BUSINESS RESEARCH AND MANAGEMENT EMERGING ISSUES AFTER COVID-19 TIME (SIBRM10)

PUBLISHED : APRIL 30, 2023

ORGANIZED BY

- Dr. Rocco Frondizi - University of Rome Tor Vergata (Italy)

- Dr. Santiago Gutierrez Broncano - Universidad de Castilla - La Mancha (Spain)

- Dr. Fatima Guadamillas Gamez - Universidad de Castilla - La Mancha (Spain)

- Dr. Ammar Al-Bazi - Coventry University (United Kingdom)

INTERNATIONAL JOURNAL OF BUSINESS RESEARCH MANAGEMENT (IJBRM)

A SPECIAL ISSUE ON

BUSINESS RESEARCH AND MANAGEMENT EMERGING ISSUES AFTER COVID-19 TIME (SIBRM10)

https://www.cscjournals.org/journals/IJBRM/special-issue-manuscripts.php?ic=SIBRM10

INTERNATIONAL JOURNAL OF BUSINESS RESEARCH MANAGEMENT (IJBRM)

CSC Publishers, 2023

EDITORIAL BOARD

TABLE OF CONTENTS

Published on April 2023

Pages

EDITORIAL PREFACE

By Chief Guest Editors
Dr. Rocco Frondizi
(University of Rome Tor Vergata, Italy)

Dr. Santiago Gutierrez Broncano
(Universidad de Castilla - La Mancha, Spain)

Dr. Fatima Guadamillas Gamez
(Universidad de Castilla - La Mancha, Spain)

Dr. Ammar Al-Bazi
(Coventry University, United Kingdom)

The COVID-19 outbreak proved to be a devastating, fast-moving, and unexpected challenge for global individuals, businesses, governments, and economies. Intensification of the global economic crisis caused by the COVID-19 pandemic inspired the relevance of focusing more on different business improvement and management issues and the study of the pandemic impact on the economic activity of business entities (Tiutiunyk, Humenna & Flaumer, 2021). Examples of the pandemic impact on the economy reported in the literature in the form of problems faced by different business industries, such as logistics, production stoppages, commercial blockages, and supply chain disruption (Kraus et al., 2020; Manolova et al., 2020; Arlindo et al., 2021). The pandemic has also impacted innovation policies that promote open innovation (Patrucco et al., 2021), change management (Amis & Janz, 2020), and knowledge management (Ammirato et al., 2020).

The global economic recovery is projected to continue but remain uneven, with strikingly different outcomes across countries, sectors and demographic groups regarding output and employment, leaving some countries facing different further challenges (OECD, 2021). However, these years' economic growth has gone up, supported by rigorous policy actions to encapsulate the COVID-19 impact on the economy. These actions include but are not limited to the ongoing deployment of effective vaccines and the careful and gradual resumption of many economic and business activities. Consequently, the diversity of topics related to the COVID-19 crisis addressed by academics is increasing exponentially, with evidence that it is gradually emerging as a debate in the business fields (Verma & Gustafsson, 2020). This result can infer a multidisciplinary and global theme covering two different areas, such as healthcare and public health management and business management.

Focusing on the business management side, different aspects of business sustainability, crisis adaptations, and the search for productive organizations resilience pervade the publishing journals. These aspects are investigated then improved using proper business modeling and planning, change management, innovation and technology management. Another debated topic in literature is an analysis of how firms can navigate disruptive crises, emphasizing the differential effects on the products, services, and business, pointing out how they can become more resilient and efficiently managed in the long run. This was achieved by ensuring the best entrepreneurship management and guaranteeing sustainable service practices.

Concurrently, the focus is on managers, decision-makers, professionals, financial analysts and legislators who address observations about the "New Normal", indicating the main changes in the post-COVID-19 world and managers 'role in the search for extreme organizational

transformations. The economic development of countries significantly depends on factors and levers, the nature and strength of which constantly varies depending on changes, transformation and fluctuations in the external environment. Nonetheless, there are still some concerns about the strategies adopted by firms and different business management strategies to face the implications of restrictions resulting from the pandemic and the adaptation to the new normal that has changed the habits of employees and customers (Arlindo et al., 2021).

Consequently, the impact of the COVID-19 pandemic on the economy over the next few years covering all other aspects of individuals, businesses and societies needs further investigation by academic researchers and financial analysts. This investigation enables researchers to understand the impact of the pandemic on the future economic situation and for the economic experts to develop short, medium and long contingency plans to face any futuristic pandemics if they happen.

In this special issue, we have invited academics, experts and researchers to meet and discuss emerging contours of the current economic environment and to identify priorities for further actions required by policy-makers and business leaders in response to the global economic crisis triggered by the COVID-19 pandemic. In particular, Violeta Cvetkoska and Katerina Fotova Čiković investigated Management Science (MS) models and methods in the Republic of North Macedonia, assessing the effects that have been achieved by their application and which skills MS consultants should have with regard to being engaged in solving the problems that companies face. Mónica Freitas et al. used an expository-descriptive model of analysis supported by the use of qualitative and quantitative data analysis techniques to study the motivations and practices of the police during the COVID-19 pandemic in Portugal.

We wish all readers an enlightened reading of the manuscripts on a significant subject with the potential for further discussions.

Violeta Cvetkoska & Katerina Fotova Čiković

What Skills Should a Management
Scientist Consultant Possess?

Violeta Cvetkoska   *vcvetkoska@eccf.ukim.edu.mk*
Ss. Cyril and Methodius University in Skopje,
Skopje, 1000, North Macedonia

Katerina Fotova Čiković   *kcikovic@unin.hr*
University North,
Koprivnica, 48000, Croatia

Abstract

The aim of this article is to examine how much the Management Science (MS) models and methods are applied in companies in a certain developing country—the Republic of North Macedonia—what effects have been achieved by their application and which skills MS consultants should have with regard to being engaged in solving the problems that companies face. The survey was conducted through a questionnaire given to senior managers of state and private companies in the country. The total number of analyzed questionnaires is 219, out of which 68 were filled out by senior managers of state companies and 151 by private companies. Most of the respondents (151) answered that there is a need for MS support and that in the future they plan to hire an MS consultant. The skills that an MS consultant should have are divided into two categories: fundamental and ancillary practical skills. On the basis of the estimated average grade of importance of the fundamental skills, the MS consultant that is able to look at the problem has the highest average grade. Ancillary practical skills are divided into five fields: marketing, selling, formal communication and reporting, skills in interacting with the client and facilitating, and computing, and the average grade of importance for each skill in these fields is presented and analyzed. Based on the obtained results for the skills in each category, an AHP model is developed. The solution of the model can serve companies as a recommendation when choosing a management science consultant.

Keywords: Management Science, MCDM, AHP, Consultant, Skills.

1. INTRODUCTION
Companies must adapt to changes and make investments in employee education if they want to thrive in this dynamic and complex world. Companies' management, through the choices they make, should get the company closer to accomplishing the objectives. Management should place a strong emphasis on the use of quantitative analysis in addition to the knowledge, abilities, and experience they have.

At the heart of the discipline of operational research (OR)/management science (MS), also known as the science of better, is data, so the question posed here is how to get from data to information that will be valuable to those leading companies. By developing a quantitative model for the real problem situation and applying the most appropriate OR/MS method, an optimal or best solution is provided, serving as a recommendation to the management of companies in making better decisions.

Most of the MS methods allow solving problems whose aim is to find the best solution in relation to one criterion (Anderson, Sweeny, Williams, Camm, & Martin, 2012), but most of the real

Violeta Cvetkoska & Katerina Fotova Čiković

problems involve more than one criterion. Masud and Ravindran (2008) explain that when it refers to a decision-making problem with one criterion, the best solution is defined in terms of an optimal solution for which the value of the objective function is either minimized or maximized, and whenconsidering multiple criteria that are most often conflicting, there is usually no optimal solution, so deciding in a multi-criteria problem is usually about choosing the best compromise to the solution.

Multiple-criteria decision-making (MCDM) is one of the most important and fastest growing fields in management science. It refers to deciding when there are several criteria which are most often conflicting with each other. For more information, see Triantaphyllou (2000). Koksalan, Wallenius, and Stanley (2011) gave a detailed review of MCDM from its early history up to the present. A literature review on MCDM techniques and their application was conducted by Mardani et al. (2015). They included 393 articles published in more than 120 international peer-reviewed journals on the Web of Science database in the period 2000–2014. According to the frequency of the application of decision-making techniques (AHP, ELECTRE, DEMATEL, PROMETHEE, TOPSIS, ANP, VIKOR, etc.), the one that is used the most is the Analytic Hierarchy Process (AHP) (128 articles). When from several alternatives, there needs to be a choice of one that is the best, or to rank alternatives, considering several criteria on the basis of which the alternatives are evaluated, one of the most commonly used MCDM methods is AHP.

Taking into account the cruciality of making good decisions in companies that should lead to their further successful operation, the inclusion of management science consultants to model the problems and make recommendations for the optimal, i.e., the best solution, has a vital role. Because the selection of a consultant is based on multiple criteria, it is adequate to model it as a multi-criteria problem. In that direction, the inclusion of qualitative factors, in addition to quantitative ones, enables the multi-criteria AHP method with which we conducted a search in the SCOPUS database within the article title (TITLE), abstract (ABS), and keywords (KEY): "management scientist consultant" AND "AHP" using only articles as the document type and the entire period, and the outcome was 0 documents. This prompted our idea to build an AHP model for selecting a management science consultant, which would enrich the existing literature but at the same time help companies make the best choice of such a consultant to improve their results.

The research was conducted through a questionnaire of senior managers in state and private companies in the Republic of North Macedonia, and the obtained answers serve as a basis for developing an AHP model for the selection of an MS consultant based on their fundamental and ancillary practical skills.

The article is organized as follows: In addition to the introduction to Section 1, the methodology and data are explained in Section 2. The results of the questionnaire are presented and analyzed in Section 3. The AHP method is described in Section 4, while the developed AHP model is presented in Section 5. The conclusion is given in Section 6.

2. METHODOLOGY AND DATA

The research was conducted by a questionnaire, consisting of a total of 19 questions.[1] Besides the questions related to the company's location, industry, gender, age, and level of education of senior managers, the focus of the research is the following:

- Do you think that everything can be measured?
- Are methods and models of management science used in your company?
- For the MS model, i.e., the method that is used in the company (break-even analysis, probability and probability distribution, decision analysis, game theory, regression

---

[1]The questionary is available by request to the authors.

analysis, time-series analysis and forecasting, inventory models, linear programming, transportation models, assignment, integer programming, goal programming, nonlinear programming, dynamic programming, project management, waiting line models, simulation, Markov processes, and multiple criteria decision-making), they need to explain which problem it has been applied for, the effect that has been achieved, and to answer if the model has been developed and solved with the help of an analyst employed in the organization or if they have hired an MS consultant, or both.

- Does the company need MS support?
- Do they plan to engage an MS consultant in the future?
- What skills do they want the MS consultant to have? (evaluate on a scale of 1-5; 1-the lowest grade, 5-the highest grade)

The emphasis in this article is on the skills that an MS consultant needs to have to be chosen by the management of companies in the country. For this purpose, the skills (fundamental and ancillary practical) are extracted from the book "Management Science in Practice" by Terry Williams. Details can be found in (Williams, 2008, pp. 227-246).

The fundamental skills of an MS consultant are the following: they need to be able to look at the problem; to relate to the client; to comprehend the social geography of the client body; to identify opportunities for analysis in a creative manner; to structure the problem; to model it; to analyze the developed model; and to relate the results to the real situation (Williams, 2008, p. 226).

Ancillary practical skills are grouped in five fields: 1) marketing, 2) selling, 3) formal communicating and reporting, 4) skills in interacting with the client, and 5) computing). In the field of marketing, the MS consultant needs to be a marketer (to be able to look at the needs and wants of possible clients and consider which way is the best to meet their needs and wants). In addition, the MS consultant needs to be a seller (here interpersonal skills, analytical skills and knowledge are considered). Interpersonal skills are related to active listening and empathizing with the client (to be able to see the situation as the client, questioning in a way that is structured and analytic and to demonstrate insight). Analytical skills are linked with the ability to conceptualize situations and to identify problem areas that are of key importance. The MS consultant needs to have knowledge of the way that business operates, domain knowledge of the problem area and of different analytical approaches. The formal communication and reporting is linked with the style in written communications, presentations, visualization of information through figures, diagrams, charts, timetables, etc.). In the field of interacting with the client and facilitation, the skills are: to be personable, friendly, energetic, showing enthusiasm, trust and credibility as the basis of the relationship with the client, and to have necessary skills to hold workshops with a group of clients (to "facilitate" workshops) and to gain information or data from them. Last but not least is the field of computing that consists of the following skills: the ability to pick up new software packages in a quickly manner, to be comfortable to collect data from a variety of information systems, to be a programmer, and to be a software engineer.

