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## Optimizing Financial Strategies In Public Institutions: Financial Strategies For Financing National Defense Systems

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### Abstract

This article explores the optimization of financial strategies in public institutions, with specific focus on financing national defense systems. Traditional defense financing models, often reliant on annual budget allocations, are increasingly inadequate in addressing the complexities of modern geopolitical and economic challenges. The article advocates for innovative approaches such as multi-year budgeting, performance-based funding, and public-private partnerships to enhance the efficiency and sustainability of defense spending.

Additionally, it highlights the importance of diversifying funding sources through mechanisms like defense bonds and international collaborations, which can alleviate the financial burden on governments while ensuring long-term stability. Emphasizing the role of technological innovation, the article suggests that investing in emerging technologies can lead to significant cost savings and improved operational efficiency. Finally, it underscores the need for robust governance and risk management practices to ensure that defense financing remains transparent, accountable, and adaptable to changing global conditions.

**Keywords:** financing, Public Institutions, National Defense Systems, Strategies, Budget

### Introductions

Financial management of public institutions is a complex and multifaceted undertaking, especially when it involves the critical area of national defense. Ensuring adequate financing of the defense system while maintaining fiscal responsibility is a challenge that requires strategic foresight and innovative solutions. National defense requires not only substantial financial investment, but also continuous assessment of threats, technological advances and geopolitical dynamics.

In recent years, the global security landscape has escalated, prompting governments to reassess and strengthen their defense strategies. The scope of this paper will address some of the challenges underlying optimized financial strategies that public institutions could adopt to ensure sustainable and efficient financing of the national defense system.

The introduction paves the way for a detailed examination of current financial practices in the sector of public institutions, and particularly the defense sector, identifying key areas for improvement and potential optimization strategies. It will discuss the importance of financial planning in maintaining national security, the impact that economic fluctuations have on defense budgets and the role of innovative financial instruments in addressing budget deficits.

By delving deeper into case studies, financial models and strategic initiatives, this paper could provide a roadmap for analysts in public institutions to improve financial strategies. It emphasizes the importance of collaboration between financial experts and defense policymakers to create resilient and adaptable financial systems capable of supporting the evolving needs of national defense.

Through a systematic analysis, this study aims to contribute to the body of knowledge on public financial management in the defense sector by providing theoretical recommendations, with practical applicability, that could be adapted to the specific contexts and requirements of different countries.

Therefore, the main objective is to enable public institutions to achieve optimal financial performance, thus ensuring the security and stability of their national defense systems.

## **1. Literature Review and Theoretical Framework**

### **1.1. Literature Review**

The financing of national defense systems has been a topic of extensive research, spanning various disciplines such as economic, political science, and defense studies. Early literature often focused on the economic impacts of defense spending, with studies examining the trade-offs between military expenditure and other public goods.

In more recent decades, the literature has expanded to explore the complexities of modern defense financing, including the challenges posed by technological advancements, globalization, and changing geopolitical dynamics. The effectiveness of different funding models was analyzed by scholars. The literature also addresses the economic implications of defense spending, including its impact on national debt, economic growth and fiscal sustainability<sup>1</sup>.

Key themes in the literature include the need for efficient resource allocation, the role of innovation in defense, and the importance of strategic planning in defense financing. Additionally, the literature underscores the growing importance of non-traditional defense sectors, such as cybersecurity and space defense, which require new approaches to funding and resource management.

### **1.2. Theoretical Framework**

The theoretical framework for this study is grounded in the principles of public finance theory and defense economics. Public finance theory provides the foundation for understanding how government allocate resources, manage budgets, and balance competing demands in the context of national defense. This theory helps to explain the fiscal policies that underlie defense spending decisions, including taxation, borrowing and expenditure prioritization.

Defense economics, offers insights into specific economic challenges and opportunities associated with defense spending. This field of study examines the trade-offs between defense and other sectors of the economy, the impact of defense spending on economic growth, and the role of technological innovation in shaping defense capabilities<sup>2</sup>.

The study also incorporates elements of strategic management theory, particularly in the context of optimizing financial strategies. This theoretical approach emphasizes the importance of aligning financial resources with long-term strategic objectives, which ensures that defense spending is both effective and sustainable.

By integrating these theoretical perspectives, the study aims to develop a comprehensive understanding of the financial strategies that can optimize the funding and management of national defense systems. This framework will guide the

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<sup>1</sup> Garfinkel, „The Economic Consequences of Reducing Military Spending”.

<sup>2</sup> Rooney, Johnson, și Priebe, „How Does Defense Spending Affect Economic Growth?”

analysis of current practices and the development of recommendations for improving the efficiency and effectiveness of defense financing.

## **2. Methodology**

The analysis of financial strategies in national defense systems requires a robust and multifaced methodological approach. This section outlines the research design, data collection methods and analytical framework used this study.

### **2.1. Research Design and Data collection**

This study employs a mixed – methods research design, combining qualitative and quantitative approaches to provide a comprehensive analysis of defense financing strategies. The qualitative component involves a detailed review of existing literature, policy documents, and case studies to understand the historical and contextual factors influencing defense financing. The quantitative component includes the analysis of defense spending data across multiple countries, allowing for comparisons and trend identification.

Data for this study are collected from a variety of secondary sources, including governmental and international defense reports, budgetary documents, and academic publications. In addition, interviews with defense finance experts, policymakers, and military officials are conducted to gain insights into the practical challenges and considerations in defense financing.

### **2.2. Analytical Framework**

The analytical framework for this study includes several key tools and approaches:

- **SWOT Analysis:** A SWOT analysis is conducted to identify the strengths, weaknesses, opportunities and threats associated with current financial strategies in national defense. This analysis helps to pinpoint areas where optimization is needed.
- **Comparative Analysis:** This approach is used to evaluate different defense financing models across countries. By comparing spending patterns, funding sources, and strategic outcomes, the study identifies best practices and areas for improvement.
- **Economic Impact Assessment:** The study employs an economic impact assessment model to analyze the broader economic implications of defense spending, including its effects on national debt, economic growth, and public welfare.

This comprehensive methodology ensures that the study provides a thorough and evidence – based analysis of

financial strategies in national defense systems, laying the groundwork for the optimization strategies discussed in the subsequent chapter.

## **3. Good Governance Concepts of Public Financial Management in Public Institutions**

### **3.1. Good Governance Concepts**

Starting from the definition of Public Institutions as a set of structures organized and created in society for the management of public affairs, in a bureaucratic sense, they represent the only approach to the social and economic organization of the state that can face the challenges of modernity.

In accordance with the observations made by the economist Max Weber, four main dimensions of instrument efficiency have emerged:

- The possibility of handling as many tasks as possible.
- The possibility to emphasize quantification.
- Operating in a predictable, standardized way.
- Emphasizing control over those involved in the system of public institutions.

At the same time, in the sphere of a state there are the following functions:

- Preparing and enacting non-weaponizing acts.
- Enforcement of laws.
- Supervision of the implementation of decisions taken at the political level.

The concept of good governance, as recognized as a central element leading to the development of a state, perceptions and definitions of "good governance" differ from country to country, but not by a significant emphasis. Governance is therefore a fundamental political imperative and should not be reduced to public administration alone, because of the merging of the political and administrative roles.

Following the above ideology, three primary functions of government emerge:

- Facilitating the redistribution of budgetary resources to create a labor force.
- Sustaining the level of economic activity and the rate of economic growth.
- Allocation of resources to produce goods that are useful to society.

Good financial governance, places the principles of good governance, represented in defined terms and in the sphere of public finance and its subsystems. Therefore, these definitions will be included in all areas of financial management to be able to design policies, administration and control of revenues and expenditures in accordance with the concepts underlying good governance.

