The data suggest that while CPAs are involved in strategic planning and preventive studies, their role often remains constrained by regulatory compliance rather than proactive engagement. The high mean and median values for Strategic Alignment and Applied Results indicate that when CPAs do engage, their contributions are well-aligned with institutional strategies and yield practical outcomes. This supports the notion posited by García and Sanz-Menéndez (2021) that scenario methodologies, when effectively implemented, enhance strategic coherence and actionable results.

However, the relatively lower ratings for Participation in Strategic Planning and Preventive Studies underscore a need for a more integrative and forward-looking approach. Fink (2000) and Fink (2005) argue that fostering a shared vision and proactive stakeholder engagement are critical for the successful implementation of foresight methodologies. This aligns with the qualitative feedback from P10, emphasizing the need for greater managerial receptivity to CPA insights on the institution's future directions.

In summary, the findings highlight the strengths and weaknesses in the application of foresight methodologies by CPAs within HEIs. While there is evidence of effective strategic alignment and application of results, the process is often hindered by a regulatory focus and limited

©2024 Great Britain Journals Press

proactive participation. Enhancing CPA engagement in strategic planning and fostering a shared vision can significantly improve the effectiveness of scenario methodologies, leading to more robust and future-ready institutions, as advocated by Keenan and Poper (2019) and Aoun (2020).

Upon identifying the movement of capacity development around this dimension, the data confirm that the participation in strategic planning by the CPA appears to be the limiting factor in this context. This involvement influences the construction and development of all other indicators within the dimension. The distribution of capacity development aligns with the observations of participants "P3" and "P8", who emphasize that participating in the planning process often seems like a formality because "regulation will demand it eventually" (P8).

The data underscore the importance of creating alternatives to enhance the CPA's ability to engage in prospective projects, allowing the committee to participate in activities related to trend identification and stakeholder engagement. This would broaden the CPA's legitimacy to operate in a strategic, competitive, and proactive context, emphasizing the commission's role in institutional development.

Regarding the methodologies dimension, while there is a perception of strategic alignment and proper application of results, it is essential to note that qualitative data confirm limitations related to participation, involvement in preventive studies, and shared vision. This highlights the constraints faced by the CPA in the strategic anticipation process.

The findings suggest that the CPA's involvement in strategic planning is crucial yet insufficiently realized, impacting the overall capacity development in strategic anticipation. This aligns with Keenan and Poper (2019), who stress the importance of active participation in foresight to foster strategic coherence. Aoun (2020) further emphasizes that effective foresight practices enhance institutional adaptability and competitive advantage. Fink (2000, 2005) and García and Sanz-Menéndez (2021) highlight the necessity of engaging stakeholders and developing shared visions for successful foresight implementation. The data indicate that while strategic alignment and applied results are recognized strengths, the CPA's proactive engagement in planning and preventive studies remains a significant area for improvement.

To harness the full potential of CPAs in strategic anticipation, HEIs must foster an environment that encourages active and meaningful participation in strategic planning. This involves addressing the identified limitations and empowering CPAs to contribute effectively to foresight activities. Such efforts will enhance the CPA's role in shaping strategic directions, ultimately leading to more robust and future-ready institutions.

4.3 Cpa and the Risk Analysis Dimension

Risk analysis is an essential exercise for practitioners of strategic anticipation, as it contributes to developing a set of actions that enable the understanding of the pathways leading to the construction of strategic scenarios. According to Spaniol et al. (2019), Greenbolt et al. (2019), Gordon, Rohrbeck, and Schwarz (2019), Scoblic (2020), Pinto, and Medina (2020), this process allows the emergence of experts in strategic environmental analysis and mechanisms that guide data-based external environmental analysis movements. In this dimension, Table 03 presents a summary of the quantitative data, highlighting the absence of scenario specialists within the CPAs.

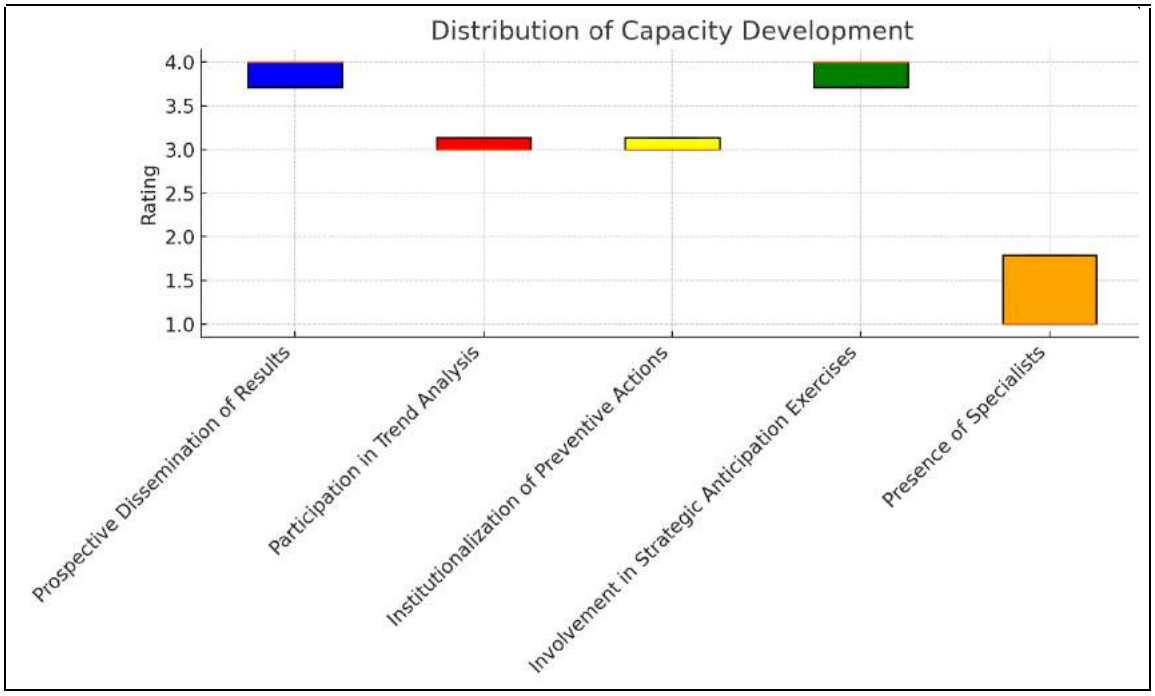
©2024 Great Britain Journals Press

Table 03: Data on the Risk Analysis Dimension

Risk Analysis Capacities		
	Mean	Median
Prospective Dissemination of Results	3.71	4.00
Participation in Trend Analysis	3.14	3.00
Institutionalization of Preventive Actions	3.14	3.00
Involvement in Strategic Anticipation Exercises	3.71	4.00
Presence of Specialists	1.79	1.00

Source: Prepared by the authors (2023)

Within the analyzed capacities, and considering the data proposed by authors discussing the strategic anticipation process, especially Pinto and Medina (2020), it is evident that the CPAs in this study do not include scenario specialists. This suggests that the committee either does not anchor its activities in strategy or maintains limited involvement with strategic planning activities, as evidenced by the low presence of individuals engaged in scenario construction. Additionally, the data show in Graph 03 that committee members do not participate extensively in trend analysis or preventive actions, further limiting the CPA's involvement in strategic actions and scenario-related decisions in HEIs.



Source: Prepared by the authors (2023)

Graph 03: Distribution of Capacity Development in the Risk Analysis Dimension

The lack of scenario specialists within CPAs is a significant finding, indicating a critical gap in expertise necessary for effective strategic anticipation. Spaniol et al. (2019) and Greenbolt et al. (2019) emphasize the importance of having specialized knowledge to interpret strategic environmental data and construct robust scenarios. The absence of such specialists likely impairs the CPA's ability to engage in proactive strategic planning, aligning with Gordon, Rohrbeck, and Schwarz (2019), who highlight the

©2024 Great Britain Journals Press

need for skilled professionals to navigate complex strategic environments.

The data also reveal that CPAs are minimally involved in trend analysis and the institutionalization of preventive actions. This aligns with the insights of Scoblic (2020) and Pinto and Medina (2020), who stress that effective foresight requires active participation in trend monitoring and the establishment of preemptive strategies. The limited engagement in these areas suggests that CPAs may not fully leverage their potential in guiding HEIs through uncertain and dynamic contexts, as also noted by Pinto and Medina (2020).

In conclusion, the findings highlight a significant gap in the presence of scenario specialists and the proactive engagement of CPAs in risk analysis and strategic anticipation activities. To address this, HEIs must prioritize the inclusion of specialized professionals within CPAs and foster a culture of active involvement in trend analysis and preventive actions. This will enhance the CPA's ability to contribute to strategic foresight, ultimately leading to more resilient and forward-thinking institutions. As suggested by Spaniol et al. (2019) and Gordon, Rohrbeck, and Schwarz (2019), such efforts are crucial for developing robust strategies and navigating the complexities of the educational environment.

4.4 Cpa and the Culture of Strategic Learning

Strategic learning is a crucial element for the development of the strategic anticipation process, often referred to in the literature as foresight. Greenbolt et al. (2019) and Gordon, Rohrbeck, and Schwarz (2019) highlight the necessity of focusing on these aspects, as it is within this dimension that the culture of strategic anticipation can be expanded. From the data analyzed, based on the contributions of the respondents, it is evident that the CPAs participating in this research lack this culture. The respondents' perception indicates that HEIs do not develop the required capacities for consolidating this dimension. Table 04 below presents the quantitative data from the research.

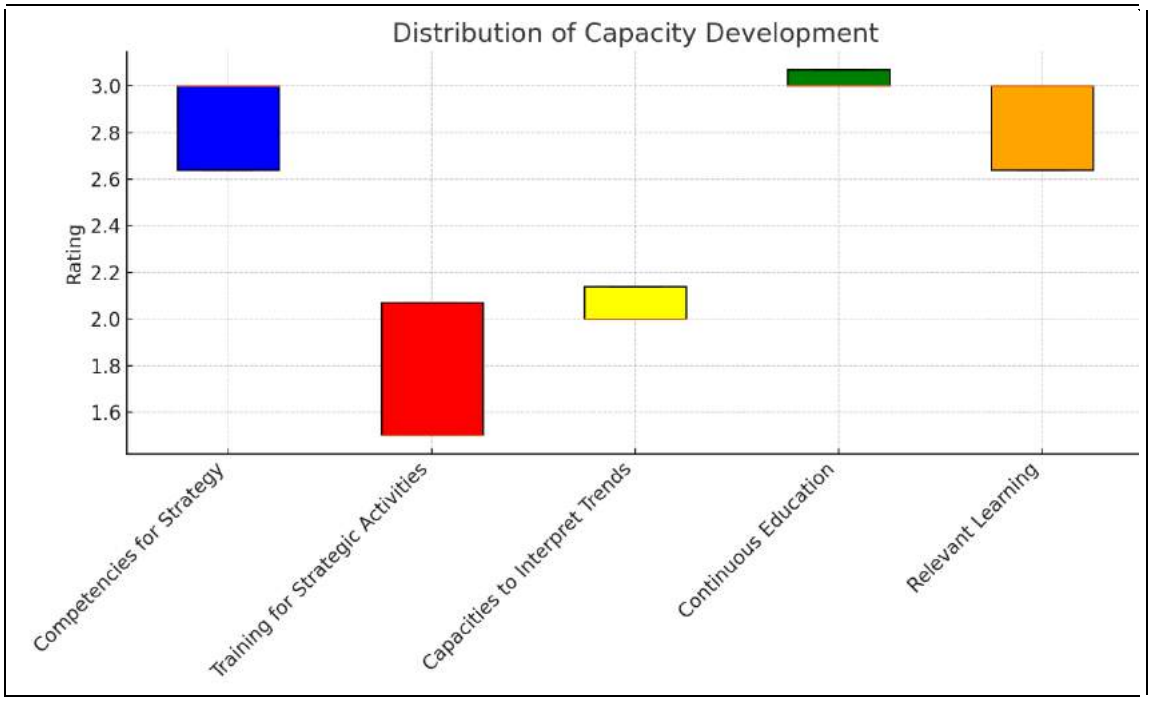
Table 04: Data on the Strategic Learning Dimension

Strategic Learning Capacities		
	Média	Mediana
Competencies for Strategy	2.64	3.00
Training for Strategic Activities	2.07	1.50
Capacities to Interpret Trends	2.14	2.00
Continuous Education	3.07	3.00
Relevant Learning	2.64	3.00

Source: Prepared by the authors (2023)

In line with Graph 04 below, it is clear that HEIs must improve conditions for CPA training in the strategic process. The data show that few HEIs invest significantly in training CPA members to understand the concept and application of strategy, which also impacts their formation and learning. This is confirmed by the contribution of "P2," who states that "the training is predominantly to understand legislation and not to make decisions. Changing this culture is important because the CPA needs to be strategic."

©2024 Great Britain Journals Press



Source: Prepared by the authors (2023)

Graph 04: Development of Capacities in the Strategic Learning Dimension

The lack of strategic learning within CPAs is a significant limitation that hinders their ability to engage effectively in strategic foresight activities. Greenbolt et al. (2019) and Gordon, Rohrbeck, and Schwarz (2019) emphasize that fostering a culture of strategic anticipation is essential for building robust foresight capabilities. The data indicate that competencies for strategy, training for strategic activities, and capacities to interpret trends are notably underdeveloped within CPAs, suggesting that HEIs do not prioritize these areas sufficiently.

The median values for competencies for strategy and relevant learning are relatively higher, indicating some recognition of the need for strategic skills. However, the low mean values for training for strategic activities and capacities to interpret trends highlight a gap in ongoing educational efforts. This gap is further underscored by the qualitative feedback from respondents, such as "P2," who points out that the focus of training is on legislative understanding rather than strategic decision-making. This aligns with the observations of Gordon, Rohrbeck, and Schwarz (2019), who argue that without a strategic learning culture, CPAs are unlikely to contribute effectively to institutional foresight.

To enhance the strategic learning culture within CPAs, HEIs must invest in comprehensive training programs that go beyond legislative understanding to include strategic decision-making and trend interpretation. Such initiatives will empower CPAs to engage more effectively in foresight activities, contributing to the institution's overall strategic capacity. This aligns with the recommendations of Greenbolt et al. (2019) and Gordon, Rohrbeck, and Schwarz (2019), who stress the importance of strategic learning in fostering a proactive and anticipatory institutional culture.

4.5 cpa and the Strategic Management Dimension

Among the authors discussing the practice of strategic anticipation, Bezold (2010) and Hines, Bishop, and Slaughter (2015) emphasize that one of the critical dimensions is the strategic management of teams. This is confirmed by other referenced texts in this research. Greenbolt et al. (2019) and Gordon, Rohrbeck, and Schwarz

©2024 Great Britain Journals Press

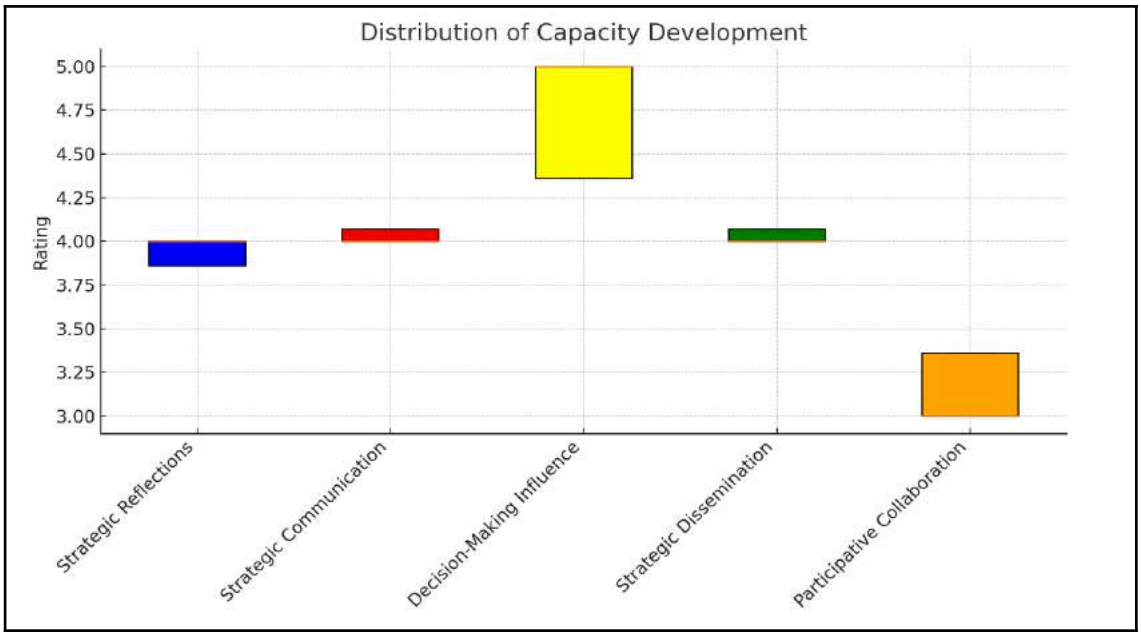
(2019) identify several key capacities for this dimension: strategic reflections, strategic communication, decision-making influence, strategic dissemination, and participative collaboration. These capacities are essential for empowering CPAs to engage in strategic activities, opening dialogues with strategic activities, encouraging participation in strategic decision-making, publicizing CPA activities, and expanding participation spaces within HEIs. Table 05 below presents the research data, indicating capacities that require greater attention from HEIs.

Table 05: Data on the Strategic Management of Teams Dimension

Strategic Management of Teams Capacities		
	Média	Mediana
Strategic Reflections	3.86	4.00
Strategic Communication	4.07	4.00
Decision-Making Influence	4.36	5.00
Strategic Dissemination	4.07	4.00
Participative Collaboration	3.36	3.00

Source: Prepared by the authors (2023)

Analyzing the data, it is evident that the gaps in this dimension are related to the lack of encouragement from HEIs regarding strategic reflections. This indicates insufficient support for activities related to the commission's participation in strategic meetings with other sectors of the HEI. The lack of participative collaboration is highlighted by "P5," who notes that the CPA "does not have the due space in NDEs, and many do not even know how we can help." Another area requiring attention is strategic influence, which seems to exist but is often driven by regulatory pressure, as "P7" mentions in the qualitative data. The analysis of Graph 05 below illustrates these trends, showing significant variation, especially in the development of strategic collaboration. This suggests that CPAs have varying levels of support within HEIs, reinforcing the observation that there is a deviation in the commission's prominence.



Source: Prepared by the authors (2023)

Graph 05: Development of Capacities in the Strategic Management Dimension

©2024 Great Britain Journals Press

The data highlight several key points regarding the strategic management dimension. Bezold (2010) and Hines, Bishop, and Slaughter (2015) argue that strategic management of teams is crucial for effective foresight. The findings show that strategic reflections and participative collaboration are notably underdeveloped. This lack of support for strategic reflections aligns with the observations of Greenbolt et al. (2019), who emphasize the need for HEIs to foster environments that encourage strategic thinking and active CPA participation in strategic processes.

The data also reveal that while decision-making influence is relatively high, this influence is often driven by regulatory requirements rather than proactive strategic engagement. This observation is supported by Gordon, Rohrbeck, and Schwarz (2019), who stress that genuine strategic influence should come from empowered and proactive participation, not just regulatory compliance.

To strengthen the strategic management dimension, HEIs need to provide more support for strategic reflections and participative collaboration. This involves creating more opportunities for CPAs to engage in strategic meetings and fostering a culture of active participation. By doing so, CPAs can become more integral to strategic processes, enhancing their ability to contribute effectively to institutional foresight and strategic planning. This aligns with the recommendations of Bezold (2010) and Hines, Bishop, and Slaughter (2015), who underscore the importance of strategic management in fostering robust and forward-thinking institutions.

4.6The Contribution of Qualitative Data

For the treatment of qualitative data, the coding procedures highlighted by Strauss and Corbin (1998) were applied, involving three main steps. Open coding was the initial stage, where data were examined in detail to elucidate emerging categories, resulting primarily in a list of categories with their definitions. From the qualitative data analysis, the most consistent codes derived from the analyzed terms were "data," "CPA," and "management," which seem to have an important relationship with self-evaluation results. This indicates that enhancing the CPA's participation in strategic anticipation requires creating objective and systematic alternatives for the CPA to take a leading role in constructing institutional solutions based on evaluation data, as confirmed by "P4," who noted, "often the data are only relevant to us. They must be relevant in the eyes of management, and planning these interventions is crucial."