The respondents need to evaluate each skill on a discrete scale (1 to 5, where 1 is the lowest grade of importance and 5 the highest). Besides the listed skills (fundamental and ancillary practical), if according to the respondents, an important skill is not included in any category, they need to add and evaluate it.

The survey was carried out on senior managers of private and state companies in the Republic of North Macedonia and the period was one month, i.e. in February 2018. The companies are randomly selected. The total number of questionnaires is 236. Of these, 17 are incomplete and 219 are analyzed. Out of these 219, 68 are from state companies and 151 are from private companies. A representative sample of senior managers in the Republic of North Macedonia was surveyed according to the total number of analyzed questionnaires (219).

3. ANALYSIS OF THE SURVEY RESULTS
3.1 Demographic Results and Analysis
According to the obtained results from the 219 questionnaires, most of the companies are located in the capital of the country, Skopje (154 companies, or 70.32% of the companies). Based on the National Classification of Activities – NCA Rev. 2 (National Classification of Activities, 2013), the highest number of companies (40) belongs to the manufacturing industry, then follows: wholesale and retail trade; repair of motor vehicles and motorcycles (25), information and communications (24), professional; technical, and scientific activites (19), transportation and storage (18), etc. (Figure 1).
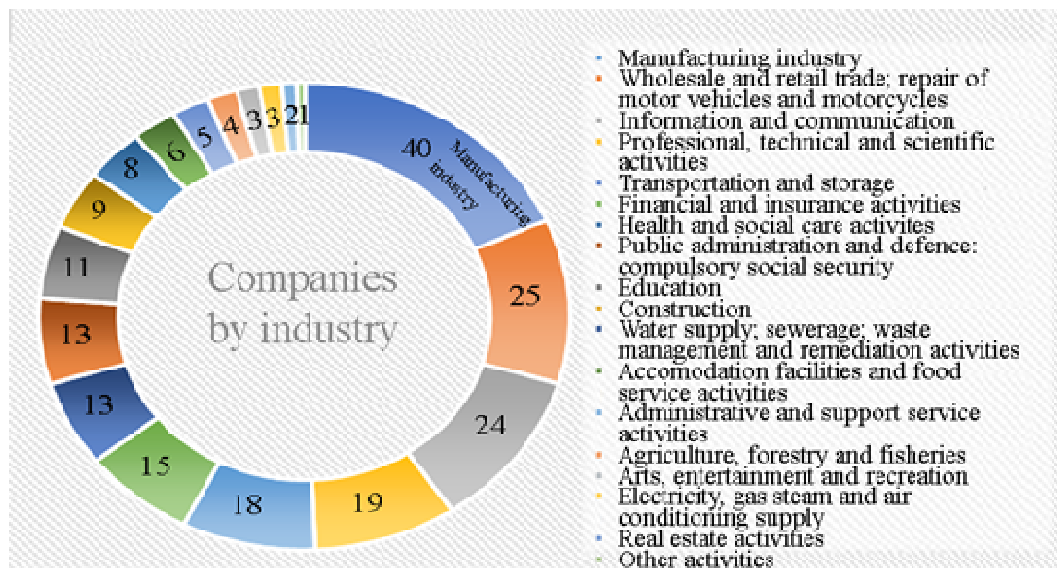
FIGURE 1: Companies by industry.

According to gender, 113 respondents are male and 106 are female.The average age is 43 years. According to the level of education, 143 respondents have higher education; 34 are M.Sc., 25 have completed secondary education, 8 have higher vocational education, 6 PhD's, and 3 don't want to answer this question.

3.2 Results and analysis of MS models and methods used
For the question on whethercompanies thought that if anything could be measured, 115 confirmed, while 104 answered negatively. Methods and models of management science are used in 33 companies (25 private and 8 state), while 186 companies (126 private and 60 state) do not use them. The most commonly used are: break-even analysis (21 respondents), decision analysis (12), time series analysis and forecasting (10), etc. (Table 1).

No.	Used MS models and methods	No. of respondents who listed the model, the method
1.	Break-Even Analysis	21
2.	Decision Analysis	12
3.	Time Series Analysis and Forecasting	10
4.	Project Management	9
5.	Inventory models	8
6.	Probability and Probability Distributions	5
7.	Simulation	5
8.	Transportation Models	5

No.		
9.	Assignment	4
10.	Linear Programing	2
11.	Regression Analysis	2
12.	Game Theory	1
13.	Goal Programing	1
14.	Markov Processes	1
15.	Multiple Criteria Decision-Making	1

TABLE 1: Used MS models and methods.

In state companies the most used are: transportation models, inventory models, decision analysis, and project management. The use of MS methods and models helped them in: accuracy of games of chance, procurement of articles, planning of transport capacity, planning of shorter driving lines, lack of garbage vehicles, project structure, simulating new opportunities for modern service, conflict analysis, optimizing the operating process, judicial procedures, support in the planning process, budget analysis. However, in private companies the most used are: break-even analysis, decision analysis, and time series analysis and forecasting. The use of MS models and methods helped them in: determining the price of a product, determining how many products are to be produced, determining which products to produce, the tendency of reducing the selling price, introducing a new product, the frequency of product delivery, portfolio profitability analysis, estimation of reserves, allocation of insurance admission limits, modeling of exposure from catastrophic risks, insurance risk, preparation of application, development of projects, warehouse operation, projecting income by classes of insurance, predicting the number of customers, assignment of a certain client to an employee, time delivery, increasing quantity of products in stock that cannot be sold, thus the income is lower, procurement of commodities, analysis of entrance into a new market (region), determining the annual budget for each sector, assigning a co-worker at a suitable job, determining what to invest in, managing new projects, planning the sales volume, and determining the optimal level of inventory.

All respondents stated a material effect, and one of them stated both material and non-material effects. Some of the respondents from private companies have described the effects as reduced costs; reduced costs with combined transport and change in the transport route; change in sales prices; variable costs per unit; volume of production and sales; reduced time to perform a service.

The MS model has been developed and solved with the help of: an analyst employed in the organization (24 respondents), an MS consultant (5 respondents), and both (4 respondents).Respondents from 151 companies answered that they need MS support, while 68 answered that they do need this kind of support. Also, 151 respondents plan to engage an MS consultant in the future, while 68 do not plan to engage one.

3.3 Results and analysis of fundamental skills

The respondents have not added additional skills. The average grades of importance for the fundamental skills of an MS consultant are given in Table 2. The highest average grade of importance is given to the MS consultant to be able to look at the problem ($\bar{x}$ = 4.81), followed by the skill to relate the results to the real situation, to structure a problem, etc., while the least important is to comprehend the social geography of the client body, whose average grade of importance is below four ($\bar{x}$ = 3.84). (Table 2)

No.	Fundamental skill	Average grade of importance
1.	to be able to look at the problem	4.81
2.	to relate the results to the real situation	4.77
3.	to structure a problem	4.59
4.	to analyze the model	4.53
5.	to relate to the client	4.40

Violeta Cvetkoska & Katerina Fotova Čiković

6.	to model the problem	4.35
7.	to creatively identify opportunities for analysis	4.26
8.	to comprehend the social geography of the client body	3.84

TABLE 2: The results of the survey – importance of fundamental skills.

3.4 Results and analysis of ancillary skills

The respondents have not added additional skills. According to the obtained results for the ancillary practical skill in the field of marketing, the average grade of importance that an MS consultant needs in order to be a marketer is 4.05. In the field of selling, i.e., to be a seller has gained an average grade of importance 4.35 (knowledge has the highest grade of importance ($\bar{x}$= 4.51), followed by analytical skills ($\bar{x}$= 4.41) and interpersonal skills ($\bar{x}$= 4.14)). Skills in the field of formal communicating and reporting have gained an average grade of importance 4.50. The most important skill in the field of interacting with the client, and facilitation, is the relationship with the client to be based on trust and credibility ($\bar{x}$= 4.73), while the least important is for them to be energetic ($\bar{x}$= 4.31). (Table 3)

No.	Ancillary practical skill (field: interacting with the client, and facilitation)	Average grade of importance
1.	the relationship with the client to be based on trust and credibility	4.73
2.	to be personable	4.56
3.	to have the skills necessary to hold workshops with groups of clients (to "facilitate" workshops) and gain the required output (information or data from them)	4.52
4.	to show enthusiasm	4.43
5.	to be friendly	4.40
6.	to be energetic	4.31

TABLE 3: The results of the survey – importance of ancillary practical skills in the field of interacting with the client, and facilitation.

In the field of computing, the most important skill is to be comfortable to collect data from a variety of information systems ($\bar{x}$= 4.45), then follows the ability to pick up new software packages very quickly ($\bar{x}$= 4.34), while the other two skills (to be a programmer and to be a software engineer) have gained an average grade of importance that is below four. (Table 4)

No.	Ancillary practical skill (field: computing)	Average grade of importance
1.	to be comfortable collecting data from a variety of information systems	4.45
2.	to be able to pick up new software packages very quikly	4.34
3.	to be a programmer	3.16
4.	to be a software engineer	3.03

TABLE 4: The results of the survey – importance of ancillary practical skills in the field of computing.

Based on the estimated average grades of importance for fundamental and ancillary practical skills, one fundamental, and two ancillary practical skills have an average grade that is below four, and they will be not part of the multicriteria decision model (AHP), while the other skills will serve as input in this model (described and presented in Section 5).

4. THE METHOD OF AHP

Thomas L. Saaty developed the analytic hierarchy process in the late seventies of the twentieth century (Saaty, 1977; 1980). The analytic hierarchy process allows for the complex MCDM problem to be decomposed into the following components: goal, criteria, sub-criteria, and alternatives, so that they are represented hierarchically. Once the hierarchical model is developed, its constituent elements are compared in pairs. According to cognitive psychologists, people make two kinds of comparisons: absolute and relative comparisons. In the first type of comparison, alternatives are compared with a standard, while relative comparisons occur when in pairs. Alternatives are compared according to the attribute which is common to them, and the AHP method can also be used for absolute and relative comparisons (Saaty & Vargas, 1994).

The decision-maker should compare in pairs the elements at each level of the hierarchical structure and express their preferences using the fundamental scale of Saaty. This scale can be found in Saaty and Vargas (2012, p. 6). At one level there need to be 7 ± 2 elements (Triantaphyllou & Mann, 1995). The sum of the weights of the elements at each level of the hierarchical structure should be 1, and a mathematical model needs to be used to calculate the weights of the criteria and the priorities of the alternatives. Details can be found in Cvetkoska (2022).

The analytic hierarchy process allows to monitor whether the decision-maker was consistent in pairwise comparisons of the elements of the hierarchy by computing the Consistency Index (CI):

$$CI = \frac{\lambda_{max} - n}{n - 1} \tag{1}$$

where n represents a number of criteria, i.e. alternatives, and is the largest eigenvalue of matrix A (matrix of pairwise comparisons). The consistency index allows for the Consistency Ratio (CR) to be measured: CI = CI/RI, where RI is a random index, whose values are given in Saaty (2006, p. 229). An inconsistency that is not greater than 10%, i.e. CR ≤ 0.10 is accepted.

AHP can be applied to solve a number of problems, such as (Saaty & Vargas, 1991, p. 16): setting priorities; generating a set of alternatives; choosing the best alternative to politics; determining requirements; resource allocation; predicting results (time dependency) - risk assessment; performance measurement; designing a system; ensuring system stability; optimization; planning; conflict resolution, etc.

For the application of the analytic hierarchy process, Vaidya and Kumar (2006) have made a literature review. Additionally, the AHP method can be integrated with other tools, and it can also serve as their support. A review of the application of the AHP method with other methods has been made by Ho (2008).

Emrouznejad and Marra (2017) give a literature review of the development of AHP by using the social network analysis (SNA) and scientometrics. Their analysis is based on 8.441 published works (4.721 articles, 3.362 conference proceedings, 211 articles and proceeding articles, 19 editorial pieces, and 128 of other document types) extracted from the largest citation-based academic database ISI WoS. The observed period is 1979 – 2017 (up to January 2017). The number of publications has increased the last ten years, so that in the period 2013-2015 there have been identified more than 800 published works. In their article a basic statistic on AHP journals and research is given, and there are presented the main topics and applications of AHP and integrated AHP with other methodologies, such as AHP and TOPSIS, AHP and DEAHP, AHP-DEA and TOPSIS, AHP and SWOT analysis, AHP and quality function deployment (QFD), AHP and sensitivity analysis.