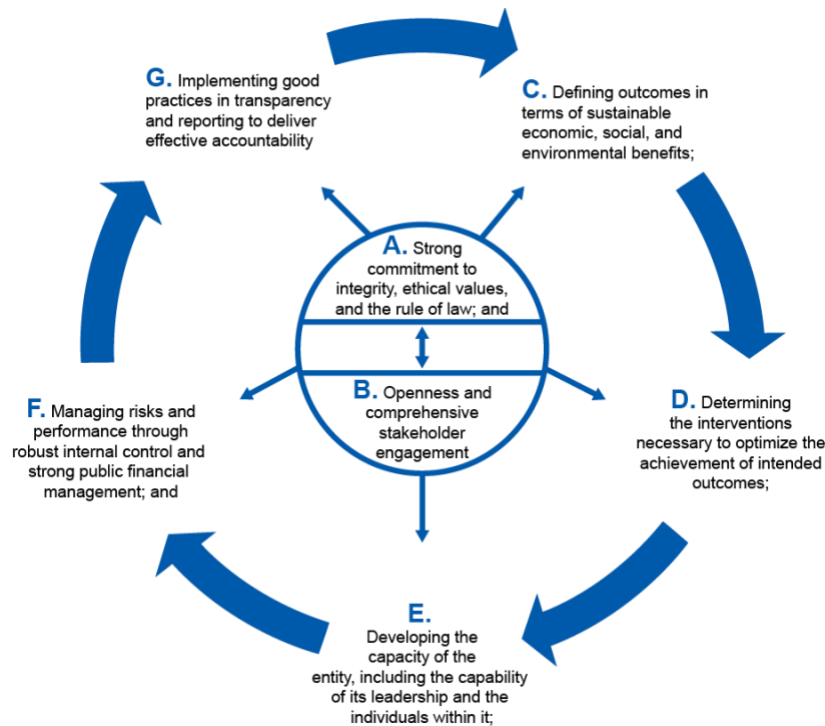


Figure no. 1 “Scheme on guidelines for improving governance in the public sector”<sup>3</sup>

Based on the figure above, the article highlights the principles that could underpin good governance, as governance is the arrangements, including political, economic, social, environmental, administrative, administrative, legal and other arrangements, that has been put in place to ensure that the desired outcomes for stakeholders are well defined and then achieved.

Good governance in the public sector will show how the principles of good governance can be put into practice:

- A firm commitment to integrity, ethical values and the rule of law.
- Openness and inclusive involvement of stakeholders. In their sphere, openness will be strictly towards a common goal of achieving good governance.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Defining outcomes in terms of sustainable economic, social and sphere.
- Developing the capacity of the entity, including the capacity of the entity's management and people.
- Managing risk and performance through strong internal control and sound public financial management.
- The ability to implement good practices in transparency and reporting to ensure effective accountability.

Based on these basic principles of good governance, it is possible to achieve governance at high, middle and low levels.

<sup>3</sup><https://www.ifac.org/news-events/2013-08/proposed-new-guidance-aims-improve-public-sector-governance>, IFAC, 2013

### 3.2. Concepts on Strategic Public Financial Management approaches

Strategic Public Financial Management (SPFM) refers to systematic approach to managing a government's finances in a way that aligns with its broader economic and social objectives. This approach involves not just the effective allocation of resources but also ensuring that public funds are used efficiently and transparently to achieve desired outcomes. One of the key concepts in SPFM is budgeting, which goes beyond the traditional annual budget cycle to incorporate multi-year planning and performance-based budgeting. This ensures that public expenditure is not only aligned with current priorities but also anticipates future challenges and opportunities, creating a more resilient and forward-looking financial management system.

Another critical concept within SPFM is fiscal transparency and accountability. This involves open communication about government finances to all stakeholders, including the public, ensuring that there is clarity on how funds are collected, allocated, and spent. Transparency is enhanced through the regular publication of financial statements, budget execution reports, and independent audits. Accountability is ensured through strong institutional framework that allow for monitoring and evaluation of financial management practices. By integrating transparency and accountability into public financial management, governments can build trust with citizens, improve the effectiveness of public spending, and reduce the risk of corruption.

A third essential concept in SPFM is public investment management. This approach focuses on the strategic planning, allocation and monitoring of capital investments in public infrastructure and services. Effective public investment management requires a clear understanding of economic and social impacts of projects, rigorous appraisal and selection processes, and robust implementation and monitoring systems. By prioritizing investments that deliver the highest returns in terms of social and economic benefits, governments can ensure that public resources are used to foster sustainable development. This strategic focus on public investments is critical for achieving long-term growth and improving the overall quality of public services.

#### 3.2.1. How Strategic Public Financial Management works?

Public administrations across Europe are grappling with increasingly complex and multifaceted challenges, particularly as they navigate the constraints of tight public finances. The task of managing budgets and delivering public services has become progressively difficult, demanding innovative and efficient approaches. In this context, the need for effective implementation processes in public sector financial management and service delivery is more crucial than ever. This paper underscores the importance of these processes in ensuring that public administrations can respond to current challenges while maintaining fiscal responsibility and service quality<sup>4</sup>.

This is a continuous process for: planning, implementation, evaluation, audit and improvement, which it concludes as a financial management cycle, as the figures below.

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<sup>4</sup> <https://www.eipa.eu/blog/understanding-the-public-sector-financial-management-cycle/>, EIPA, 2020



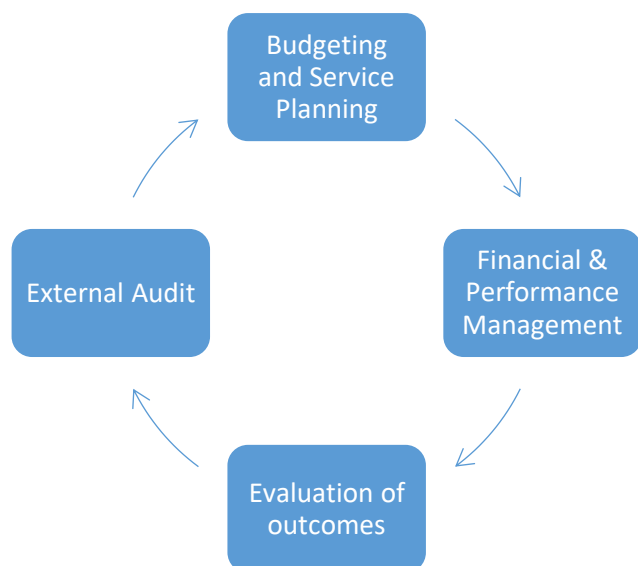


Figure 2. Strategic Public Financial Management

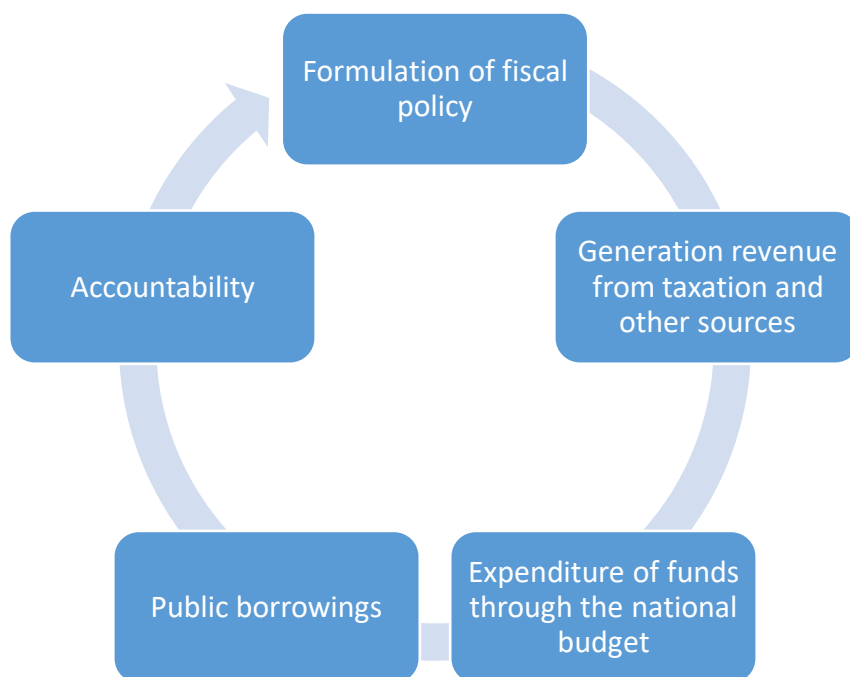


Figure 3. How Strategic Public Financial Management Works<sup>5</sup>

Strategic Financial management operates through a systematic and integrated approach to managing government finances, focusing on long-term sustainability, efficiency, and alignment with national goals. The process begins with strategic planning, where governments set out their broad economic and social objectives. This involves identifying key priorities, such as infrastructure development, social welfare programs, or national defense, and determining the financial resources required to achieve these goals. The strategic plan serves as blueprint for the government's fiscal policies and guides the allocation of resources over the medium to long term.

Once strategic priorities are established, the next step is budgeting. Unlike traditional budgeting, which often focuses on short-term needs, SPFM emphasizes multi-year budgeting and performance-based budgeting. Multi-year budgeting involves projecting revenues and expenditures over several years, allowing governments to anticipate future fiscal challenges and adjust their spending accordingly. Performance-based budgeting links to allocation of resources to specific outcomes, ensuring that funds are directed toward programs that deliver measurable results<sup>6</sup>.

Finally, SPFM incorporates monitoring and evaluation mechanisms to ensure that financial resources are used effectively and that the government's strategic objectives are being met. This involves regular financial reporting, audit, and performance evaluations. These tools help identify any deviations from strategic plan and allow for timely adjustments to ensure that spending remains aligned with long-term goals. Additionally, SPFM emphasizes fiscal transparency and public accountability, ensuring that citizens and stakeholders are informed about how public funds are being managed. This system is leading to more effective and sustainable public financial management<sup>7</sup>.