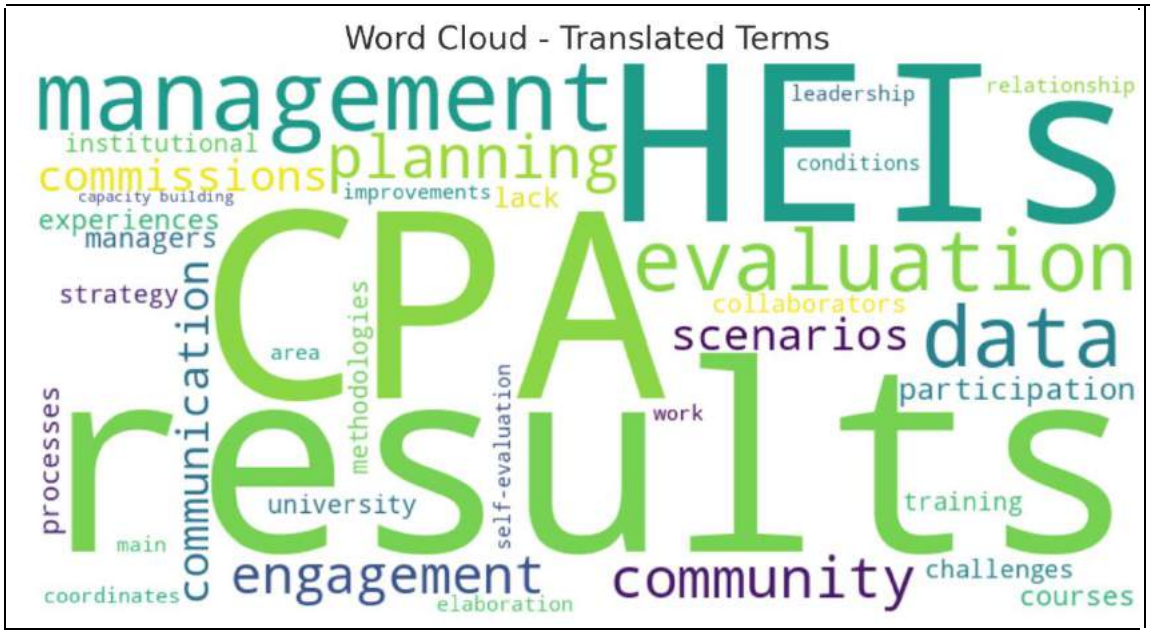
Axial coding was then performed, resulting in the central category of "data management and strategic planning," indicating the CPA's need to manage data and plan for the creation of strategic scenarios as a central element of the institutional evaluation process. As an integral part of the institution, the CPA plays a crucial role in collecting, analyzing, and managing data related to institutional evaluation and strategic decision-making. Through content analysis of qualitative data and the identification of the category "Data Management and Planning," it is possible to infer that the CPA can have a significant role in the strategic anticipation process by providing valuable information about the institution, helping to identify trends, future scenarios, and contributing to strategic decisions based on reliable data. This is corroborated by "P9," who indicated that the CPA needs to seek and appropriate autonomy that allows it to build and implement its strategic plan to foster actions that legitimize its role in scenario building.

Consequently, selective coding was developed, establishing a basis for what could be a theory guiding the CPA's participation in the strategic anticipation process. Although there is no intention to create a substantive theory, the qualitative data suggest that the central qualitative category that can guide the development of actions for the CPA's inclusion in strategic anticipation is the challenge of: Increasing CPA participation in the

©2024 Great Britain Journals Press

strategic-institutional context by promoting incentives for developing capacities that make the committee proactive, autonomous, and politically legitimate, with adequate resources and empowerment spaces. Through content analysis of qualitative data, it is evident that the most consistent codes related to this category are 'data,' 'CPA,' and 'management,' indicating that enhancing CPA participation in strategic anticipation requires the objective and systematic use of evaluation data. The CPA plays a significant role in collecting, analyzing, and managing these data, contributing to strategic decision-making and fostering actions that legitimize its role in scenario construction. "P6," "P8," and "P10" reinforce these aspects, highlighting the need for HEIs to encourage and promote CPA strategic planning.

The context of emerging codes is highlighted in Figure 01 below.



Based on the analysis, the main conclusions will be presented below, highlighting contributions to enhance the incentives for promoting conditions that foster CPA participation in the strategic anticipation activities of HEIs.

V. FINAL CONSIDERATIONS

Institutional Evaluation is one of the challenges historically perceived as strategic in the context of Brazilian higher education institutions, especially due to the impacts of developing a complex system like SINAES. Considering the importance of evaluation as a strategic management tool for such institutions, this article sought to connect two themes that seem to complement each other in university management discussions. Therefore, institutional evaluation and strategic anticipation—also known in the literature through the practice of foresight—are phenomena discussed in this article to expand the debate on two related themes that are scarcely addressed in the literature.

Given this scenario, this article aimed to identify the critical variables that limit the participation of CPAs in the strategic anticipation process in higher education institutions. Based on the framework proposed by Bradfield et al. (2005), Eriksson and Weber (2008), Aven (2011), Ramirez et al. (2015), and Rohrbeck and Kum (2018), the instrument applied, utilizing mixed methods, sought to identify the critical variables limiting the participation of institutional quality assurance commissions in the strategic anticipation process of HEIs, which should be prioritized in the training actions of the agents responsible for institutional evaluation. From the analysis of the five dimensions, some considerations can be highlighted.

©2024 Great Britain Journals Press

Regarding the engagement dimension, it is evident that HEIs have not sufficiently encouraged collaborative actions or the promotion of strategic influence, limiting the proactive participation of Commission members in scenario building. This reinforces the bureaucratic and administrative role of the Commission, highlighted in studies on the subject, which limits its political legitimacy. This limitation also impacts the lack of incentives for proactive participation in strategic planning processes and preventive studies, leading to a disconnect between the CPA and institutional management's perspectives on phenomena affecting institutional evaluation and governance of the HEI.

Both quantitative and qualitative data show that there is virtually no incentive for CPA participation in risk analysis activities. The data indicate a lack of encouragement for the prospective dissemination of results, limited participation of scenario and management specialists in the Commission, likely due to political-institutional reasons. Additionally, there are no indications of the Commission's involvement in fostering preventive actions or participating in the strategic trend analysis movements of HEIs. Consequently, there is a limitation in the learning process, preventing the CPA from building relevant knowledge on strategy and hindering the sustainable development of teams. Thus, it can be concluded that HEIs' incentives for CPAs to participate in the strategic anticipation process appear limited, reinforcing the researchers' position that the Commission is more bureaucratic and administrative than strategic.

From a theoretical perspective, this study highlights the potential to expand the research space aligning institutional evaluation with the strategic management process in higher education institutions, a topic with limited representation in national and international literature. Practically, the article offers dimensions and capacities that can be developed to enhance, strengthen, and consolidate CPA participation in strategic scenario building and, consequently, in the strategic management of HEIs. Finally, for future studies, it is suggested to investigate similarities and distinctions in the strategic management practices of CPAs from various HEI models.

REFERENCES

1. Aoun, J. (2020). Institutional Evaluation and Foresight in Higher Education: A Pathway to Excellence. Higher Education Policy, 33(1), 123-140.
2. Arruda, D. P. de, & de Melo, L. A. (2018). Comissão própria de avaliação: Uma análise da relação com a estratégia nas universidades federais brasileiras. Revista de Administração Pública, 52(5), 804-821.
3. Aven, T. (2011). Risk Management and Scenario Planning: Foresight in Extreme Risk Management. Risk Analysis, 31(5), 768-778.
4. Bezold, C. (2010). Lessons from using scenarios for strategic foresight. Technological Forecasting and Social Change, 77(9), 1513-1518.
5. Bradfield, R., Wright, G., Burt, G., Cairns, G., & Heugens, P. (2005). A review of scenario planning. Futures, 37(7), 795-812.
6. Carvalho, A. P., & Augusto, A. M. (2014). A prospectiva estratégica e a construção de cenários em empresas do Brasil. Revista Ibero-Americana de Estratégia, 13(3), 10-21.
7. Cervantes, M., & Guellec, D. (2022). Foresight and Institutional Evaluation in Higher Education: A Framework for Strategic Planning. Journal of Higher Education Policy and Management, 44(2), 193-210.
8. Cohen, L., Manion, L., & Morrison, K. (2018). Research methods in education (8th ed.). New York: Routledge.
9. Creswell, J. W., & Plano Clark, V. L. (2011). Designing and conducting mixed methods research. Thousand Oaks, CA: Sage.
10. Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). Thousand Oaks, CA: Sage Publications.
11. Dator, J. (2009). Alternative futures at the Manoa School. Journal of Futures Studies, 14(2), 1-18.
12. De Almeida Andrade, N., et al. (2020). Cenários de Foresight Estratégico do setor de telecomunicações 5G: um espectro de

©2024 Great Britain Journals Press

oportunidades na Transformação Digital. Revista Brasileira de Administração Científica, 11(1), 205-223.
13. Eriksson, E. A., & Weber, K. M. (2008). Stakeholder Participation in Policy Development: Observations on the Practice of Foresight. Futures, 40(6), 568-581.
14. Fink, A., & Schlake, O. (2000). Scenario management—An approach for strategic foresight. Competitive Intelligence Review, 11(1), 37-45.
15. Fink, A., et al. (2005). The future scorecard: Combining external and internal scenarios to create strategic foresight. Management Decision, 43(3), 360-381.
16. García, R., & Sanz-Menéndez, L. (2021). Higher Education Foresight and Institutional Evaluation: Exploring the Connections. Technological Forecasting and Social Change, 166, 120550.
17. Gaskell, G. (1995). The combination of qualitative and quantitative methods in research into children's comprehension of questions. Journal of Official Statistics, 11(2), 215-230.
18. Glenn, J. C., & Gordon, T. J. (Eds.). (2009). Futures research methodology: Version 3.0. Washington, DC: The Millennium Project.
19. Gordon, A., Rohrbeck, R., & Schwarz, J. O. (2019). Escaping the "faster horses" trap: Bridging strategic foresight and design-based innovation. Technological Forecasting and Social Change, 148, 119730.
20. Greenblott, J. M., et al. (2019). Strategic foresight in the federal government: A survey of methods, resources, and institutional arrangements. World Futures Review, 11(3), 245-266.
21. Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. Educational Evaluation and Policy Analysis, 11(3), 255-274.
22. Hadridge, P. (2008). Thinking about the Future: Guidelines for Strategic Foresight. Foresight, 10(1), 79-80.
23. Hines, A., Bishop, P., & Slaughter, R. A. (2015). Thinking about the future: Guidelines for strategic foresight. Houston, TX: Hinesight.
24. Hines, A. (2006). Strategic foresight: The state of the art. The Futurist, 40(5), 18.
25. Hsu, Y. C., & Sandström, U. G. (2017). A systematic literature review of foresight methods and approaches. Futures, 86, 48-56.
26. Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. Educational Researcher, 33(7), 14-26.
27. Keenan, M., & Popper, R. (2019). Foresight for Higher Education Institutions: Integrating Institutional Evaluation and Futures Thinking. Futures, 112, 102436.
28. Lim, V. M., & Creswell, J. W. (2012). A framework for analyzing data in mixed methods research. Journal of Mixed Methods Research, 6(1), 55-72.
29. Mastio, E., & Dovey, K. (2021). Contextual insight as an antecedent to strategic foresight. Futures, 128, 102715.
30. Nonaka, I., & Takeuchi, H. (1991). The knowledge-creating company. Harvard Business Review, 69(6), 96-104.
31. Pinto, J. P., & Medina, J. (2020). Hybrid processes for a new era of strategic foresight. Foresight, 22(3), 287-307.
32. Ramirez, R., Selin, C., Ridgeway, G., König, A., Wilkinson, A., & Cole, J. (2015).
33. Learning from the Future: How to Improve Strategic Foresight through Scenario Planning. European Journal of Futures Research, 3(9), 1-10.
34. Rohrbeck, R., & Kum, M. E. (2018). Foresight and innovation: A systematic literature review. International Journal of Innovation Management, 22(5), 1-41.
35. Rohrbeck, R., & Kum, M. E. (2018). The Role of Strategic Foresight in Organizational Transformation: A Multilevel Perspective. Technological Forecasting and Social Change, 129, 104-117.
36. Salmi, J., & Saroyan, A. (2021). Strategic Foresight and Institutional Evaluation in Higher Education: Lessons from International Practice. Higher Education Quarterly, 75(1), 5-21.

©2024 Great Britain Journals Press

37. Santiago, M. B., Soares, M. L., & da Silva, C. A. (2019). A CPA como instrumento para o alinhamento entre gestão estratégica e avaliação institucional em uma universidade pública. Revista de Administração Pública, 53(3), 471-486.
38. Saris, W. E., & Satorra, A. (1992). Alternative models for classified response questions. Sociological Methodology, 22(1), 45-77.
39. Saritas, O., & Aydin, E. (2016). Foresight in a networked world: A systematic literature review. Technological Forecasting and Social Change, 110, 146-161.
40. Scoblic, J. P. (2020). Strategic foresight as dynamic capability: A new lens on Knightian uncertainty. Harvard Business School, Working paper, 20-093.
41. Sedlacek, A. J., Lundeberg, M. F., & Peters, H. L. (2016). Mixed Methods Research: A Research Paradigm for the Study of Teaching and Learning. Journal of Mixed Methods Research, 10(1), 44-61.
42. Slaughter, R. A. (1995). The foresight principle: Cultural recovery in the 21st century. Westport, CT: Praeger.
43. Spaniol, M. J., et al. (2019). Five strategic foresight tools to enhance business model innovation teaching. Journal of Business Models, 7(3), 77-88.
44. Strauss, A., & Corbin, J. (1998). Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory (2nd ed.). Thousand Oaks, CA: Sage Publications.
45. Torres, M., & Vásquez, S. (2020). Foresight and Institutional Evaluation in Latin American Higher Education: A Comparative Analysis. Studies in Higher Education, 45(3), 609-623.
46. Van der Laan, L. (2008). The imperative of strategic foresight to strategic thinking. Journal of Futures Studies, 13(1), 21-42.
47. Voros, J. (2003). A generic foresight process framework. Foresight, 5(3), 10-21.
48. Wright, D., & Bradfield, R. (2018). Foresight in higher education institutions: Supporting strategic decision-making and institutional evaluation. Technological Forecasting and Social Change, 127, 185-196.

©2024 Great Britain Journals Press

This page is intentionally left blank

©2024 Great Britain Journals Press

Scan to know paper details and
author's profile

To Study the Effectiveness of the Training Program for Communication and Soft-Skill Competencies in the Healthcare Sector for Healthcare Professionals: Learning by Doing

Dr. Mandyam Rangayyan Roopashree & Pushpanjali. K

M. S. Ramaiah University of Applied Sciences

ABSTRACT

The emphasis of theory-based training on application-based training has its importance in the healthcare sector. Relationship building and a patient-centric approach have taken the core area for organizational commitments to improving their services. When the acquisition of the new set of skills by the participants is used in daily tasks, at low cost, in a dynamic format, the theories are achieved by active participation, and it enables the context to be adapted right habits. As a cluster training program, the participants of the soft skill training program had an opportunity to link with 4 major clusters such as intrapersonal communication, interpersonal communication, adaptability and developing comfort zone and stress management, and risk reduction in communication. This research study provides insights into the training methodology of soft skill competencies for future healthcare professionals. It helps in assessing the effectiveness of the training program by adapting learning by doing methodology. By adapting Northouse & Northouse's health communication model, data collected about preparation for the course by the participants, information delivered, and adequacy of inputs provided, Overall rating of the training program conducted as parameters.

Keywords: communication, training, experiential learning, continuous improvement, effectiveness.

Classification: LCC Code: HF5549.5.C6

Language: English

Great Britain Journals Press

LJP Copyright ID: 146443
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 24 | Issue4 | Compilation 1.0

© 2024. Dr. Mandyam Rangayyan Roopashree & Pushpanjali. K. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

To Study the Effectiveness of the Training Program for Communication and Soft-Skill Competencies in the Healthcare Sector for Healthcare Professionals: Learning by Doing

Dr. Mandyam Rangayyan Roopashree.[α] & Pushpanjali. K.[σ]

ABSTRACT

The emphasis of theory-based training on application-based training has its importance in the healthcare sector. Relationship building and a patient-centric approach have taken the core area for organizational commitments to improving their services. When the acquisition of the new set of skills by the participants is used in daily tasks, at low cost, in a dynamic format, the theories are achieved by active participation, and it enables the context to be adapted right habits. As a cluster training program, the participants of the soft skill training program had an opportunity to link with 4 major clusters such as intrapersonal communication, interpersonal communication, adaptability and developing comfort zone and stress management, and risk reduction in communication. This research study provides insights into the training methodology of soft skill competencies for future healthcare professionals. It helps in assessing the effectiveness of the training program by adapting learning by doing methodology. By adapting Northouse & Northouse's health communication model, data collected about preparation for the course by the participants, information delivered, and adequacy of inputs provided, Overall rating of the training program conducted as parameters. The research emphasizes three 3 main areas as skill-based learning, tool-based learning, and problem-based learning in the learning-by-doing methodology. This research study provides details on the effectiveness of the training program for communication and soft-skill competencies to be logical, systematic, replicable, focuses on the priority problems, and generative of data that is measurable and action-oriented.

Keywords: communication, training, experiential learning, continuous improvement, effectiveness.

Author α: Doctor of Philosophy (PhD) Program in Life and Allied Health Sciences, M.S. Ramaiah University of Applied Science, Bengaluru, Karnataka, India.

σ: Ph.D guide Program in Life and Allied Health Sciences, M.S. Ramaiah University of Applied Science, Bengaluru, Karnataka, India.

I. INTRODUCTION

The "how" of knowledge is more important rather than knowing the whole point of job. In this digital era, there is a rapid call for continuous training and accessibility without any constraints of place and time(Continisio et al., 2021). But, despite the evolution of digitization techniques, training models have remained frozen and there is a continual try to reinvent learning. Putting theory to practice, to overcome the problems of efficiency, learning through practice has been possible by modern training methods.

A classic practice of learning by doing, "To learn before, and then can do them, it has to be learned by doing." As the quote from Aristotle, the famous thinker, and philosopher advocated in modern terms, what would become later, learning by doing. In real life, information received by listening, when put into practice is learning by doing. This simple concept, rather than pure theory, emphasizes laid to apply experiences and actions. As a quote from Maria Montessori "What the hand does, the mind remembers."

©2024 Great Britain Journals Press

Learning by doing is implemented in business strategies, to encourage innovations, creativity, and entrepreneurship. To optimize the resource-intensive processes and aim for performance optimization, management has gained these insights, and learning by doing has been used in recent history.

Objectives

1. To evaluate training methodology by learning by doing in health care management.
2. Assess the implementation and effectiveness of the training program/work performance.

Literature review: By literature search, specific 15 communication models were selected, but only one model was considered suitable for an in-depth research review. An appropriate communication model is selected and taken for referring. An intense literature search was performed, and the most suited model was considered.

1. *Northouse & Northouse's health communication model:* Few major factors are responsible for the health care communication process. Among them, three factors contribute to each other. They are as follows:

- Relationships
- Transactions
- Context

From a healthcare communication system perspective, four major types of relationships exist in a healthcare setting:

- Professional-professional
- Professional-client
- Professional-significant others
- Client-significant others

As an individual working in the healthcare sector, there will be an involvement/engagement in one or more types of health communication.

Relationships: This model expresses those interpersonal relationships can influence the other types of relationships with health care professionals(Neuhauser & Kreps, 2003). By defining the term health care professional, it is used to identify those individuals who are educated, trained, and experienced to deliver health services to others/clients(Hellen & Mberia, 2011). A wide range of individuals – Physicians, Nurses, Health educators, social workers, Customer care in-charges, Pharmacists, Public health personnel, Health psychologists, Technicians, physiotherapists, Occupational Therapists, Chaplains, and health care Administrators all considered. As everyone is unique, professionals bring distinct characteristics, perceptions, beliefs, and values(Degaleesan & Kulothungan, 2011).

The way each interacts with clients and other health care professionals depends upon the socio-cultural background, past experiences, age, psychological factors, training, and experiences to perform tasks, and these influence quality care(*Conversational Interfaces for Task-Oriented Spoken Dialogues: Design Aspects Influencing Interaction Quality*, 2011).

Transactions: These are health-related interactions that take place in the communication process between participants. Health transactions can be verbal and non-verbal communication behaviors that complement and are compatible with each other.

Health transactions have two communication dimensions: The content and relationship dimension in messages. The content in health-related communication means clients seek to attain health and maintain well-being over the human life span(Harris, 2008).

Context: The communication setting that takes place in a systematic, professional, and well-structured way in a healthcare organization in context.

At the healthcare organization level, context is referring to specific settings such as hospitals, physician's offices, OPD settings, clinics, or waiting rooms. Health care communication can take place in situations such as one-to-one, in triads (when there is interaction with client & bystander and health care provider), in small groups during Health awareness programs, among large gatherings during health campaigns(*B. Mccarthy - A New Therapeutic Communication Model "TAGEET" to Help Nurses*

©2024 Great Britain Journals Press

Engage Therapeutically with Patients Suspected of or Confirmed with COVID-19, n.d.). The number of persons involved in the interaction also is influenced by context.

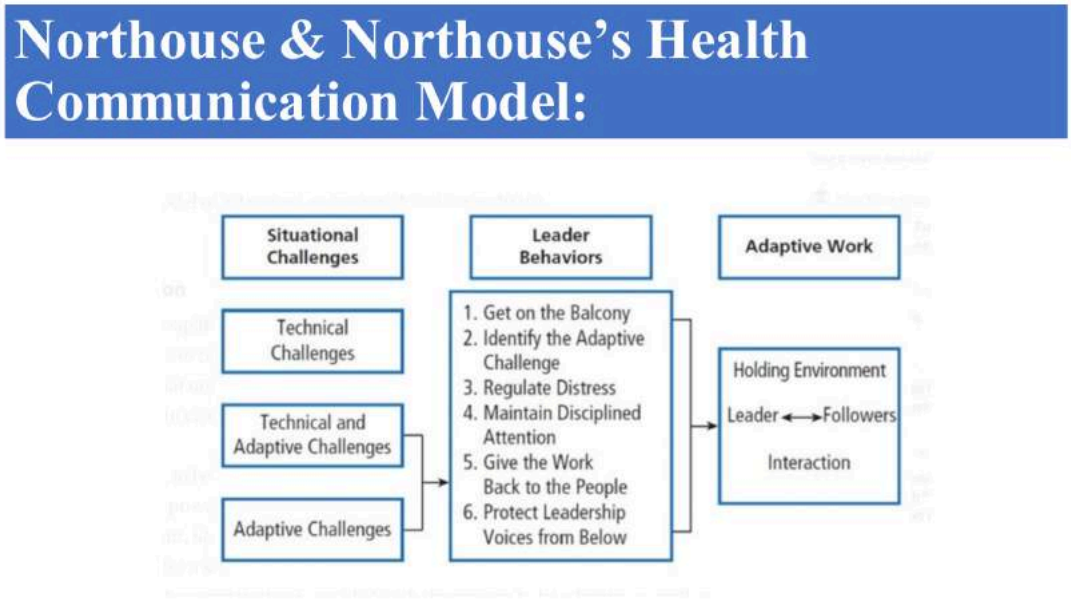


Fig. No. 1: Northouse and Northouse's health communication model. Authors' source.