The focus of this article is to develop an AHP model that will help the management of companies in the Republic of North Macedonia when choosing an MS consultant based on fundamental and ancillary practical skills. In the existing literature there has not been found a similar reference, which leads to the conclusion that this is the original application of AHP.

5. AHP BASED MODEL FOR MANAGERIAL DECISION MAKING IN THE PROCESS OF SELECTION OF A MANAGEMENT SCIENCE CONSULTANT

In our country, the application of methods and models of management science is at a low level. The management is not familiar with the benefits of using them, and the first author of this article has introduced multiple criteria decision-making in certain courses at the Ss. Cyril and Methodius University in Skopje, thus noting an enormous interest in its application by the students at undergraduate, Master, and PhD level.

The process of selection of a management science consultant can be considered an MCDM problem that can be decomposed into three components: goal, criteria, and alternatives. In order to determine the importance of individual elements that are mainly of a qualitative nature, AHP was chosen as the most appropriate method.

The elements of the AHP model for the selection of the most appropriate MS consultant by the management of the companies in the Republic of North Macedonia are:

- The goal is to select the most appropriate MS consultant;
- Two categories: fundamental skills and ancillary practical skills.
- In the first category, there are 7 criteria: the MS consultant is to be able to look at the problem, to relate the results to the real situation, to structure a problem, to analyze a model, to relate to the client, to model the problem, and to identify opportunities for analysis in a creative manner;
- In the second category, i.e., ancillary practical skills, the criteria are grouped into the following five groups: marketing, selling, formal communication and reporting, interacting with the client, and computing. The 3 criteria for selling are the following: The 6 criteria for interacting with the client are: the relationship with the client must be based on trust and credibility; to be personable; to hold workshops with a group of clients and gain the required output (data, information); to show enthusiasm; to be friendly; and to be energetic; and the 2 criteria in computing are: to be comfortable collecting data from a variety of information systems (IS), and to be able to pick up new software packages.
- Alternatives: candidates that will apply as MS consultants;

The hierarchy for criteria of the selection of a MS consultant is shown in Figure 2.
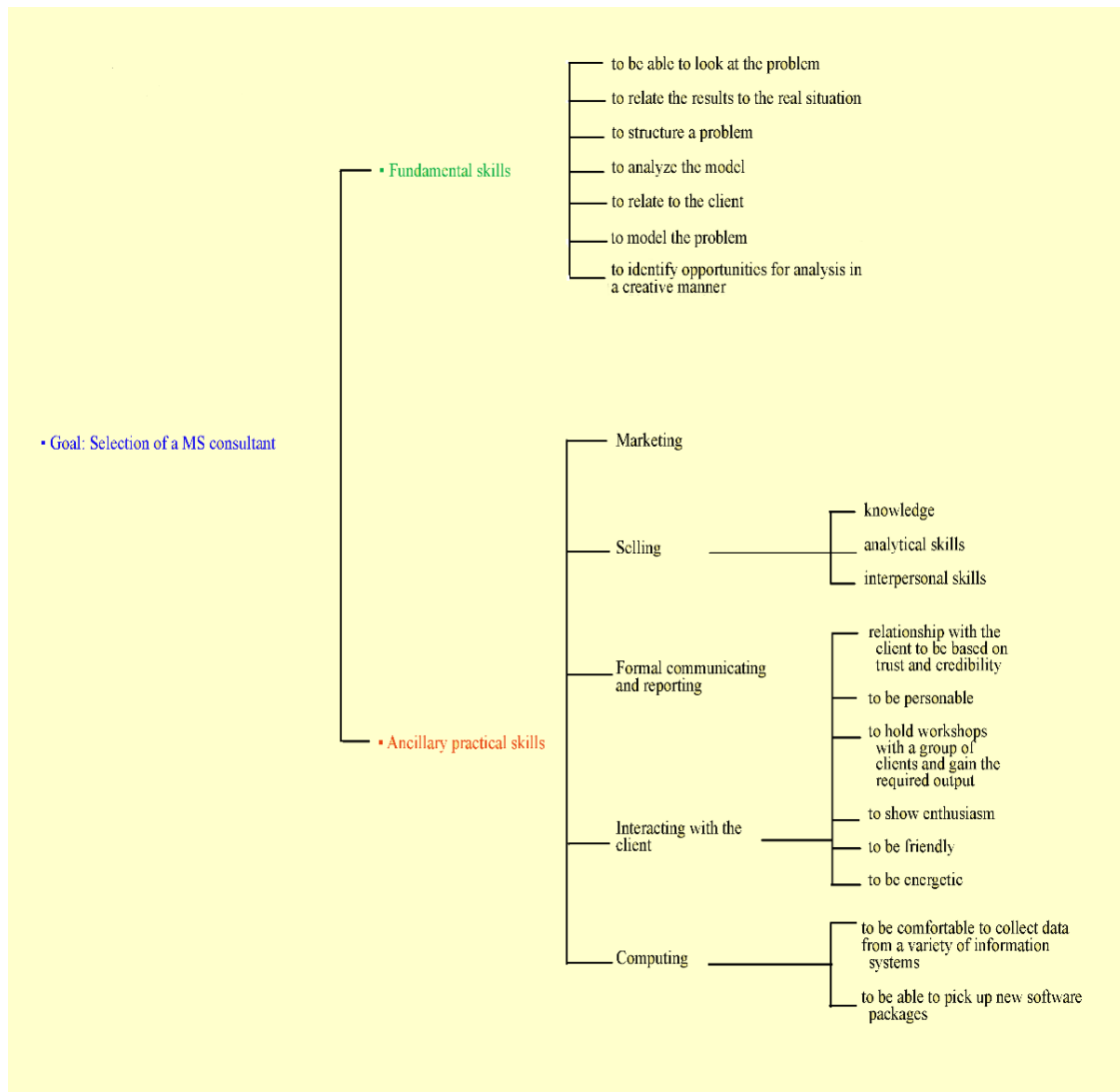
FIGURE 2: Hierarchy of the criteria for selecting an MS consultant.

The idea of the proposed model for selecting an MS consultant is to present the MCDM, i.e. the AHP method, closer to the management in our companies, so that the AHP method will be explained to them first, and the model will be described in detail, so that they can make the necessary pairwise comparisons and give their grades of importance based on the fundamental scale of Saaty, while solving the model will be done by this article's authors, until the most suitable people for this field are trained. The application of the model and the results of the companies that will apply it will be part of the next research.

6. CONCLUSION

We live in a world that is becoming more dynamic and complex, and management in companies is faced with a number of problems and challenges related to increased competition, customers that want high quality but are willing to pay as low a price as possible, limited resources, time pressures, and, of course, as part of this digital era, rapid changes in technology. With the

decisions they make, they are responsible for the results the company achieves both in the short and the long term. The change in the nature of the problems they face also means a change in the nature of the role of those who advise management in the direction of making better decisions.

For a better contribution to practice, management scientists, besides understanding the problems in companies, appropriate modeling, applying creativity in modeling, issues related to data that are the raw material of quantitative analysis, need to have many other skills related to marketing, selling, computing, formal communication and reporting (written communications, presentations, visualization of complex information), and skills in interacting with clients.

Through the research performed on senior managers of state and private companies in the Republic of North Macedonia, it can be concluded that only 15% of the analyzed companies are using the methods and techniques of management science. This low level of use is due to insufficient knowledge of MS analytical methods and techniques and the benefits of applying them. Their recommendations include expanding MS education options in the country and involving volunteers or students studying MS in companies that do not use MS in order to see the contribution of MS in their operations.

Most of the respondents (151) answered that they need MS support and that they plan to engage an MS consultant in the future. Regarding the skills that the MS consultant needs to have in order to be selected by the companies, based on the results of the questionnaire, those fundamental and ancillary practical skills that have gained an average grade of importance that is not below four are used as input for mathematical, i.e., multi-criteria modeling. We believe that this model will contribute significantly to the selection of the most appropriate MS consultants in our companies, which would help in making better and faster decisions by the top management. Those decisions are vital for the successful operation of the companies and achieving competitive advantage. The proposed AHP model will be tested in both private and state-owned companies in the country.

7. REFERENCES

Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., & Martin, K. (2012). *An introduction to management science: Quantitative approaches to decision making* (13th ed.). Mason, OH: South-Western Cengage Learning.

Cvetkoska, V. (2022). *Business Analytics*. STOBI TrejdDooel, Skopje.

Emrouznejad, A., &Marra, M. (2017) The state of the art development of AHP (1979–2017): A literature review with a social network analysis. *International Journal of Production Research, 55*(22), 6653-6675. doi: 10.1080/00207543.2017.1334976.

Ho, W. (2008). Integrated analytic hierarchy process and its applications - a literature review. *European Journal of Operational Research, 186*, 211-228.

Koksalan, M., Wallenius, J., & Stanley, Z. (2011). *Multiple criteria decision making: From early history to the 21st century.* Singapore, SG: World Scientific Publishing Co. Pte. Ltd.

Mardani, A., Jusoh, A., Nor, M.D.K., Khalifah, Z., Zakwan, N., & Valipour, A. (2015). Multiple criteria decision-making techniques and their applications – A review of the literature from 2000 to 2014. *Economic Research-Ekonomskalstrazivanja, 28*(1), 516–571. doi: 10.1080/1331677X.2015.1075139.

Mardani, A., Jusoh, A., Nor, M.D.K., Khalifah, Z., Zakwan, N., Mu, E. & Pereyra-Rojas, M. (2017). *Practical Decision Making*. Springer,Cham. https://doi.org/10.1007/978-3-319-33861-3.

Masud, A.S.M., & Ravindran, A.R. (2008). Multiple criteria decision making. In *A.R. Ravindran (Ed.), Operations research and management science handbook* (pp. 5-1 – 5-41). Boca Raton, FL: CRC Press.

National Classification of Activities – NCD Rev. 2 (2013). Retrieved April 22, 2018, from http://www.stat.gov.mk/KlasifikaciiNomenklaturi_en.aspx?id=2.

Saaty, T.L. (1977). A scaling method for priorities in hierarchical structures. *Journal of Mathematical Psychology, 15*(3), 234-281.

Saaty, T.L. (1980). *Multicriteria decision making: The analytic hierarchy process*. Pittsburgh, PA: RWS Publications.

Saaty, T.L. (2006). *Creative thinking, problem solving & decision making*. Pittsburgh, PA: RWS Publications.

Saaty, T.L., & Vargas, L. G. (2012). *Models, methods, concepts & applications of the analytic hierarchy process* (2nd ed.). New York, NY: Springer.

Saaty, T.L., & Vargas, L.G. (1991). *The logic of priorities* (Vol. III). Pittsburgh, PA: RWS Publications.

Saaty, T.L., & Vargas, L.G. (1994*). Decision making in economic, political, social, and technological environments with the AHP* (Vol. VII). Pittsburgh, PA: RWS Publications.

Triantaphyllou, E. (2000). *Multi-criteria decision making methods: A comparative study*. Dordrecht, NL: Kluwer Academic Publishers.

Triantaphyllou, E., & Mann, S.H. (1995). Using the analytic hierarchy process for decision making in engineering applications: Some challenges. *International Journal of Industrial Engineering: Applications and Practice, 2*(1), 35-44.

Vaidya, O.S., & Kumar, S. (2006). Analytic hierarchy process: An overview of applications. *European Journal of Operational Research, 169*, 1-29.

Williams, T. (2008). *Management science in practice*. Chichester, ENG: John Wiley & Sons, Ltd.

