



CER Comparative European Research 2015

Proceedings | Research Track

of the 4th Biannual
CER Comparative European Research
Conference

International Scientific Conference for Ph.D. students of EU countries

October 26-30, 2015 | London



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Introduction

The conference Proceedings you are holding is a collection of selected peer-reviewed texts presented at the international scientific conference Comparative European Research - CER 2015 (October 26-30).

The biannual international scientific conference is organized under the auspices of the SCIEEMCEE scientific platform every March and October and follows up on activities aimed at providing greater support for the scientific activities of Ph.D. students and beginning researchers. The various biannual CER conferences represent a space for the international assessment of the qualitative standard of scientists and the results achieved by the various academic institutes. The CER conference is an ideal place for comparing the standard of scientific work, particularly on a European scale.

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The conference committee, comprising experts from several university departments, believes that the CER international scientific conference will attract an ever wider base of participants to join in the discussions and will stimulate further scientific work and interdisciplinary development.

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CURRENT AND FUTURE TRENDS AFFECTING THE WORK OF PUBLIC ADMINISTRATION AND DETERMINING THE WORKING ENVIRONMENT FOR INSTITUTIONS OF THE CENTRE OF GOVERNMENT: EUPAN WORK GROUP SURVEY RESULTS

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Abstract: *Based on literaturie review and survey of the members of the EU Public Administration Network (EUPAN) this paper gives brief look on the current and future trends affecting work of public administration. It asks what are the trends affecting work of public administration and how it will affect the work of public administration. It concludes that the labour force ageing, technological development, and processes of economic and social integration in a medium-term will stimulate changes in the processes of human resource management, in inter-state and inter-personal communication and decision-making, as well as in reform planning and management, nevertheless, in a medium-term, they should be viewed not as radical changes, but instead as preparation for more substantial changes in a long-term. This requires flexible, qualitative, and effective system of public administration for the state to be able to prepare for changes caused by future challenges.*

Keywords: *Future trends, public administration, Centre of Government*

1. Introduction

Over the past two years with increasing intensity various internal and external factors created challenges for Europe. 2014 frightened us and our minds were occupied with the Russian aggression against Ukraine. In addition, the Scottish independence referendum in the autumn of last year created concerns about the possible consequences of the break-up of Britain. Earlier this year, the euro area was shaken by renewed Greek economic crisis. The Greek crisis scarcely subsided when the flow of refugees across the borders inflamed passions across Europe. These and other events that mark various external and internal crises, require us to reassess the ability and capacity of national administrations in the perspective of evaluation of current development trends and scenario planning to be prepared for the challenges of the future.

Practitioner-based reports and several research projects emphasises importance of analysis and understanding of current development trends and implications for future public sector reform strategies as well as identifying the main global trends, assessing their implications and reviewing the resulting challenges and policy options confronting decision-makers [1,4]. Recent publications are addressing many issues relevant for public administrations all over the world [1, 9, 12] increasing the necessity to respond to the caused changes by reevaluation of the role of management and capacity in management of global challenges. The following are mentioned as the most essential administration capacities or competences which are vitally necessary in the state administration in order to successfully manage the changes caused by global challenges:

- the abilities to foresee future challenges or strategic planning and forecasting;
- cooperation and coordination;
- development of the appropriate skills by attracting and retaining the best employees;

- development of the policy based on evidence: data collection and assessment;
- review of the efficiency principles by taking into account other increasing values of public services [11].

Recent studies emphasises an increased role of the centre of government (CoG) in planning, implementation and monitoring reforms in EU governments. Historically, attempts to scientifically justify the need for a CoG date back to 1930-ties in the USA with a slogan: "The President needs help!" management functions were introduced in the CoG operations: planning, organising, recruitment, coordination, reporting, budget planning [10]. These functions can serve as a point of reference, when considering modern-day CoG, although today they may have undergone modifications. Tasks of CoGs have been described in literature [7, 8, 10] which, upon summarising, can be divided into four main CoG areas of operations: general policy making monitoring, monitoring management, administration improvement, and improvement of cabinet operations. On the one hand, CoGs are political institutions with the purpose of ensuring political power. On the other hand, CoGs are also administrative institutions, whose structure normally is hierarchical and which are considered a non-political institution of the executive branch. Goetz proposes a distinction between four types of executive power: 1) political management, 2) art of governance, 3) bureaucratic management, 4) administrative art or art of management [6]. However, domination of a specific type in a given country depends on the correlation between political and administrative functions. The last type — administrative art or art of management — is based on a study of the hierarchical and functional specialisation levels of the bureaucratic government organisation. In this respect, issues of the importance of civil service, as well as of the effectiveness of government administration are considered. Administrative art exists in the ability to connect political