When relationships, transactions, and context, three are considered together as contributory factors from a system perspective, it has a high impact on healthcare communication.

The learnings and inferences drawn from the models:

Communication occurs in multiple forms, not only through oral and written forms. Oral communication is an informal way, mostly used for personal-level conversation and group discussions(Yassin, n.d.). The written form of communication is used for education purposes, business development, and college and schools for education and awareness purposes(Bylund et al., 2012). In healthcare organizations, 'documentation is communication, Communi cation is documentation' for reliability purposes(Rozilah et al., 2013). Communication can also be through signs, symbols, gestures, and postures that can be used(Prabavathi & Nagasubramani, 2018). An individual can also communicate vital information in the social environment(*Communication_and_Social_Envir onment*, n.d.).

Communication is a continuous process that takes place within an organization, throughout life(Agarwal & Garg, n.d.). ("Communication_ and_Social_Environment," n.d.). There is a need to review, analyze, interpret, and integrate these communication models and frameworks in healthcare management from the provider-patient perspective(Cheng et al., 2015).

In a nutshell, the learning outcomes that are determined by all these models of communication:

1. Communication is acquired for understanding purposes (Turkalj & Fosić, n.d.).
2. Information dissipation regarding the elements of communication (Ye et al., 2020).
3. Research and Development (R&D) (Hand et al., n.d.) and online mapping purposes (Woo Park, n.d.).
4. To promote successful communication processes, generating reliable information.
5. Understand the factors that led to the failure of communication processes.
6. Implementation of communication in an easily adaptable way along with compassion,

©2024 Great Britain Journals Press

empathy, and fundamentals of care and support.
7. Showing and creating information flow.
8. Introducing and creating features of the communication process innovatively.
9. Understanding and Estimating the complexities of the communication process.
10. Execute Measures to improve the communication process.

II. METHODOLOGY

To evaluate the training methodology from the participant's perspective and to understand how and why the training in health care management is the benevolent way.

Source of Data

1. Literature search and relevant website search.
2. Documentary search with a specific communication model.
3. Semi-structured questionnaire for the participant's views and data collection.

Study Setting: The aim is to study and analyze how the participants of health care management underwent training and development to get the desired competencies. The study was undertaken as a newer intervention and as the gap that excised in the literature review. This is a descriptive, interventional, and experimental study.

Study tools

a. Literature search from reputed journals, using keywords, search engines, and articles from reputed publications which were nationally and internationally accepted by health care management domine.
b. Documentary search and training manuals and considering standard operating procedures of health care management training.
c. Semi-structured questionnaire was provided for the participants for knowing their inputs and suggestions to understand the need and requirements of the skill sets and competencies for the desired job/work areas.

Sampling method: The participants were all those who enrolled in the MBA-HHM program in a B-school. The participant's identity was kept anonymous to avoid any bias in the data collection process. No identity was revealed, and data was collected by a questionnaire in the Google form which was submitted by the participants after their consent for data collection. A total number of 120 participants were taken as sample subjects who confirmed their participation in this training process.

©2024 Great Britain Journals Press

III. RESULTS

1. Preparation for the course by the participants:

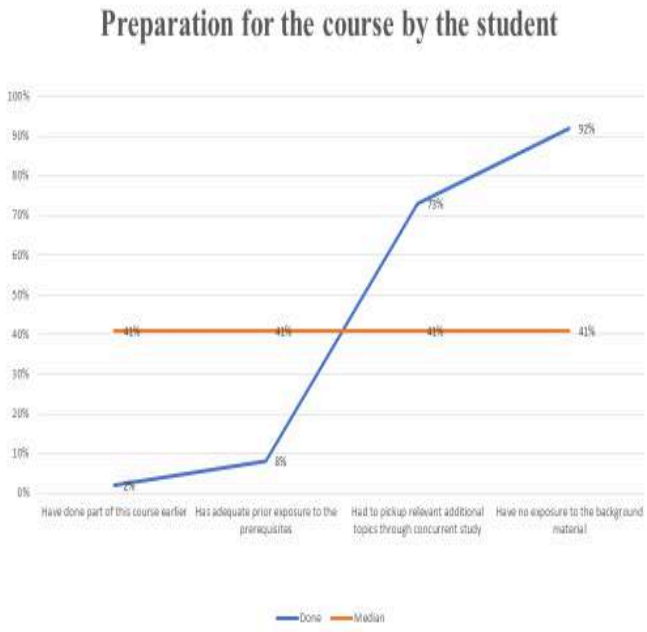


Fig. No.2: Showing preparation for the course by the participants.

Inference of the data

1. Have taken part in this course earlier: 2% of the participants had undertaken this course earlier.
2. Has adequate prior exposure to the prerequisites: 8% of the participants had prior exposure to the prerequisites.
3. Had to pick up relevant additional topics through concurrent study: 73% of participants had pickup relevant additional topics through concurrent study.
4. Have no exposure to the background material: 92% of the participants had no exposure to the background material.

Interpretation:

- Less than 2% of the participants had been exposed to this training earlier. Only 8% had prior exposure to the prerequisites. These percentages and data, confirm that this course was very new to the rest of the participants, and it was different from their usual learning and teaching sessions.
- More than 73% of the participants were able to pick up relevant additional topics. 92% of the participants had no previous exposure to background material. These percentages and data, confirm that a large set of participants were able to gather newer inputs and information from this training program. The training program was very new and performed in an innovative way as they did not have any exposure to the background materials.

©2024 Great Britain Journals Press

2. Has the proper information been delivered/ adequacy of the input?

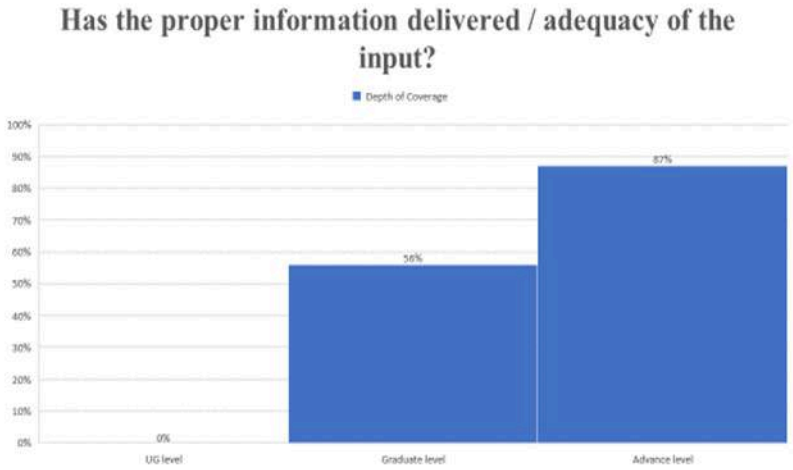


Fig. No. 3: Showing Bar chart of the information delivered/Adequacy of inputs provided to the participants.

Inference of the data: The Bar chart depicts the information delivery as the adequacy of inputs provided for the participants. On a scale of 0 to 100%, the level of information provided was assessed as per the participant's feedback as follows:

1. As per the responses provided by the participants, 0% of participants said undergraduate level/none of the participants said that it was at the undergraduate level. This can be interpreted that, the participants all felt that the training program concepts which were delivered were above the undergraduate level of training.
2. 56% of the participants responded that the dept of information provided was for the Graduate level. This result shows that more than half of the participants mentioned that the concepts provided were specific to the graduate level of training.
3. 87% of the participants responded that the dept of information delivered was at the Advance level. This result explains that nearly 87% of participants confirmed that the concepts and depth of information provided were at an advanced level to participants who were performing in a master's degree program.

Interpretation: The information delivered/ adequacy of inputs proved was asked to be categorized to the levels on a scale of 0 to 100%.

- None of the participants agreed that it was at the Undergraduate level.
- The 56% of participants informed that the adequacy of information provided was at the graduate level.
- Most of the participants, about 87% responded that adequacy of input proved was an advanced level.

©2024 Great Britain Journals Press

3. Overall rating of the program:

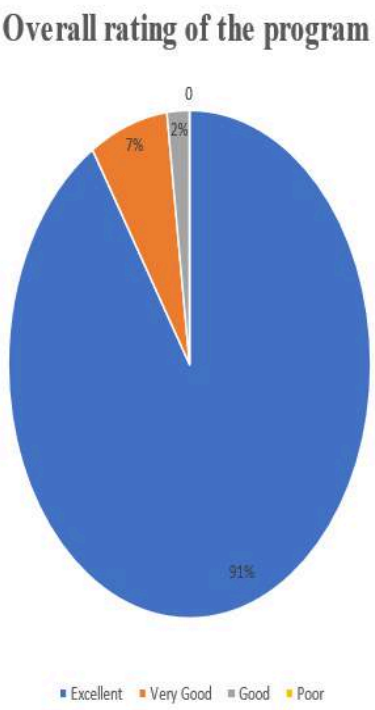


Fig. No.4: Pie chart depicting the Overall rating of the training program.

Inference of the data: The overall rating of the training program is as follows:

1. 91% of participants said Excellent.
2. 7% of the participants said Very Good.
3. 2% of participants said Good.
4. 0% of participants said, Poor.

Interpretation

- Most of the participants, about 91% said that the overall rating of the training program was Excellent.
- About 7% of the participants said that the overall rating of the training program was Very Good.
- A few of the participants, 2% said that the overall rating of the training program was Good and none of the participants said it was poor.

IV. DISCUSSION

1. Relevance of learning by doing training for soft skills and competency in the health care sector and why it works: When listening is intense, the human brain can maintain attention up to the optimal level of 10 minutes at an optimal level. The attention span beyond these plummets, even though the subject is interesting. There are other methods such as reading, writing, and listening which are not at all a match for doing. Doing is practicing, which has two main factors:

1. *Risk-taking:* Doing practically means risk-taking. Risk in learning is making mistakes, risk failures, and intellectual limits confrontation. To Err is human. The human brain does not prefer error or failure. By putting in a situation of failure, we remember

©2024 Great Britain Journals Press

the error points and try to rectify them as facts.

2. *Emotions:* By trying to do things, the experience gained is an emotion that is associated with actions. There are several emotions involved such as joy, stress, embarrassment, and surprises that effectively create memory and are associated with practices. To quantify in terms of numbers, remembering what one does is 75%, by listening, one does 5% only.

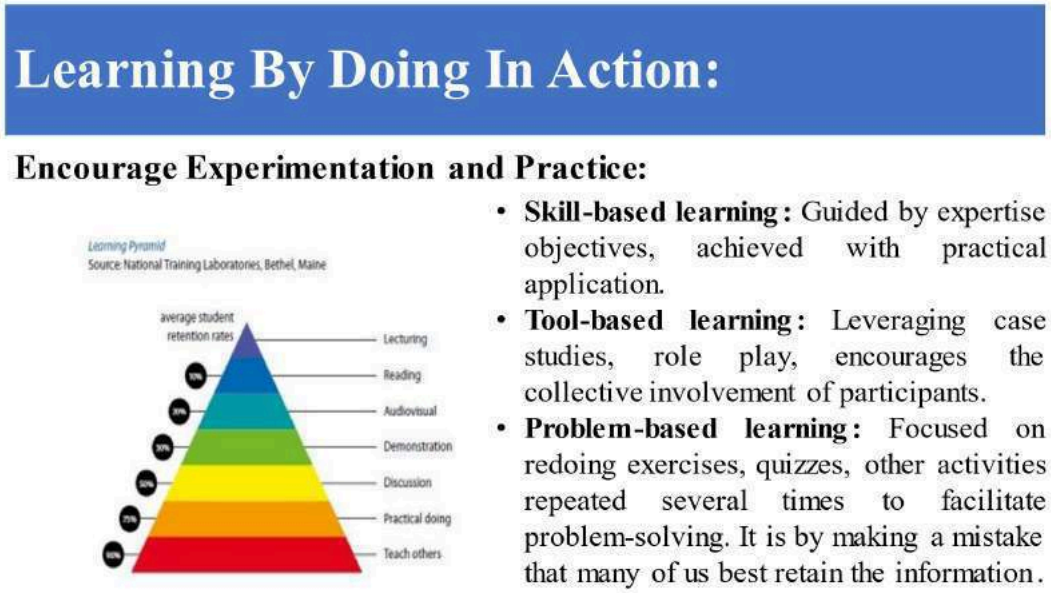


Fig. No. 5: Learning by doing in action. Source: National Training Laboratory.

2. *Scope of the training program:* There is a wide scope of integration of learning by doing by participants. Learning through the repetition of scenarios, by practical exercises, there is a better approach to the concepts. The reviewing of the situation will be actively understood.

By trying to solve the situational problems or case studies approach from a management perspective, the response will be active, dynamic, and versatile. It is scientifically proven that the brain tries to activate mimicry, the lessons learned, and practicing those skills increases the attention span to an optimal level.

3. *Operational aspects of the training program:* The activity sessions are planned as per the background of theory didactic lectures. The activity sessions are structured to keep the knowledge culminated to put into practice. A wide range of activities aimed to develop the target of social and emotional components are incorporated. The course learning is triggered to make the participants be in the action phase and come out with solution-based approaches. The ideas are made into possibilities, opportunities are created, multiple avenues are customized and activity sessions are adapted. The participants take up an active role and the trainers are on the observer mode. The importance of this segment is to develop a new behavior, and skills that are created and imbibed, these are put into action.

As activities are performed in clusters of 3 group activities, coordination, and team-building spirit is backed. The cascading effect of the activity session has a specific effect on the social-emotional process. As said, each theory session is clubbed with 3 activities as it gives importance to interpersonal and intrapersonal communication among the team members.

4. *The framework of activity sessions:* The Knowledge-based activity incorporated into applications. Attitude-based activity is modified for the betterment of mindset. Practice-based

©2024 Great Britain Journals Press

activity fosters the participant to perform on the ground and be inclined to get the feel of the skills. For example, the participants are made to be engaged in empathetic conversation, consider other person perspectives, and feel the difference in the role change mode.

5. Methods adopted for a training program: Methods adopted were many, to mention a few as a case study, role play, dialog conversation, and scenario developed are the methods utilized. The user guide of the manuals for training is utilized. The user manual "The skills to pay the bills, mastering soft skills at workplace success" as an activity reference was taken as a support, and customization was performed as per the organizational and cultural context to fit the training team. "Trainer Manual for Soft Skills Applied in Entry Level Occupations" was used as a background reference and cultural adaptability to suit the organization performed and training was delivered by refining the contents.

As each training program by itself, is a creative learning and is well crafted, it also depended on the trainer's style, participants' adaptability, and outcomes of the activity were a summation of subjective and objective elements.

6. Application of learning by doing training using digital technology: As the training was widely used and acclaimed by professionals, it needs to be optimized to the needs of the participants. When the acquisition of the new set of skills by the participants is used in daily tasks, at low cost, in a dynamic format, the theories are achieved by active participation, and it enables the context to be adapted right habits.

As there was a whole range of digital educational devices this allowed for experimentation, activities, and practices. The passive courses as scribbling notes and notes from the screen are modified by open and online digital learning applications. The skill-based learning which was guided by the subject experts had specific objectives in the research and was achieved with applications adapted by practical approach.

Tool-based learning, to encourage collective participation was performed through role play and case study scenarios. Problem-based learning was facilitated by a focused approach of quizzes and redoing exercises. By allowing the participants to make mistakes and have discussions after the activity, retaining was best in terms of information for the participants.

As the training program was well anchored in real and virtual platforms, it was also recorded for viewing later. Learning in the right sequence in the right way to make better choices made the training application effective.

The participants were inclined to concrete problem-solving situations and enjoyed serious games. The time management training program was well taken by the participants. The training focused on leveraging an interactive guided program, it had integrated tools such as digital support were utilized as digital practices.

Limitation of the study:

1. The training is conducted by considering only the health care professionals who are participants. The other allied health and support staff are not considered participants in these training programs.

2. The training program is considered only in one B-School which had multi-ethnic and multi-cultural background participants. The diversity of different regional levels was also preferred. The training would be more robust if it is considered and compared in multiple B-school setups. This limitation can be significant as different strata of participants may yield variable inputs and suggestions and data synthesis and data interpretations may be validated optimally.

V. CONCLUSION

As a cluster training program, the participants had an opportunity to the principles linked to 4 major clusters such as intrapersonal communication, interpersonal communication, adaptability and developing comfort zone and stress management, and risk reduction in communication. Learning by doing helped as training mattered most.

©2024 Great Britain Journals Press

As a continuous improvement process, the training program is a pragmatic model that starts with forming/structuring the soft skill competency mapping as a module, collecting data, analyzing results, forming conclusions, and implementing findings into real-life applications as experiential learnings and forming new skill sets for the betterment of the course module.

This research has tried to study the effectiveness of the training program for communication and soft-skill competencies to be logical, systematic, replicable, focuses on the priority problems, and generative of data that is measurable and action-oriented.

REFERENCES:

1. Agarwal, S., & Garg, M. A. (n.d.). The Importance of Communication within Organizations: A Research on Two Hotels in Uttarakhand. In *IOSR Journal of Business and Management (IOSRJBM)* (Vol. 3, Issue 2). www.iosrjournals.orgwww.iosrjournals.org
2. *B. Mccarthy - A new therapeutic communication model "TAGEET" to help nurses engage therapeutically with patients suspected of or confirmed with COVID-19*. (n.d.).
3. Bylund, C. L., Peterson, E. B., & Cameron, K. A. (2012). A practitioner's guide to interpersonal communication theory: An overview and exploration of selected theories. In *Patient Education and Counseling* (Vol. 87, Issue 3, pp. 261–267). https://doi.org/10.1016/j.pec.2011.10.006
4. Cheng, B. S. S., Bridges, S. M., Yiu, C. K. Y., & McGrath, C. P. (2015). A review of communication models and frameworks in a healthcare context. *Dental Update*, *42*(2), 185–193.https://doi.org/10.12968/denu.2015.42.2.185
5. *Communication_and_Social_Environment*. (n.d.).
6. Continisio, G. I., Serra, N., Guillari, A., Simeone, S., Lucchese, R., Gargiulo, G., Toscano, S., Capo, M., Capuano, A., Sarracino, F., Esposito, M. R., & Rea, T. (2021). Evaluation of soft skills among Italian healthcare rehabilitators: A cross sectional study. In *Journal of Public Health Research* (Vol. 10).
7. *Conversational interfaces for task-oriented spoken dialogues: design aspects influencing interaction quality*. (2011). https://www.researchgate.net/publication/254860573
8. Degaleesan, P., & Kulothungan, P. (2011). Effect of aerobic cross training and aerobic training on tidal volume. In *Internat. J. Phy. Edu* (Vol. 4, Issue 1).
9. Hand, L., Ryan, E., & Sichler, K. (n.d.). *Introduction to Communication Research: Becoming a Scholar*. https://oer.galileo.usg.edu/communication-textbooks
10. Harris, A. (2008). Distributed leadership through the looking glass. *Journal of Educational Administration*, *46*(2). https://doi.org/10.1108/jea.2008.07446baa.001
11. Hellen, D. R., & Mberia, K. (2011). COMMUNICATION TRAINING MODULE. In *International Journal of Humanities and Social Science* (Vol. 1, Issue 20).
12. Neuhauser, L., & Kreps, G. L. (2003). Rethinking communication in the E-health era. *Journal of Health Psychology*, *8*(1), 7–23. https://doi.org/10.1177/1359105303008001426
13. Prabavathi, R., & Nagasubramani, P. C. (2018). Recent Trend of Teaching Methods in Education" Organised by Sri Sai Bharath College of Education Dindigul-624710. *India Journal of Applied and Advanced Research*, *2018*(3), 29–32. https://doi.org/10.21839/jaar.2018.v3S1.164
14. Rozilah, A. A., Muhammad, M., & Kamaluddin, N. (2013). Validity and Reliability of the Management Communication Style Scale. *International Journal of Social Science and Humanity*, 390–395. https://doi.org/10.7763/ijssh.2013.v3.268
15. Turkalj, Ž., & Fosić, I. (n.d.). *ORGANIZATIONAL COMMUNICATION AS AN IMPORTANT FACTOR OF ORGANIZATIONAL BEHAVIOUR*. http://web.efzg.hr/RePEc/pdf/Clanak%2006-01.pdf
16. Woo Park, H. (n.d.). *The Journal of Communication and the Field of Communication Studies: Mapping Scientific*

©2024 Great Britain Journals Press

Communication Online. http://www.Leydesdorff.net/ jcr04
17. Yassin, A. (n.d.). *Oral Communication*. https://www.researchgate.net/publication/342334382
18. Ye, S., Hartmann, R. W., Söderström, M., Amin, M. A., Skillinghaug, B., Schembri, L. S., & Odell, L. R. (2020). Turning information dissipation into dissemination: Instagram as a communication enhancing tool during the covid-19 pandemic and beyond. *Journal of Chemical Education*, *97*(9), 3217–3222. https://doi.org/10.1021/acs.jchemed.0c00724

©2024 Great Britain Journals Press

This page is intentionally left blank

©2024 Great Britain Journals Press

Scan to know paper details and
author's profile

Enhancing Sustainability through Efficient Public Spending: Polish Procurement Perspectives

Dr. Anna Wójtowicz-Dawid

University of Rzeszów

INTRODUCTION

Sustainability is a leading criterion in sustainable financing decisions, both for financial markets and private actors as well as for public finance. Sustainable finance, i.e. finance oriented towards social, environmental and economic goals, is becoming increasingly popular and important in the context of global challenges such as climate change or growing social inequalities. State and local government actors play a key role in implementing and supporting the concept of sustainable finance, but also recognise the special role of non-financial risks (so-called ESG risks - Environmental, Social, Governance), within which environmental, social and governance risks are distinguished. The approach to ESG risk is currently developing rapidly. However, the basic definition is relatively simple: they are environmental, social and organisational factors that can affect the financial position or hinder the performance of an entity.