Mónica Freitas, Ivone Costa, Marco Meneguzzo & Rocco Frondizi

The Motivations and the Practices of the Polices During Covid19 Fight in Portugal

Mónica Freitas   *mfreitas@fcsh.unl.pt*
Post-DoctorResearcher, Interdisciplinary Center of Social Sciences
Nova UniversityofLisbon
Lisbon, 1069- 061, Portugal

Ivone Costa   *ivonefcosta@gmail.com*
Full Professor
Federal University of Bahia
Salvador da Bahia, 40170-110, Brazil

Marco Meneguzzo   *meneguzz@uniroma2.it*
Full Professor
University of Tor Vergata, Rome II
Rome, 50 00133, Italy

Rocco Frondizi   *rocco.frondizi@uniroma2.it*
Post Doctor Researcher
University of Tor Vergata, Rome II
Rome, 50 00133, Italy

Abstract

The main objective of this article was to study the motivations and practices of the police during the Pandemic caused by Covid19 in Portugal, having as main support the theoretical and methodological assumptions based on the theories of New Public Management and Social Responsibility. For this purpose, we used an expository-descriptive model of analysis supported by the use of qualitative and quantitative data analysis techniques. In terms of the time period, this study took place between March 2020 and July 2021. The results showed that the mentioned theories provide the theoretical and methodological framework necessary to study the actions developed by the police in other spheres of society because both are based on the principle of articulation of the different sectors of society in multisectoral collaborative networks. The results also showed that the actions developed by the police during the pandemic crisis availed themselves of both instrumental and ethical, integrative and political assumptions of Social Responsibility for legitimization purposes. However, they are still required to implement strategies to combat racial discrimination, otherwise, all the effort they have been expending in order to implement the proximity policing model is in danger. The originality of this study results from the attempt to understand the actions developed by the police during the Pandemic using theories that defend the logic of networks. In terms of limitations, it is worth mentioning the fact that the study analyzed only one documental source (Newspaper Público). It is expected that in the near future other researchers will study the theme of this article using comparative data sources.

Keywords: Police Practices, Covid19, Portugal, Social Responsibility, Public Management.

1. INTRODUCTION
The main objective of this article was to study the motivations and practices of the police during the Pandemic caused by Covid19 in Portugal, having as main support the theoretical and

methodological assumptions based on the theories of New Public Management and Social Responsibility.

The study of this topic is of special importance, especially when we see the decrease in the number of candidates interested in a police career followed by the increase in social scrutiny of the actions taken by police officers. https://www.publico.pt/2022/10/27/sociedade/entrevista/psp-poe-agente-juntas-freguesia-lisboa-porto-deixem-esquadra-2025364.

To reach the proposed objective, the study adopted an expository-descriptive analysis model supported by the use of qualitative and quantitative data analysis techniques.

During the data gathering phase, bibliographic and documental analysis techniques were used, while during the data treatment phase, thematic and structural content analysis techniques were used. The study took place between March 2020 and July 2021 and was based mainly on the bibliographic references accessible through Google as well as on the reports made available by the Newspaper Públicon its website.

In terms of difficulty, it is important to highlight the scarce supply of updated bibliographic references on the major themes explored in this research (e.g. social responsibility, new public management and police).

However, the few studies found showed that the theories produced provide the theoretical and methodological framework necessary to study the actions developed by the police in other spheres of society under the justification of contributing to the common good and to promote the articulation of the different sectors of society in multisectoral collaborative networks.

The results also showed that the actions developed by the police during the pandemic crisis availed themselves of both instrumental and ethical, integrative and political assumptions of Social Responsibility for legitimization purposes. They also showed that these actions meet the demands demanded by the "Proximity Policing Model" despite the use of coercive approaches.

In addition, the results obtained showed that the demands for a greater implementation of strategies to combat racial discrimination continue to fall upon the police, otherwise all the effort they have been expending to implement the proximity policing model runs the risk of being jeopardized.

The present study starts by discussing the changes that have occurred in the concept of Security and then describes the impacts these changes have had on the practices of the polices and police forces, having as a framework the new demands dictated by the New Public Management and Social Responsibility from the theoretical point of view and by the Proximity Policing Model from the more practical point of view of the organizations.

The originality of this study results from the attempt to understand the actions developed by the police during the Pandemic using theories that are precursors to the study of the logic of networks.

It is believed that the results produced will contribute to the fine-tuning of the communication strategies employed by the police forces by showing that the values underlying the action employed may be delegated to the second plan if the social context is marked by the existence of crises, especially of a sanitary nature.

In terms of limitations, it is worth mentioning the fact that the study analyzed only one documental source (Público Newspaper).

It is expected that in the near future other researchers will study the theme of this article using comparative data sources.

2. FRAMEWORK THEORY

2.1 The assumptions of New Public Management and Social Responsibility applied to Internal Security Studies

The successive financial crises and globalization have imposed great challenges on States in terms of economic, social, and environmental sustainability. Therefore, the need to obtain economic efficiency gains on the one hand, and safeguard the right of access to public goods on the other, have led some states, including Portugal, to incorporate the principles and practices typical of the private sector, under the justification of New Public Management.

Therefore, it can be said that, on the one hand, States have been obliged to justify their actions according to the parameters brought about by the market, on the other, companies have also been obliged to justify their actions in civic terms, based on the principles of citizenship contemplated in the Universal Charter of Human Rights.

The participation of the public sector in the creation of wealth and the private sector in the creation of public goods has brought with it the blurring of boundaries between the public and private sectors and the creation of new legitimation parameters.

The new parameters of legitimation demand the gathering of consensus around the values of citizenship from the negotiation among the different stakeholders/partners, who share among themselves credible and trustworthy information.

In parallel, organizations, whether public or private, have been led to adopt self-regulation as a way to legitimize their actions, especially in the context in which we live, where institutional regulation is scarce and social control exercised by social networks has proven to be insufficient (Scherer and Palazzo, 2011).

In the case of police forces, the social pressure that emerged after several scandals involving the misconduct of some professionals in this sector, in addition to the interest shown by organizations in professionalizing themselves in order to enjoy a better public image with the population also corroborated the change in the management paradigms according to the assumptions based on the stakeholders' theory[1] (Palmer, 1995; Stone and Travis, 2011; Sklansky, 2011) in (Keane and Bell, 2013).

In this same line of thought, corroborates the text formulated by the National Republican Guard of Portugal:

> "With a view to re-establishing the aforementioned trust and safeguarding the maintenance of the democratic system of law, the public sector has been implementing models and practices typical of the private sector, in order to legitimize the action it develops before society while obtaining gains in efficiency and effectiveness, thanks to the sustainable management of available resources and the maximization of opportunities offered by the articulation of institutions in multisectoral stakeholder networks". Plano de Gestão- GNR 2013. www.gnr.pt, consulted on April 24, 2013.

---

1. Stakeholders means everybody with potential to affect or to be affected by the organization´s decision (Porter, 1996), (Swift and Zadeck, 2002).

According to the author Costa (2003) the population feels safer when they establish bonds of trust with police officers. On the other hand, mistrust in the police forces and elements may potentiate feelings of animosity and indifference towards the guidelines issued by the State, generating serious deontological crises (Zelizer, 1983).

Therefore, the New Public Management emerged, on the one hand, from the need to increase efficiency gains in public management through the adoption of new systems of impact evaluation and articulation in partnership networks, and, on the other hand, from the need to improve its public image with the communities.

According to Silvestre and Silvestre e Araújo (2009) the milestone of the New Public Management in Portugal was in 2005. This occurred mainly through the privatization of organizations' management models and the consolidation of public-private partnerships.

Different factors have contributed to the implementation of private management practices within security forces like an intensification of criminality in urban and rural areas, the growing social demand for police services of quality, and the limitation of State budgets for security areas.

For Castells (2002) the massive use of the new technologies of communication and information improved the literacy level of the citizens as well as its exigencies for products and services of higher quality.

What have conducted citizens to consolidate collective forms of fight for high quality products and services obliging organizations to improve its managerial practices according to concepts and practices dictated by the Social Responsibility.

The discussions about the Social Responsibility increased in 70th. Academicians and Politicians believe it presented the way through institutions in general achieve sustainability and permission of society to work.

In many studies, the Social Responsibility aims a management model that conduct companies to adopt new values and practices inherent to sustainable environment, social equity and fair trade in all decisions brought and network of partnerships consolidated COM (2001).

Whatever, Social Responsibility is not a consensual theme principally among the economists. For them, creation of solutions for social and environmental problems is a government's deal, not an enterprise's deal.

Despite the controversies, Social Responsibility (SR) is appointed in many scholars, as a management model adjustable to either sector, including to non- profit sector, because it enforces common good values and responsiveness practices into the strategic decisions. For Vogel (2006) Social Responsibility undoubtedly shaped the market's decision in the past years.

Some scholars believe the Social Responsibility was introduced within police forces as a trying to attend the exigencies of quality addressed by costumers Gravelle and Rogers (2011), Coullier (2006). In the police' studies, concept of quality invokes to do more with less and withinnetworks of partnerships with citizens (Etter, 1993) in Keane and Bell (2013).

Moreover these scholars, Ferdik et. al. (2014) believe that this model was introduced because contributed to strengthen of trust between polices and communities, authorizing them to prosecute with their activity through the social support.

The paradigm's change occurred within police forces, conducted them to develop new strategies of identification of demands of security and models of engagement among polices and citizens.

"*Citizens showed that prefer face-to-face interaction with police agents to that based on phone callings or emailing"* Gravelle and Rogers (2011, 320).

Undoubtedly, personal subjectivities occupy an important role in the changing process of police sector. Some scholars tried inclusively, to identify and to analyze the personal subjectivities of polices and citizens simultaneously, as a mean of evaluation of public polices decisions Costa (2003), while others tried to understand what are the evaluations consolidated around the use of violence Corsaro et. al. (2015) Phillips and Sobol (2011).

"Not at last, the factors that are influencing performance are situated mostly at the level of human resources (personnel training, need for continue training and updating, professional expertise, professional experience, dedication, work engagement, the ability to communicate in foreign languages) and organizational resources (cooperation with foreign partners, the management, mutual trust, cooperation with other police forces in complex illegal cases, the support from the supervisors and colleagues, cooperation in complex situations" Andrei et. al. (2012, 660)".

Taking into account the divergences caused by the different subjectivities consolidated around the process of changing organizational models and practices, the theory of motivations for social responsibility emerged (Garriga and Mellè, 2004).

According to these authors, motivations can be of "Instrumental" nature (Garriga and Mellé, 2004) (Vogel, 2006), that is, driven by the interest of maximizing efficiency gains (Porter and Krammer, 2006).

As well as, of "Ethical" nature where the main purpose is to promote the common good regardless of whether or not this results in the creation of benefits for the organization itself (Garriga and Mellé, 2004) (Almeida, 2010).

Besides these, motivations can also be of "Political" nature, i.e., driven by the interest of contributing to the affirmation of the organization as a moral agent (Garriga and Mellé, 2004) (Scherer and Palazzo, 2011) in addition to "Integrative" nature, i.e., based on the idea of the conformation of the interests of the different stakeholders during the implementation of the desired action (Garriga and Mellé, 2004) (Porter and Krammer, 1996) (Swift and Zadeck, 2002), thus contributing to the affirmation of the new governance model in the administration of the Security sector and to bringing police officers closer to the communities.

2.2 The Proximity Model of Policing and its Connections to the Concept of Social Responsibility and Stakeholder Management in the Internal Security Sector

In general, it can be said that the proximity policing model has contributed to security sector organizations slowly adjusting their management models to take into account the new demands addressed by society.

Society's demands are mainly for them to give preference to preventive action techniques instead of ostentatious ones, as well as to implement more transparent communication systems with the interested parties/stakeholders.

As we have seen, all these requirements are included in the main normative documents for Social Responsibility (COM, 2001) (UN, 2015).

Therefore, police organizations and their agents have been more and more obliged to justify their actions according to the parameters of Citizenship based on documents such as the "Universal Charter of Human Rights" as well as to broaden the spectrum of their actions to other spheres of society beyond the security of goods, people and geographical borders.

In legal terms, the participation of police forces in other spheres of society under the justification that it is proximity policing is enshrined in law in Portugal (e.g., Article 6 of the Organic Law of the National Republican Guard - Law No. 63/2007 of November 6).

> *"In addition to the active demonstration of close and preventive presence, the Special Programs aim to bring police-citizen closer, to improve relations between them and to guide police action towards solving community problems, making the Guard an integral and fundamental part of the community and the citizens themselves active elements in crime prevention and community safety, that is, in the joint effort to improve security and quality of life..."*https://www.gnr.pt/ProgEsp_main.aspx.

This model was implemented in Portugal in 2007 in the form of Law 63/2007 of November 6 for the GNR and Strategic Directive 10/2006 of May 15 for the PSP).

To meet the new demands addressed by this decree-law, the police forces in question created the "Safe School Program", which later became the Safe School Nucleus, and later the Special Programs Nucleus, at least as far as the GNR is concerned.

In 2010, there was a final change in the organic structure of the GNR, which led to the integration of the NúcleoIdososemSegurança (NIS) and NúcleoComércioSeguro (NCS) in the Special ProgramsNúcleo, transforming the former Núcleo de ProgramasEspeciais (NES) into Special Programs Sections (SPE).