#### **4. Optimizing Financial Strategies for Sustainable Defense Financing**

##### **4.1. Assessing Current Defense Financial Models**

The foundation of any effective defense strategy lies in how it is financed. Usually, defense budgets have been predominantly funded through government allocations, often shaped by immediate security needs and political considerations. However, as the nature of global threats evolves and economic pressures mount, these conventional financing models have shown significant limitations. For instance, relying solely on annual budget allocations can lead to volatility in funding, particularly during economic downturns or periods of political instability. Moreover, traditional models often suffer from inefficiencies, such as bureaucratic delays in procurement, misallocation of resources, and a lack of flexibility to respond to emerging threats.

To understand the full scope of these challenges, it is crucial to analyze the strengths and weakness of current defense financing approaches. On the one hand, direct government to maintain readiness and capability. On the other hand, this model can lead to inefficiencies, particularly when funding decisions are influenced by short-term political considerations rather than long-term strategic needs. Furthermore, the lack of multi-year financial planning can result in inconsistent investment in defense infrastructure and technology, leading to gaps in capability.

Comparative case studies of defense financing in different countries reveal a variety of approaches, each with its own set of challenges and successes. For example, some nations have successfully leveraged international military aid and partnerships to supplement their defense budgets, while others have struggled with corruption and mismanagement,

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<sup>5</sup> <https://wmep.rs/public-finance/?lang=en>

<sup>6</sup> Kravchuk - 2023 - Foundations of public financial management theory.

<sup>7</sup> Karadag - 2015 - Financial Management Challenges In Small And Medium.

leading to significant financial losses. These case studies highlight the need for a more nuanced and flexible approach to defense financing – one that can adapt to changing economic conditions and geopolitical realities while ensuring the efficient use of resources.

#### 4.2. Implementing Long-Term Financial Planning for Defense

Sustainable defense financing requires a shift from short-term budgeting to long-term strategic financial planning. Multi-year budgeting and strategic forecasting are essential tools in this process, enabling governments to plan defense expenditures over an extended period<sup>8</sup>. By adopting a multi-year approach, defense planners can better anticipate future threats, economic conditions, and technological developments, ensuring that defense funding mechanisms remains aligned with long-term national security objectives. This approach also allows for more effective allocation of resources, reducing the likelihood of sudden budget cuts and enhancing the stability of defense programs.

Risk management is another critical aspect of long-term financial planning in the defense sector. Defense budgets are inherently exposed to a range risks, including economic downturns, geopolitical shifts, and unexpected military engagements. To mitigate these risks, governments must adopt proactive strategies such as setting aside contingency funds, diversifying funding sources, and implementing adaptive budgeting frameworks<sup>9</sup>. These measures ensure that defense spending remains resilient in the face of uncertainty, allowing for quick adjustments in response to changing circumstance without compromising the overall sustainability of defense financing.

Finally, the successful implementation of long-term financial planning in defense requires robust institutional reforms and governance. Enhancing the governance of defense finances involves improving transparency, accountability, and oversight mechanisms to ensure that funds are used effectively and in alignment with strategic objectives. This may include reforms such as the establishment of independent audit bodies, the adoption of performance-based budgeting practices, and the creation of mechanisms for public and parliamentary scrutiny. By strengthening the institutional framework governing defense finances, governments can build public trust, reduce the risk of corruption, and ensure that defense funding is managed in a manner that supports both national security and fiscal sustainability<sup>10</sup>.

## CONCLUSION

In the pursuit of optimizing financial strategies within public institutions, particularly in the context of national defense systems, it becomes evident that traditional approaches to defense financing must evolve to address contemporary challenges. The complexity and unpredictability of modern geopolitical and economic landscapes demand more flexible, innovative, and sustainable financial strategies. Public institutions must move beyond the confines of rigid, annual budget cycles and explore multi-year budgeting, performance-based funding, and the integration of public-private partnerships (PPP). These approaches not only enhance the efficiency of resource allocation but also ensure that defense spending remains aligned with long-term national security objectives.

Moreover, the diversification of funding sources through mechanism such as defense bonds, international collaborations, and alternative investment strategies is crucial. Such diversification not only provides financial stability but also allows governments to leverage external expertise and resources, reducing the financial burden on public coffers. Embracing technological advancements within these financial strategies is equally vital, as it can lead to significant cost savings and improved operational efficiency. By investing in cutting-edge technologies, public

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<sup>8</sup> Liu et al. - 2021 - A Study of Project Financing on the Defense Industries.

<sup>9</sup> Loishyn et al. - 2019 - Risk management in defense program Evidence .

<sup>10</sup> Petrova şı Petrov - 2020 - ALTERNATIVE APPROACHES FOR LONG-TERM DEFENCE PLANN.

institutions can optimize defense spending, ensuring that military capabilities are both modernized and maintained at a high level of readiness.

Ultimately, the success of these optimized financial strategies depends on the robustness of institutional governance and implementation of sound risk management practices. Public institutions must establish transparent, accountable, and flexible frameworks that can adapt to changing circumstances while safeguarding financial sustainability. Through strategic financial planning, diversified funding, and a commitment to innovation and transparency, governments can ensure that their national defense systems are not only adequately funded but also resilient and responsive to the demands of an ever-changing global environment.

### **Brief biography**



Adrian Iura is a PhD student at "Lucian Blaga" University of Sibiu, specializing in advanced finance and being committed to improving knowledge in the field through rigorous research and innovative thinking. A graduate of "Nicolae Bălcescu" Land Forces Academy of Sibiu, Adrian is an officer in the Romanian Army, which allows him to contribute a unique blend of military discipline and academic excellence to his domain of interest. Passionate about financial strategies, financing methods and market analysis, he intends to improve the financial industry with valuable ideas and original solutions.

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## A Study on the Reduction of Industrial Accidents in the Logistics Industry in Southeastern Region of Korea

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### Abstract:

The purpose of this study is to identify the current status of industrial accidents related to the logistics industry and suggest ways to reduce industrial accidents in order to protect the safety and lives of workers in the logistics industry in the southeastern region of Korea and secure the competitiveness of the logistics industry. To this end, we analyzed the characteristics of logistics-related industrial accidents in the southeastern region of Korea from 10 years (2013-2022) of data related to industrial safety accidents that occurred in the southeastern region of Korea, and derived the necessary measures to reduce accidents from the analysis. The following measures are needed to prevent industrial accidents in the logistics industry in the southeastern region of Korea. First, the support should be provided to small businesses to equip them with industrial accident prevention equipment and provide industrial accident prevention education. Second, management measures should be taken for elderly people engaged in logistics work. Third, safety training should be strengthened for new workers and those with more than 10 years of service. Fourth, firms should make sure to raise awareness about safety at specific times. Fifth, human error should be reduced by strengthening individual attention. The causes of industrial accidents in logistics industry-related companies in the southeastern region of Korea were mostly caused by human factors. In cases where human factors were not the cause, the cause was aging of facilities or equipment, non-compliance with maintenance or schedules, and deterioration of social infrastructure. Therefore, companies will be able to contribute to reducing industrial accidents by replacing the equipment they use with new facilities or equipment within the specified durability period and performing maintenance within the specified period.

**Key words:** Industrial Accidents, Logistics Industry, safety accidents, human factors

## Exploring the Factors Influencing VTuber Channel Subscriptions: A Perspective from the Hedonic Motivation System Adoption Model

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### Abstract

The advent of enhanced internet bandwidth and advancements in video technology have positioned online live streaming services, such as Twitch, TikTok, Facebook, and YouTube, as critical components of modern daily life and a burgeoning sector of the creative economy. Traditionally, these platforms have relied on content produced by physical individuals, either as live streamers or YouTubers. Nonetheless, the sector has witnessed a significant evolution with the emergence of virtual YouTubers (VTubers), propelled by breakthroughs in 3D modeling and motion capture technologies. This evolution has resulted in a notable increase in both the conversation around and the viewership of VTubers. For example, since its launch in 2016, VTuber "Kizuna AI" has attracted over 3.09 million subscribers and achieved a total of 423 million views. Remarkably, in 2021, VTubers dominated the list of the top ten YouTube donations and sponsorships, securing the first nine spots with a combined total exceeding \$7.66 million. The rising popularity of VTubers has also spurred the creation of collaborative merchandise, events, sponsored television programming, and cross-industry partnerships, including with Netflix.