goals with the measures and timing necessary for achieving them, i.e. effective management is the ability to reach the set political goals with minimum expenditure and within a reasonable time period. In these circumstances the capacity of CoGs is of most importance to successfully manage the changes caused by global challenges. Therefore based on literature review and survey of employees of GC the role of this paper is to:

- 1) analyse current and future trends affecting work of public administration;
- 2) predict the most significant long term processes that will affect the work of public administration and determine the working environment for institutions of the centre of government.

2. Methods

To obtain information, a survey was conducted in a form of questionnaire regarding centres of government in EU Member States. Survey consisted of 34 questions. This article does not take into account all the issues constituting the substantial scope of the questionnaire. It is limited solely to the assessment of future challenges (18 statements). The prepared survey was sent via e-mail to the members of the EU Public Administration Network (EUPAN) — to representatives of public administration institutions of all EU Member States, as well as to Turkey and Norway, which are EUPAN members with an observer status and had demonstrated interest to participate in the survey. A total of 28 filled-in questionnaires were received, two of them from Turkey and Norway.

3. Research results

3.1 Literature review on current and future trends affecting work of public administration

A world of increasing complexity, uncertainty and rapid change this is how today's socio-economic development processes see authors of recent publication *Global Trends to 2030: Can the EU meet the challenges ahead?*. The authors refer to the five global trends, which will affect and change Europe in the next twenty years. These are 1) a richer and older human race characterised by an expanding global middle class and greater inequalities; 2) more vulnerable process of globalisation led by an 'economic G3'; 3) a transformative industrial and technological revolution; 4) a growing nexus of climate change, energy and competition for resources and 5) changing power, interdependence and fragile multilateralism [4]. Literature review shows that the most significant long-term processes which affect the work of public administration are the aging population, reduction of public expenditure, and development of technologies. Ageing population is manifested as an increased longevity and lower birth rate, thus the proportion of elderly people in society grows. Therefore ageing has a twofold impact on the public sector. Firstly, it calls for the necessity to develop public services for the needs of ageing society; secondly, it calls for the necessity to adapt the activities of the public sector itself, by taking into account the aging staff [14]. "Eurostat" forecasts show that the proportion of population in EU aged over 50 will keep increasing over the upcoming 50 years, with the average age increasing from 41.6 in 2012

to 47.0 in 2060. In 2060, per every person aged over 65 there will be fewer than two persons of working age (15–64 years old), whereas now this proportion is nearly four persons of working age per one person older than 65. Society ageing is expected in all continents of the world, but it will be manifested most starkly in Europe [5]. Adaptation of the public sector services to the needs of an ageing society will have a substantial impact on the public sector expenditure, because a smaller number of people of working age will have to maintain a larger number of people older than the working age, costs for pensions, health and social care and for solving housing issues will increase. A need will arise for new and improved services [14]. Data also point to significant ageing of people working in the public sector, especially in European countries. Data about OECD states suggest that the proportion of employees aged over 50 years in the public sector is by 26 % higher than on average in the economy [3]. For example, in Italy, 50 % of public sector staff are more than 50 years old; in Belgium, Germany, Iceland, and Sweden, the proportion of this age group exceeds 40 % [12]. Although the period since the 2008 financial crisis in many EU governments is characterized by substantial budget cuts with a continued focus on austerity-focused public administration, data shows that over the last 10 years, the proportion of the general government expenses from the GDP in EU Member States has increased, thus directly contributing to an increased fiscal deficit. Therefore, in a medium- and long-term, reduction of public expenses is expected [15]. Technological development plays a significant role in improving the public administration work. It is believed that "the digital era governance" as the leading direction in the development of the public sector has replaced "new public management". Within the context of technological development, there are extensive discussions of "the big data", the effective use of which would simultaneously allow building individualised services based on the needs of the specific individual, as well as would provide data necessary for developing evidence-based policy. Technological development also raises the need for a certain level of centralisation to achieve mutual compatibility and complementarily of technological processes and to reduce costs, by avoiding parallel, mutually replaceable solutions. At the same time, excessive centralisation jeopardises innovation and can lead to large-scale erroneous solutions [14]. Current and future trends in public sector reform have been emphasised also in the recent report by Dion Curry, Wieke Blijleven and Steven Van de Walle. Authors identify three positive and three negative public sector trends in Europe. Positive trends include improvements in cost and efficiency, increased transparency and openness and increased service quality. The developments that have been perceived as negative trends include a decrease citizens' trust in government, the decreasing attractiveness of the public sector as an employer and public sector motivation, and a decrease in social cohesion. As regards the future trends they conclude that the continuation of current trends, such as budget cuts, public procurement and privatisation, continued attention to performance and efficiency and further digitalization of public sector processes are expected [1].