The former Special Programs Sections also took over the responsibilities of the "Safe School" program, along with the responsibilities of the "Safe Elderly" and "Safe Commerce" programs.
Despite these changes, the sections have retained the primary lines of action of the Safe School program, i.e., to contribute to the reduction in situations of bullying, physical and sexual aggression, theft and robbery, insult and defamation, trade in drugs and other narcotic substances and road accidents that occur relatively frequently in the school space and surrounding areas.

In this same line of thought, it corroborates the concept of proximity or community police or consent police formulated by Keane and Bell (2013) by associating it with the integration of police in collaborative networks around initiatives that promote a safer society through the development of preventive initiatives especially in the scope of preventing domestic violence, physical confrontations and/or robbery situations, etc.

In general, it can be said that implementing this model of policing has contributed both to bringing police officers and communities closer together and has also served as a framework for the actions of these professionals in other spheres of society, such as health.

The Internal Security Report 2019 published by the Portuguese Ministry of Internal Security showed that during 2018- 2019 police forces acted jointly with health professionals during 371 actions of human organ transplantation. https://www.portugal.gov.pt/download-ficheiros/ficheiro.aspx?v=19cabc8c-e3f1-4cb2-a491-a10c8a3e4bf0.

Regarding the performance of the police during the pandemic crisis in Portugal, for example, it can be said that it was based on the following:

- Disinfection of public institutions after confirmed cases of Covid 19;

- Awareness-raising actions on the importance of reducing contagion through the use of masks, respiratory etiquette, and reduction of social contacts (e.g. internet, mobile loudspeakers, and in person on city streets)
- Monitoring of citizens flagged as being at risk regarding compliance with mandatory quarantine by health institutions;
- Enforcement of fines for non-compliance in the use of masks in enclosed places and/or places of mandatory use (e.g. public transportation and shopping centers);
- Patrol actions for the purpose of monitoring the existence of crowds (e.g. on the beaches).

Taking into account what has been said in the previous paragraphs, it can be said that the organic laws and the strategic guidelines have provided the police forces with the instruments necessary to the development of actions of preventive nature, as well as reinforced their position in relation to the main problems faced by societies.

However, it did not bring about the necessary change in terms of the ethical orientation of the actors, nor of the organizational culture, as the latest report of the Council of Europe's Anti-Torture Committee (CPT) shows.

According to the CPT on a visit to Portugal in December 2019, the adopted organizational culture prevalent in police forces does not strengthen respect for human rights:

> *"Portuguese authorities must recognize that ill-treatment by police officers occurs, is a fact, and is not only practiced by some offending officers. The CPT makes several recommendations to combat ill-treatment, covering recruitment, training (namely on interrogation and researching techniques), accountability and the development of a police culture that considers the use of ill-treatment as a lack of professionalism".*
> https://portal.oa.pt/ordem/comissoes-e-institutos/cdhoa-comissao-dos-direitos-humanos/comunicados/comunicado-cdhoa-relatorio-elaborado-pelo-comite-anti-tortura-do-conselho-da-europa/

In response to the European Council's call to action, Portugal has decided to create a "Plan for the Prevention of Manifestations of Discrimination in the Security Forces" as well as the creation of a *"Human Rights Officer" in each of the Portuguese police forces.*

*One of the main goals of this plan will be to ensure respect for human rights during recruitment, training and the exercise of the function. It also aims to promote interaction and networking among the different police forces as well as between them and the citizens".*https://www.portugal.gov.pt/pt/gc22/comunicacao/noticia?i=forcas-de-seguranca-vao-ter-oficial-de-direitos-humanos-para-monitorizar-discriminacao.

Cultural aspects help us to understand preferences of the police forces for ostensive strategies of combat crimesin the whole world.

Anyway, during decades of training programs onsmart systems though were delegated to a second plan or substituted by a new one of ostensive nature as for example that supported by the use of fire guns. These competences were not prioritized inclusively in Portugal, despite the increasing of cyber crimes verified in the past years.

After 2000, this tactic model of policing started to be rethink for many reasons like, it is too expensive and no adequate to majority of police's interventions in European countries. Moreover,

Mónica Freitas, Ivone Costa, Marco Meneguzzo & Rocco Frondizi

these factors, this models vary in contrary to culture of peace and to resolution of conflicts by pacific ways sold by European countries in international meetings.

Corroborates yet, the fact which the crimes could have been avoided if was invested more resources in prevention programs to be developed by polices and NGOs within vulnerable communities Skogan (2013).

The interconnectivity that crime establishes with other spheres of societal life are conducting polices to strait alliances with another sectors and to participate in social responsibility programs that promote social equity, healthy behavior and entrepreneurial initiatives. *"By addressing and robustly implementing corporate social responsibility into its corporate practices, the police service can perhaps, begin to rebuild trust and re-affirm its binding contract with society"* Gravelle and Rogers (2011).

3. THE CHANGES INTRODUCED INTO THE CONCEPT OF SECURITY AND THE ROLE OF POLICE FORCES AND AGENTS

The study had as a starting point for the understanding of the practices of police officers in fighting the pandemic, the changes introduced in the concept of Internal Security/Public Safety as well as in the practices of the police element as a result of the emergence of the Proximity Policing Model and migration of models and practices typical of the private sector to the public sector under the so-called New Public Management NPM.

Security, as a service protected by the State, was created with the objective of safeguarding public order and the functioning of the sovereign bodies, therefore, it was seen as one of the pillars of the democratic model of law. As democracies matured, the centrality started to focus on people and not on the institutions under the State's control.

Another change triggered by this process was the substitution of police techniques based on the use of violence for other ones based on pedagogical nature practices. The police started to be seen as a moral agent (Durão and Seabra, 2015) endowed with the ability to train new civic behaviors.

While in the first moment, public order was achieved by fighting crime through the use of ostensive techniques (e.g. physical confrontations with or without the use of non-lethal instruments), in the second moment, order started to be maintained through the development of actions of an essentially preventive nature.

This second model is then characterized by the dilution between the set of responsibilities belonging to police forces and to society in general. In this sense, they began to act according to the same moral imperatives as other sectors of society, thus bringing about deep changes in the current concept of Security.

To the concept of Security became associated the safeguard of the set of Citizenship Rights based on the Universal Charter of Human Rights and on the Portuguese Constitution (Valente, 2015a). Therefore, it is up to the police and the police forces not only to respect these rights but also to promote them in the communities.

However, when we talk about security it is essential to understand, first of all, that we are dealing with a multifaceted reality, which covers issues as relevant as the prevention of risks for social stability, the fight against criminality, civil protection or road accidents.

The ease of access to the population has made police officers key players in the process of empowerment for citizenship and crime prevention. *"The impetus to restore a degree of local*

control over police affairs derived from political initiatives that sought to empower local people in a whole range of community affairs" (Joyce, 2011, 8).

There are remote areas in Portugal where the population contacts the elements of the National Republican Guard (military force) more frequently than health professionals, for example.

On the other hand, the population has become more demanding about the performance of police officers and the functioning of organizations thanks to reports of abusive use of force, especially against Afro-descendant communities, through the media and/or the Internet.

On the basis of the social demands, new "Ethical" designs began to influence the reinforcement of the criteria of justice and proportionality in the practices adopted by these professionals. Other designs of "Integrative" nature, reflected in the demands for greater transparency in management and in the articulation in partnership networks/stakeholders (Gravelle and Rogers, 2011).

In sum, we are watching an increasing discussion about the concepts "security" and "practices of polices and communities". The police responsibilities are much more than the prevention and combat of crime. The responsibilities of polices are essentially to support institutions that compose the democratic systems of State and to protect citizens and their goods through any warms.

Feelings of security presupposes not merely the inexistence of crime, it presupposes the guarantee of access to health, education and labor rights.

In this sense, the big deal of police forces has seen guarantee that all citizens have access to citizenry rights (Universal Declaration of Human Rights 1948), likely to live freely, safe and healthy, moreover to participate in political decision process through individually or collective means.

4. METHOD

The main objective of this article was to study the motivations and practices of the police during the Pandemic caused by Covid19 in Portugal, having as main support the theoretical and methodological assumptions based on the theories of New Public Management and Social Responsibility.

The initial hypothesis predicted that actions of a preventive nature, i.e. focused on raising awareness for the adoption of preventive behaviors would prevail over those of a coercive nature taking into account the guidelines based on the proximity policing model (Poncioni, 2015) even during the Pandemic.

The originality of this study results from the attempt to understand the actions developed by the police during the Pandemic using the theories of network logic.

In terms of limitations, it is worth mentioning the fact that the study analyzed only one documental source (Newspaper Público). It is hoped that in the near future other researchers will study the theme of this article using comparative data sources.

To answer the questions defined in the research, a comprehensive analysis model anchored in qualitative and quantitative techniques was adopted, more precisely, the bibliographic and documental analysis during the data survey phase, and the thematic and structural content analysis during the data treatment phase.

During the bibliography analysis phase, we sought to identify the articles published on the topic of proximity policing and social responsibility through the Google platform. The research took place between March 1, 2020 and July 30, 2021.

By entering the keywords "police forces", "proximity policing" and "social responsibility", we found approximately 2,010 articles, of which only 18 sought to understand these three major areas applied to the field of Internal Security or Public Safety. The eighteen articles found were written by authors from Law, Criminal and Justice, Social and Behavioral Sciences, Economics, Management and Accounting Sciences and Neuro-Cognitive Sciences and models of comprehensive analysis.

It should be noted that the eighteen articles were selected based on the "saturation" criterion. The articles analyzed were published between 2006 and 2015; nine were related to the issue of governance in the security sector and seven were about police tactics and their impact on the perception of local communities.

The findings produced by the study also showed that the New Public Management theories offer an interesting theoretical framework to understand the Social Responsibility phenomena within police forces.

Whatever, it highlights the necessity to understand the Social Responsibility in institutional and cognitive ways because authors appointed that their personal values conduct the modes in which normative orientations are understood and applied by people.

This paper is innovative because offers new insights about the Social Responsibility within police forces, but it didn´tproduce inputs that allow characterize the performance of the police forces in any country.

The documental analysis covered the journalistic reports published on the topic of police action in the fight against Covid19 in the Público newspaper between March 21, 2020 and March 21, 2021. In this phase, a total of 30 reports were identified in the Público Newspaper platform after the keywords "Police and Covid19" were entered. The data processing period took place between March and July 2021.

In general, the reports pointed out the participation of elements of the National Republican Guard (GNR) and the Public Security Police (PSP) in the fight against Covid19 on the grounds that it is their mission in society.

However, the reports involving the GNR were more in number "twenty-three" while the reports involving the PSP together with the GNR and the Foreigners and Border Service SEF were "seven". This fact may have been related to the fact that the GNR is in charge of the inter-municipal road surveillance and that most of the actions were focused on the "enforcement of the duty to collect as well as on the application of administrative offence notices".

To facilitate further consultation of the data worked during this phase, a matrix was built, subdivided into the following analysis categories: Author, Date, Title of the Report, Content, Covid19 Performance Areas, Police Force and Source (see ANNEX below).

5. MAIN RESULTS
5.1 Bibliography Data Analysis
The results obtained during this phase showed that the authors are as concerned with discussing the ways in which Internal/Public Safety professionals take the practices from theoretical and empirical view.

They also showed that the United Kingdom and the set of countries that constitute the Common Wealth were the pioneers in the implementation of the proximity policing model or consent policing model.

Mónica Freitas, Ivone Costa, Marco Meneguzzo & Rocco Frondizi

According to the studies consulted, social demands addressed to police forces were at the basis of this major paradigm shift because they began to demand an end to the unjustified use of violence (Terpstra, 2011), the participation of police officers in activities that promote the solution of social problems (Phillips and Sobol, 2011) and the operation of organizations according to the assumptions dictated by the logic of stakeholder networks (Walsh and Conway, 2011) (Mason et. al., 2014).

In this same line of thought, other authors have analyzed and discussed the incorporation of the new model of public management in the field of Security (Gravelle and Rogers, 2011), with a strong focus on the issues of transparency and management of partnerships/stakeholders.

One of these studies analyzed has showed that older officers and less experienced officers were more likely to approve the use of force, and that younger officers and more experienced officers were more likely to use force Chapman (2012).