Despite the ascending prominence and ongoing development of VTubers, there exists a notable gap in scholarly research on the subject, with the existing body of work primarily focusing on live streaming by real individuals. The vulnerability of real-life streamers to reputational damage, which can adversely affect sponsor relations and lead to financial losses, contrasts with the flexibility afforded by VTubers, who can be seamlessly replaced or modified in response to audience reception. Given the surging popularity of VTubers, it becomes imperative to explore the factors that shape public perceptions and how these perceptions influence engagement behaviors, such as channel subscription and financial support.

This research employs the Hedonic-Motivation System Adoption Model (HMSAM) to examine the effects of perceived usefulness, curiosity, enjoyment, and perceived control on the immersive viewing experiences associated with VTuber channels, as well as the subsequent impact on viewers' subscription and donation intentions. Data for the study were collected through a survey, yielding 129 valid responses from VTuber channel viewers. Employing SmartPLS v3.0 for hypothesis testing, the study found that perceived usefulness and control significantly enhance viewers' immersive experiences, whereas curiosity and enjoyment do not exhibit the same effect. Furthermore, the study found that a heightened immersive experience significantly boosts viewers' willingness to subscribe and donate VTuber channels. These insights are discussed in detail, offering actionable strategies for stakeholders in the VTuber broadcasting ecosystem, informed by the analyzed data and findings.

**Keywords:** Virtual Youtuber, Online Streaming Channel, Subscription Intention, Donation Intention, HMSAM.

## The Throughput Shift of the Global Container Ports

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### Abstract

In terms of logistics, ports are important hubs as they handle more than 80% of the world's international transportation by ships. Container ports and volumes can have an impact on a country's overall industry, as indicated by the global supply chain issues that have occurred since COVID-19. This study analyzes the changes in the volume of the world's top 20 container ports to provide implications that can be used in efficient port policy direction and corporate logistics decision-making by revealing what competitiveness factors have increased or decreased the cargo volume of individual ports. In this study, a dynamic shift-share analysis was conducted using data on the volume of goods for the last five years of the world's top 20 container ports, and shift and share effects were derived between ports. In addition, three competitive factors were derived for the change in the volume of major container ports: global, country, and port itself. As a result of the analysis, Qingdao Port showed the largest shift effect, and Shanghai Port showed the largest share effect, consistent with the ranking of cargo volume. In terms of absolute volume growth, Chinese ports ranked 1st to 5th, which are Ningbo Zhoushan, Qingdao, Shanghai, Tianjin, and Shenzhen ports. Second, it was analyzed that the throughput of 12 ports increased thanks to the global growth effect, and 9 ports have decreased their throughput due to a lack of national growth effects. Third, 4 ports were found to have increased their throughput thanks to the port's own competitiveness effect, which are Qingdao Port, Tianjin Port, Tanjung Pelepas Port, and New York New Jersey Port. This study differs from existing studies in that it analyzes the volume of container ports using the shift share analysis, but it is necessary to improve the research by expanding the number of ports and period for analysis.

**Keywords:** Global Supply Chain, Container Ports, Dynamic Shift-Share Analysis, Competitiveness Effect



## Rurbanization Effects on Small and Medium-Sized Cities

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### ABSTRACT

Rurbanization, the blending of rural and urban characteristics, has significant implications for the development and marketing of small and medium-sized cities. This study examines the effects of rurbanization on city marketing strategies and urban growth. Through a comprehensive review of recent literature, this paper identifies key factors influencing rurbanization and explores their impact on city marketing.

The findings suggest that rurbanization can enhance city branding, attract new residents and businesses, and promote sustainable urban development. However, it also presents challenges such as infrastructural strain and socio-cultural integration issues. Additionally, rurbanization impacts the socio-economic fabric of cities, leading to both opportunities and inequalities that must be carefully managed.

The study concludes with recommendations for leveraging rurbanization to foster positive city marketing outcomes while mitigating associated challenges. This expanded research aims to provide a deeper understanding of the rurbanization phenomenon and offer practical insights for policymakers, urban planners, and marketers in small and medium-sized cities to optimize their growth strategies.

**Keywords:** Rurbanization, city marketing, small and medium-sized cities, urban development, city branding, sustainable development

**JEL Code:** R11, R58, M31, O18, Q01

### INTRODUCTION

Rurbanization, a portmanteau of "rural" and "urbanization," refers to the phenomenon where rural areas adopt urban characteristics and vice versa. This process has gained traction as cities expand and rural areas seek to modernize, creating a unique blend that influences the socio-economic and cultural landscapes of regions. Small and medium-sized cities, in particular, experience profound effects from rurbanization, impacting their marketing strategies and overall growth.

The objective of this paper is to analyze the effects of rurbanization on city marketing in small and medium-sized cities. This study will explore the dual nature of rurbanization, highlighting both its benefits and challenges, and provide insights into how cities can effectively leverage this phenomenon to enhance their marketing efforts. By synthesizing recent research, this paper aims to contribute to a better understanding of rurbanization and its role in urban development and city marketing.

Rurbanization can be seen as a response to the limitations of traditional urbanization and rural development models. In many regions, the push for urbanization has led to the overburdening of urban centers, while rural areas have faced depopulation and economic stagnation. Rurbanization offers a middle path, promoting balanced regional development by fostering synergies between rural and urban areas. This hybrid approach not only helps in mitigating the challenges of rapid urbanization but also revitalizes rural areas by infusing them with new economic and social dynamics.

Furthermore, rurbanization is increasingly recognized as a sustainable development strategy. By integrating urban amenities into rural settings and preserving rural characteristics within urban areas, rurbanization supports environmental sustainability and enhances the quality of life. It promotes the use of green technologies, conservation of natural resources, and development of resilient infrastructure. This multifaceted impact of rurbanization underscores its importance in contemporary urban planning and development discourse.

## **EFFECTS OF RURBANIZATION**

- **1. Enhancement of City Branding**

Rurbanization offers a unique opportunity for cities to develop a distinctive brand identity that blends rural charm with urban amenities. This hybrid identity can attract tourists, new residents, and businesses looking for a balanced lifestyle. For example, cities like Fredericton, Canada, and Groningen, Netherlands, have successfully marketed themselves as hubs of innovation and quality living by highlighting their rurban characteristics (Smith, 2021; Turner, 2020). These cities showcase their blend of urban sophistication and rural tranquility as a unique selling proposition, which enhances their overall appeal and competitive edge.

Moreover, city branding through rurbanization capitalizes on the growing trend of experiential tourism. Tourists today seek authentic experiences that combine natural beauty with cultural richness. Rurban cities can offer such experiences by promoting their unique heritage, local cuisine, and outdoor activities. This approach not only boosts tourism but also fosters a sense of pride and identity among residents, further strengthening the city's brand image.

Rurbanization also allows cities to differentiate themselves from larger metropolitan areas, which may be perceived as overly commercialized or congested. By emphasizing their unique blend of rural and urban elements, rurbanized cities can carve out a niche market, attracting visitors and residents who are seeking an alternative to traditional urban environments. This distinct identity can be a powerful tool in city marketing, helping to position the city as a desirable destination for a diverse audience.

Additionally, the integration of rural and urban elements can enhance the aesthetic appeal of a city, making it more attractive to both residents and visitors. Green spaces, community gardens, and well-preserved historical sites contribute to a city's charm, creating a pleasant and inviting atmosphere. Effective branding strategies can highlight these features, emphasizing the city's commitment to preserving its natural and cultural heritage while offering modern amenities.

- **2. Attraction of New Residents and Businesses**

The appeal of rurbanized areas lies in their ability to offer the best of both worlds: the tranquility of rural life and the conveniences of urban living. This appeal can attract new residents, particularly those seeking to escape the high costs and congestion of larger cities (Johnson et al., 2022). Additionally, businesses may be drawn to these areas due to lower operational costs and the availability of a diverse talent pool (Brown & Wilson, 2021). This influx of residents and businesses can stimulate local economies, create jobs, and foster innovation.

The trend of remote working, accelerated by the COVID-19 pandemic, has also contributed to the attraction of new residents to rurban areas. Professionals who can work from anywhere prefer locations that offer a high quality of life, making rurbanized cities ideal choices. This migration pattern not only supports local economies but also diversifies the socio-economic fabric of these cities, bringing in new skills and perspectives that can drive further development.

Rurbanized cities can also appeal to businesses looking for opportunities to innovate and expand. With a diverse talent pool and a supportive community environment, these cities can become hubs for entrepreneurship and innovation. Business incubators, co-working spaces, and local investment initiatives can further enhance this appeal, providing the infrastructure and support needed for businesses to thrive.

Furthermore, the presence of new residents and businesses can lead to the revitalization of local communities. Increased demand for goods and services can stimulate the growth of local markets, while new business ventures can create employment opportunities and contribute to the overall economic development of the city. This dynamic growth can enhance the city's attractiveness, making it a more desirable place to live and work.