Keyexpressions: NA

Classification: LCC Code: HG4515.13

Great Britain Journals Press

LJP Copyright ID: 146444
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024. Dr. Anna Wójtowicz-Dawid. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/ licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Enhancing Sustainability through Efficient Public Spending: Polish Procurement Perspectives

Dr Anna Wójtowicz-Dawid

Author: Institute of Juridical Sciences, University of Rzeszów, Poland.

I. INTRODUCTION

Sustainability is a leading criterion in sustainable financing decisions, both for financial markets and private actors as well as for public finance. Sustainable finance, i.e. finance oriented towards social, environmental and economic goals, is becoming increasingly popular and important in the context of global challenges such as climate change or growing social inequalities. State and local government actors play a key role in implementing and supporting the concept of sustainable finance, but also recognise the special role of non-financial risks (so-called ESG risks - Environmental, Social, Governance), within which environmental, social and governance risks are distinguished. The approach to ESG risk is currently developing rapidly. However, the basic definition is relatively simple: they are environmental, social and organisational factors that can affect the financial position or hinder the performance of an entity.

The integration of sustainability and inequality into the public procurement system has brought with it the need for changes in the hierarchy of values affecting the public spending process. One of the demonstrated goals of using sustainable public procurement is to increase the efficiency of public spending. In order to demonstrate and research efficiency gains in the indicated area, it becomes necessary to analyse the role of axiology in the public procurement law system while recognising risks and threats.

In 2015, the United Nations (UN) adopted the 2030 Agenda for Sustainable Development. This created a new pathway to improve the lives of countries and societies. The Agenda includes a set of goals that include, among others, eradicating poverty, reducing inequality, improving health and well-being, protecting the planet and ensuring human well-being[1] . All the goals contained in the 2013 Agenda have been grouped into 17 Sustainable Development Goals (SDGs), with the overall goal of creating a better world not only for present but also for future generations[2] . The goals set out in the Agenda have been systematically identified as those that can and should be achieved through public spending procedures due to their size and importance for the economic turnover. Public procurement, while having a significant impact on shaping the market, will at the same time achieve the additional goals indicated in the Agenda.

The public procurement procedure has evolved from a typical economic tool to a complex tool that embodies and implements several dimensions of sustainable development, being now a "multi-purpose instrument"[3] . Changes in

[1] Girón, A. Objetivos del Desarrollo Sostenible y la Agenda 2030: Frente a las políticas públicas y los cambios de gobierno en América Latina. Probl. Desarro. 2016, 47-186, 3-8

[2] Naciones Unidas, Informe de los Objetivos de Desarrollo Sostenible 2019. in Publicación de las Naciones Unidas; Departamento de Asuntos Económicos y Sociales (DESA): New York, NY, USA, 2019; Available online: https://unstats.un.org/sdgs/report/2019/The-Sustainable-Development-Goals-Report-2019_Spanish.pdf (accessed on 1 March 2024).

[3] Lundberg, S. and Marklund, P.-O. (2018). Green public procurement and multiple environmental objectives. *Economia e Politica Industriale*, 45, p. 44.

©2024 Great Britain Journals Press

the sustainability paradigm, the impact of non-financial factors, changes in the perception of the role of finance in financing sustainable development, the need to preserve the financial stability of the public sector, the need to integrate the public financial system with the safety net and, above all, changes in the perception of the environment and the human position in it imply changes in the public finance and procurement paradigm.

The analysis underpinning the conclusions is based on the use of quantitative research methodology. In order to collect information and data, the research method of document analysis and analysis of literature was used, which includes in particular reports, regulations of European law, including EU law, and Polish law. The analysis of the quantitative data, in particular the legal analysis, was carried out in order to draw final conclusions and determine the results of the research.

The literature review and is to organise and identify recently published articles providing an overview of the most up-to-date approach to the issue at hand. In this case, the state of the art in sustainable procurement is obtained through a structured search process and a transparent analysis of the current literature and the current legal system. Specifically, the aim of this review is, through a synthesis using current research as its basis to identify barriers to the effective application of sustainable procurement.

The article presents the way in which sustainable development goals are pursued, identifies and explains what sustainable procurement is, how the Polish legislator defines the principle of efficient public spending, in order to ultimately identify the barriers to achieving the goal of efficient spending.

II. PURSUING SUSTAINABLE DEVELOPMENT GOALS

The pursuit of the Sustainable Development Goals by both public and private institutions is highlighted in various studies as important and relevant. They are the basis for guidelines for the spending of funds from the European Union budget. Ultimately, national governments are responsible for the efficiency allocation of the budget for sustainable development. In the case of funds from the European Union budget, the approved National Operational Programmes take into account sustainable development objectives, indicating the need to achieve them from an inclusive perspective, as well as the objectives for the disbursement of individual funds. At the national level, through the creation of specific regulations, national governments aim to achieve the objectives identified and defined by the European Commission. However, these are actions that allow a great deal of discretion for individual member states without the nature of coordinated action.

The literature notes the lack of open, discussed and widely accepted general guidelines on how to link national public spending (based on the classification of government functions) to the achievement of sustainable development goals. This is undoubtedly a result of the diversity of individual member states, the different levels of implementation of the individual Sustainable Development Goals, but also the specifics of a given economy, reacting differently to events such as economic crises, the COVID-19 pandemic, the war in Ukraine.

The 2030 Agenda for Sustainable Development, represents a milestone towards transforming our world. The Agenda addresses the major challenges facing humanity, including eradicating poverty and other deprivations, improving health and education, reducing inequality and boosting economic growth - all while tackling climate change and working to protect aquatic and terrestrial ecosystems. The Agenda is an ambitious call to action put to each country.

Closing the gap between current progress and the Sustainable Development Goals will only be possible through public and private investment in all the Sustainable Development Goals. According to the United Nations Development Programme

©2024 Great Britain Journals Press

(UNDP)[4] implementation of Agenda 2030 will require investment in all sectors.

For example, increasing the accessibility of certain public services for people with disabilities has taken a pandemic turn, with public finance sector units committing their resources and means to making them as accessible as possible online. As a result, in the case of Poland, permanent and visible blocking of online tools has become commonplace and is now a standard of operation for public finance sector units. By purchasing the right equipment and giving it to the right units, which made e available to the digitally excluded, a reduction in inequality and digital exclusion was achieved.

In terms of the procedures prepared and conducted, the units responsible for the provision of health services take into account the acquisition of goods and services that take into account the protection of the environment, access for excluded people, the reduction of inequalities.

As stated by Kharas and McArthur[5] , public spending is crucial because it is the form of spending most directly subject to policy makers. As such, public procurement will be critical to most of the sustainable development goals in development areas such as health, education, water and sanitation, where private investment will become complementary to achieving them. Private investment will be critical in specific sustainable development sectors such as energy, transport or telecommunications. Regardless, public spending policies and interventions in these sectors are essential to promote and support a favourable investment climate. They point out that government spending does not guarantee the achievement of sustainable development goals. nevertheless, they focus on levels of public spending, as many outcomes are limited by a lack of public resources. In this context, public sector spending and targets are most useful at the country level. At the same time, they stress that the Sustainable Development Goals represent a commitment by all countries to solve their own problems at home, while working with others on challenges abroad. No country is yet on track to achieve all the SDGs, so even countries with high income and high levels of per capita spending face the challenge of generating creative, results-oriented approaches to driving innovation.

III. SUSTAINABLE PROCUREMENT

Public procurement has evolved from an economic instrument into a mixed instrument with the inclusion of horizontal policies (both environmental and social). Public procurers, when preparing a proper procurement procedure, are obliged to take into account standards shaped by the European Union, such as the New Green Deal, which aims to make the EU economy sustainable. The public procurement system introduced, inter alia, new optional grounds for excluding economic operators from public procurement procedures relating to environmental issues, indicated expressly in verbis, as permissible conditions for the performance of the contract, inter alia, environmental aspects, while taking into account all stages of the life cycle. In addition, the possibility of requiring a specific label as part of the technical specifications, award criteria or contract performance conditions was allowed, as well as the possibility of using life cycle costing (LCC) to determine the cost criterion in public procurement.

The European Union mainly shapes sustainability issues in soft law, but has also chosen to enact numerous pieces of legislation relating expressly to environmental issues setting minimum standards relating to the issues in question. These include, among others, Regulation (EU) 2017/1369 of the European Parliament and of the Council of 4 July 2017 establishing a framework for energy labelling and repealing Directive 2010/30/EU, Directive 2012/27/EU of the European Parliament and of the Council of 25 October 2012. on energy efficiency, amending

[4] United Nations Development Programme, 2018 Financing the 2030 Agenda - An Introductory Guidebook for UNDP Country Offices.
[5] Kharas, H., McArthur, J., 2019. Building the SDG economy: needs, spending and financing for universal achievement of the Sustainable Development Goals. Global Economy and Development at Brookings - Working Paper 131.

©2024 Great Britain Journals Press

Directives 2009/125/EC and 2010/30/EU and repealing Directives 2004/8/EC and 2006/32/EC, Directive 2010/31/EU of the European Parliament and of the Council of 19 May 2010 on the energy performance of buildings, Directive 2009/33/EC of the European Parliament and of the Council of 23 April 2009 on the promotion of clean and energy-efficient road transport vehicles.

Various definitions of sustainable procurement have been put forward in the literature and in documents, however, focusing primarily on the public spending process itself. It is not the object of this analysis to present different approaches to the definition of sustainable procurement, hence the adoption of the most common understanding of the term.

Sustainable procurement is the process by which organisations meet their needs for goods, services, works and utilities in a way that provides value for money over their lifetime for the benefit of society and the economy, while minimising environmental damage.

Sustainable procurement has three pillars, namely economic development, social development and environmental protection. So, among other things, it is public procurement that integrates environmental considerations into the procurement process and takes into account the entire life cycle of a product or service. Public entities meet their operational needs for goods, works, services and utilities by procuring and selecting products and services that have a lower environmental impact during their expected economically useful life, compared to alternative products/solutions.

Of particular importance is the Life Cycle Assessment, which is a methodology for determining the potential environmental impact of a given product or process, looking at the entire life cycle - from the acquisition and processing of raw materials, through their transport, production of the finished product, its use, and the final disposal and disposal of waste. This is an important and relevant method because it draws the attention of the purchaser not only to the cost of acquiring the product, but to the total cost associated with its acquisition, use and disposal. It shows that sometimes low-cost products at the time of acquisition are more costly over the entire period of acquisition, use and disposal than other analogous products, which place a greater burden on the buyer's budget at the time of acquisition. Its application requires knowledge and familiarity with the product, but also with the manner and extent of use.

IV. SPENDING EFFICIENCY IN THE POLISH LEGAL SYSTEM

Spending public funds in accordance with the provisions of the Act of 11 September 2019 in force in Poland. - Public Procurement Law (unified text Journal of Laws of 2023, item 1605, as amended) and the Act of 27 August 2009 on Public Finance (unified text Journal of Laws of 2023, item 1270, as amended) set as a fundamental principle the demonstration of efficiency. At the same time, the Polish legislator, in creating the relevant regulations of the indicated provisions, does not specify the meaning of the notion of efficiency, nor does it build tools for examining the efficiency of spending public funds in a way that forces a specific type of behaviour on the ordering parties.

Article 17(1) of the Polish Public Procurement Law regulates the principle of efficiency, while at the same time not specifying the meaning scope of the principle. There are also no guidelines or criteria which are the basis for establishing indicators, yardsticks or elements constituting the efficiency of a given contract. Some solutions are provided by the Polish Public Finance Act of 27 August 2009, however, it does not mention efficiency, but refers to the elements constituting efficiency, i.e. savings and expediency. Article 44.3 of the Public Finance Act stipulates that public expenditures should be made in a manner of

1. purposeful and economical, respecting the principles:

a) getting the best results from given inputs,
b) the optimal choice of methods and means to achieve the set objectives;

©2024 Great Britain Journals Press

2. in such a way that the tasks can be completed on time;
3. in the amounts and on the dates arising from previous commitments.

The legislator sets out the principle of efficiency in the spending of public funds without specifying the criteria for the selection of objectives, the measures for achieving the objective and the subsequent evaluation of efficiency. The legislator also does not specify on what basis it can be considered that the choice of the method and means to achieve the objectives was inappropriate and thus there was a violation of the applicable legal provisions. It is also difficult to find in the relevant legislation, including public procurement legislation, an obligation to draw up an identification of the objectives and an analysis of the selection of the method and thus also the means to achieve the identified objectives.

The Court of Justice of the EU indicates that the EU coordination of procurement procedures was intended to minimise the risk that contracting authorities would be guided by non-economic considerations when awarding public contracts[6] . This position confirms that decisions by public finance entities are primarily based on economic considerations.

Community legislation laying down the principle of efficiency allows for two types of economic criteria for the award of contracts: the lowest price and the most economically advantageous tender from the point of view of the contracting authority. At the same time, the economically most advantageous tender is defined by an exemplary set of specific criteria relating to the subject matter of the contract. Directive 2014/24 lists in Article 67 criteria such as quality, price, technical merit, aesthetic and functional characteristics, environmental aspects, cost of use, profitability, after-sales service and technical assistance, delivery date or delivery or completion time. Directive 2014/25 (sector-specific) contains an almost identical set of criteria in Article 82.

[6] Judgment of the Court of 3 October 2000 in Case C-380/09 The Queen v H.M. Treasury, ex parte University of Cambridge, para 17.

Expenditure of public funds earmarked for the performance of public tasks should take place in an efficient manner, indicating that public procurement is about ensuring that the funds available ensure the maximum and optimal performance of public tasks, by providing the greatest amount of goods desired in its performance or allowing for the provision of the widest range of necessary services. In order to achieve this, however, it is necessary for the contracting authority to demonstrate that it has identified the needs and their gradation, taking into account the economic effects of achieving them. This is the result of defining the meaning of efficiency, which is closely related to the economic understanding of the concept.

When analysing efficiency from the perspective of social phenomena, it is argued in the literature that efficiency must be detached from economic issues, due to its different perception as the occurrence of a positive transformation of social attitudes, and thus in such a situation the examination and evaluation of efficiency should be verified from the perspective of effectiveness.

The binding regulations of the Public Finance Act force a close link between effectiveness and the economic sphere, and despite being directed towards achieving social and environmental goals, due to the limited resources that the contracting authority has and intends to allocate to the execution of a given contract, the economic issue cannot be ignored.

Efficiency is a concept analysed in management science, quality, economics and finance. Despite the many publications on efficiency, however, it remains a vague, ambiguous term, interpreted in different ways, and unfortunately equated with effectiveness or efficiency.

Efficiency must be detached from economic issues, because of its different perception as the occurrence of a positive transformation of social attitudes, so in this situation the study and evaluation of efficiency must be verified from the perspective of efficiency. One of the objectives that can be included in the principle of efficiency is the positive impact on the environment, the

©2024 Great Britain Journals Press

achievement of objectives outlined by the sustainable development policy. Any objective other than economic, however, requires the contracting authority to define, specify and strive to meet its defined needs for the acquisition of goods, services or works. The rationale for this should be the generation of benefits on the part of the contracting authority, but also on the part of society and the economy. This means taking into account not only the costs of the contract itself as the purchase price, but also the costs related to the fulfilment of these defined additional objectives, including those related to the implementation of the sustainable development policy.

Such a perception of the efficiency of spending public funds forces the contracting authority to change its approach to the preparation of descriptions of the subject of the contract or the conditions for the performance of the contract. A unit of the public finance sector must change the perception of procurement, as a process integrated with changes in the perception of needs by the society, perceiving its long-term impact. The process in question is a change in the perception and hierarchy not only of needs, but also of the entire axiological system. The re-evaluation of needs that underpins sustainable development is closely linked to social, but also legal changes. Some of them take the form of certain trends or social fashions, while others are influenced by changes in legislation.

Despite the fact that the Polish legislator introduced the principle of effectiveness as the supreme principle, binding in all procedures based on public procurement procedures, it did not specify the obligations of the contracting authority in terms of identifying objectives, their gradation, or the obligation to analyse and choose an appropriate method to verify the financial effects of selecting the expected results. There is no link in the Public Procurement Act between the planning process and the stage of completion of the contract, i.e. there is no obligation at the end of the conducted procedure to examine the level of achievement of the assumed objectives. This means that there are no control tools for effective verification of the correct application of the principle of effectiveness in the conducted procedures. It seems necessary to regulate this issue in order to be able to effectively control the application of the principle of efficiency in the spending of public funds.

V. OBSTACLES TO EFFICIENCY USE OF SUSTAINABLE PROCUREMENT

According to the International Monetary Fund[7] a large proportion of public money spent is lost due to inefficiencies such as misallocation, poor quality of public services, waste of resources, crowding out of private spending and corruption[8] .Hence, financing sustainable procurement, understanding the essence of sustainable procurement, is an increasingly important topic in the ongoing public debate.

There are clear obstacles to efficient public spending and sustainable procurement. These include:

5.1 Barriers resulting from insufficient knowledge and information

1) Lack of understanding of the links between investment and the achievement of the Sustainable Development Goals (SDGs) at national level, which can help identify the main drivers of inefficiency and encourage countries to take further action to ultimately achieve the SDGs.
2) Lack of knowledge on the part of those responsible in public finance sector units on how to shape requirements related to sustainable procurement. Provisions and requirements for sustainable procurement are a political idea for public finance units, which is implemented in cases of shaping the relevant conditions in the existing legislation - electromobility or accessibility for socially excluded people should be mentioned as examples. Only the shaping of the provisions of the law on electromobility or accessibility for socially excluded persons has had the

[7] International Monetary Fund, 2019 Fiscal policy and development: human, social, band physical investment for the SDGs. IMF Staff Discussion Note SDN/19/03

[8] Rayp, G., Van de Sijpe, N., 2007. Measuring and explaining government efficiency in developing countries. J. Dev. Stud. 43, 360-381.

©2024 Great Britain Journals Press

effect of shaping the appropriate provisions of the terms and conditions of procurement[9] .

3) Lack of knowledge of how to verify the application of sustainable procurement requirements at the stage of tender evaluation and then contract execution. At the stage of preparing descriptions of the subject of the contract or documentation, persons responsible for public procurement do not know how to set goals for sustainable procurement, where and how to verify that the implemented procurement meets sustainable procurement goals, how to measure them. This sometimes results in situations of shaping the documentation for the ongoing procedure by copying without understanding other documentation from another procedure not necessarily relevant for the given public procurement. As a result, it is unclear what objectives the contracting authority wants to achieve and how it will measure and verify this in terms of efficiency.
4) Perceiving sustainable procurement as a political idea that does not need to be implemented by a unit of the public finance sector. If sustainable procurement remains solely and inclusively a guideline whose application depends on the will and decision of the contracting authority, the efficiency of its application will depend on the will and awareness of decision-makers.
5) Lack of perception on the part of the contracting authority of the direct effects occurring on the part of the contracting authority as a result of sustainable procurement, sometimes linked to a lack of need to look for positive effects at all, or to point out and educate the public about the need to use it.
6) Lack of training and information campaigns to show contracting authorities practical examples of the use of sustainable procurement, with indication of tools for verifying how such procurement is carried out. In the author's opinion, education carried out at the level of the employees of contracting authorities, but also of the society, leading to a change in paradigms which are the basis for decision-making, is the best tool to change the shape of contracting authorities' actions. An informed public, and thus informed officials convinced of the rightness of their decisions, see no obstacles and, moreover, feel the need for sustainable procurement.

To overcome barriers due to insufficient knowledge or information, a strategy needs to be developed on the government side to promote specific solutions. There is a need for systematic training of those responsible for public procurement, and the publication of various materials on sustainable procurement containing not only theoretical elements, but also practical examples of application.

5.2 Social and legal barriers

1) Concern on the part of the contracting authority that the application of requirements for achieving sustainable development goals will be met with the accusation of restriction of competition. The fear on the part of contracting authorities that there may not be a sufficient number of potential contractors to meet the contract criteria may be grounds for considering that competition has been restricted, which is a breach of a fundamental principle of public procurement. The public procurement directives as well as the Polish act on public procurement cod forbids, as a rule, the introduction of provisions by shaping subjective criteria or in the description of the subject of the contract which unjustifiably restrict the participation of interested contractors in the procedure. It is therefore prohibited to describe the subject of the contract in a preferential way, which may lead to discrimination against an entity or a product.
2) By consciously selecting products and services that comply with certain environmental criteria - such as energy efficiency, use of renewable resources and minimisation of emissions - sustainable procurement serves as a catalyst for the adoption of sustainable

[9] Act of 11 January 2018. Electromobility and alternative fuels (consolidated text Dz. U. of 2023, item 875, as amended).

[10] W. Cheng, A. Appolloni, A. D'Amato, Q. Zhu, Green Public Procurement, missing concepts and future trends - A critical

©2024 Great Britain Journals Press

technologies[10] . What is lacking, however, is the promotion of green solutions and the fostering of green behaviours, which would in effect allow procurers to make informed choices.

3) In the author's opinion, the instrumentalisation of public procurement discussed above should be in line with the basic function of the public expenditure system, and be related to spending public funds for purposes identified by a unit of the public finance sector, while ensuring equal access for contractors. Building a legal system that is based solely on unilaterally imposed standards that do not stem in any way from consciously identified needs of the ordering party is a wrong solution, which damages the efficiency of the public procurement system.
4) Lack of internal regulations in place at the contracting authority level relating to sustainable procurement with tendering procedures. Public organisations should realise how easy it is to transform public procurement into sustainable procurement and that contractors are already ready to do so by offering sustainable procurement products on the market. The main difficulties in using sustainable procurement are insufficient knowledge and lack of experience of procurers in its practical application.