The role of the police since that date is contested one, with writers such as Reith (1938) and Critchley (1967) emphasizing the social service side of policing by providing support and helping communities, whilst writers such as Storch (1986) highlight the surveillance and punishment element of policing in support of a capitalist society. The model of policing utilized in England and Wales has often been referred to as a democratic style of policing, through its ability to answer to the law itself and through the various accountability process that support its delivery (Reiner, 2010) in Gravelle and Rogers (2011).

The majority of the studies discuss the social responsibility of police forces as a phenomena originated by introduction of models and practices typical of private sector within public sector. Fewest searched to understand social responsibility as the resurgence of community police models´ principles.

In our view, the study of social responsibility requires complementary model of analyze composed by new theoretical and methodological frameworks.

There are various synonymous for police community, likewise "Police by consent" in Keane and Bell (2013, 234) moreover"Solving- problem Policing" (Williams, 1996). All these concepts base on policing preventive models as shape to achieve legitimation and to strength trusting relationships with the communities. According to Williams (1996, 312) *"The primary goal of problem solving is to identify and resolve the "root causes" of chronic problems, at the neighborhood level, that generate fear and reduce livability"*.

The scholars have showed that engagement of communities in security issues reduces the costs of policing and improving its efficiency gains Mason et al (2014). The evaluation criteria used by police to measure efficiency achievements is not consensual among the scholars, because doesn´t evaluate non- financial insights, for example, "to take care ethnic minorities, handling of complaints and domestic disputes" Collier (2006).

Other ones define efficiency as being the sentiment of security exposed by citizens through the inquiries. When citizens are treated in fair and honest manner by polices, much higher is the level of security feeling expressed by them Costa (2003). Inquired citizens appointed by this author have said that felt safe when their place is policing by police agents. They do not reward indirect forms of contacts with the police like as through the call centers.

The scholars showed that the introduction of the principles and the practices of Social Responsibility within the management models is strategic to achievement of policing goals because *"The Corporate Social Responsibility approach reinforces the fact that the police service has a wider moral obligation to society that extends beyond its narrow remit of crime control, detecting and preventing crime"* Gravelle and Rogers (2011).

One of most acknowledgeable community policing model was developed in United Kingdom by the Metropolitan Police of London.

In these models, security issues were decentralized and the whole responsibilities distributed among different actors and sectors of society. This models preconized the most active involvement of citizens in informational and practical ways.

6. DOCUMENT ANALYSIS

The results obtained during the documentary analysis showed that the journalistic report on the actions of the Portuguese police forces during the pandemic crisis focused mostly on actions of coercive nature, i.e. related to inspection and enforcement of administrative offence notices (21) supported by "Instrumental" motivations.

This was followed by those of a technical nature, such as those related to the Disinfection of buildings, equipment and vehicles (1), Inspection and detention for illegal disposal of sanitary material (1) and Distribution of vaccines (2).

In this case also, supported by motivations of "Instrumental" nature. Instrumental motivations can be understood in the light of the interest in generating image and reputation gain to the organization thanks to the involvement of its personnel in vaccine transportation.

As for the so-called "Ethical" motivations, it can be said that these were manifested only in the pedagogical action, i.e., which aimed to raise awareness of the importance of adopting safe behaviors (1).

Motivations of "Political" nature were also identified when describing the administrative initiatives developed by the police, such as, for example, the report on the number of professionals infected with the new Coronavirus (2), followed by the vaccination of the staff (1) and the Investigation of internal outbreaks of Covid19 (1). In these specific cases, the police forces felt that they had a moral duty to clarify the number of infected officers as well as the progress of the internal vaccination process due to their role in society.

In sum, the analyzed reports showed a strong incidence of coercive actions moreover the pedagogical ones, which leads us to question to what extent the proximity policing model can be endangered in Portugal, as well as what were the reasons behind the journalists' choice of the themes.

In our view, the cultural values and the individual perception of the journalists may have conditioned their choices as well as the political demand prevailing at the time that defended the containment of contagion, including through coercive means.

The data obtained also showed that police corporations were subject to the same moral demands attributed to ordinary citizens. This became clear when the GNR was called to publicly justify the lunch it organized, which reportedly resulted in several personnel being infected with the new Coronavirus.

Finally, it is worth mentioning that the predominance of actions of coercive nature has not been the subject of public complaint in Portugal, which leads us to question whether this is due to consistency with the cultural values cultivated by today's society or whether it stems from the uncertainties caused by the health crisis caused by Covid19.

7. CONCLUSION

The study firstly contributed to clarifying the scope of police action in the fight against Covid19.

Secondly, it contributed to the understanding of police practices based on the demands addressed by society in terms of getting them to act in other sectors of society as well as to articulate themselves in partnerships/stakeholder networks under the justification of New Public Management and/or Social Responsibility.

The results obtained showed that the practices of the police focused mainly on the development of coercive initiatives related to enforcement actions and the application of administrative offenses according to instrumental motivations.

They were also focused on the development of initiatives of technical nature, i.e.connected with inspection, disinfection of buildings, equipment, and vehicles, and transportation of vaccines, according to instrumental motivations.

The practices studied also corresponded to those of an administrative nature governed according to assumptions dictated by political motivations, as illustrated by the reports released with the number of personnel infected with the new Coronavirus.

Contrary to the initial hypothesis, police practices of a pedagogical nature were very residual, which leads us to question the impact of the implementation of the new model of proximity policing on the practices of police officers especially in contexts of calamity.

8. ACKNOWLEDGEMENTS

9. REFERENCES

Almeida, F. 2010. Ética, Valores Humanos e Responsabilidade Social das Empresas. Cascais: Principia.

Andrei, Daniela; Ratiu, Lucia; Otoiu, Catalina and Sofia Chirica. 2012. Professional performance within a Romanian police force in the context of change. *Procedia- Social andBehavioralSciences* (33): 657-661.

Castells, M. 2002. A era da informação: economia, sociedade e cultura. *A Sociedade em rede*, vol. 1. Lisboa: Fundação Calouste Gulbenkian.

Chapman, C. 2012. Use of force in minority communities is related to police education, age, experience, and ethnicity. *Police Practice and Research*, vol.13, (5): 421-436.

Collier, P. M. 2006. Costing police services: the politicization of accounting. *CriticalPerspectivesonAccounting* (17): 57-86.

COM(2001). Livro Verde: Promover um Quadro Europeu para a Responsabilidade Social das Empresas, 366 final, Brussels: Comissão Europeia.

Constituição da República Portuguesa. 2005. VII Revisão Constitucional. Artigo nº 27. Declaração Universal dos Direitos do Homem. Resolução 217A (III) de 10 de dezembro de 1948. Artigo nº 3.

Corsaro, N.; Frank, J. and Murat O. 2015. Perceptions of police practice, cynicism of police performance, and persistent neighborhood violence: an intersecting relationship. *Journalof Criminal Justice* (43): 1-11.

Costa, I. F. 2003. Polícia e Sociedade no Brasil: O Caso de Salvador. *Dissertação Apresentada para a Obtenção do Grau de Doutor em Sociologia Económica e das OrganizaçõesSob a Orientação Científica do Prof. Dr. José Maria Carvalho Ferreira*. Instituto Superior de Economia e Gestão, Universidade Técnica de Lisboa ISEG/ UTL. Lisboa, Portugal.

Durão, S. e Seabra, D. 2015. Formação Internacional, Comunidades de Saberes e Mudança Institucional: os Oficiais de Polícia Africanos Formados em Lisboa. *Revista Politeia*, Ano X-XI-XII-2013-2014-2015, 122-140.

Ferdik, F. V.; Wolfe, S. E. and Blasco, Nick. Informal social controls, procedural justice and perceived police legitimacy: Do social bonds influence evaluations of police legitimacy?"*Am J Crim Just* (39): 471- 492. doi: 10.1007/ s12103- 013- 9230-6.

Garriga, E., e Domènec M. 2004. Corporate Social Responsibility Theories: Mapping the Territory. *Journal of Business Ethics*, 53(1): 51–71. http://link.springer.com/article/10.1023/B%3ABUSI.0000039399.90587.34.

Gravelle, J. and Rogers, C. 2011. Policing public protests and corporate social responsibility. *International Journal of Law, Crime and Justice*, 39: 111- 120.

Joyce, Peter. 2011. Police reform: from police authorities to police and crime commissioners in *Safer Communities*. Emerald Group Publishing Limited, Vol. 10, Nº4, 2011, 5- 13. DOI 10.1108/758041111185677.

Keane, J. and Bell, P. 2013. Confidence in the Police: Balancing Public Image with Community Safety - A Comparative Review of the Literature. *International Journal of Law, Crime and Justice* (41), 233- 246.

Mason, D.; Hillenbrand, C. and Money, K. 2014. Are Informed Citizens more Trusting? Transparency of Performance Data and Trust towards a British Police Force. *J Bus Ethics* (122), 321-341. doi: 10.1007/s10551-013-1702-6.

Phillips, S. W. and Sobol, J. J. 2011. Police Attitudes about the Use of Unnecessary Force: an Ecological Examination. *JournalPoliceCrimPsych* (26), 47-57.

Poncioni, P. 2015. O Modelo de Policiamento Comunitário nos Programas de Educação Policial: uma Breve Revisão da Literatura Especializada sobre o Assunto". *Revista Politeia*, Ano X-XI-XII-2013-2014-2015, 127-140.

Porter, M. E., & Kramer, M. R. 2006. Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review* 84(12). https://hbr.org/2006/12/strategy-and-society-the-link-between-competitive-advantage-and-corporate-social-responsibility – 1996. Clusters and Competition. *Cambridge MA*: Harvard University Press.

Scherer, A.G.and Palazzo, G. 2011. The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance and Democracy. Journal of Management Studies (48)4: 899-931. doi 10.1111/j.1467-6486.2010.00950.x.

Silvestre, H. M. C. & Araújo, J. F. F. E. 2009. A Gestão por Resultados no Sector Público: O Caso dos Hospitais EPE. *Comunicação a conferência organizada pelo INA*. https://www.repository.utl.pt/handle/10400.5/515.

Skogan, Wesley G.. 2013. Use of force and police reform in Brazil: a national survey of police officers in Police Practice and Research.*An international Journal*. Vol.14, Nº 4, 319- 329. http://dx.doi.org/10.1080/15614263.2013.816495.

Swift, T.& Zadeck, S. 2002. Corporate Responsibility and the Competitive Advantage of Nations. London e Copenhagen: Accountability e The Copenhagen Centre. http://www.accountability.org/images/content/0/9/095/Competitive%20Advantage%20-%20Full%20Report.pdf.

Terpstra, J. 2011. Two Theories on the Police. The Relevance of Max Weber and Emile Durkheim to the Study of the Police. *International Journal of Law, Crime and Justice*, 39: 1-11.

UN Global Compact. http://www.unglobalcompact.org. Último acesso: 3 de novembro de 2015.

Valente, M. M.G. 2015a. O(s) saber(es) e a formação como nómos de afirmação dos modelos constitucionais de polícia. *Revista Brasileira de Segurança Pública*. 9 (1). fevereiro/ março 2015. Fórum Brasileiro de Segurança Pública, 34-48. ISSN 1981-1659.

Vogel, D. 2006. The Market for Virtue: The Potential and Limits of CSR. Washington: The Bookings Institution.

Walsh, D. P. J. Conway, V. 2011. Police Governance and Accountability: Overview of Current Issues. *Crime Law Soc Change*, 55: 61-86. doi. 10.1007/s10611- 011-9269-6.

Williams, E.J. 1996. Enforcing Social Responsibility and the Expanding Domain of the Police: Notes form the Portland Experience in *Crime and Delinquency*, Vol. 42, Nº2, April 1996, 309-323.

Zelizer, V. A. R. 1983. Morals and Markets: The Development of Life Insurance in the United States. New Brunswick NJ: Transaction Books.