- **3. Promotion of Sustainable Urban Development**

Rurbanization encourages sustainable development by integrating green spaces, promoting local agriculture, and supporting eco-friendly infrastructure. Cities like Freiburg, Germany, exemplify how rurbanization can lead to more sustainable urban environments, contributing to a healthier and more resilient community (Green et al., 2020). These cities prioritize the use of renewable energy, efficient public transport, and sustainable building practices, which collectively reduce their environmental footprint and enhance their resilience to climate change.

Furthermore, rurbanization can support the development of circular economies, where waste is minimized, and resources are reused and recycled. By promoting local production and consumption, rurban cities can reduce their dependency on external resources, enhance food security, and support local farmers and artisans. This approach not only contributes to environmental sustainability but also strengthens local economies and communities.

The integration of green spaces and natural landscapes within urban settings can also improve the quality of life for residents. Access to parks, gardens, and recreational areas can promote physical activity, reduce stress, and enhance overall well-being. These benefits contribute to the creation of healthier and more vibrant communities, making rurbanized cities attractive places to live and work.

Moreover, rurbanization promotes the use of sustainable transportation options, such as cycling, walking, and public transit. By reducing reliance on private vehicles, cities can decrease traffic congestion, lower greenhouse gas emissions, and improve air quality. These initiatives align with broader environmental goals and support the creation of more livable and sustainable urban environments.

## **CHALLENGES OF RURBANIZATION**

- **1. Infrastructural Strain**

As small and medium-sized cities undergo rurbanization, the increased population and business activities can strain existing infrastructure. This includes transportation networks, utilities, and public services, which may require significant upgrades to accommodate the growing demands (Anderson, 2021). The challenge lies in balancing the need for modernization with the preservation of the rural charm that defines these cities. Ensuring sustainable and resilient infrastructure development is critical to supporting the long-term growth of rurbanized cities.

Addressing infrastructural strain also requires innovative solutions and investments in smart technologies. For instance, the implementation of smart grids, intelligent transportation systems, and sustainable water management practices can help manage the increased demand efficiently. Public-private partnerships and community engagement are essential in mobilizing the necessary resources and ensuring that infrastructure development aligns with the needs and aspirations of the local population.

Infrastructural development must also consider the environmental impact of construction and expansion projects. Sustainable building practices, the use of renewable energy sources, and the preservation of natural habitats are crucial in minimizing the ecological footprint of infrastructural projects. By adopting a holistic approach to infrastructure development, rurbanized cities can create resilient and sustainable urban environments.

Moreover, effective planning and management are essential in addressing infrastructural challenges. Comprehensive urban planning that anticipates future growth and incorporates flexibility can help cities adapt to changing needs and

conditions. Robust governance structures and transparent decision-making processes can ensure that infrastructure development is inclusive, equitable, and aligned with the long-term vision of the city.

- **2. Socio-Cultural Integration Issues**

Rurbanization can lead to socio-cultural integration issues as urban and rural populations merge. Differences in lifestyles, values, and economic backgrounds can create tensions and challenges in achieving social cohesion (Marinez, 2020). Effective city marketing strategies must address these issues by promoting inclusive community-building initiatives and fostering a sense of shared identity. Social cohesion is vital for the success of rurbanization, as it ensures that all residents feel valued and integrated into the urban fabric.

Efforts to promote socio-cultural integration should focus on creating opportunities for interaction and collaboration among diverse groups. Community events, cultural festivals, and public spaces that encourage social engagement can help bridge differences and foster mutual understanding. Additionally, educational programs and awareness campaigns can promote inclusivity and celebrate the diversity of the rurbanized city.

Inclusive governance and participatory decision-making processes are also crucial in addressing socio-cultural integration issues. Ensuring that all voices are heard and considered in the planning and development of the city can enhance social cohesion and build trust among residents. This approach can also empower marginalized groups, giving them a stake in the future of the city and promoting a sense of ownership and belonging.

Moreover, addressing socio-cultural integration issues requires a commitment to social justice and equity. Policies and initiatives that promote equal access to opportunities and resources, support marginalized communities, and address systemic inequalities are essential in creating an inclusive and cohesive urban environment. By prioritizing social equity, rurbanized cities can ensure that all residents benefit from the opportunities and growth associated with rurbanization.

### **3. Economic Disparities**

Rurbanization can also exacerbate economic disparities if not managed carefully. The influx of wealthier residents and businesses may drive up property prices and living costs, potentially displacing long-term, lower-income residents. Policymakers must implement measures to ensure equitable development and prevent socio-economic exclusion (Miller, 2021). This can include affordable housing initiatives, support for local enterprises, and policies that promote inclusive economic growth.

Addressing economic disparities also involves creating pathways for upward mobility for all residents. This can be achieved through targeted workforce development programs, access to education and training, and support for entrepreneurship. Ensuring that the benefits of rurbanization are shared equitably can help mitigate potential conflicts and contribute to the overall prosperity and stability of rurbanized cities.

### **Displacement and Gentrification**

The phenomenon of displacement and gentrification is a critical concern in rurbanized areas. As more affluent individuals and businesses move into these cities, the demand for housing and commercial space increases. This surge can lead to higher property values and rental prices, making it difficult for lower-income residents to afford to stay in their neighborhoods (Johnson & Brown, 2022). The resultant gentrification can erode the social fabric of communities, displacing long-term residents and leading to a loss of cultural and social diversity. Policymakers must proactively implement zoning laws and affordable housing regulations to mitigate these effects and ensure that all residents can benefit from rurbanization without being forced out of their homes.

### **Income Inequality and Workforce Disparities**

Income inequality can widen as rurbanization progresses, particularly if the influx of new residents and businesses is not matched by corresponding improvements in wages and employment opportunities for existing residents. Workforce disparities may emerge, with higher-paying jobs and business opportunities being inaccessible to lower-income individuals due to a lack of necessary skills or education (Turner, 2020). Addressing these disparities requires a multi-faceted approach, including investment in education, vocational training programs, and partnerships with local businesses to create inclusive job opportunities. By fostering an environment where all residents can participate in and benefit from economic growth, cities can reduce income inequality and promote a more equitable distribution of wealth.

### **Support for Local Enterprises**

Supporting local enterprises is another crucial aspect of addressing economic disparities in rurbanized cities. Small and medium-sized local businesses often struggle to compete with larger, more established companies that enter the market during the rurbanization process (Green, 2021). Providing financial incentives, grants, and technical assistance to these local businesses can help them adapt and thrive in the changing economic landscape. Additionally, fostering a supportive business environment that encourages entrepreneurship and innovation can create more inclusive economic opportunities, ensuring that the benefits of rurbanization are shared more broadly across the community.

### **Inclusive Economic Policies**

Implementing inclusive economic policies is essential for mitigating the economic disparities that can arise from rurbanization. These policies should focus on promoting equitable access to resources, opportunities, and services for all residents (Anderson et al., 2020). For example, creating affordable housing programs, establishing community land trusts, and ensuring access to quality healthcare and education can help support lower-income residents. Additionally, policies that encourage diverse economic activities, such as social enterprises and cooperatives, can provide alternative pathways for economic participation and resilience. By adopting a comprehensive and inclusive approach to economic development, rurbanized cities can create a more balanced and sustainable growth trajectory that benefits all residents.

## **CONCLUSION**

Rurbanization presents a promising yet complex phenomenon for small and medium-sized cities aiming to enhance their marketing strategies and urban growth. As cities blend rural and urban characteristics, they gain a distinctive brand identity that can attract tourists, new residents, and businesses. Cities like Fredericton and Groningen exemplify how rurbanization can enhance city branding by offering a unique combination of urban amenities and rural tranquility (Smith, 2021; Turner, 2020). This distinctive identity not only strengthens the city's overall appeal but also creates a competitive edge in attracting diverse audiences.

The attraction of new residents and businesses to rurbanized areas is a significant benefit that contributes to local economic development. The trend of remote working has particularly fueled the migration of professionals seeking high quality of life to rurban cities (Johnson et al., 2022). Businesses are also drawn to these areas due to lower operational costs and the availability of a diverse talent pool (Brown & Wilson, 2021). This influx stimulates local economies, fosters innovation, and revitalizes communities by creating job opportunities and enhancing the socio-economic fabric of the city.

Rurbanization also promotes sustainable urban development by integrating green spaces, supporting local agriculture, and encouraging eco-friendly infrastructure (Green et al., 2020). Cities like Freiburg demonstrate how sustainable practices can lead to healthier and more resilient communities. The incorporation of renewable energy, efficient public transport, and sustainable building practices reduces environmental footprints and enhances the cities' resilience to climate change. These efforts contribute to creating more livable and sustainable urban environments that benefit both current and future residents.