3.2 Survey results

To identify the main challenges that the CoGs of European countries will have to face in a medium term, EUPAN working group members had to assess eighteen statements on a scale of 1 to 7, by evaluating the current (2014) and future (2025) situation development tendencies in matters related to tendencies of development of human resources in state administration, impact of technologies on co-operation and decision-making and external factors and challenges, which are affected by integration of economic and social processes of states. To evaluate each statement, the average values of each statement were calculated.

The evaluation suggests that within the next ten years, public administration and especially the CoG may be faced more with such tendencies of human resource management as ageing staff and reduced proportion of youth in state administration (see Table 1). It will be linked to general ageing tendencies in the labour force structure, but it will demand — especially at centres of government — that more attention is paid to the methods of human resource management and to practices in the work with elderly people. Experts expect that within the next decade, the role of human resources units of CoGs will increase in the analysis of data of development tendencies. Thus, it can be maintained that it will demand a more strategic approach and vision of labour force planning at CoG institutions for the part of these units, as the battle for the best employees and the ever increasing demands for a result-based policy will call for more emphasis on such aspects as employee ageing, differences between generations, diversity management, and their impact on work results. Expert forecasts also confirm the impact of technological development tendencies on the human resources management practice. Experts expect the impact of technological innovations on the time and place in state administration, by increasing the role of flexibility with regard to the working time and work place. It can be expected that the technological development will also promote movement towards results. It means that work management and control skills will have to be comprehensively reviewed and trust among managers and employees will have to be strengthened. It might be particularly important to make state administration into an attractive place of employment for young, able, and well-educated job-seekers. Experts expect that the appeal of state administration as a place of employment will increase in the future.

Table 1 Evaluation of employment and human resource management tendencies in state administration

| Statement /Year | 2014 | | 2025 | |
|--|------|--------------|------|--------------|
| | n | Means (S.D.) | n | Means (S.D.) |
| It is widely accepted practice to employ 65 years old and older persons in the public administration | 26 | 2,54 (1,60) | 24 | 3,83 (1,92) |
| Youth - employees younger than 24 are more represented in the public administration than seniors | 25 | 2,92 (2,10) | 24 | 3,13 (1,51) |
| It is widely accepted practice to transfer knowledge and experience from experienced employees | 26 | 3,35 (1,19) | 25 | 4,72 (1,24) |

| | | | | |
|--|----|-------------|----|-------------|
| Employees can choose between work in the office and other location | 26 | 2,23 (1,30) | 25 | 4,56 (1,38) |
| Employees can plan their own time and work progress using new Technologies | 26 | 2,73 (1,15) | 25 | 4,92 (1,28) |
| Assessment of work in public administration according to achieved results, not spent working hours | 25 | 3,2 (1,22) | 24 | 4,92 (1,21) |
| HR units in the CoG perform regular analysis of human resource development | 25 | 2,88 (1,09) | 24 | 4,63 (1,05) |
| Public administration is an attractive employment option for young job seekers | 26 | 4,04 (1,53) | 25 | 4,6 (1,08) |

It is expected that technological development will also trigger changes in co-operation and decision-making at national and international level alike (see Table 2). The survey data confirm that virtual communication will increasingly replace the face-to-face co-operation of employees, thus changing the way people communicate at work and in work-related matters. Experts forecast that technological development will promote decentralisation in decision-making, but will facilitate greater participation of civil society groups in the process of state administration policy planning. This means that, in the future, CoGs will have to take into consideration the challenges posed by technologies in the decision-making process, by paying particular attention to the development of a relevant infrastructure and co-operation platforms.