ANNEX

			JORNAL PÚBLICO			
AUTORIA	DATA	TÍTULO DA REPORTAGE	CONTEÚDO	ÁREAS ATUAÇÃO COVID19	FORÇA POLIC	FONTE
Lusa	4 de Fevereiro de 2021, 9:13	Covid-19: PSP e GNR passaram mais de 3567 multas e foram detidas mais de 100 pessoas por crime de desobediência	As acções de fiscalização levaram ao encerramento de 204 estabelecimentos por incumprimento das normas estabelecidas e instaurados um total de 3.567 autos de contra-ordenação, dos quais 1.592 dizem respeito ao dever geral de recolhimento domiciliário.	Fiscalização e aplicação de autos de contra-ordenação	GNR	https://www.publico.pt/2021/02/04/sociedade/noticia/covid19-psp-gnr-passaram-3567-multas-detidas-100-pessoas-crime-desobediencia-1949255
PÚBLICO	17 de Setembro de 2020, 18:30	Covid-19: GNR interrompe casamento com cerca de 300 pessoas em Moura Durante a operação não foi registado qualquer tipo de incidente e o caso foi remetido ao Tribunal	Em comunicado divulgado no site, a GNR refere que "após conhecimento de que iria realizar-se um casamento que violava as normas da Resolução do Conselho de Ministros Nº 70-A/2020, no âmbito da pandemia de covid-19, os militares da Guarda apuraram que não tinha sido solicitado parecer à Autoridade de Saúde e, deslocando-se ao local, confirmaram a presença de cerca de 300 pessoas".	Fiscalização	GNR	https://www.publico.pt/2020/09/17/sociedade/noticia/covid19-gnr-interrompe-casamento-cerca-300-pessoas-moura-1931958
José Volta e Pinto	12 de Fevereiro de 2021, 20:00	Covid-19: vacinação de 20 mil elementos da GNR e da PSP arranca este sábado	A ordem de vacinação, definida pela GNR e pela PSP, vai priorizar militares e agentes "na linha da frente e mais expostos aos riscos do coronavírus", tendo também em conta elementos das forças que sofrem de comorbidades ou patologias listadas pela Direcção-Geral da Saúde.	Vacinação	GNR e PSP	https://www.publico.pt/2021/02/12/sociedade/noticia/covid19-vacinacao-20-mil-elementos-gnr-psp-arranca-sabado-1950516
Lusa	13 de Setembro de 2020, 10:16	Covid-19: GNR inicia operação para sensibilizar escolas e alunos no regresso às aulas	A GNR anunciou hoje que irá realizar, a partir de segunda-feira, acções de sensibilização nas escolas nacionais para transmitir conselhos de segurança e esclarecimentos sobre comportamentos de risco para a propagação da covid-19. As acções da operação "Regresso às aulas 2020" serão desenvolvidas de segunda-feira e até 25 de Setembro junto dos cerca de cinco mil estabelecimentos escolares que fazem parte da área de actuação da Guarda e são dirigidas a professores, alunos e encarregados de educação.	Sensibilização para comportamentos de risco Covid19	GNR	https://www.publico.pt/2020/09/13/sociedade/noticia/covid19-gnr-inicia-operacao-sensibilizar-escolas-alunos-regresso-aulas-1931423
Filipa Almeida Mendes	28 de Dezembro de 2020, 21:42	Covid-19: MAI abre inquérito urgente após confusão entre PSP e GNR na distribuição de vacinas	Segundo avança a TVI, um desentendimento entre a PSP de Évora e a GNR impediu a saída da carrinha que fazia a distribuição da vacina contra a covid-19 no Sul do país. Embora a segurança destas carrinhas esteja a cargo da GNR, a PSP de Évora considerou que se tratava da sua área de jurisdição, pelo que os militares da guarda nacional que escoltavam a carrinha em questão desde Coimbra terão sido bloqueados pela PSP após a entrega do primeiro lote de vacinas no hospital de Évora e antes de o veículo seguir para o Baixo Alentejo e Algarve.	Distribuição de vacinas	GNR	https://www.publico.pt/2020/12/28/sociedade/noticia/covid19-mai-abre-inquerito-urgente-apos-confusao-psp-gnr-distribuicao-vacinas-1944456
Lusa	4 de Outubro de 2020, 13:10	Covid-19. GNR de Braga encerra bar em Vizela onde estavam 200 pessoas. Na festa havia pessoas sem máscara nem	A GNR revelou, este domingo, que encerrou na última madrugada em Vizela, no distrito de Braga, um espaço de diversão nocturna onde estavam reunidas duas centenas de pessoas a violar as normas relativas à pandemia da covid-19.	Fiscalização	GNR	https://www.publico.pt/2020/10/04/sociedade/noticia/covid19-gnr-braga-encerra-espaco-vizela-onde-200-pessoas-1933945
Sónia Trigueirão	23 de Outubro de 2020, 10:40	GNR abre processo interno para averiguar origem de surto de covid-19 no Porto	Um surto, que já conta 31 militares da GNR infectados, pode ter tido origem em dois almoços festivos, um dos quais juntou 70 militares para assinalar a despedida do coronel Jorge Ludovico Bolas da liderança do Comando Territorial do Porto. Segundo noticia o Jornal de Noticias, vários outros guardas estão em isolamento e há três serviços que já foram encerrados. Em comunicado, a GNR informou que já foi aberto um processo interno para averiguar as circunstâncias da ocorrência.	Investigação de surtos internos de Covid19	GNR	https://www.publico.pt/2020/10/23/sociedade/noticia/gnr-abre-processo-interno-averiguar-origem-surto-covid19-porto-1936421
Lusa	30 de Novembro de 2020, 12:25	Covid-19: GNR detém 30 pessoas por eliminação ilegal de resíduos sanitários	A GNR deteve 30 pessoas por eliminações ilegais de resíduos sanitários relacionados com a covid-19 e apreendeu material no valor de 790 mil euros, numa fiscalização realizada a mais de duas mil empresas, hospitais e centros de saúde. Segundo um comunicado da Europol (Serviço Europeu de Polícia), divulgado esta segunda-feira, a acção da GNR integrou-se na vasta operação Retrovírus de combate à eliminação e transporte ilegais de resíduos sanitários, que envolveu 30 países e na qual foram realizadas cerca de 280 mil inspecções a várias instalações e detidas 102 pessoas.	Inspeção e detenção por descarte ilegal de material sanitário	GNR	https://www.publico.pt/2020/11/30/sociedade/noticia/covid19-gnr-detem-30-pessoas-eliminacao-ilegal-residuos-sanitarios-1941195

Lusa	22 de Março de 2021, 17:28	Covid-19: GNR multa 160 pessoas no distrito de Leiria por incumprimento de medidas	A GNR de Leiria autuou 160 pessoas no fim-de-semana que, com tentativas de chegar a Fátima e aos acessos às praias, estavam em incumprimento da proibição de circulação entre concelhos e do dever de recolhimento domiciliário.	Autuação por incumprimento do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/03/22/sociedade/noticia/covid19-gnr-multa-160-pessoas-distrito-leiria-incumprimento-medidas-1955471
PÚBLICO	3 de Outubro de 2020, 22:20	Covid-19: GNR interrompe festa ilegal com cerca de 80 pessoas no Algarve	"No seguimento de denúncia a dar conta de ruído proveniente de uma zona isolada nas proximidades da barragem do Funcho, os militares da Guarda vieram a localizar a origem do ruído, constatando estar perante a realização de uma festa ilegal que contava com a presença de cerca de 80 pessoas, as quais foram abordadas, fiscalizadas e dada a indicação para desmobilizar por incumprimento das medidas em vigor associadas à pandemia de covid-19", revela a GNR num comunicado enviado às redacções.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2020/10/03/sociedade/noticia/covid19-gnr-interrompe-festa-ilegal-cerca-80-pessoas-algarve-1933918
Rafael Tomaz Albuquerque	15 de Fevereiro de 2021, 17:20	Covid-19: GNR encerra festa ilegal com 28 pessoas em Rio Maior	O Comando Territorial de Santarém, através do Destacamento Territorial de Santarém, no dia 13 de Fevereiro, encerrou uma festa ilegal que decorria numa propriedade na localidade de Marmeleira, no concelho de Rio Maior. A acção da Guarda Nacional Republicana surgiu na sequência de uma denúncia de que estaria a decorrer uma festa numa propriedade alugada. Na chegada ao local, os militares da Guarda verificaram que se tratava de um evento não-autorizado, cujos participantes não faziam uso da máscara nem garantiam o distanciamento social obrigatório.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/02/15/local/noticia/covid19-gnr-encerra-festa-ilegal-28-pessoas-rio-maior-1950764
Lusa	23 de Fevereiro de 2021, 16:37	Covid-19. GNR acaba com festa ilegal com mais de 70 pessoas em Campo Maior	A GNR acabou na segunda-feira com uma festa ilegal com mais de 70 pessoas num bairro em Campo Maior (Portalegre), tendo identificado "alguns" dos participantes, revelou à agência Lusa fonte daquela força de segurança. De acordo com o comandante do Destacamento Territorial de Elvas da GNR, João Lourenço, os militares da GNR tomaram conhecimento da situação "através de várias denúncias" que relatavam que se ouvia "algum ruído" num bairro daquela vila alentejana.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/02/23/sociedade/noticia/covid19-gnr-acaba-festa-ilegal-70-pessoas-campo-maior-1951820
Lusa	13 de Fevereiro de 2021, 14:07	Covid-19: GNR acaba com festa ilegal com 22 pessoas em Palmela. Participantes na festa não usavam máscaras nem	A GNR acabou, este sábado, com uma festa ilegal com 22 pessoas numa vivenda em Lagameças, no concelho de Palmela, distrito de Setúbal, por incumprimento das medidas impostas devido à pandemia de covid-19, revelou aquela força de segurança.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/02/13/sociedade/noticia/covid19-gnr-acaba-festa-ilegal-22-pessoas-palmela-1950570
Lusa	4 de Fevereiro de 2021, 9:13	Covid-19: PSP e GNR passaram mais de 3567 multas e foram detidas mais de 100 pessoas por crime de desobediência	As acções de fiscalização levaram ao encerramento de 204 estabelecimentos por incumprimento das normas estabelecidas e instaurados um total de 3.567 autos de contra-ordenação, dos quais 1.592 dizem respeito ao dever geral de recolhimento domiciliário. Mais de cem pessoas foram detidas entre 15 e 30 de Janeiro pela GNR e PSP por crime de desobediência.	Fiscalização, aplicação de autos e detenção em detrimento do dever de recolhimento obrigatório.	GNR	https://www.publico.pt/2021/02/04/sociedade/noticia/covid19-psp-gnr-passaram-3567-multas-detidas-100-pessoas-crime-desobediencia-1949255
Sónia Trigueirão	4 de Maio de 2020, 20:31	Covid-19: GNR e PSP impediram 780 pessoas de entrar em transportes públicos sem máscara	A Guarda Nacional Republicana (GNR) e a Polícia de Segurança Pública (PSP) impediram 780 pessoas de entrar nos transportes públicos por não usarem máscaras. No primeiro dia em que o uso de máscara passou a ser obrigatório nos transportes públicos, a GNR impediu 460 pessoas de o fazer sem este equipamento.	Fiscalização quanto ao uso de equipamento de segurança individual	GNR	https://www.publico.pt/2020/05/04/sociedade/noticia/covid19-gnr-psp-impediram-780-pessoas-entrarem-transportes-publicos-mascara-1915092
José Volta e Pinto	17 de Agosto de 2020, 19:07	Covid-19. GNR interrompe festa ilegal com mais de 200 pessoas em Almancil	A GNR interrompeu no domingo uma festa privada ilegal na localidade de Almancil, em Loulé, que juntou mais de 200 pessoas depois de ter sido "amplamente divulgado pela empresa organizadora nas redes sociais", descreve a GNR num comunicado divulgado esta segunda-feira. As autoridades tiveram conhecimento da festa "no decorrer de diversas denúncias", tendo apurado o local onde se iria realizar e procedido à sua fiscalização	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2020/08/17/sociedade/noticia/covid19-gnr-interrompe-festa-ilegal-200-pessoas-almancil-1928392