However, rurbanization also presents challenges that must be carefully managed to ensure equitable development. Infrastructural strain, socio-cultural integration issues, and economic disparities are significant concerns that require thoughtful policy interventions. For instance, the influx of wealthier residents can drive up property prices, displacing long-term, lower-income residents (Johnson & Brown, 2022). Policymakers must implement measures such as affordable housing initiatives and support for local enterprises to mitigate these effects and promote inclusive growth. By addressing these challenges proactively, rurbanized cities can leverage their unique characteristics to foster positive city marketing outcomes and sustainable urban growth.

In summary, rurbanization is an opportunity as well as a challenge for the marketing and development of small and medium sized cities. Rurbanization offers a promising pathway for balanced regional development, promoting the integration of rural and urban elements to create vibrant, sustainable, and inclusive cities. By understanding and addressing the challenges associated with rurbanization, small and medium-sized cities can harness its potential to enhance their growth strategies and achieve their development goals.

## Biography

Rebecca Oberreiter is currently a doctoral candidate in Management Science at the University of Latvia, Faculty of Economics and Management. Her research focuses on three key areas: adaptation management, profile-oriented city marketing, and sustainable city development. As part of her academic activities, she has taught courses in the fields of Marketing and Business Management at the University of Applied Sciences in Salzburg. This teaching experience allows her to integrate practical insights into her research and disseminate findings to students.

In addition to her doctoral studies and teaching responsibilities, the researcher holds a project- development and management position at a Real Estate agency in Austria. This professional experience provides her with valuable industry knowledge and practical applications relevant to her research on city marketing and sustainable urban development.

The combination of the researcher's academic pursuits in Management Science, her teaching expertise, and her industry experience in project management creates a well-rounded profile that enables her to investigate the complex interdisciplinary challenges of adaptation management, city marketing, and sustainable urban development. This diverse background and expertise strengthens the scientific rigor and practical relevance of her doctoral research.

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## Epistemology as Ideology: Paradigm Conflicts in Management and Organization Studies

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### Abstract

The presented theory-based model integrates discourses on epistemological heterogeneity and ideological incommensurability in management and organizational scholarship. Reviewing meta-theorizing on scientific paradigms and its application, a taxonomy of paradigm conflicts involving critical management studies is introduced. Distinguishing degree and location, four fundamental and foundational inter- and intra-paradigmatic conflicts are delineated: 1) the evidence-debate between critical scholars and post-positivist, hyper-functionalist evidence-based management; 2) the performativity-debate, problematizing opposition or pragmatic collaboration in critical management; 3) the managerialism-debate, exposing rifts between radical structuralists in the labor process tradition and postmodern post-structuralists; 4) the ideology-debate, as spill-over of critical management on adjacent fields, exemplified by an emerging critical paradigm in work and organizational psychology. Socio-historical backgrounds and connections of these paradigm conflicts are summarized. Dialectic tensions and dynamics are framed as fermenting and fragmenting forces, driving paradigm delineation, differentiation, disintegration, and dissemination. Implications concern reflexive scholarship, knowledge-creation, and informed political navigation and positioning of researchers within management and organization studies as an ideologically contested terrain of social science.

**Keywords:** Philosophy of Science, Research Paradigms, Critical Management Studies, Problematizing Review.

### 1) Introduction

Situated at the nexus of powerful conflicts of interest, the field of management and organizational studies (MOS) is a battleground for ideological, methodological, and value-based disputes. Paralleling other fields (sociology, education), these were termed the “paradigm wars” in MOS [1, 2]. The aim of this essay is to analyze academic discourses in MOS, exploring their foundations, interconnections, and dynamics, based on a meta-theoretical framework [3]. Focal is the stream of Critical Management Studies (CMS), which promotes alternative interpretations of management research, education, and practice [4, 5]. Described as a pluralist umbrella-paradigm and “big tent” approach, CMS is a heterogeneous movement that aims to question, expose, and challenge research on management and organization, advocating for non-mainstream positions, alternative approaches, and unorthodox methodologies, rooted in critical thinking, problematizing power and social justice. CMS subsumes various more or less critical traditions, such as Marxist Labor Process Theory (LPT), Critical Theory of the Frankfurt School, and other psychoanalytic, neo- and post-Marxist streams, including poststructuralist and postmodern theorizing, notably Foucault studies, phenomenology, discourse analysis, feminism, postcolonial and queer studies, critical race theory, post- and transhumanism. According to an influential definition, CMS seeks critical questioning of dominant, harmful, limiting, and under-challenged ideologies, institutions, interests, and identities by means of negation, deconstruction, revoicing or defamiliarization [4, 5]. The practical aim is to instigate social reforms in the interest of the majority or those non-privileged, and to inspire resistance and emancipation from limiting influences, while maintaining empathy and understanding for the effects of constraining conditions on people’s experiences and actions. Questioning the taken for granted, challenging structures of domination, problematizing non-neutrality of knowledge and positioning of the researcher, are common themes. Fournier and Grey [6] have established denaturalization, reflexivity, and anti- or non-performativity as paradigmatic principles of CMS. Echoing critique of ideology, denaturalization means not taking phenomena for granted (at face value), but rejecting, deconstructing, and transcending dominant (interest-guided) interpretations of “common wisdom”, exposing their hidden agendas as projects of power. Denaturalization requires reflexivity, as critical interrogation of historical and socio-cultural contexts of phenomena as well as the interests served by prevailing interpretations, including positioning and paradigmatic assumptions, biases, and intellectual preformation of the researchers [7]. Anti- or non-performativity rejects any functional role in the “management of human resources”, i.e., the economic imperative of “valorizing” human activities via instrumental means-ends



calculations to generate profit [8, 9]. According to this postulate, CMS opposes traditional goals of management related to efficiency, effectiveness and other economic objectives. However, the anti- or non-performative stance is controversial, discussed with reference to “critical performativity” [10]. Emergence of CMS as a paradigm in the early 1990s involved sociologists and other critical social scientists in the UK (and Australia) migrating to business schools, following neoliberal restructuring, austerity and cutbacks to humanities and social sciences. Emergence of CMS was influenced by the ideological defeat of the Left and rise of the “New Right” (Thatcherism, Reaganism), evolving into hegemony of hyper-capitalist neoliberalism [11]. Hardly embraced by business-school disciplines, CMS has established itself with own networks, journals, handbooks, textbooks, conferences, representation in professional associations, editorial boards, and commissions [12]. Beyond the usual theoretical discussions, serious fissures and divisions have appeared along included sub-paradigms problematizing different degrees of “criticality” and concern with structures. Underlying disagreements have become manifest in recent academic controversies. A proposition of this essay is that these disputes need to be interpreted as a continuation of the paradigm wars in MOS, respectively, that theorizing on research paradigms is invaluable for making sense of these contentious academic discourses.

## 2) Scientific Paradigms in MOS

Scientific paradigms were introduced by the philosopher of science, Thomas Kuhn [13], as frameworks shared by researchers, organizing accepted assumptions, theories, models, concepts, methods, and cumulative results. According to a fundamental conceptualization, researchers in alternative paradigms inhabit “different worlds”, defined by ontological (theories about reality), epistemological (methods for knowledge-creation), and axiological (values and objectives) beliefs [14]. These are limitedly compatible or transferable across paradigm boundaries, giving rise to incommensurability, where paradigms are conceived as mutually exclusive and self-contained, raising questions about multi- or meta-paradigmatic research [15]. Concepts challenging incommensurability are paradigm integration, such that a “deviating” paradigm is assimilated into the mainstream, and paradigm dissolution, as a dialectical process, where both frames (thesis, antithesis) are negated, preserved, and transformed (synthesis) into a higher-order paradigm. Assuming paradigmatic pluralism, scholars have speculated how paradigms interact (interplay) to produce new configurations and research approaches [16]. Answers to these questions depend on how broad research paradigms are defined. As multi-level concepts, they can refer to worldviews, theories of knowledge, research traditions, and exemplars or models [14]. Rarely discussed is the theoretical and practical convergence between paradigms and ideologies. Similar to paradigms, ideologies are frames of reference with orienting, descriptive, normative, and legitimating functions. Moreover, critical conceptions of ideology emphasize elements aimed at biasing, manipulating, and instrumentalizing adherents at the behest of undisclosed powerful interests [17]. Theorizing on paradigms has made seminal contributions to MOS as an interdisciplinary, pluralistic, but also an ideological field. An important milestone is Burrell and Morgan’s [18] taxonomy of paradigms in organizational research, its post-structural reconceptualization [19], and subsequent tripartite revision [2]. A rhetoric analysis of the paradigm wars is provided by Shepherd and Challenger [1], who compiled arguments for and against paradigm incommensurability, integration, pluralism, and dissolution. Developing meta-theory of social science approaches in MOS, Burrell and Morgan [18] differentiate functionalist and interpretive from radical structuralist and radical humanist paradigms, based on two dimensions: a) the objective vs. subjective nature of social science and investigated realities; and b) orientation towards regulation vs. radical change, emphasizing social order vs. conflict as basic to society and organizations [20]. Resulting paradigms are rooted in sociological positivism (functionalist), German idealism (interpretive), historical materialism or Marxism (radical structuralist), and Freudo-Marxist critical theory (radical humanist). This taxonomy was revised by Deetz [19], relabeling the regulation/order vs. change/conflict distinction as embeddedness in social discourses of consensus vs. dissensus. The objective–subjective (ontological) dimension was replaced with an epistemological distinction regarding origin of concepts and problems, contrasting an elite or a priori with a local or emergent approach. Paradigms are relabeled as “discourses”, “studies”, or “approaches”. Normative (functionalist mainstream), interpretive (hermeneutic, constructivist), critical (radical emancipatory), and dialogic (deconstructionist) studies are characterized by historical time identity as modern or progressive, premodern or traditional, late modern or reformist, and postmodern or deconstructionist. Part of the linguistic turn in MOS, this post-structural revision reflects concern with discourses, subjectivities, language, and communication, downplaying material structures, economic interests, ideology, and theoretical meta-narratives. Beyond the scope of this essay, Hassard and Wolfram Cox [2] presented a more complex tripartite taxonomy of the structural, anti-structural and post-structural paradigm in organization studies.