Table 2 Evaluation of co-operation and decision-making

| Statement/ Year | 2014 | | 2025 | |
|--|------|--------------|------|--------------|
| | n | Means (S.D.) | n | Means (S.D.) |
| Cooperation between institutions is improved due to the new Technologies | 26 | 3,5 (0,94) | 25 | 5,36 (1,15) |
| Cooperation between the employees takes place via personal contact, rather than virtual | 26 | 4,62 (1,02) | 25 | 3,48 (1,55) |
| Use of Technologies support decentralised decision making process | 26 | 3 (1,13) | 25 | 4,44 (1,32) |
| The key principle in relationship among the EU countries is cooperation and not competition | 25 | 4,68 (1,37) | 23 | 5,3 (1,14) |
| Civil society groups cooperate with the public administration during the policy planning process | 25 | 3,12 (1,01) | 22 | 4,95 (0,99) |
| Society reacts positively towards implemented public administration reforms | 24 | 3,71 (1,04) | 20 | 4,9 (0,91) |

Survey proves that today's ever changing economic and geopolitical situation demands paying increasing attention to such factors and challenges, which affect the overall economic development of countries, the internal and external environment (see Table 3). EUPAN working group experts, forecast that the role of the EU in the global economy will slightly increase, but it will be of average importance. Experts believe that society in the ten years

period will react more positively toward implemented public administration reforms than nowadays.

Table 3 Evaluation of external factors and challenges

| Statement /Year | 2014 | | 2025 | |
|---|------|--------------|------|--------------|
| | n | Means (S.D.) | n | Means (S.D.) |
| Criminality situation is low and stable | 22 | 4,18 (1,68) | 21 | 4,52 (1,56) |
| The negative fiscal impact upon the budget has increased due to the reforms | 22 | 3,55 (1,50) | 19 | 3,58 (1,46) |
| The EU is a key player in the global economic cooperation | 24 | 4,79 (1,06) | 22 | 5 (1,11) |
| Euro is stable | 23 | 4,39 (1,27) | 19 | 4,89 (1,04) |
| Society reacts positively towards implemented public administration reforms | 24 | 3,71 (1,04) | 20 | 4,9 (0,91) |

4. Conclusions

Upon summarising the results of the survey of the EUPAN working group, as well as the evaluations of future tendencies, it can be concluded that the labour force ageing, technological development, and processes of economic and social integration in a medium-term will stimulate changes in the processes of human resource management, in inter-state and inter-personal communication and decision-making, as well as in reform planning and management, nevertheless, in a medium-term, they should be viewed not as radical changes, but instead as preparation for more substantial changes in a long-term.

It can be safely maintained that within the next decade, it will be necessary to introduce reforms, which will allow governments to prepare for changes caused by the aforementioned challenges in a long term. This means that the ability of state administration employees to analyse the current development tendencies and to forecast future challenges will have an essential role in CoGs. To achieve this, it is necessary to strengthen the role of CoGs in managing changes, organising co-operation between different generations and balancing the value institutions [15], by promoting the formation of such values in state administration and in society on the whole, which create pre-requisites for purposeful co-operation and broader initiative.

Thus, global challenges are imposing a much greater need on governments to think about and act in a long-term, to ensure coordination at an international level, as well as within the framework of public administration, and to analyse and use complex information in the decision-making process. Therefore, it can be expected that in future, a CoG will have to face various strategic challenges in the planning, implementation, and monitoring of future reforms, such as:

- constant management of fiscal restrictions and cost reduction;
- simultaneous management of several large reform programmes;
- ability to affect the choices and results of international policies;

- expecting future challenges, while preserving a long-term strategic outlook;
- ensuring public trust in the implemented reforms [2].