5.3 *Financial barriers*

1) The high cost of acquiring sustainable products is becoming a major factor in the decision not to use such solutions. Viewing public procurement only from the perspective of the purchase cost and not the total cost of purchase and use is becoming a significant barrier to the development of innovative and, at the same time, sustainable solutions. As the Public Procurement Office in Poland points out in its published reports, the purchase price is the basic criterion in initiated proceedings based on the Public Procurement Act.
2) Economic development of Member States, which are characterised by asymmetries that affect the approach to sustainable procurement[11] . These asymmetries are a significant barrier to countries' transition to sustainable procurement due to the lack of involvement of procurers, contractors and civil society. The law is only a small contribution to the successful implementation of sustainable procurement[12] . The doctrine emphasises that there are three dimensions of sustainable procurement: "organisational aspects, individual behaviour and operational tools". Exploring and adapting a market-specific tool requires knowledge, awareness but also conviction and validity in the implementation and application of sustainable procurement.

VI. CONCLUSIONS

The barriers referred to above, including barriers related to lack of knowledge, social, legal as well as financial barriers, as argued in the doctrine, depend "on very specific contextual conditions, including jurisdiction, consumer preferences and the presence or absence of various other institutional conditions"[13]. Therefore, the analysis of the national context must be the starting point for their removal. In addition, public policymakers must ensure "that products are good substitutes for benchmark alternatives and are concentrated where price sensitivity of buyers is low"[14] .

The above-mentioned obstacles identified by the author are the result of perceiving the efficiency of public spending mainly as financial efficiency resulting from the limited amount of financial

[10] W. Cheng, A. Appolloni, A. D'Amato, Q. Zhu, Green Public Procurement, missing concepts and future trends - A critical review, Journal of Cleaner Production, Volume 176, 1 March 2018, Pages 770-784.

[11] Sönnichsen, S. and Clement, J. (2020). A review of green and sustainable public procurement: Towards circular public procurement. *Journal of Cleaner Production*, 245, pp. 1-17.

[12] Testa, F., Annunziata, E., Iraldo, F., Frey, M. (2016). Disadvantages and opportunities of green public procurement: An effective tool for sustainable production. *Journal of Cleaner Production*, 112, pp. 1893-1900.

[13] Gasfström, J. and Aasma, S. (2021). Breaking down the barriers of the circular economy. *Journal of Cleaner Production*, 292, p. 11.

[14] Zink, T. and Geyer, R. (2017), Circular economy rebound. *Journal of Industrial Ecology*, 21, p. 600.

©2024 Great Britain Journals Press

resources held by public finance sector units. The lack of statutory requirements for the implementation of tools related to the identification, definition and setting of yardsticks for the achievement of goals other than the economic goal is undoubtedly the most significant barrier to the development of sustainable procurement.

It seems necessary, as a first step, to focus on raising knowledge and awareness of the rationale for sustainable procurement through improved training programmes for procurement officers, promoting effective tools for setting targets and verifying their achievement in a given procurement in the context of sustainable procurement. Development and promotion of publications providing practical guidance for procurement officers. Harmonising the legal system, including, for example, obliging public finance entities to adopt, update and systematically implement sustainable procurement strategies. Making the public aware of the benefits of sustainable procurement, such as reducing CO_2 emissions and thereby mitigating the greenhouse effect (e.g. by buying energy-efficient computers or cars), reducing the amount of waste produced (e.g. by procuring recyclable or naturally decomposable packaging). It is important to make the public aware that caring for the environment clearly translates into quality of life for residents, their health and satisfaction. Through the use of socially responsible procurement, contracting authorities can influence employment policy in the region. They can promote the employment of people with disabilities, young people who will learn a trade, the long-term unemployed, but also any other group that needs support in the area (such as people recovering from alcoholism, former prisoners, refugees). In this way, the funds allocated to meet the current needs of the institutions serve at the same time to eliminate the social problems existing in the area.

The Polish system of public procurement law builds so-called social efficiency. This is the result of government policy, which, in response to social discontent, began to create regulations forcing the employment of contract workers. It is limited to service and works contracts. The requirement of employment on the basis of an employment contract in the execution of a contract is a basic performance measure, however, with some formative power on the part of the contracting authority. It may indicate which positions or scope of the contract are to be performed only by persons employed under a contract of employment. At the same time, the public procurement regulations do not require that the indicated requirement be shaped by sustainable procurement, leaving this to the full discretion of the contracting authority.

Alongside the public procurement system, regulations are being developed on separate issues, e.g. electromobility, accessibility for the economically excluded. These require public finance units to describe contracts from the perspective of implementation with the use of ecological vehicles or accessibility for people with disabilities, for example. This requirement directly affects the awarded contracts. However, very often we are dealing only with a formal provision that is not verified by contracting authorities at the stage of contract execution.

A distinction can also be made between efficiencies resulting from adopted strategic documents, such as the state's purchasing policy or strategies, or policies and guidelines adopted when spending funds from the European Union budget. These documents have a guiding character and are mainly used as a tool to demonstrate the pursuit of sustainable development goals. However, they face the barriers identified above.

In the author's opinion, efficient spending of public funds on sustainable procurement does not require instrumentalisation. Regulations created at the EU level, inter alia, in terms of minimum requirements for a given sector of the economy, defining the minimum level considered necessary from the perspective of sustainable procurement, seem to be a sufficient incentive for the implementation of these solutions. Adequate knowledge of public employees, political will as well as informed action by the public are important and perhaps even the most important

©2024 Great Britain Journals Press

element in the introduction of sustainable procurement. This is a basic prerequisite for efficient public spending.

The efficiency of public spending in achieving sustainable development goals has to be understood as a factor enabling the ultimate goal of the sustainable development framework to be achieved, which is the full realisation of the aspirational and global goals set for 2030. Hence, building the right legal framework, but also increasing knowledge, awareness and, at the same time, changing the hierarchy of values shaped by society and the needs they identify, are factors increasing the efficiency of public spending in sustainable procurement. In the author's opinion, it may be problematic to build legal norms at the level of the European Union that are the same for all countries, due to the asymmetry indicated, when each country or region has a different historical background, national conditions and priorities from the perspective of developing social needs. However, it is important to change the approach to public procurement in such a way that it emphasises not only cost reduction and saving of public funds, but also support for the long-term goals of the state, which coincide with sustainable development.

©2024 Great Britain Journals Press

Scan to know paper details and
author's profile

Human Resource Management (Hrm) and Cameroon Civilisation: Case of Customs Administration (CCA)

Dr. Aloumedjo Zam Thierry Farrel

ABSTRACT

The aim of our study is to identify and apprehend deeply the concept of civilization in Cameroon in order to determine the link in between civilization and human resource in Cameroon public Service. This will enable to understand how civilization and phenomena such as tribalism, nepotism, favouritism are linked. It will also be question to explore nepotism and favouritism as causes of ineffective system of accountability and ineffective HRM management in the Cameroon Customs. At the end of our scrutiny we shall formulate possible recommendations concerning the link between civilization and HRM in the CCA. Our study presents three main interest respectively an academic interest, a professional interest and finaly a socio-political interest. Our study falling in the domains of ethnography and mangement, three main methods were employed which are participant observation, interviews, and archival research in order to collect reliable data for our research. The study confirms that in specific sensitive public service such as customs, tribalism and hate speech seem to be rising and it kills competence. Corruption practices, nepotism and favoritism, as well as tribalism, have grown to levels previously unknown.

Keywords: civilisation; performance; nepotism; sociometry; culture.

Classification: LCC Code:HD57.7

Language: English

Great Britain Journals Press

LJP Copyright ID: 146445
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024. Dr. Aloumedjo Zam Thierry Farrel z. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/ licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Human Resource Management (Hrm) and Cameroon Civilisation: Case of Customs Administration (CCA)

Dr. Aloumedjo Zam Thierry Farrel

ABSTRACT

The aim of our study is to identify and apprehend deeply the concept of civilization in Cameroon in order to determine the link in between civilization and human resource in Cameroon public Service. This will enable to understand how civilization and phenomena such as tribalism, nepotism, favouritism are linked. It will also be question to explore nepotism and favouritism as causes of ineffective system of accountability and ineffective HRM management in the Cameroon Customs. At the end of our scrutiny we shall formulate possible recommendations concerning the link between civilization and HRM in the CCA. Our study presents three main interest respectively an academic interest, a professional interest and finaly a socio-political interest. Our study falling in the domains of ethnography and mangement, three main methods were employed which are participant observation, interviews, and archival research in order to collect reliable data for our research. The study confirms that in specific sensitive public service such as customs, tribalism and hate speech seem to be rising and it kills competence. Corruption practices, nepotism and favoritism, as well as tribalism, have grown to levels previously unknown. It is therefore recommended among others to multiply and effectively implement recommandations from studies on Cameroonian culture with regards to political, administrative and socio economic impact ; carry out an analysis of cultural identities in the CCA : this implies a chart on the ethnical representations in the said administration in order to identify demographic and strategic data for HRM policy and put in place a cultural HRM policy to efficiently use the various civilizational resources . Also, it would be relevant valueing the strenghts of different cultures to put in place mechanisms to tackle the identified weaknesses. The innovation here is that it proposes a cultural map and ethnical analysis of an organization in order to understand the strenghts and weaknesses of each culture so as to put it at the service of the general interest.

Keywords: civilisations ; performance ; nepotism ; sociometry ; culture.

"Creating and managing a diverse workforce is a process, not a destination." — R. Roosevelt Thomas, "Whatever affects one directly affects all indirectly" — Martin Luther King, Jr.

I. GENERAL INTRODUCTION

1.1 General presentation of the study

Archeology, first inhabitants, migrations, explorations, slavery, colonisation, independance, rituals, kingdoms, secret society, symbols, powers, dominions, ancestors worshipping, ethnies, ethnologies, primary languages, sculpture, scarving, paintings, music, dances, architectures, fighting arts and visions of the world have influenced the formation of traditionnal communities and their structuration, the way they are ruled and managed, let it be in the productive or non productive sector.

©2024 Great Britain Journals Press

In the modern era, HRM refers to strategic and coherent approach to the effective and efficient management of human capital in a company or organization (Becker, 1994). It appears from studies in sociometry (Moreno, 1951) and in ethnography (Malinowski, B. ,1929) that *social interactions and behaviours that occur within communities or organisations can scientifically measure the level of* social relationships in groups can sometimes determine the management policies.

The rich cultural diversity has earned Cameroon the nickname "Africa in miniature." Cameroon has a rich and diverse culture made up of a mix of about 250 indigenous populations and just as many languages and customs. To that effect, the Head of State emphasized in his message on the 10 th of September 2019 on the importance of unity as guaranteed by the Constitution. He clearly stated that the future of our compatriots in the North-West and South- West Regions devastated by secessional velleities lies within our Republic i.e. Cameroon will remain one and indivisible. This implies the need for a performant workplace diversity involving all individuals and organizations.

The Cameroon Customs administrations (CCA) is worth studying considering the case of the aborted appointments of the general director (DGD) in 2020 on the alleged ground of tribalism or sectarianism due to the high number of appointees i.e. around 50% coming from the grassfieds from which he originates. Tcheumaga (2021)[1] states that tribalism is this gangrene that has undermined the African continent in general and Cameroon in particular. People are appointed to strategic positions because of their social and cultural background not because of their competence. This situation is a serious cause for alarm in a developing country where majority are living under harsh conditions and are in dare need of a performant public service to regulate and ensure well being regardless of origins and cultural background.

The importance of this preoccupation justifies our study entitled « Human Resource Management (HRM) and Cameroon civilisation : case of Cameroon Customs Administration (CCA). Our work is divided into 13 parts i.e Contextual background, historical background of the country, problem rationale, research interests and objective, research methods, brief review of Cameroon's civilisations, realities of tribalism in Cameroon, the link between ethnographic implications and HRM, organisational diagnosis of CCA, limitations observed, recommandations, research innovation then conclusions.

1.2 Contextual background

Cameroon is marked by a particular socio-demographic, socio-cultural, socio-political, socio-economic and socio-administrative realities.

1. 2.1. Brief Socio-demographic overview

According to DeLancey, Mark W.; DeLancey, Mark Dike (2000) as well as various national census made, the socio demography[2] of Cameroon is characterized by a complex structuration. In fact out of a population1 around 30 millions inhabitants in 2024, the country comprises an estimated 250 distinct ethnic groups, which may be formed into five large regional-cultural divisions:

[1] Ethnic bias has been a fateful political weapon in parts of Africa. In many cases, this bias has led to genocide. Tribalism is, therefore, this gangrene that has undermined the African continent in general and Cameroon in particular since the official end of the colonial period. The risk of having a genocide is very high in Cameroon.
[2] According to the 2022 revision of the World Population Prospects the total population was 27, 198,628 in 2021, compared to only 4 466 000 in 1950.

©2024 Great Britain Journals Press

- western highlanders (Semi-Bantu or grassfielders), including the Bamileke, Bamum (or Bamoun), and many smaller Tikar groups in the Northwest (est. 38% of total population);
- coastal tropical forest peoples, including the Bassa, Duala (or Douala), and many smaller groups in the Southwest (12%);
- southern tropical forest peoples, including the Beti-Pahuin, Bulu (a subgroup of Beti-Pahuin), Fang (subgroup of Beti-Pahuin), Maka, Njem, and Baka pygmies (18%);
- predominantly Islamic peoples of the northern semi-arid regions (the Sahel) and central highlands, including the Fulani (French: Peul or Peuhl; Fula: Fulɓe) (14%); and
- the "Kirdi", non-Islamic or recently Islamic peoples of the northern desert and central highlands (18%).

There are 24 major African language groups in Cameroon; additionally, English and French are official languages. Cameroonian Pidgin English is also widely spoken. Majority of the population around 60% is under 18 years old. Eight out of the ten regions of Cameroon are primarily francophone, representing 83% of the country's population, and two are anglophone, representing 17%. The official percentage of French and English speakers by the Presidency of Cameroon is estimated to be 70% and 30% respectively.

1.2.2 Brief Socio-cultural overview

The websites entitled *Discover Cameroon culture*[3] gives us a brief and sufficient details about the cultural background of the country. We can read from the said site that Cameroon has 250-300 distinct groups, and an estimated 300+ languages. Cameroon has a diverse population comprising approximately 250 ethnic groups that then form 5 regional/cultural groups. About 40% of the population follows some form of indigenous beliefs, 40% adhere to a form of Christianity, and 20% are Muslim. The North of the country is primarily Muslim while the South tends to have more Christians.

The various cultural groups as stated earlier are the western highlanders (also called grassfielders), which include the Bamileke, Bamoun, and many smaller groups in the northwest; coastal tropical forest people, which include the Bassa, Douala, and many smaller groups in the southwest; southern tropical forest people, which include the Beti, Beulu, Fang, and Pygmies; Muslims of the northern semi-arid regions and central highlands, which include the Fulani; and the Kirdi, non-Muslims peoples of the northern desert and central highlands.

1.2.3. Brief Socio-political overview

According to the World Bank Report (2024), Cameroon Having enjoyed several decades of stability, has in recent years been grappling with attacks by Boko Haram in the Far North and a secessionist insurgency in the Anglophone regions. Since September 2017, this situation has displaced more than one million internally and around 470.000 refugees have sought shelter in Cameroon. Following the resurgence of the crisis in the Central African Republic since January 2021, over 6,000 Central Africans refugees fled to Cameroon's East region which was already hosting over 60 % of Central African refugees. According to UNHCR January 2024 figures, Cameroon is hosting over 478.680 refugees, primarily from the Central African Republic (73%) and Nigeria (26%).

1.2.4. Brief Socio-economic overview

Following reports from the World Bank and the African Development Bank, Cameroon is a lower-middle-income country with a population of over 27.9 million (2022). Located along the Atlantic

[3] https://discover-cameroon.com/en/culture-languages-religions/

©2024 Great Britain Journals Press

Ocean, it shares its borders with the Central African Republic, Chad, Equatorial Guinea, Gabon, and Nigeria. Two of its border regions with Nigeria (northwest and southwest) are Anglophone, while the rest of the country is Francophone. Cameroon is endowed with rich natural resources, including oil and gas, mineral ores, and high-value species of timber, and agricultural products, such as coffee, cotton, cocoa, maize, and cassava.Poverty was estimated at 37.5% in 2014, down slightly from 39.9% in 2007. The economy of Cameroon was one of the most prosperous in Africa for a quarter of a century after independence. The drop in commodity prices for its principal exports – petroleum, cocoa, coffee, and cotton – in the mid-1980s, combined with an overvalued currency and economic mismanagement, led to a decade-long recession.

1.2.5. Socio-administrative realities

According to Warai (2021) administrative practices have for sometimes seen the proliferation of unconventional practices in the management of administrative services which are causes of under-development in Cameroon. Among such informal practices we can list nefarious ones such as tribalism, favotitism and nepotism, corruption. As well as negatives ones including poor infrastructure, burdensome bureaucracy and questionnable governance in general (2024 Doing business report).

According to Jeff Smith (2019), state corruption, nepotism and favoritism, as well as tribalism, have grown to levels previously unknown. And within this toxic environment, excellence and merit are no longer a consideration, thus perpetuating the mediocrity that now prevails in our public sector.Tribalism, nepotism and political servility had reached alarming proportions igniting a feeling of rejection. Corruption is manifested in Cameroon in several ways including bribery, embezzlement, nepotism, tribalism, fraud, theft, patron client.

Concerning administration in itself, we can with disarray but still with some reserves read an alarming report from the International Trade Administration meant for international US businesses the following : « Cameroon ranked 142nd out of 179 countries in Transparency International's 2022 Corruption Perceptions Index. While significant economic opportunities exist, inefficiencies are a drag on growth. GDP grew by 3.5% in 2022, which roughly matched aggregate growth for Sub-Saharan Africa, according to the World Bank. Despite seemingly low salaries, Cameroon's vast civil service is one of the most expensive in Sub-Saharan Africa after accounting for non-wage compensation. Delays in project completion and financially struggling state-owned enterprises add to the problem. Almost all business transactions require senior-level government approval, making for a cumbersome process susceptible to political influence and corruption.

1.3. Brief historical background of Cameroon

The historical facts of Cameroon are as follow :

- Tribes lived in Cameroon's highlands more than 1,500 years ago and began spreading south as they cleared forests for new farms.
- Cameroon's colonial name comes from the cameros, or prawns, that 15th-century explorers found in the Wouri River.
- 1520 - Portuguese set up sugar plantations and begin slave trade in Cameroon.
- 1600s - Dutch take over slave trade from Portuguese.
- From 1884, Cameroon was a German colony, German Kamerun, with its borders drawn through negotiations between the Germans, British, and French.
- After the First World War, the League of Nations mandated France to administer most of the territory, with the United Kingdom administering a small portion in the west.
- 1884 - Cameroon becomes the German colony of Kamerun.

©2024 Great Britain Journals Press

- 1911 - Under the Treaty of Fez - signed to settle the Agadir Crisis Franco-German conflict over Morocco - France cedes territories to the east and south to Cameroon.
- 1916 - British and French troops force Germans to leave Cameroon.
- 1919 - London Declaration divides Cameroon into French (80%) and British administrative zones (20%). The British zone is divided into Northern and Southern Cameroons.
- Independence: 1960 - French Cameroon granted independence and becomes the Republic of Cameroon with Ahidjo as president.Ahmadou Ahidjo was Cameroon's first post-independence leader.
- 1961 - Britain's Cameroons colonies divide between Cameroon and Nigeria after a referendum. A large-scale insurrection mars the country's first years of independence until it is put down in 1963 with the help of French forces.

1.4. Problem rationale

Tribalism, nepotism, corruption and other vices are often observed in our country whether in business or public service among which customs administration is usually concerned. Unfortunately those who are concerned hardly think they are guilty of any wrongdoing because they believe they are protecting each other through tribe or regional ties. National cohesion is thereby put to the test of reality in our public administration. Politics in Cameroon is intertwined with administration and the former is based on principles of regionalism not always performance which is least considered in positioning. Nepotism and favouritism as well as ineffective system of accountability are very often the order of the day influencing the decision making process. Tribalism and hate speech seem to be rising in Cameroon and it kills competence. State corruption, nepotism and favoritism, as well as tribalism, have grown to levels previously unknown.

The President of the Republic recognized this preoccupation and stated that Cameroon really needs true national Unity, it should not be the victim of tribalism, nepotism, carelessness and corruption. Therefore the problem in our study is the negative effets of nepotism and favouritism in the Customs administration, with regard to the human resource management policy. Therefore we can ask ourselves the following questions :

- What is Cameroon civilization all about ?
- Is there a link in between civilization and human resource in Cameroon public Service ?
- How can civilization and phenomena such as tribalism, nepotism, favouritism be linked ?
- Can we consider nepotism and favouritism as causes of ineffective system of accountability and ineffective HRM management in the Cameroon Customs ?
- How are these phenomena identified as causes of poor performance in public service in general and Customs administration in particular ?
- Why is it necessary to eradicate these phenomena through an effective HRM management ?
- What are the possible recommendations ?

1.5. Research interests and objectives

Our study presents three main interest respectively an academic interest, a professional interest and a socio-political interest.

The academic interest of our research lies in the fact that the present study is considered crucial in learning and developing skills concerning concepts, variables , theories and principles on management, ethnography , Sociology and sociometry with specific focus on the case study of Cameroon public service in general and Customs administration in particular.

©2024 Great Britain Journals Press

The professional or managerial interest of our analysis is based on the fact that civilizations' side effects such as nepotism or favouritism are issues to be faced by managers in general and public managers in particular. Moreover in this study we are motivated by the prospect of discovering new knowledge or developing innovative solutions in the HRM of the CCA.

The socio political interest of our research underlies on the fact that the results of this research is as a result socially constructed, and emerging as potential solutions to social and political issues and possible guidelines ideologies.

As far as the objectives of our research are concerned they are as follows :

- Identify and apprehend deeply the concept of civilization in Cameroon.
- Determine the link in between civilization and human resource in Cameroon public Service.
- Understand how civilization and phenomenon such as tribalism, nepotism, favouritism are linked.
- Explore nepotism and favouritism as causes of ineffective system of accountability and ineffective HRM management in the Cameroon Customs.
- Formulate possible recommendations concerning the link between civilization and HRM in the CCA.