## 3) Paradigm Conflicts in MOS

Methodologically, the presented exploration of discourses aspires to a problematizing review [21]. Following a hermeneutic process, literature searches covered major databases in business and social science. Separate searches were conducted for different sections. Relevant articles were compiled, sighted, and sorted, based on abstracts and cursory readings. Key publications on specific topics were included in the review and allocated within the framework of paradigm conflict. Drawing on philosophy of science, this previously developed model [3] differentiates inter- and intra-paradigmatic conflicts affirming or challenging paradigm boundaries. Distinguishing between location and degree, four paradigm conflicts resemble external and internal frictions and fractures. Frictions describe fundamental conflicts (first degree). Fractures (second degree) are foundational, constitutive for emerging paradigms. The former do not challenge existing paradigm boundaries, the latter introduce new demarcations. Conflict location differentiates between external and internal (inter- and intra-) paradigmatic disputes. Former reach across paradigm boundaries, the latter are contained within a paradigm. Populating this matrix are four discourses involving CMS scholarship: (1) the evidence-debate affirming paradigm boundaries between CMS and the hyper-functionalist EBM movement; (2) the performativity-debate differentiating positions on collaboration vs. conflict within CMS; (3) the managerialism-debate as disintegrating conflicts between moderate CMS pragmatists and radical fractions of Critical Theory and LPT; (4) the ideology-debate reflecting inter-paradigmatic influences of CMS in fermenting and disseminating critique in adjacent fields, exemplified by the emerging paradigm of Critical Work and Organizational Psychology (CWOP). Summarized below are core tenets of each the four conflictual and controversial academic discourses.

### 3.1) The Evidence-Debate

External frictions across paradigm boundaries manifested in hostilities between proponents of CMS and EBM. Seeking to “improve” management decisions and organizational practices, EBM is a hyper-functionalist movement, advocating systematic use of scientific methodology for the aggregation, synthesis, and transfer of research into practice [22]. Prioritized are methods emulating natural science and medicine, i.e., quantification and hypothesis testing, experiments and randomized trials, meta-analysis, and systematic reviews. Rooted in scientific positivism, EBM opposes the pluralist principles of CMS, fueling a heated controversy [23, 24]. CMS scholars have deconstructed EBM as an ideologically-driven political project, naturalizing managerialism through positivistic scientism, reinforcing paradigmatic hegemony, marginalizing alternative methodologies and non-mainstream positions. EBM would exclude and degrade qualitative approaches and delegitimize research not fitting the functionalist performativity of the managerial agenda [25, 26]. In turn, EBM scholars have branded CMS as obstructionist, unconstructive, unscientific, unrealistic, and self-serving, employing criticism for its own sake without offering “viable” alternatives. The evidence-debate is an exemplary manifestation of clashing paradigms of order and regulation versus conflict and radical change, the archetype of which is the positivism dispute in German sociology between the Frankfurt School of Critical Theory and scientific rationalism. Paradoxically, a meta-theoretical contribution of EBM lies in its divisiveness, activating latent conflicts. Success of CMS has challenged (post-)positivist and managerialists hegemony in MOS. In a dialectic dynamic, EBM appears as the reactionary counterforce against CMS, reasserting dominance of the functionalist paradigm. Exposing EBM as a hegemonial political project of neoliberal managerialism and scientific positivism has strengthened the paradigm of CMS. The “ripple effects” of this inter-paradigmatic dispute connect to the emerging critical stream in work and organizational psychology [12], a countermovement inspired by the resistance of CMS in the evidence-debate.

### 3.2) The Performativity-Debate

Internal paradigmatic frictions characterize the performativity-debate within CMS. Calls for practical relevance and impact, along with concessions, compromise, and collaboration with management, clash with positions emphasizing conflict, confrontation, and counteractions [10]. Strict anti- or non-performativity, as refusal to participate in the managerial valorization agenda [6], was challenged by Spicer and colleagues [27]. These authors advocate for a “constructive” approach of critical performativity, defined as “active and subversive intervention into managerial discourses and practices [...] through affirmation, care, pragmatism, engagement with potentialities, and a normative orientation” (p. 538). Suggested is a transition from antagonistic opposition against management with the goal of radical societal change or “macro-emancipation”, to a relationship of agonistic tensions, including a more empathetic stance towards the managerial perspective, pragmatic acceptance of real-world conditions, targeted collaboration with management on specific issues, and engaging in more limited, “micro-emancipatory” improvements for workers. Less prominently featured are voices of dissent, advocating for counter-movements to the “performative turn” in CMS, calling attention to the “collaborationist” character and high risk of failure of colluding with management [10], the defeatists, apologetic, system-justifying functions of a shift towards micro-emancipatory interventions [11], and insisting that CMS should foremost be concerned with the critique of management [9]. After years of controversy,

Spicer and coauthors, have expanded their proposal, suggesting to reorient critical performativity to focus on issues of public importance, engaging with non-academic groups, building social movements, and propagating deliberation [28]. Indeed, this model is less managerialist and more geared towards establishing CMS as a force for social transformation. Nonetheless, the confrontational rhetoric reveals internal frictions and infighting within the CMS paradigm. The more severe and fractioning varieties of this controversy culminate in the managerialism-debate as a continuation of the labor process debate [29, 30] between radical structuralists and poststructuralists.

### 3.3) The Managerialism-Debate

Fractures within the CMS paradigm surface in the critique of its pragmatic approach as a manifestation and instrument of managerialism, colluding with and providing legitimacy to domination and exploitation of workers [2, 30]. Notably, Klikauer [8, 9] deconstructs CMS as domesticated, tamed criticism and incremental reformism, striving for “better” management, instead of overcoming or subverting managerial hegemony. The author suggests a new paradigm taxonomy, differentiating between CMS and Traditional Management Theory (TMT), but also introducing Critical Management Theory (CMT) and Marxist (Labor Process) Management Theory (MMT) as separate paradigms with constitutive theoretical foundations, epistemological interests, themes, key publications, authors, institutions, and journals. Additionally, Humanistic Management Theory (HMT) can be included as a fifth stream. TMT employs functionalist social science in service of empirical-technical managerial interest in efficiency and effectiveness. HMT enriches the mainstream with ethical-moral considerations, arguing for their instrumentality for profitability. Eventually, both paradigms serve and legitimize the managerial functionalist domination agenda [31]. Klikauer’s [8, 9] analysis comes to similar conclusions with regard to CMS. Accordingly, CMS combines a variety of more or less critical positions, but its grounding in critical theory (Frankfurt School Freudo-Marxism) is spurious. Thus, he attests CMS a hermeneutic interest in understanding subjectivity and power in historical contexts, but no critical-emancipatory intent of promoting resistance and ending domination. No coincidence is the correspondence of Klikauer’s [9] suggested taxonomy with Burrell and Morgan’s [18] paradigms. Accordingly, CMT reflects the radical humanist, MMT the radical structuralist, and TMT the functionalist position, while CMS is “downgraded” to the interpretive paradigm concerned primarily with understanding and description from a regulation agenda. The paradigm of MMT implies a “resurrection” of LPT [29, 30], while CMT reflects the unfulfilled (or broken) promise of CMS as an alternative paradigm, based on critical theory. Some potential to realize such a genuinely critical project in the field of psychology, however, might be seen in the emerging paradigm of CWOP, outlined next.