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FISH HARVESTING AND THE EFFICIENCY OF ITS PROCESSING ON THE EXAMPLE OF FOOD INDUSTRY COMPANIES QUOTED ON THE STOCK EXCHANGE

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Abstract: *this paper examines share price of the companies listed on the WIG-SPOŻYW (fish) and their fair value between 2006-2015. Data from 2006 to 2015 were collected from the Stooq.pl (Polish portal of shares). Two hypotheses are tested: (1) value of the shares based on the market price; (2) value of the shares as the fair value of shares.*

Keywords: *fish, fair value of the shares, company, market value of the shares.*

1. Introduction

Since time immemorial (probably since 10-12 thousand years BC) men have caught fish, which have constituted one of the components of a human diet. In human nutrition, several thousand species of fish, about 350 of which can be classified as industrial ones, are used. The term "fish products" means the products of all marine and freshwater animals, except for mammals and frogs (Directive 91/493/EEC), as well as many species of crustaceans (e.g. shrimps, lobsters, rock lobsters, crayfish, Antarctic krill) and shellfish (e.g. squids, oysters). In Poland, the fish products mainly of marine and freshwater fish are consumed [12].

Due to the fact that water on the globe comprises the majority of its area, while searching for a method of increasing the supply and range of food products for humans, it is important to remember about fish products. In this situation, the use of water resources of seas and oceans as well as rivers, lakes and artificial water reservoirs, which is made by fisheries, marine and inland fishing and aquaculture, is of great importance.

2. Aim, scope and sources of information as well as research methods

The aim of this paper was to characterise:

- resources of harvesting and the number of fish from these resources,
- volume of fish processing and manufactured fish products,
- efficiency of fish processing.

The paper was developed using the following sources of knowledge: consistent and constant scientific publications, statistical materials from the Central Statistical Office (GUS) and reports of the Agricultural and Food Economics of the National Research Institute (IERiGŻ). The collected material was developed and interpreted by using the following methods: a comparative method (comparison) in the vertical and horizontal forms [4, 10] as well as a statistical method [10]. The paper also includes the methods of financial (financial ratios) and economic analyses related to the examination of joint-stock companies. These companies were analysed and limited

only to the food sector companies (fish processing) quoted on the Warsaw Stock Exchange in Poland [5, 6, 7].

The obtained results were presented in a tabular form in connection with the language description.

3. Harvest fish and their use

In Poland, marine and freshwater fish are harvested. Sea fisheries, in turn, are divided into the deep-sea and the Baltic one.

Deep-sea fishing is subject to large changes in the total number in general and the number of individual species (Table 1).

Table 1 Deep-sea fishing according to the major fish species - in tonnes (Source: Rynek Ryb, 2012 No. 17, p. 15; 2013a No. 19, p. 18; 2014 No. 21, p. 21.)

| species | Year | | | |
|--------------------|-------|-------|-------|-------|
| | 2010 | 2011 | 2012 | 2013 |
| Horse mackerel | 39741 | 20608 | 34534 | 27758 |
| Sardinella aurita | 3558 | 19076 | 8890 | 15899 |
| European anchovies | 865 | 8782 | 3529 | 61 |
| Mackerel | 2176 | 5887 | 3651 | 7595 |
| sardines | 1635 | 5313 | 1103 | 1449 |
| Cod | 2686 | 3771 | 3708 | 6601 |
| Haddock | 705 | 646 | 442 | 439 |
| Scabbardfish | - | - | 812 | 523 |
| Halibut | 963 | 169 | 808 | - |
| Other | 7845 | 4895 | 1651 | 1074 |
| In total | 60671 | 69147 | 59128 | 61399 |

In 2012, the activity of seagoing ships (3 units), in the absence of improvement of the state of the Chilean horse mackerel resource in the area of the South-East Pacific, was limited to fisheries of Mauritania and the North-East Atlantic. One of the reasons for the small deep-sea fishing is the lack of renewal of the agreements on fishing that should be concluded between the European Union and Morocco.

The quantities of fishing, provided in Table 1, are significantly smaller than in the nineties of the XX century [16].

Baltic and bay fishing. Polish marine areas (32.4 thousand km², including the area of the territorial sea – 8628 km²) are considered to be rich in fishery resources, although