1.6. Research methods

Our study falling in the domains of ethnography and mangement, three main methods were employed which are participant observation, interviews, and archival research. This will enable us to collect reliable data for our research.

As far as participant observation is concerned, it should be stressed out that the researcher is a senior customs officer in activity for a considerable number of times. So as a complete participant observer he could immerge himself in the Customs administration social setting and group enabling him to observe behaviours, interactions and practices of the participants in the particular social context.

Concerning interviews, Qualitative interviews organized by open-ended questions were asked to 03 major top managers of the Customs administration in charge of human resource issues who required confidentiality, our aim was to seek in-depth explanations of traditions, experiences and perceptions concerning the link tradition, nepotism, tribalism and HRM of the CCA.

With regard to archival methodology, we studied historical documents about civilizations especially that of Cameroon, that is, documents created at some point in the relatively distant past, providing us access that we might not otherwise have to the organizations, individuals, and events of that earlier time.

1.7. Brief review of Cameroon's civilisations

- The country's name is derived from Rio dos Camarões ("River of Prawns"), the name given to the Wouri River estuary by Portuguese explorers of the 15th and 16th centuries.
- Cameroon is a secular state with a diversity of religions, whose followers coexist peacefully together. Christianity and Islam are the two most widespread religions, around 70% Christians; 20.9% Muslims; 5.6% animists and 3.2% free thinkers.
- With its cultural diversity, Cameroon is a "plural exception" represented around four main cultural areas: the Sudano-Sahelians, the Sawa, the Fang-Beti-Bulu, the Grassfields.
- Cameroon has more than 240 tribes which are found in three main ethnic groups; Bantus, Semi-Bantus and Sudanese. The most notable tribes are: Bantus: Beti, Bassa, Bakundu, Maka, Douala, Pygmies.

©2024 Great Britain Journals Press

- Cameroon is often qualified as Africa in miniature because of its rich cultural and geographical diversity. In spite of this diversity, the country has been demarcated into cultural zones (Spheres).
- The Grass field sphere (zone), comprising of North West Regions and the West Regions.
- The Fang-Beti Cultural Sphere, comprising the Centre, South and East Regions.
- The Sawa cultural Zone (Sphere), comprising the Littoral and the South West Regions.
- The Sudano-Sahelian Cultural Zone, comprising Adamawa, North and Far North Regions.

1.8. Cameroon's cultural zones and inferences for HRM analysis

The country Cameroon is also divided into four major cultural areas: the Fang-Béti zone, the Sudano-Sahelian zone, the coastal zone and the Grassland. Each of these cultures is endowed with an exceptional particularity.

☐ *The Grass field sphere (zone), comprising of North West Regions and the West Regions*

The Western Grassfields, referred to administratively as the North West Province, covers 17,910km2 of the western portion of the grassfields of Cameroon.All Grassfields peoples (and indeed most Cameroonian peoples) believe in the existence of an omniscient, omnipotent, and omnipresent Supreme Being, whose name changes depending on the language spoken. Grassfields people believe in the cult of ancestors, the deaths are never truly dead, they are just the realm of the invisible. There is an emphasis on the veneration of material belongings, tombs or skulls in some cases is very much ordinary. It is during the funeral that the deceased's skull is exhumed and given a house and so becomes a venerable ancestor and saint figure.

According to Dongmo (1981),In the Grassfields, the demographic expansion, and the limited amount of land to share or inherit created different waves of migration, within and later outside of Cameroon. This phenomenon started in the beginning of the 20th century when primarily young men left their homes to meet the emerging workforce demands in urban centers like Yaoundé, Limbé (then Victoria), Buea and Douala.

For Grassfields people, elitism achieved through personal success has always been encouraged and rewarded by titles of notability. Thus, migration came to represent a possibility of upward mobility. The people of this area are recognized by their economic dynamism. Being a very mobile and dynamic community, the Bamileke exploited the new corridor to systematically move to the Bamenda Grasslands in former British Southern.

The dynamism of grasslands population especially in economy is world wide recognized, a study by the US Agency for international development revealed that Cameroon is one of Africa's most ethnically and linguistically diverse countries. The Bamileke of Cameroon are one of the most enterprising ethnic groups in Africa. Their success in private-sector activities is traced in this study to (1) their traditional culture, which places a premium on the development of economically relevant personal skills; (2) external variables, such as the effect of land pressures, population density, and urban migration; and (3) the economic functions of traditional institutions.

The implications of the grassfields cultural traits as far as HRM is concerned is that

- There is a sense of strong group solidarity of the Bamileke and other grasslands people;
- individual achievement is highly valued;

©2024 Great Britain Journals Press

- members of the group are expected to exercise individual initiative in the pursuit of economic goals ; Individual acquisition of economic resources including private property, money, and other remuneration is stressed ;
- unlike the situation in many traditional African cultures, the social status of an individual in this ethnic croup is not rigidly fixed;
- Individuals male or female can improve their condition in life and are expected to do so ; Commercial and business success is one of the most highly valued routes to prestige and status ;
- grasslands women are equal to men in the economic sense, they are also expected to achieve economic and commercial success and there are few traditional limits ;
- the spirit of innovation, the grasslands people have consistently responded to a changing economic environment due to their creativity and sense of adaptation ;
- the spirit of Competition, the traditional values stresses individual competition and overt displays of 'getting ahead. Individual are expected to compete and to surpass each other's accomplishment.

☐ *The Fang-Beti Cultural Sphere, comprising the Centre, South and East Regions :*

- The Fang-Beti cultural area covers the Centre, East and South Regions that make up the equatorial forest region bordered on the north by the savannah. It is inhabited mostly by sedentary Bantu farmers and a few Ubanguian groups.
- The traditions of these peoples reveal an ancient occupation of the area by nomadic hunters and gatherers who currently make up three groups: the Bakas in the East, the Bakolas in the South and the Bedzans in the Centre, a transition zone between the forest and the Savannah.
- It is essentially constituted of egalitarian exogamous communities.
- Economy: Farming, hunting, fishing, commerce.
- Within traditional Fang society, the social distribution of responsibilities for children is based on both male domination and overall maternal power. This configuration of links by descent is the basis for parenthood within this society (Ndong, 2022).
- The origins of the Fang-Beti is unclear. Their traditions are based on myths, tales and legends.
- Their stories are handed down through their artistry and their music. They are also famous for the many festivals and cultural events organized annually with the dance, theatre, music and art.

The implications of the fang-beti cultural traits as far as HRM is concerned is that :

- They have a patrilineal kinship social structure.
- The villages have been traditionally linked through lineage.
- They are exogamous, particularly on the father's side.
- Polygamy was accepted in the culture of the Fang people.
- The independence of villages from each other is notable, and they are famed for their knowledge of animals, plants and herbs in the Equatorial forests they live in.
- They are traditionally farmers and hunters, but became major cocoa farmers during the colonial era.
- Among the southern Fang there is little political organization, whereas in the north some Beti groups have clan chiefs.
- Society is strongly patrilineal, with resources and power passed down among male descendants. Young bachelors still live with father's village, but once of age, expected to marry outside of village and create new hut with bride in close proximity to father's.

☐ *The Sawa cultural Zone (Sphere), comprising the Littoral and the South West Regions:*

- The major groups that constitute the Sawa cultural zone are the Doula, Bassa, Bakoko, Mbo (in the Littoral Region).

©2024 Great Britain Journals Press

- The Sawa are fishermen, and some of their important cultural festivals are the "Ngondo" or the feast of the "Batangas" and FESTAC in Limbe etc.
- The coastal domain, home to the Sawa peoples (the water peoples), forms part of the larger Bantu group. Predominantly found in the Littoral region and other African territories, the Sawa societies share a rich historical lineage deeply entrenched in ancestral values.
- They are organised into communities scattered across large metropolises and small hamlets.

The implications of the Sawa cultural traits as far as HRM is concerned is that:

- The Duala leadership in 1884 placed the tribe under German rule.
- Most converted to Protestantism and were schooled along German lines.
- Colonial officials and businessmen preferred them as inexpensive clerks to German government offices and firms in Africa.
- They have historically played a highly influential role in Cameroon due to their long contact with Europeans, high rate of education, and wealth gained over centuries as slave traders and landowners.
- They are among the wealthiest and most educated peoples of Cameroon owning to their extensive trade with the outside world since the 16th century.
- They are attached to modernism, quality living and their independence.
- Some authors state that just like the Ocean they are powerful but serene, beautiful but dangerous.
- People who live on the coast typically have more of a relaxed, laid-back attitude due to the convenience of beaches and easy access to waters.

☐ *The Sudano-Sahelian Cultural Zone, comprising Adamawa, North and Far North Regions*

- They are mainly found in the northern part of the country.
- These societies are highly structured into lamidats, sultanates and chiefdoms.
- Sudano sahelian people are usually nomadic culturally implying a high sense of freedom, adventurers
- They have a strong mercantile focus along coasts and rivers as well as nomads and raiders in the interior.
- They are highly diplomatic since access to water is very difficult so they tend to have an interactive mind which influences culture, trade and diplomacy.
- Considering their geographical realities, bureaucracy and centralization seem to be at the order of the day.

The implications of the Sudano-Sahelian[4] cultural traits as far as HRM is concerned is that

- The Sudanese are generally stoic people and private about their emotions. There is a dominant cultural norm that expects individuals to hide when they are in pain or struggling. Resilience, self-restraint and physical courage are admired.
- The notion of honour is central. People's awareness of their personal honour tends to guide behaviour and interactions in almost all circumstances. Personal honour is deeply intertwined with family reputation.

[4] Mwaniki, 2018; Minority Rights Group International, 20182 Sikainga et al, 20183 Minority Rights Group International, 20184 Sikainga et al, 20185 Sharkey, 20086 United Nations High Commissioner for Refugees, 20047 UN Office of the High Commission for Human Rights, 2017 8 US Department of State, 20179 Human Rights Watch, 200810 Al Jazeera0, 201311 Department of Foreign Affairs and Trade, 201612 International Criminal Court, 201813 UN Office of the High Commission for Human Rights, 201714 Department of Foreign Affairs and Trade, 201615 Department of Foreign Affairs and Trade, 201616 UN Office of the High Commission for Human Rights, 2017 17 CIA World Factbook, 201818 Department of Foreign Affairs and Trade, 2016

©2024 Great Britain Journals Press

- Respectability and character are also reflected in the way people dress, the language they use, the hospitality they show their friends, the respect they give the elderly and their general demeanour.
- Humility is also a very important value. Individuals tend to be very modest about their accomplishments. Indeed, successes are expected to make people become more humble.
- Generosity and hospitality are core virtues, linked to people's' honour. Dignity is found in being helpful, generous and charitable to others with everything (money, food, time, personal connections, etc.). People are often able to rely on the hospitality of strangers as an obligation to show hospitality.

1.9 Realities of tribalism in Cameroon

Tribalism refers to a cultural term, a way of thinking or behaving in which people are more loyal to their tribes than to their countries or social groups. It is a serious issue in the sense that tribalism is considered a recipe for economic stagnation; a threat to social cohesion, and a major driver of unwarranted suspicion and fear, especially among the most vulnerable in society.

According to Asongu & Tedika (2017), countries with high-tribal populations generally enjoy bad governance in terms of government ineffectiveness. Government ineffectiveness and tribalism are found to mutually reinforce each other in a robust relationship.Clark et al. (2019) believe that tribal bias is a natural and nearly ineradicable feature of human cognition and that no group not even one's own is immune.

L Vail (1991) states that despite a quarter century of" nation building," most African states are still driven by ethnic particularism commonly known as" tribalism." The stubborn persistence of tribal ideologies is therefore a reality in most African countries. Tribalism is mostly observed among dominant ethnic groups (Lonsdale, 2011). Warai (2021) illustrated the use of informality in the Cameroon's public administration and also demonstrated with concrete facts its manifestation in our various administrative services.

Factors such as nepotism, corruption, and favoritism hinder the effectiveness of public administration processes. TS Ezeudu& ZY Ibrahim (2023) found out that with similar cultural contexts such as Ghana, Cameroon, Benin, Togo, Sierra Leone, Liberia, we can observe that patronage, nepotism, and tribalism in public administration is a real issue, as public officials seek to favor their closed ones with strategic positions by using the power vested into them by the State.

The study conducted by Lukamba & Molokwane (2017) shows that the English-speaking countries (Ghana and Nigeria) are better advanced in terms of public sector reform when compared to the two French-speaking states (Cameroon and the Democratic Republic of Congo (DRC). However, administrative problems remain in all the cases. Chief among these are corruption, nepotism and tribalism. Such issues have also had a negative impact on the development of public administration within these countries.Cases of tribalism in the appointment of staff is common in Cameroon public service such as denounced in social network and in the press in services such as the Secretary of State in charge of the prison administration, the ministry of defense, ANOR and the Customs administration ring a bell.

Concerning the Customs administration, tribalism is manifested through a discriminatory behavior or attitudes towards out-groups, based on in-group loyalty.Tribalism is also hallmarked in the said administration, particularly as far as employees and some managers view their organisation as divisible and compartmentalised. They thus see their immediate co-workers and their part of the organisation as special, alienating people from other tribes within the same organisation whom they

©2024 Great Britain Journals Press

paradoxically rely on to get things done. This helps in guaranteeing the interests of the tribalistic managers in securing financial and strategic gains.

1.10 The link between ethnographic implications and HRM

According to Mahadevan (2020) ethnography is understood as a multi-paradigmatic mindset involving five interrelated strands, all of which have the potential to contribute to International Human Resource Management studies such as structural-functionalist ethnography ; interpretive ethnography ; critical ethnography ; postmodern ethnography and postcolonial ethnography.

Structural-functionalism emphasized the formal ordering of parts and their functional interrelations as contributing to the maintenance needs of a structured social system.structural-functionalist ethnography enables deep comparison and can thus contribute, for instance, to meeting the structural and institutional integration challenges of International Human Resource Management.

According to Smart (1998), Interpretive ethnography is a methodology for studying the ways in which a social group constructs and lives its particular, indigenous version of reality. It is useful to shed light onto the hidden realities of International Human Resource Management and can thus help, for example, to acknowledge the diversity of employee and stakeholder experiences.

Critical, postmodern, and postcolonial ethnography is useful to HRM managers in the sense that they reveal the power-inequalities associated with diverse frameworks, practices, and work experiences in a global context. They can thus help overcome the inherent power-inequalities utilize previously marginalized knowledge for the development of Human Resource Management.

Furthermore, by observing and engaging with employees in their work environments, ethnologists help HR teams create spaces that encourage knowledge sharing, enhance teamwork, and foster a sense of belonging.Market research, branding and marketing, workplace diversity and inclusion, and ethical and sustainable practices are also the fruits of ehnography[5] as far as management in general is concerned and HRM in particular. Also it plays a significant role in product management by leveraging cultural concepts for success. By understanding local contexts, applying holistic perspectives, and utilizing research methods, businesses can develop products better suited to their target market.It also helps people understand that even small differences can carry a big impact.The focus on cultural relativism i.e the idea that different cultures have their own unique values, beliefs, and practices that should be respected and understood on their own terms is relevant for an organization strategy.

1.11 Case study of CCA

As a tax administration, Cameroonian Customs contributes to the mobilization of budgetary revenues. Revenues mobilized by customs services amount on average to 33% of the State's non-oil revenues. Customs thus plays an essential role in achieving the economic balance of the State.The Customs Administration participates in the creation of a legal and regulatory environment favorable to the development of economic activities. As such, it is responsible for protecting the national economic space.

The surveillance missions concern the protection of people and property. These missions take place more particularly at land, sea and air entry points. The protection of goods and people and the requirements of public order give customs particular responsibilities with regard to aviation security

[5] The main advantage of ethnography is that it gives the researcher direct access to the culture and practices of a group. It is a useful approach for learning first-hand about the behavior and interactions of people within a particular context

©2024 Great Britain Journals Press

and the fight against illicit trafficking and organized crime.As a paramilitary body, the customs administration may be called upon, in certain circumstances, to assist in the defense of territorial integrity and passport control at borders.Due to its presence at the borders, customs is required to carry out assistance missions for the benefit of other administrations. It thus provides support to various state services.

The Customs Administration is structured into central and devolved services. A 2018 report by Cameroon's National Anti-corruption Commission (CONAC) ranked Cameroon Customs as the most corrupt agency in the country between 2010 and 2015. CONAC found that customs officials were most corrupt in the Littoral, Far-North, South-West and Centre regions. South-West and Far-North form national boundaries with Nigeria and Chad. Porous borders such as these are among the most prone to criminal activities, and ineffective or corrupt customs services further fuel transnational organised crime (TOC).

The said « CONAC »[6] report stipulates that in the Far-North region, criminal activities include the smuggling of stolen vehicles originating from Central African countries such as Gabon and the Republic of Congo. Stolen vehicles are destined for resale in West African markets such as Nigeria and Togo. The Far-North is also known for trafficking and smuggling activities linked to the militant Islamist Boko Haram insurgency. Notably, it is also a gateway for smuggling tramadol – an opioid pain medication that is used as a recreational drug. Tramadol is trafficked from West Africa to countries in Central Africa, particularly Gabon and the Republic of Congo. The South-West region, which shares sea and land borders with Nigeria, has been identified as a conduit for the trafficking cannabis and small arms. A senior customs official, told ENACT that artisanal fishing is often used as a cover for other forms of TOC in the region. Fishing boats transport illicit arms and counterfeit goods, for example.

There is therefore a lot of inner fights in between customs officials concerning strategic positions giving access to material advantages. This situation led to the creation of social groups struggling to get on top to of « lucrative positions ». This is explained by many factors, such as the absence of social security, poverty, approximative carreer planning for agents, the subjective character of appointment and the uncertainty of the future, etc. In Djeuwo[7] (2009)'s paper, it is clearly stated that customs modernization can be handicapped or compromised by people recruited on other criteria than performance and merit such as the case of nepotism and tribalism. Personnel recruited on questionable bases cannot lead to the modernization of customs. In most African countries, however, coinage is increasingly becoming one of the methods of access to major customs training schools.

One illustration of the dangerous impact of nepotism or tribalism in the management of human resource in the CCA can be illustrated by the case of appointment to strategic positions which seemed not to obey to objective criteria at a certain era. For instance and as revealed by the newspaper Ecomatin , In the space of three days, including two non-working days, the Director General of Cameroonian Customs, successively proceeded on Friday June 7, 2019 to the appointment of 215 executives in 42 positions of the customs administration, then canceled on Monday, June 10, 2019, the entire previous memo.

[6] The National Anti-corruption Commission of Cameroon was created by a Presidential decree on March 11, 2006.It is a public independent body, placed under the authority of the President of the Republic and has as principal mission to contribute to the fight against corruption.

[7] La corruption dans le management des ressources humaines de l'administration douanière, Marcellin Djeuwo, Dans Afrique contemporaine 2009/2 (n° 230), pages 55 à 67

©2024 Great Britain Journals Press

This situation is said to have been caused by the predominance of appointment of agents originating from the western regions of the country to whom belongs the Director General of Customs and to the detriment of other regions. In the biggest unit of the country in terms of revenue collection, we can observe that half of the senior staff appointed at that time were from that region while the nation comprises 10 regions and the rule established is the respect of regional balance and meritocracy.

1.12 Organisational diagnosis of CCA

The SWOT approach (Strength, Weaknesses, Opportunities and Threats) is one of the main bases of the diagnostic procedures. This involves taking a look at the internal and external environment of the organization in order to draw up a picture of the strengths and weaknesses on the one hand and the opportunities as well as the threats on the other hand.

TYPES OF STRATEGIES	STRONGHOLDS	WEAKNESSES
Deduced strategy (External environment)	<u>Opportunities</u> ● Development of ICT ● External partners such as OMD, OMC, major schools, training centers, external expertise ● Notable support for government policies	<u>Threat</u> ● Budget requirements ● Economic crises ● International and national security conflicts ● Incomplete international legal framework
Built strategy (Internal environment)	<u>Strengths</u> ● Modern IT architecture ● Existence of a modern training center • Qualified staff ● Consistent regulations ● Strong organizational culture	<u>Weaknesses</u> ● Approximate skills management ● Insufficient monitoring and evaluation of professional training ● Ineffective skills development plan ● Absence of a real knowledge management policy ● GPEC non-existent ● Systematic overlapping of administrative skills and attributions ● Career plan to put in place ● Inadequate HRM, etc.

1.13 Limitations observed

In addition to the above mentioned shortcomings and difficulties faced i.e approximate skills management, insufficient monitoring and evaluation of professional training, ineffective skills development plan, absence of a real knowledge management policy, non existing effective anticipatory HRM policy, systematic overlapping of administrative skills and attributions, carreer plan to put in place and inadequate HRM, budget constraints, economic crises, international and national security conflicts and incomplete international legal framework. We can still observe some challenges concerning the cultural management of the CCA namely nepotism.

According to Carter (2018), nepotism negatively impact promotion decisions and leads to unqualified individuals getting hired or promoted. It affects the overall performance and productivity of the

©2024 Great Britain Journals Press

organization. It has also created a sense of unfairness among other employees who feel overlooked despite their qualifications. Nepotism can also have a direct impact on a company's performance and bottom line. Placing individuals in positions they are not qualified for can lead to poor decision-making, mismanagement of resources, and increased inefficiency. Ultimately, this can result in decreased performance and missed opportunities for growth (Jaskiewicz, 2013).

In addition, nepotism can reduce employee morale by making employees feel the deck is stacked against them. Employees may wonder why they should try their hardest if being the boss' relative is the main criterion for a promotion. Their belief in the company's mission fades. Moreover, Poor leadership in general and of cultural specificities in particular hurt the organization's reputation, lead to destructive decision-making, and spark turnover contagion (Ragauskas, 2020).

Furthermore, there are other challenges due to the cultural dimensions and civilizations policy of the CCA. In the sense that a small group holding power likely to indulge into nepotism, tribalism and its implications. In fact, organizational culture can have disadvantages such as resistance to change and innovation, and the potential for negative environmental impact. A conservative organizational culture may oppose innovation and major management changes, hindering progress and adaptation.An organizational culture that does not align with logics and rationality, sustainability goals can hinder an organization's performance on and capacity to innovate. These disadvantages highlight the importance of managing and aligning organizational culture with desired outcomes and values (Scispace, 2024).