### 3.4) The Ideology-Debate

Identified as “external fractures” are impacts of CMS on emergence of paradigm boundaries in adjacent fields. The focus here is on the movement of CWOP. The impact of CMS on CWOP has been documented in several contributions, connected to scientific debates in work and organizational psychology in Europe and the United States [31]. For instance, McDonald and Bubna-Litic [7] draw on CMS to problematize social psychology applied to work and organizations, with regard to a biasing preference for positivist (quantitative) methods, an imbalanced focus on the individual, unreflected identification with the perspective of managers or owners, and lacking moral-ethical grounding. A further foundational publication was presented by Bal and Dóci [32] who analyze neoliberal ideology as a cascading system of political, social, and fantasmatic logics, systemically biasing societal institutions of work, organizational practices, and the minds of individuals as well as the scientific representation and evaluation of these domains. Conceptualized in terms of a dogmatic trinity of individualism, competition, and instrumentality, the political logic of neoliberalism manifest in social and fantasmatic logics associated with quantitative assessment and selection, performance focus and monitoring, growth and progress, harmonious employment relationships, and social engineering [17]. In a discipline plagued by double-binds between humanistic ideals of employee wellbeing and personality development and the normative power of economic imperatives demanding perpetual increases in performance and profits, calling out socially, morally, and intellectually corrosive consequences of subservience to particular political-economic interests has struck a nerve [31]. The most comprehensive review of emergence and positioning of CWOP was provided by Islam and Sanderson [33], who elaborate how mainstream work and organizational psychology is shaped by a self-reinforcing matrix of scientism, individualism, managerialism, neoliberalism, and hegemony. These authors position CWOP between mainstream work and organizational psychology and CMS, contrasting core themes, disciplinary roots, socio-political context of emergence, dominant conceptions of the person, epistemological or methodological orientations, and relations to practice for these two paradigms. These criticisms reflect considerations underlying CMS as the need for an alternative paradigm that transcends scientific positivism, is not geared towards increasing performance and profits, and does not naturalize managerial power and exploitative structures. As mentioned earlier, from a dialectic and dynamic perspective, the

emergence of CWOP is not independent from, but a consequence of the ideological victory of CMS in exposing managerialism, positivism, and politics in EBM. Fractures in psychology, from this perspective, are connected to the “blowback” caused by EBM’s assault on ideological and methodological pluralism in management research. The emergence of CWOP thus can be interpreted as the synthesis of the dialectic antagonism between CMS and EBM.

#### 4) Discussion

Four paradigm conflicts involving CMS, their interconnections and backdrops were discussed. Analyzed dynamics can be framed as dialectic tensions between “fermenting” and “fragmenting” forces. Fermenting (inciting, stimulating) critique, CMS has fortified its boundaries against EBM (delineation) and affected paradigm boundaries in other fields, discussed with respect to CWOP (dissemination). This advancement may have led to “overextending” the boundaries of CMS, losing shared understanding of core objectives and legitimate levels of cooperation (or collusion) versus conflict with management, resulting in fragmenting tendencies of paradigm differentiation and disintegration [12]. In the critical tradition, management is an antagonistic entity, enforcing particular political-economic interests, defying, de-grading, and distorting humanistic ideals of emancipation. Appeal, integrity, and legitimacy of CMS depend on its ability to instigate, distill, and channel discontent and outrage about social injustice, exploitation, and environmental destruction [6]. Laudable aspirations to have impact and demonstrate that alternative forms of organizing are possible, risk diluting, distracting from, or even corrupting the emancipatory project of CMS. More radical fractions have cautioned that attempts at paradigm integration mean subsumption and assimilation into the managerialist main-stream agenda [9]. Despite well-intentioned calls for rapprochement, the common denominator between functionalist mainstream and radical critical approaches is marginal. Former understand society as order, consensus, and regulation, the latter focus on structural conflict, domination, and radical change. Domestic conflicts within the pluralistic CMS paradigm mirror these inter-paradigmatic tensions, resembling self-similar “fractals” on a different level of analysis. Existence of fragmenting forces does not mean that CMS will disintegrate. Dialectics of reform or revolution notoriously perturb social movements as tensions between incremental and radical change [34, 35]. Momentum can arise from energizing dynamism between radical and reform-oriented forces. Whether CWOP will change paradigmatic structures and dynamics in psychological research on work and organizations, re-mains to be seen. Current fractures within CMS send a message to critical movements in other fields, cautioning that compromise and collaboration with prevailing interests in power may end up compromising and corrupting the very goals of critique. Recognition, usefulness, relevance, and positive impact extract a high price of justifying and supporting an exploitative, destructive, ideologically antagonistic system. Denaturalization and emancipation share the aim of exposing ideology and upending domination. This is qualitatively different than functionalist observation and regulation or constructionist interpretation and understanding. Pragmatic arguments for nuanced understandings of critical performativity and promising examples of alternative organizations notwithstanding, the emancipatory interest at the core of critical research should be non-negotiable [8, 31]. The performativity-debate in CMS can be interpreted as an attempt to “walk the line” between the critical paradigmatic positions of radical critique, fundamental opposition, and aspirations towards macro-emancipation versus more subtle attempts at subversion, pragmatism, and micro-emancipatory interventions. If and how the underlying dialectic antagonism between principled paralysis and corrupting collaboration can be resolved, however, remains unanswered and contentious.

#### 5) Conclusion

All four analyzed debates warrant further observation and critical academic attention. Out of those debates, the recent emergence of a critical paradigm in work and organizational psychology exhibits the most open and dynamic trajectory [33, 35]. The coming decades will tell, whether this paradigm will become independent and incommensurate with the functionalist mainstream, dissolve and transform the mainstream from within, collapse and be (re-)integrated, or fragment into marginalized critical sub-paradigms, precariously existing at the fringe of the mainstream. The first trajectory (incommensurability) would follow the pathway of CMS, the second (dissolution) resembles the EBM movement within the mainstream, the third (integration) would mean failure, and the fourth (fragmentation) a return to the previous status quo. From the current vantage point, different trajectories seem plausible. Resembling a dialectic dynamic, which scenario will eventually manifest, is not predetermined, but subject to processes of emergence.

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### **Author Biography**

Severin Hornung and Thomas Höge have both obtained their PhD's from the Technical University Munich. Both now hold faculty positions at the University of Innsbruck's Department of Psychology. Together with colleagues Christine Unterrainer and Wolfgang G. Weber, they founded the Innsbruck Group on Critical Research in Work and Organizational Psychology (I-CROP) in 2018, as part of the international network for the Future of Work and Organizational Psychology (FoWOP). The group investigates psychological aspects of the observed neoliberal degradation and envisioned socio-ecological transformation of work, organizations, and society. This includes disciplinary debates regarding epistemology, ideology, and politics in academia, as well as numerous projects and activities aimed at promoting critical and radical humanist perspectives in organizational scholarship.

## A Study on Alternatives to Expand Gwangyang Port Cargo Volume through Attracting E-commerce Related Companies

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### Abstract

Container traffic volume at Gwangyang Port has been decreasing for five consecutive years. Since container traffic volume is consistent with port competitiveness, improvement measures are urgently needed. In order to strengthen port competitiveness, container traffic volume must be expanded through various measures. E-commerce companies are planning large-scale investments, such as building fulfillment centers, to improve delivery services. This study was conducted to attract e-commerce companies to the Gwangyang Bay area and expand container traffic volume by building a fulfillment center. This study was conducted to confirm the e-commerce ecosystem, including industry trends, and to expand container traffic volume by attracting related companies to the Gwangyang Bay area. The authors first reviewed the previous research, collect data through internet research, and confirm the basic status and industrial trends through consultation with related companies and institutions.

As a result of the study, the e-commerce ecosystem was confirmed along with the investment plans of e-commerce companies and logistics companies, and the prerequisites for attracting e-commerce companies were identified. Meeting requirements such as setting up a customs clearance center for express cargo and operating an e-commerce pilot zone is directly related to attracting fulfillment centers and e-commerce companies. In addition, it was found to be possible to attract e-commerce companies through connections with logistics and real estate companies. Through logistics real estate companies, it is possible to develop fulfillment centers and discover rental businesses. This paper is significant in that it sought ways to expand Gwangyang Port's cargo volume and attract companies in the Gwangyang Bay area through an empirical study on ways to expand cargo volume by attracting e-commerce-related companies. In addition, it will be possible to attract e-commerce anchor companies through the operation of e-commerce pilot zones and logistics real estate companies. This is directly related to the creation of cargo volume and port revitalization, and can revitalize the local economy.

**Keywords :** Container cargo volume, Fulfillment center, E-commerce ecosystem, Pilot zone operation

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