Lusa	28 de Junho de 2020, 15:32	GNR reforça fiscalização para prevenir pandemia de covid-19. A GNR recorda que entrou no sábado em vigor o novo regime de	A GNR anunciou, este domingo, que reforçou a fiscalização para prevenir a covid-19, avançando que nos últimos dias tem verificado algumas situações de incumprimento das regras definidas para o combate à pandemia, como ajuntamentos e festas.	Fiscalização das regras estabelecidas para o desconfinamento	GNR	https://www.publico.pt/2020/06/28/sociedade/noticia/gnr-reforca-fiscalizacao-prevenir-pandemia-covid19-1922237
Mariana Oliveira e Sónia Trigueirão	17 de Abril de 2020, 22:48	Covid-19: PSP tem quatro vezes mais infectados que a GNR	A Polícia de Segurança Pública regista quase quatro vezes mais infectados do que a Guarda Nacional Republicana, apesar das duas forças terem sensivelmente o mesmo número de profissionais. Até esta sexta-feira a PSP contabilizava 136 profissionais que testaram positivo à covid-19, enquanto a força militar registava apenas 36 infectados.	Relato do número de infetados	GNR e PSP	https://www.publico.pt/2020/04/17/sociedade/noticia/covid19-psp-quatro-vezes-infectados-gnr-1912835
Nuno Ribeiro	11 de Novembro de 2020, 6:59	Covid-19: PSP, GNR e SEF com mais de mil infectados	No conjunto de três forças de segurança — PSP, GNR e SEF (Serviço de Estrangeiros e Fronteiras) — são mais de mil os infectados pelo SARS-Cov-2 desde o início da pandemia, até à passada terça-feira, 3 de Novembro. Os dados do Ministério da Administração Interna (MAI), a que o PÚBLICO teve acesso, revelam um total de 1042 casos, entre os quais há 658 recuperados e 384 activos, além de 749 outros profissionais que se encontram em isolamento profiláctico porque tiveram contacto com pessoas infectadas.	Reporte do número de infetados	GNR, PSP e SEF	https://www.publico.pt/2020/11/11/politica/noticia/psp-gnr-sef-mil-infectados-covid19-1938635
Lusa	27 de Março de 2021, 9:09	Covid-19. PSP e GNR encerraram 92 festas ilegais desde Janeiro	Quase cem festas ilegais foram encerradas pela PSP e GNR desde Janeiro, revelam dados enviados à Lusa pelas duas forças de segurança. Entre Janeiro e Março, período em que o país está em estado de emergência e em confinamento para fazer face à pandemia de covid-19, a PSP detectou 75 festas ilegais e a GNR 17, num total de 92.	Fiscalização do dever de recolhimento obrigatório	GNR e PSP	https://www.publico.pt/2021/03/27/sociedade/noticia/covid19-psp-gnr-encerraram-92-festas-ilegais-desde-janeiro-1956183
Natália Faria	1 de Janeiro de 2021, 15:42	PSP e GNR continuam a desentender-se quanto à escolha das vacinas covid-19	Os desentendimentos entre a PSP e a GNR na distribuição das vacinas contra a covid-19 têm-se repetido nos últimos dias. A RTP e a SIC adiantam que, depois do incidente em Évora, em que a PSP bloqueou uma carrinha que transportava vacinas até ao hospital local até que foi decidida a escolta partilhada entre aquelas duas forças policiais, situações idênticas repetiram-se em Barcelos, Caldas da Rainha, Lisboa, Portalegre e Viana do Castelo.	Distribuição de vacinas	GNR e PSP	https://www.publico.pt/2021/01/01/sociedade/noticia/psp-gnr-continuam-desentenderse-escolta-vacinas-covid19-1944762
Lusa	11 de Agosto de 2020, 19:09	Covid-19: GNR identifica três pessoas em Vila do Conde por desrespeito ao confinamento	"Face ao aumento significativo de novos casos de cidadãos que testaram positivo à covid-19 ocorrido nos últimos dias no concelho de Vila do Conde, os militares da Guarda realizaram uma acção de fiscalização de forma a assegurar o cumprimento do previsto no regime da situação de contingência e alerta, no âmbito da pandemia de covid-19", informaram os militares, em comunicado. A GNR deu, ainda, conta, que em Vila do Conde já foram, até ao momento, "controladas 115 pessoas sujeitas a tal obrigação, tendo sido detectados três crimes de desobediência por incumprimento do previsto, em que os cidadãos optaram por se ausentar do domicílio".	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2020/08/11/local/noticia/covid19-gnr-identifica-tres-pessoas-vila-conde-desrespeito-confinamento-1927807
Lusa	22 de Março de 2021, 16:49	Covid-19: GNR encerra restaurante em Felgueiras com 13 pessoas num anexo	Os militares deslocaram-se ao local, verificando que num anexo ao estabelecimento se encontravam 13 pessoas a consumir bebidas alcoólicas e petiscos, desrespeitando as normas referentes à pandemia de covid-19.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/03/22/sociedade/noticia/covid19-gnr-encerra-restaurante-felgueiras-13-pessoas-anexo-1955449
Rita Robalo Rosa	24 de Setembro de 2020, 18:04	Covid-19. GNR encerrou discoteca com 100 pessoas em Vila Nova de Gaia	A GNR encerrou, na quarta-feira, 23 de Setembro, um estabelecimento de diversão noctura, que tinha música ao vivo e reunia cerca de 100 pessoas, em Canelas, Vila Nova de Gaia, informou a força de segurança em comunicado.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2020/09/24/sociedade/noticia/covid19-gnr-encerrou-discoteca-100-pessoas-vila-nova-gaia-1932762
Lusa	17 de Setembro de 2020, 13:03	Covid-19: GNR e PSP instauraram 304 autos por incumprimento de regras	A Guarda Nacional Republicana (GNR) e a Polícia de Segurança Pública (PSP) elaboraram 304 autos, entre 1 e 14 de Setembro, por incumprimento de regras de combate à pandemia de covid-19, como a obrigatoriedade de uso de máscara nos estabelecimentos, salas de espectáculos ou edifícios públicos.	Fiscalização e autuação pelo incumprimento do uso obrigatório de equipamento de proteção individual	GNR e PSP	https://www.publico.pt/2020/09/17/sociedade/noticia/covid19-gnr-psp-instauraram-304-autos-incumprimento-regras-1931891

Lusa	18 de Fevereiro de 2021, 12:00	Covid-19. GNR detectou nove pessoas a jogar airsoft de forma ilícita na Feira	A GNR identificou nove homens a praticar airsoft (jogo onde se simulam operações militares usando réplicas de armas), violando as medidas para combater a covid-19, em Santa Maria da Feira, no distrito de Aveiro, informou esta quinta-feira aquela força militar.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/02/18/sociedade/noticia/covid19-gnr-detectou-nove-pessoas-jogar-airsoft-forma-ilicita-feira-1951166
Natália Faria	23 de Março de 2021, 6:24	PSP e GNR passam 700 multas por dia na primeira semana de desconfinamento	De festas ilegais na praia com direito a álcool, aos ajuntamentos em restaurantes, passando pelos simples passeios sem justificação prevista na lei e galgando fronteiras concelhias, mesmo no período em que está interdita a circulação entre concelhos: na primeira semana de desconfinamento, entre as zero horas do dia 14 e a meia-noite do dia 21 de Março, a PSP e a GNR instauraram um total de 4901 autos de contra-ordenação.	Fiscalização e autuação pelo incumprimento das regras do desconfinamento	GNR	https://www.publico.pt/2021/03/23/sociedade/noticia/psp-gnr-passam-700-multas-dia-primeira-semana-desconfinamento-1955517
Lusa	2 de Março de 2021, 18:54	Covid-19: GNR identifica 14 homens a treinar cães e conviver na rua em Chaves	A GNR identificou 14 homens em Chaves por incumprimento do dever geral de recolhimento domiciliário, uns por treinarem cães de caça e outros por estarem a conviver na rua, divulgou esta terça-feira esta força policial.	Fiscalização do dever de recolhimento obrigatório	GNR	https://www.publico.pt/2021/03/02/sociedade/noticia/covid19-gnr-identifica-14-homens-treinar-caes-conviver-rua-chaves-1952796
Lusa	1 de Março de 2021, 20:55	Covid-19: GNR e PSP detiveram 31 pessoas por crime de desobediência entre 15 e 28 de Fevereiro	Neste período, a GNR e a PSP instauraram 9416 autos de contra-ordenação e as 14.565 acções de fiscalização realizadas levaram ao encerramento de 47 estabelecimentos por incumprimento das normas estabelecidas.	Fiscalização do dever de recolhimento obrigatório e aplicação de autos de contra-ordenação	GNR e PSP	https://www.publico.pt/2021/03/01/sociedade/noticia/covid19-gnr-psp-detiveram-31-pessoas-crime-desobediencia-15-28-fevereiro-1952663
PÚBLICO e Lusa	2 de Junho de 2020, 17:54	Covid-19: GNR disponível para assegurar desinfecção de ambulâncias. INEM diz que voltará a ser feita pelos técnicos	Em declarações à margem da cerimónia de inauguração da Esquadra da PSP de Cedofeita, no Porto, Eduardo Cabrita adiantou que durante este período a Guarda Nacional Republicana (GNR) procedeu à desinfecção de mais de 3000 ambulâncias do INEM, da Cruz Vermelha e de corporações de bombeiros, bem como de mais de uma centena de lares de idosos e creches, actividade que, garantiu, há disponibilidade para manter. "Da parte da GNR há plena disponibilidade para manter essa actividade, agora naturalmente em articulação técnica com uma avaliação de risco que deve ser feita pelas entidades responsáveis pelas instalações, neste caso pelo INEM", afirmou Eduardo Cabrita.	Desinfecção de edifícios, equipamentos e viaturas	GNR	https://www.publico.pt/2020/06/02/sociedade/noticia/covid19-gnr-disponivel-assegurar-desinfeccao-ambulancias-inem-voltara-tecnicos-1919132

INSTRUCTIONS TO CONTRIBUTORS

As a peer-reviewed journal, *International Journal of Business Research Management (IJBRM)* invite papers with theoretical research/conceptual work or applied research/applications on topics related to research, practice, and teaching in all subject areas of Business, Management, Business research, Marketing, MIS-CIS, HRM, Business studies, Operations Management, Business Accounting, Economics, E-Business/E-Commerce, and related subjects. IJRBM is intended to be an outlet for theoretical and empirical research contributions for scholars and practitioners in the business field.

IJBRM establishes an effective communication channel between decision- and policy-makers in business, government agencies, and academic and research institutions to recognize the implementation of important role effective systems in organizations. IJBRM aims to be an outlet for creative, innovative concepts, as well as effective research methodologies and emerging technologies for effective business management

To build its International reputation, we are disseminating the publication information through Google Scholar, SemanticScholar, RePEc, IDEAS, J-Gate, Docstoc, Scribd, Slideshare, Bibsonomy and many more. Our International Editors are working on establishing ISI listing and a good impact factor for IJBRM.

The initial efforts helped to shape the editorial policy and to sharpen the focus of the journal. Started from Volume 14, 2023, IJBRM appears with more focused issues. Besides normal publications, IJBRM intend to organized special issues on more focused topics. Each special issue will have a designated editor (editors) – either member of the editorial board or another recognized specialist in the respective field.

We are open to contributions, proposals for any topic as well as for editors and reviewers. We understand that it is through the effort of volunteers that CSC Journals continues to grow and flourish.

IJBRM LIST OF TOPICS
The realm of International Journal of Business Research Management (IJBRM) extends, but not limited, to the following:

- Interdisciplinary Research Relevant to Business,
- Business Accounting
- Business Model and Strategy
- Case Studies
- Customer Relationship Management
- E-commerce, Collaborative Commerce and Net-enhancement
- Finance & Investment
- General Management
- Globalisation, Business and Systems
- Labor Relations & Human Resource Management
- Management Systems and Sustainable Business

- Business & Economics Education
- Business Law
- Business Processes
- Cross-Culture Issues in Business
- Decision Support and Knowledge-based Systems
- Economics Business and Economic Systems
- General Business Research
- Global Business
- Knowledge Management and Organisational Learning
- Management Information Systems
- Managing Systems

- Marketing Theory and Applications
- Organizational Behavior & Theory
- Production/Operations Management
- Public Responsibility and Ethics
- Strategic Management Policy
- Technologies and Standards for Improving Business
- Technopreneurship Management
- Value Chain Modelling Analysis Simulation and Management

- Modelling Simulation and Analysis of Business Process
- Production and Operations Systems
- Public Administration and Small Business Entreprenurship
- Strategic Management and Systems
- Supply Chain and Demand Chain Management
- Technology & Innovation in Business Systems
- Trust Issues in Business and Systems
- Value-based Management and Systems

CALL FOR SPECIAL ISSUES

IJBRM invites research scholars, scientists and students to address the latest issues and recent trends based on your research area by organizing special issues through the platform of IJBRM. Further details regarding who can organize special issue, how to organize and the terms of special issue organization can be access through the following links.

SPECIAL ISSUE GUIDELINES
https://www.cscjournals.org/editors/launch-special-issue.php

PROPOSE YOUR SPECIAL ISSUE
https://www.cscjournals.org/sm/si/step1.php

CONTACT INFORMATION

Computer Science Journals Sdn BhD

B-5-8 Plaza Mont Kiara, Mont Kiara

50480, Kuala Lumpur, MALAYSIA

Phone: 006 03 6204 5627
Fax: 006 03 6204 5628
Email: cscpress@cscjournals.org