According to Deng (1997) history has stripped Africa's people of the dignity of building their nations on their own indigenous values, institutions, and heritage. The modern African state is the product of Europe, not Africa. There is somehow a lost of ancestral identities cultures, and aspirations for self-determination. Ilorah (2009) believe that ethnic bias and favouritism have aggravated the fragmentation of Africa's diverse ethnic groups and have been linked to the continent's poor state of development.

He argues that the leadership in many African countries, with their ethnic diversities, is characterised by ethnic bias and favouritism, and citizens are thus treated unequally in many respects, particularly when it comes to national resource allocation and political representation. This breeds resentment and creates conditions for an ultimate rejection of the state by the frustrated and politically conscious masses. It is also tantamount to corruption, weakening the ability of the state to function efficiently, and is therefore anti-developmental.socio-economic crises in many African countries are aggravated by practices of ethnic bias and favouritism that have consistently violated the principle of the impersonality of economic agents, caused resentment among the marginalised ethnic groups, fuelled conflicts and retarded development on the continent. Knight (2011) emphasizes on the fact that ethnicity can combine with other factors of instability such as poverty, diseases, corruption, poor governance and weak institutions.

1.14 Recommandations

a) *Multiply and effectively implement recommandations from studies on Cameroonian culture with regards to political, administrative and socio economic impact.*
b) *Carry out an analysis of cultural identities in the CCA: this implies a chart on the ethnical representations in the said administration in order to identify demographic and strategic data for HRM policy.*
c) *Put in place a cultural HRM policy to efficiently use the various civilizational resources : this implies valueing the strenghts of different cultures for the State's advantage and putting in place mechanisms to tackle the identified weaknesses. For instance making use of the cultural strenght of grassfields people in businesses by exchanging experiences.*

©2024 Great Britain Journals Press

N°	Type of civilizations	Strong holds	weakpoints	HRM and added value of civilizations' implications for the CCA
1	The Grass field sphere (zone), comprising of North West Regions and the West Regions	There is a sense of strong group solidarity of the Bamileke and other grasslands people and individual achievement is highly valued	There seems to be an emphasis on the veneration of material belongings and a high sense of nepotism	The grassfield people are dynamic and innovative which is a plus for the administration. However giving them possibility to handle human resource in general and mobility in particular might lead to conflicts due to their temptation to favour their closed ones.
2	The Fang-Beti cultural area covers the Centre, East and South Regions	They are essentially constituted of egalitarian exogamous communities.	There seems not to be a sense of collaboration and team spirit. Moreover they are said to be wasteful and extravagant.	Known for qualities such a generousity, prodigality an liberality, these qualities ar helpful in HRM and organizationa management. However car should be taken to avoi inefficient or wasteful use o resources.
3	The Sawa cultural Zone (Sphere), comprising the Littoral and the South West Regions	They are among the wealthiest and most educated peoples of Cameroon owning to their extensive trade with the outside world since the 16th century. They are attached to modernism, quality living and their independence.	People who live on the coast typically have more of a relaxed, laid-back attitude dur to the convenience of beaches and easy access to waters.	Some authors state that just like the Ocean they are powerful but serene, beautiful but dangerous. This implies that they are usually good managers open to innovation, quality ergonomy, good working conditions and modernism but their tendency to relaxation can be a threat in case of pressure and difficult challenges to be faced.
4	The Sudano-Sahelian Cultural Zone, comprising Adamawa, North and Far North Regions	The Sudanese are generally stoic people and private about their emotions. The notion of honour is central.	Sudano sahelian people are usually nomadic culturally implying a high sense of freedom, adventurers. This can make them hard to be controlled and managed.	These people are respectable, humble, generous and courageous, this is a personnel that stands difficulties and stress and can work under any conditions as far as their honour is intact.

©2024 Great Britain Journals Press

d) *Organize cultural activities and promote change among different civilizations to break barriers and suspicions :*
e) *Orientate geographical and cultural groups towards personal development and general interests :*
f) *Update policy concerning regional balance regulations considering the present realities, contexts and needs.*

II. RESEARCH CONCLUSIONS AND POSSIBLE INNOVATION

From the abovementionned, it appears that the customs administration faces a lot of challenges concerning nepotism especially as far as HRM and staff mobility is concerned. This situation is also observed in many other public administrations and state owned companies. In those organizations some managers tend to advantage staff from the same cultural background. In Some african countries this situation led to everlasting historical damages that has transformed negatively the cultural diversity and stability in some geographical areas.

The originality of this work is that it proposes a cultural map and ethnical analysis of an organization in order to understand the strenghts and weaknesses of each culture so as to put it at the service of the general interest. Thus seems to be a novelty for, not existing in many public services such the customs department. This will be done with the aim of modifying and redefining HRM policy and to guarantee success according to the saying that « *United we stand but divided we fall* ».

REFERENCES

1. Aycan, Z., Al-Hamadi, A. B., Davis, A., & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: the case of Oman. The international journal of human resource management, 18(1), 11-32.
2. Becker, *G.S. (1994) Human Capital A Theoretical and Empirical Analysis, with Special Reference to Education. University of Chicago Press, Chicago, 412 p.*
3. Budhwar, P. S., & Sparrow, P. R. (2002). Strategic HRM through the cultural looking glass: mapping the cognition of British and Indian managers. Organization Studies, 23(4), 599-638.
4. *Clark, C. J., Liu, B. S., Winegard, B. M., & Ditto, P. H. (2019). Tribalism is human nature. Current Directions in Psychological Science, 28(6), 587-592.*
5. *Douanes : les nominations avortées du directeur général, Ecomatin, https://ecomatin.net › Conjoncture*
6. *DJEUWO Marcellin, « La corruption dans le management des ressources humaines de l'administration douanière », Afrique contemporaine, 2009/2 (n° 230), p. 55-67. DOI : 10.3917/afco.230.0055. URL: https://www.cairn.info/revue-afrique-contemporaine1-2009-2-page-55.htm*
7. Malinowski, B. *(1929). The sexual life of savages in northwestern Melanesia.*
8. Moreno, *J. L. (1951). Sociometry Experimental Method and the Science of Society. Beacon House.*
9. Tcheumaga, *Fabrice Nazaire Kameni S.J., "A Spirituality of Struggle for Dismantling Cameroonian Tribal Hostilities. Isa 54: 11-17*
10. Ulrich, W. L. (1984). HRM and culture: History, ritual, and myth. Human resource management, 23(2), 117-128.

©2024 Great Britain Journals Press

Scan to know paper details and
author's profile

An Overview on India Electricity Market

Drd. Stelian GRASU

ABSTRACT

India's electricity generation began in the 19th century based on technologies available at that time, primarily using coal. Starting in the 20th century, oil and natural gas were introduced as new sources for energy production, mainly used for transport and industry. Like in other countries, the energy sector was heavily regulated and under state control until the last decade of the 20th century. Market actors such as electricity production plants, transmission and distribution networks, and the gas, oil, and coal extraction industries were mainly state-owned.

Keywords: NA

Classification: JEL Code: L94

Language: English

Great Britain Journals Press

LJP Copyright ID: 146446
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 24 | Issue 4 | Compilation 1.0

© 2024. Drd. Stelian GRASU. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncom-mercial 4.0 Unported License http://creativecommons.org/ licenses/by-nc/4.0/), permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

An Overview on India Electricity Market

Drd. Stelian GRASU

I. INTRODUCTION

India's electricity generation began in the 19th century based on technologies available at that time, primarily using coal. Starting in the 20th century, oil and natural gas were introduced as new sources for energy production, mainly used for transport and industry. Like in other countries, the energy sector was heavily regulated and under state control until the last decade of the 20th century. Market actors such as electricity production plants, transmission and distribution networks, and the gas, oil, and coal extraction industries were mainly state-owned.

Starting in 1991, the Indian federal government launched significant economic reforms to enhance the role of the market economy, which also impacted the energy sector. The Electricity Law, enacted in 1991 and subsequently amended, was the first step towards ending the state monopoly on power generation. This law allowed other companies, whether state-owned or private, to enter the sector and begin generation without requiring a special license. However, at that time, the state maintained its monopoly on transmission and distribution networks.

The reforms continued, and the new Electricity Act adopted in 2003 expanded the energy sector reforms. It allowed private investments in transmission and distribution networks, with the final goal of better protecting consumers through increased competition.

In the present century, due to the global commitment to reducing GHG and CO2 emissions, India has followed the general trend towards renewable energies.

II. LITERATURE REVIEW

In their 2011 work, *"Analysis of Competition and Market Power in the Wholesale Electricity Market in India"*, Umesh Kumar Shukla and Ashok Thampy analyze the market structure and competitiveness of the wholesale electricity market in India, identifying potential reasons for the rise in electricity prices.

S. Prabhakar Karthikeyan et al, in "*A review on market power in deregulated electricity market*" publish in 2013, provide an extensive overview of market power, detailing various indices used in market power analysis and the progression of research and development in this field.

In their 2019 study, "*Assessment of Power Exchange-Based Electricity Market in India*", Furkan Ahmad and Mohammad Saad Alam investigate the effectiveness and liquidity of the Power Exchange. They focus on the current state of India's energy infrastructure and the various energy contracts on the Indian Power Exchange."

Kartikeya Singh, in the article *"Transforming India's Power Sector*", written in 2019 for the Center for Strategic and International Studies (CSIS), highlights the critical structural problems within India's power sector and advocates for the establishment of a national electricity market. The author points out the inefficiencies associated with long-term bilateral power purchase agreements and the financial

London Journal of Research in Management & Business

©2024 Great Britain Journals Press

burdens which these places on state-owned utilities. The report recommends several reforms to enhance resource efficiency, reduce costs, and better integrate renewable energy into the national grid."

In "*The Competitive Effects of Transmission Infrastructure in the Indian Electricity Market*", published in 2021, Nicholas Ryan studies market integration, efficiency evolution, and transmission constraints that limit trade between regions."

The World Energy Investment 2024 report by the International Energy Agency (IEA) highlights the rapid growth of clean energy investments in India, driven by ambitious targets set by the country. In 2023, India experienced a remarkable 7.8% growth in GDP, making it the fastest-growing major economy in the world. This economic expansion will lead to a significant rise in energy demand, which is projected to surpass that of all other regions by 2050.

The report outlines India's efforts to decarbonize its energy system and diversify its energy sources to meet these rising demands.

"The State Electricity Transition (SET) 2024 Report" by the Institute for Energy Economics and Financial Analysis (IEEFA) and Ember evaluates the progress of 21 Indian states in their shift towards clean electricity. It identifies Gujarat and Karnataka as leading states in successfully incorporating renewable energy into their power sectors. Conversely, the report highlights significant challenges faced by states like Jharkhand and Bihar. It emphasizes the necessity of enhancing state-level regulatory frameworks to ensure an effective transition to clean electricity across the country.

III. ASSIGNMENTS

3.1 Legal framework and Regulatory Authorities

The Indian Electricity Act of 2003 provides the overarching framework for electricity regulation in India. It encompasses all aspects of the electricity sector, including production, transmission, distribution, and sale, as well as purchase agreements and associated tariffs.

According to the law, the electricity sector is under the supervision of central and state commissions. Decisions made by these commissions can be contested through a specially created Appellate Tribunal for Electricity (APTEL).

The regulatory framework for India's electricity market was set by the Common Minimum National Action Plan for Power.

This plan laid the foundation for regulatory bodies at both the national level, through the Central Electricity Regulatory Commission (CERC), and at the state level, through State Electricity Regulatory Commissions (SERCs).

Indian legislation designates the Central Electricity Regulatory Commission (CERC) as the primary regulatory body in the electricity market. Established through the Electricity Regulatory Commissions Act of 1998 and continuing under the Electricity Act of 2003, CERC's primary responsibilities include:

- ☐ Regulate the tariffs for electricity generated by companies owned or controlled by the state.
- ☐ Regulate the tariffs for electricity produced by private companies.
- ☐ Manage and supervise the interstate transmission of electricity and its tariffs.
- ☐ Issue licenses for interstate transmission and trading, as well as to advise the Central Government on the development of the National Electricity Policy and Tariff Policy.
- ☐ Develop Grid Code and Grid Standards.

©2024 Great Britain Journals Press

☐ Set and enforce standards for quality, continuity, and reliability of service provided by licensees.

3.2 State Electricity Regulatory Commissions (SERC)

The Electricity Regulatory Commissions Act of 1998 provides the legal framework for the creation of regulatory authorities in Indian states and territories.

Their main role is to resolve conflicts between electricity market participants (generators, transmission companies, distribution companies, and end clients) and to issue regulations for market operations.

Commissions' boards, usually composed of three members, are appointed by state governments based on the advice of the Chief Justice and the state High Court."

State Electricity Regulatory Commissions main attributions are:

- Regulate the acquisition of electricity by distribution companies
- Facilitate electricity transmissions between states
- Issue transmission and distribution licenses for state territory
- Establish the rates for electricity wholesale, transmissions and distribution within state limits
- Merge state-level grid codes with the national grid code formulated by the Central Electricity Regulatory Commission.
- Promote the environmental policy in connection to the electricity sector
- Substitute the civil courts in connection with the issues regarding electricity sector divergencies, being able even to issue decisions for fines and recovery amounts orders Each of the 26th States of India has its own regulatory commissions

3.3 India energy generation, transmission and distribution operators

3.3.1 Electricity generation

India currently has an installed capacity of approximately 411.64 GW, making it the third-largest producer and consumer of electricity in the world. While coal remains the primary source of power generation, renewable energy sources have significantly increased in recent years, now accounting for more than one-third of the total energy produced.

Parmar Akshay (Parmar, 2023) made the top nine hierarchization of power generation companies in India as below:

National Thermal Power Corporation Limited (NTPC)

NTPC, based in New Delhi, is the largest power generation and distribution company in India, with an installed capacity of about 71,600 MW."

The company supplies electricity to all economic sectors: industrial, commercial, and domestic.

Tata Power Company Limited

Tata Power Company Limited, based in Mumbai, has an installed capacity of about 14,076 MW, making it one of the largest integrated power companies. As an Indian multinational company, it supplies electricity to all economic sectors, utilizing a diverse mix of energy sources, including coal, gas, and renewables.

©2024 Great Britain Journals Press

Adani Power Limited

Adani Power Limited, based in Ahmedabad, has a generation and distribution capacity of about 13,760 MW. It supplies energy to all economic sectors and is a privately owned company.

JSW Energy Limited

Founded in 1994 in Mumbai, JSW Energy Limited is a power producer with an installed capacity of about 6,564 MW. Similar to the companies mentioned above, it supplies electricity to all economic sectors using a variety of energy sources, including coal, gas, solar, wind, and hydro.

Reliance Power Limited

Reliance Power Limited, founded in 1995 in Mumbai, has an installed capacity of 6,000 MW. It utilizes coal, gas, wind, solar, and hydro sources to generate electricity. The company supplies power to all economic sectors.

National Hydro Electric Power Corporation Private Limited (NHPC)

National Hydro Electric Power Corporation Private Limited (NHPC), incorporated in 1975, has an installed capacity of about 5,175 MW. It is the second-largest state-owned electricity producer, primarily focused on hydroelectricity. The company is based in Faridabad, Haryana.

3.3.2 Sembcorp Energy India Limited

Sembcorp Energy India Limited, founded in Gurgaon in 2008, has an installed capacity of 4,770 MW. The company's clients span all economic sectors, and it uses various sources to produce electricity."

Calcutta Electric Supply Corporation Limited (CESC)

CESC, founded in 1899 in Kolkata, has an installed capacity of 3,840 MW and supplies electricity to over 3 million consumers in the region, covering all economic sectors.

Torrent Cables Limited

Torrent Cables Limited, founded in 1991 in Ahmedabad, Gujarat, has an installed capacity of 1,400 MW and supplies electricity for industrial, commercial and domestic clients.

3.3.3 Electricity transmission

The development of the electricity sector in India is primarily the responsibility of both central and state authorities.

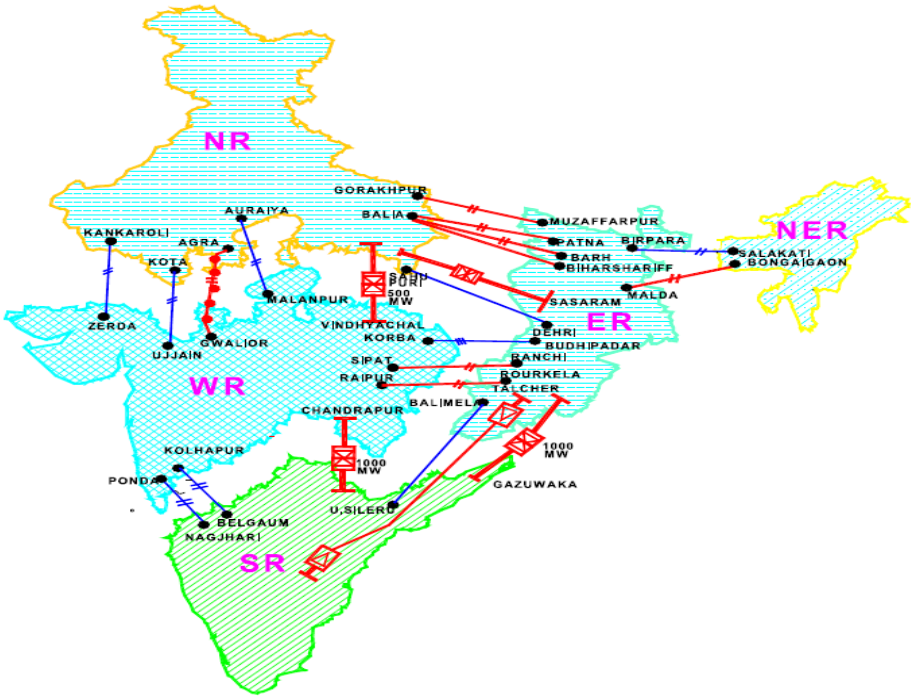
Transmission at the central level is managed by POWERGRID, while at the state level, it is handled by state power generating companies (GENCOS) and power transmission companies (TRANSCO). These entities typically transport electricity at voltages above 220 kV."

India’s transmission system is split into five regions following geographical areas:

- Northern (NR)
- Eastern (ER)
- Western (WR)
- Southern (SR)
- North Eastern (NW)

©2024 Great Britain Journals Press

Graphic 1: National grid of India



Source: World energy council

The Northern, Eastern, Western, and North-Eastern regions of India are synchronously interconnected, forming a single grid known as the Central Grid, with a capacity of approximately 110,000 MW. The Southern region, however, is connected to the Central Grid asynchronously via High Voltage Direct Current (HVDC) links.

India's electricity network operates synchronously at a nominal frequency of 50 Hz, with an allowable range between 49.5 Hz and 50.5 Hz. The power grid in India is synchronously interconnected with Bhutan and asynchronously connected with Nepal, Bangladesh, and Myanmar.

Power Grid Corporation of India Limited (POWERGRID), based in Gurgaon, is a state-owned transmission company responsible for bulk electricity transmission with a network of about 150,000 km. Incorporated in 1989, its major shareholder is the Indian Government. Currently, it is the largest utility company in India, operating about 86% of inter-regional networks. POWERGRID manages approximately 176,000 circuit kilometers of transmission lines and around 275 substations, reaching a transformation capacity of about 514,000 MVA.

3.3.4 Electricity distribution

The electricity distribution system in India consists of substations, distribution lines, and transformers, which ensure the delivery of electricity from transmission lines to final consumers. The distribution network is organized under Distribution Companies (DISCOMs), which play a vital role in the efficient functioning of the electricity supply chain. Their main tasks can be summarized as follows:

- *Electricity Distribution:* DISCOMs are responsible for distributing electricity from the point of generation (power plants or renewable energy sources) to final clients.
- *Infrastructure Maintenance:* DISCOMs maintain and upgrade the distribution infrastructure, including transformers, poles, wires, meters, and other equipment.

©2024 Great Britain Journals Press

- *Metering and Billing:* DISCOMs install and maintain electricity meters at consumer premises to measure consumption accurately.
- *Consumer Services:* DISCOMs provide various services to consumers, including new connections, disconnections, meter replacements, and addressing consumer complaints or grievances. They also offer program for energy efficiency, demand-side management, and rewards for adopting renewable energy.
- *Revenue Collection and Management:* DISCOMs are tasked with collecting consumers payments for the electricity consumed. They implement strategies to minimize revenue losses due to theft, non-payment, or inefficiencies in billing and collection processes. Revenue management is critical for the financial sustainability of DISCOMs and the overall energy sector.
- *Regulatory Compliance:* DISCOMs operate under regulatory frameworks established by government authorities or regulatory commissions. They must comply with regulations related to service quality, consumer rights, tariff structures, safety standards, and environmental regulations.
- *Integration of electricity generated from renewable sources:* As India aims to increase the share of renewable energy electricity production, DISCOMs play a pivotal role in integrating this electricity generated by solar and wind into the grid. This involves managing fluctuations in generation, grid stability, and balancing supply and demand.
- *Data Management and Analysis:* DISCOMs gather and analyze data related to electricity consumption, load patterns, system performance, and consumer behaviour. This data is used for planning, forecasting, and optimizing operations to enhance efficiency and reliability.

Although India's electricity distribution system has made notable advancements, it still encounters numerous obstacles. Substantial losses in transmission and distribution persist, primarily due to technical deficiencies and theft, which continue to be significant issues. Insufficient infrastructure in rural regions presents difficulties providing consistent electricity access to isolated communities. Moreover, the financial sustainability issues faced by DISCOMs, along with regulatory limitations, impede investments in infrastructure enhancements and modernization efforts.

The Indian government has implemented various initiatives aimed at overcoming these challenges and improving the efficiency of the distribution system. The Ujwal DISCOM Assurance Yojana (UDAY) endeavours to bolster the financial stability of DISCOMs by restructuring their debts and fostering operational effectiveness. The Integrated Power Development Scheme (IPDS) concentrates on reinforcing urban distribution infrastructure, whereas the Saubhagya scheme strives for universal household electrification, specially focusing on rural regions.

Looking ahead, India's electricity distribution system is on the verge of significant transformation.

Continued investments in infrastructure, technology, and policy adjustments are imperative to improve effectiveness, dependability, and environmental sustainability. Initiatives involving intelligent grid technologies, incorporating advancements such as smart meters, sensors, and automation, show potential in streamlining energy distribution and curbing losses. Additionally, integrating renewable energy into the distribution grid will be crucial for achieving energy security and sustainability goals.

To summarize, India's electricity distribution system is undergoing a fundamental transformation to meet the evolving needs of its rapidly expanding economy. Through collaborative endeavours,

©2024 Great Britain Journals Press

innovative approaches, and targeted investments, India strives to construct a resilient and efficient distribution network that drives progress and prosperity nationwide.

3.4 Today Market

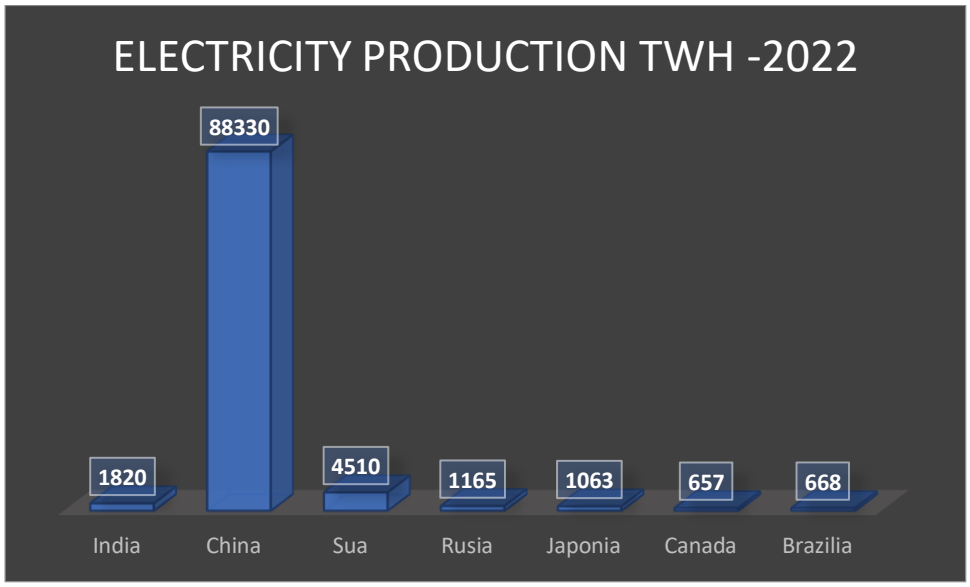
According to information published by India's Ministry of Power on July 31, 2023, India is the third-largest producer and consumer of electricity in the world, with an installed capacity of 423.35 GW. As of 2021, India ranked fourth globally in installed wind turbine and solar power capacity. The federal government's policy aims to achieve complete electrification for all residential consumers."

According to *S&P Global, BP Statistical Review World Energy 2022*, India is the world's third-largest electricity producer and consumer, with a production capacity of 423.35 gigawatts.

Since gaining independence, India has seen its power generation capabilities expand over 100-fold, yet the surge in demand has outpaced this growth due to rapid economic development. Indian companies involved in the energy sector have also gained international recognition, exemplified by Oil and Natural Gas Corp. Ltd.'s 14th place ranking in the S&P Global Platts Top 250 Global Energy Rankings for 2022. In June 2021, to further support sustainable energy projects, the Export-Import Bank of India (Exim Bank) extended a US$100 million line of credit to Sri Lanka.

This financial support is dedicated to enhancing solar energy projects, aiming to meet 70% of Sri Lanka's energy requirements with renewable resources by 2030.

Graphic 2



Source: Own graphic based on India's Ministry of Power data

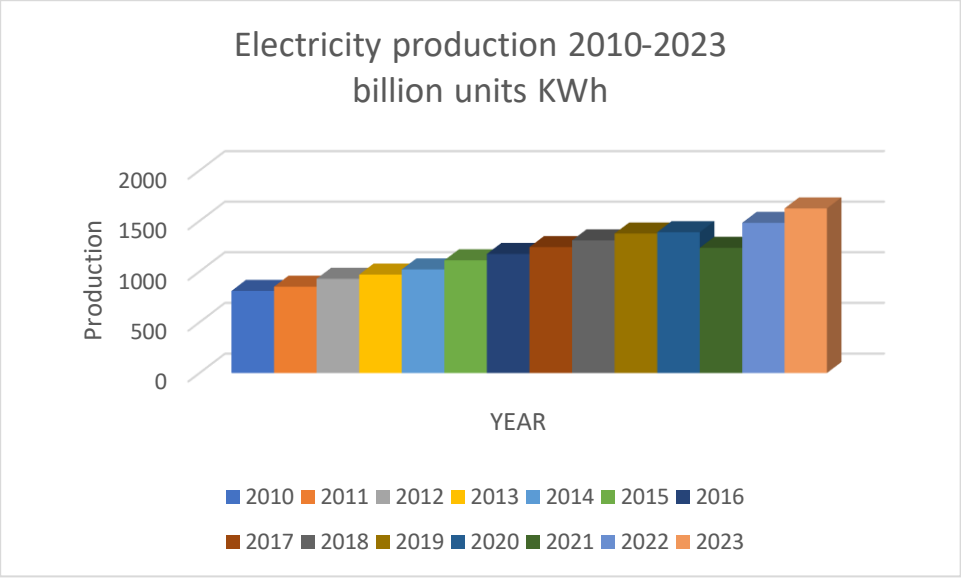
The Minister of Power *BP Statistical Review*, in the fiscal year 2023, India experienced its highest power generation growth in over three decades, with an 8.87% increase, reaching 1,624.15 billion kilowatt-hours (kWh). As of July 2023, in fiscal year 2024, India had already generated 585.47 billion units (BU) of power. Between fiscal years 2010 and 2023, the country's electricity production grew at an annual compound growth rate of 4.75%. The Union Budget for 2022-23 earmarked US$ 885 million (Rs. 7,327 crore) for the solar power sector, covering grid-connected, off-grid, and PM-KUSUM projects. The target for electricity production from conventional sources for fiscal year 2024 is set at 1,750 BU, including 1,324.11 BU from thermal, 156.70 BU from hydro, 46.19 BU from nuclear sources,

©2024 Great Britain Journals Press

215 BU from renewables (excluding hydro), and 8 BU imported from Bhutan. As reported by the Ministry of Power, India's electricity consumption reached 130.57 billion units (BU) in April 2023.

Additionally, the Nathpa Jhakri Hydro Electricity Station, managed by Satluj Jal Vidyut Nigam (SJVN), surpassed its previous monthly record of power generation, increasing from 1,213.10 million units to 1,216.56 million units as of July 31, 2021."

Graphic 3.



Source: Own graphic based on BP Statistical Review, Ministry of Power, News Articles data

Table 1: Power plant installed capacities are presented in Table 1.

Source	Installed capacity 31st July 2023
Coal thermal power plants	205.89 GW
Gas thermal power plants	25.03 GW
Lignite thermal power plants	6.62 GW
Diesel thermal power plants	0.58 GW
Renewables power plants	130.88 GW
Hydro power plants	46.85 GW
Nuclear power plants	7.48 GW

Source: Own research

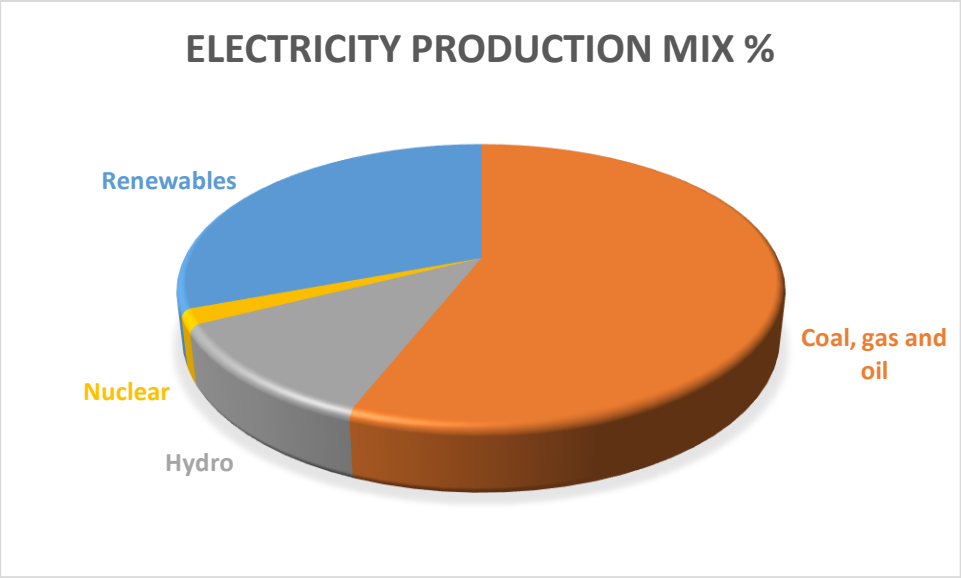
©2024 Great Britain Journals Press

Table 2: The electricity production mix for 2023 is shown in the table below:

Electricity production mix 2023	%
Coal, gas and oil	56.25
Hydro	11.6
Nuclear	1.76
Renewables	30.91

Source: Own research

Graphic 4.



Source: Own research

As development strategies for the electric market, the India Brand Equity Foundation (2023) identifies the following directions:

- ☐ Increased control on electricity generation costs by reducing the transport expenses between electricity plants and resources
- ☐ Reliable fuel sources for securing electricity production either from the national market or import
- ☐ Diversification of technologies used for electricity generation
- ☐ Creation of smart grids

3.5 SWOT analysis of India's electricity market

Strengths	Opportunities
Diverse Energy Portfolio: India possesses a wide array of energy sources, with a particularly fast-expanding renewable sector that has seen significant investments in solar and wind energy. Additionally, traditional sources such as coal and hydroelectric power remain crucial components of the energy mix.	*Innovation and Technology Adoption:* India's electricity sector is ripe for the incorporation of advanced technologies, including smart grids, energy storage systems, and blockchain for energy trading. The adoption of these innovative solutions presents significant opportunities to enhance

©2024 Great Britain Journals Press

Proactive Government Policies: The government has implemented several initiatives to enhance the electricity sector. The Ujwal DISCOM Assurance Yojana (UDAY) is designed to improve the financial health and operational efficiency of electricity distribution companies. In addition, the National Solar Mission is a major initiative aimed at significantly increasing the country's renewable energy capacity, with ambitious targets to boost solar energy production. These policies reflect a comprehensive approach to reforming and expanding India's energy landscape.

Increasing Electricity Demand: India's rapid economic growth is driving an escalating demand for electricity across various sectors. This growing need for power underscores the attractiveness of the electricity market for continuous development and investment. The increased consumption is fueled by industrial expansion, urbanization, and an improving standard of living, all of which contribute to a robust and dynamic energy sector that promises substantial opportunities for investors and developers alike.

Expanding Renewable Energy Sector: India is implementing one of the largest renewable energy expansion programs in the world, aiming to significantly increase its green energy capacity. Currently, renewable sources such as solar, wind, and hydroelectric power already make up a significant portion of the nation's total energy production. This ambitious program is set to further enhance the contribution of renewables, reducing reliance on fossil fuels and promoting sustainable development. The government's commitment to renewable energy is evident through substantial investments, policy support, and initiatives designed to integrate more green energy into the national grid.

the stability, reliability, and efficiency of the power grid. Smart grids can optimize energy distribution and consumption, energy storage systems can provide backup power and balance supply with demand, and blockchain technology can ensure transparent and secure transactions in energy trading. These technological advancements are set to play a crucial role in modernizing India's electricity infrastructure and supporting sustainable energy management.

Capital Influx: There is a notable increase in interest from international investors and substantial support from global climate funds, creating significant opportunities for financing new projects in India. This influx of capital is particularly beneficial for the renewable energy sector, enabling the development and expansion of solar, wind, and other green energy initiatives. The financial backing from these sources not only supports the growth of renewable energy projects but also aids in achieving India's long-term sustainability goals and reducing carbon emissions.

Development of Microgrids: The push towards decentralized energy systems, including the establishment of microgrids, can substantially enhance energy access in rural and underserved regions. Microgrids enable localized generation and distribution of electricity, reducing reliance on central grids and promoting energy independence. This decentralized approach not only provides a more resilient and reliable power supply to remote areas but also supports community-based energy solutions and fosters local economic development. By improving energy access and infrastructure, microgrids contribute to the overall stability and sustainability of the energy network.

Encouraging Policies and Regulations: Ongoing reforms and robust government support for policies that promote energy efficiency and the adoption of clean energy technologies are essential. These measures

©2024 Great Britain Journals Press

	are driving the development of a more modern and sustainable energy infrastructure in India. By encouraging investments in renewable energy and implementing regulations that prioritize sustainability, the government is paving the way for an energy system that is both efficient and environmentally friendly. This supportive policy environment not only aids in reducing carbon emissions but also enhances energy security and paves the way for future innovations in the energy sector.
Weaknesses *Major Energy Transmission Losses:* The electricity sector endures significant losses during transmission and distribution, primarily caused by outdated infrastructure and insufficient implementation of modern technological advancements in various regions. These losses are exacerbated by inefficient grid systems, lack of real-time monitoring, and inadequate investment in upgrading the existing network. As a result, a considerable portion of generated electricity never reaches consumers, leading to increased operational costs and reduced overall efficiency in the power supply chain. *Economic Fragility of State-Owned Utilities:* The financial instability faced by state-owned distribution companies significantly hampers their ability to operate effectively. This economic weakness affects their capacity to maintain and upgrade infrastructure, invest in advanced technologies, and manage operational costs efficiently. Consequently, the overall efficiency and reliability of the electricity supply chain are compromised, leading to higher costs and potential service disruptions for consumers. *Dependence on Coal-Fired Power Plants:* The substantial reliance on coal-fired power plants presents serious obstacles to sustainability efforts. It also makes the market vulnerable to the risks associated with fluctuating coal prices and potential regulatory changes aimed at curbing carbon	Threats *Imposition of Stringent Environmental Norms:* The introduction of more stringent environmental norms is expected to significantly raise operational costs for traditional power plants. This could compel a rapid shift towards alternative energy sources, requiring substantial investment in new technologies and infrastructure. Additionally, these norms may lead to increased compliance costs, operational challenges, and a need for enhanced emission control measures, thereby driving the electricity sector towards more sustainable and eco-friendly practices. *Sensitivity to Economic Downturns:* The electricity market's revenues are highly vulnerable to changes in economic conditions. During economic downturns, decreased industrial and consumer activity can lead to a significant drop in electricity demand, thereby reducing revenue and stifling growth prospects. This sensitivity to economic fluctuations can result in financial instability for utility companies, affecting their ability to invest in infrastructure, technology, and maintenance, ultimately impacting the reliability and efficiency of the electricity supply. *Disruption generated by the Rise of Renewable Energy:* As renewable energy sources become more affordable and widely adopted, traditional electricity markets, especially those heavily reliant on fossil fuels,

©2024 Great Britain Journals Press

emissions. This dependence hinders the transition to cleaner energy sources, increases environmental impact, and creates economic uncertainty due to the instability of coal markets and the possibility of stricter environmental regulations in the future. *Complicated Regulatory Framework:* The expansion of the electricity sector is often obstructed by a complicated and at times inconsistent regulatory framework. This complexity can significantly slow down the decision-making process, creating bureaucratic hurdles that deter foreign and private investors. Additionally, the lack of regulatory coherence and clarity can lead to uncertainty and risk, further discouraging investment and innovation within the sector.	face substantial disruption. This shift challenges the economic viability of conventional power plants, leading to potential declines in market share and profitability. The increasing competitiveness of renewables necessitates adaptation and innovation within the traditional energy sector to remain relevant amidst a rapidly evolving energy landscape. *Policy and Political Instability:* Fluctuations in political leadership and frequent policy changes can lead to significant regulatory uncertainties. This instability can affect long-term investment decisions, as investors may become wary of unpredictable shifts in regulations and policy direction. The resulting uncertainty can undermine sector stability, hinder planning and development, and create a volatile environment that is less conducive to sustained growth and innovation within the industry.

IV. CONCLUSION

India's electricity market has undergone substantial transformation, shifting from a predominantly state-controlled sector to one that embraces private investment and competition.

This transformation has been driven by policy reforms designed to liberalize the market, improve efficiency, and address sustainability challenges in response to global climate change commitments.

The Electricity Act of 2003 brought substantial changes by allowing private investments in power generation, transmission, and distribution. The Central Electricity Regulatory Commission (CERC) and State Electricity Regulatory Commissions (SERCs) oversee the sector, ensuring regulatory compliance, setting tariffs, and resolving disputes, which has improved market transparency and efficiency.

However, the Indian electricity market contends with several challenges, including the economic fragility of state-owned utilities, a heavy reliance on coal, and a complex regulatory environment that can deter foreign and private investments. Additionally, the market's vulnerability to economic downturns and the increasing competitiveness of renewable energy sources threatens the traditional energy sector.

Innovative technologies such as intelligent grids and energy storage systems can enhance grid stability and efficiency.

Decentralized energy systems, such as microgrids, can enhance energy access in rural areas. Additionally, ongoing policy reforms and international investments are stimulating the increase of the renewable energy sector, aligning with India's sustainability objectives.

Despite facing considerable obstacles, India's electricity market has the potential for remarkable growth and transformation. With strategic investments and robust policy support, India can develop a

©2024 Great Britain Journals Press

resilient and sustainable electricity sector that supports its rapid economic development and environmental commitments.

REFERENCES

1. Umesh Kumar Shukla, Ashok Thampy, 2011 - Analysis of competition and market power in the wholesale electricity market in India, Energy Policy, Volume 39, Issue 5, ISSN 0301-4215, https://doi.org/10.1016/j.enpol.2011.02.039.
2. Gupta V, 2011, Indian power sector – a comparative study of India & Argentina http://shodhganga.inflibnet.ac.in/jspui/bitstream/10603/10530/11/11_chapter3.pdf
3. S. Prabhakar Karthikeyan, et al., 2013 - A review on market power in deregulated electricity market, International Journal of Electrical Power & Energy Systems, Volume 48, ISSN 0142-0615, https://doi.org/10.1016/j.ijepes.2012.11.024.
4. Kamdar S., 2014 -Power sector reforms in India https://shodhganga.inflibnet.ac.in/bitstream/10603/111787/9/chapter-6.pdf)
5. Furkan Ahmad, Mohammad Saad Alam, 2019 - Assessment of power exchange-based electricity market in India, Energy Strategy Reviews, Volume 23, ISSN 2211-467X, https://doi.org/10.1016/j.esr.2018.12.012.
6. Kritika Garg, 2020 - Electricity regulatory commissions in India: nature, scope, and functions https://blog.ipleaders.in/electricity-regulatory-commissions-india-nature-scope-functions/
7. Ryan, Nicholas, 2021.- The Competitive Effects of Transmission Infrastructure in the Indian Electricity Market." *American Economic Journal: Microeconomics*, 13 (2): 202–42.DOI: 10.1257/mic.20180191
8. Parmar Akshay, 2023- Access to a handy guide that covers the top 10 power generation companies in India.
9. World energy council – Transmission and distribution in India view on https://npti.gov.in on November 2023
10. https://www.iea.org/reports/world-energy-investment-2024/india
11. https://www.csis.org/analysis/creating-national-electricity-market-indias-most-important-power-sector-reform

©2024 Great Britain Journals Press

Great Britain Journal Press Membership

For Authors, subscribers, Boards and organizations

Great Britain Journals Press membership is an elite community of scholars, researchers, scientists, professsionals and institutions associated with all the major disciplines. Great Britain memberships are for indivi - duals, research institutions, and universities. Authors, subscribers, Editorial Board members, Advisory Board members, and organizations are all part of member network.

Read more and apply for membership here:
https://journalspress.com/journals/membership

For Authors

Author Membership provide access to scientific innovation, next generation tools, access to conferences/seminars/ symposiums/webinars, networking opportunities, and privileged benefits. Authors may submit research manuscript or paper without being an existing member of GBJP. Once a non-member author submits a research paper he/she becomes a part of "Provisional Author Membership".

For Institutions

Society flourish when two institutions Come together." Organizations, research institutes, and universities can join GBJP Subscription membership or privileged "Fellow Membership" membership facilitating researchers to publish their work with us, become peer reviewers and join us on Advisory Board.

For Subscribers

Subscribe to distinguished STM (scientific, technical, and medical) publisher. Subscription membership is available for individuals universities and institutions (print & online). Subscribers can access journals from our libraries, published in different formats like Printed Hardcopy, Interactive PDFs, EPUBs, eBooks, indexable documents and the author managed dynamic live web page articles, LaTeX, PDFs etc.

GO GREEN AND HELP
SAVE THE ENVIRONMENT

JOURNAL AVAILABLE IN

PRINTED VERSION, INTERACTIVE PDFS, EPUBS, EBOOKS, INDEXABLE DOCUMENTS AND THE AUTHOR MANAGED DYNAMIC LIVE WEB PAGE ARTICLES, LATEX, PDFS, RESTRUCTURED TEXT, TEXTILE, HTML, DOCBOOK, MEDIAWIKI MARKUP, TWIKI MARKUP, OPML, EMACS ORG-MODE & OTHER

support@journalspress.com
www.journalspress.com

*THIS JOURNAL SUPPORT AUGMENTED REALITY APPS AND SOFTWARES

© COPYRIGHT 2024 GREAT BRITAIN JOURNALS PRESS