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Social Capital in Bahia Clusters

By Dr. Murilo Barreto Santana, Risia Kaliane Santana De Souza, Amarildo José Morett, Andressa De Souza Santos Ferreira & Jeferson Santos De Santana
Universidade Estadual de Santa Cruz

Abstract- This paper aimed to assess the impact of social capital on the performance of clusters in the state of Bahia, Brazil. Through bibliographic and documentary research, it was possible to achieve the desired objective. It was evident that the most developed clusters in Bahia are found in regions with good levels of social capital. The operationalization of social capital results in cooperation processes that have a direct influence on the performance of the agglomerations of companies. It is concluded that social capital is a decisive factor for the development of clusters.

Keywords: social capital, clusters, bahia, brazil.

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SOCIALCAPITALINBAHIACLUSTERS

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Social Capital in Bahia Clusters

Dr. Murilo Barreto Santana [α], Risia Kaliane Santana De Souza [σ], Amarildo José Morett [ρ], Andressa De Souza Santos Ferreira [Ѡ] & Jeferson Santos De Santana[¥]

Abstract- This paper aimed to assess the impact of social capital on the performance of clusters in the state of Bahia, Brazil. Through bibliographic and documentary research, it was possible to achieve the desired objective. It was evident that the most developed clusters in Bahia are found in regions with good levels of social capital. The operationalization of social capital results in cooperation processes that have a direct influence on the performance of the agglomerations of companies. It is concluded that social capital is a decisive factor for the development of clusters.

Keywords: social capital, clusters, bahia, brazil.

I. Introduction

The economies of agglomerations have their bases in the joint work of firms, institutions, and infrastructure present in a given location and which generate economies of scale and scope (Marshall, 1982). These savings would come from stimulating the growth of labor markets and training centers; the advanced exchange between suppliers and local consumers, common infrastructure, and other localized externalities.

Any type of cluster works to encourage cooperation between the actors, under penalty of not achieving important proposed objectives. A group of companies is not able to develop without the existence of engagement and contribution from members in sharing information and resources. And, the encouragement of cooperation depends, to a great extent, on the levels of social capital. As stated by Putnam (2002), social capital refers to characteristics of social organization that generate coordinated actions and are capable of increasing the efficiency of a given location.

Specifically, in Bahia it is possible to find several clusters from different economic sectors, such as the companies of clothing companies, information technology, tourism, and fruit growing. The state has group of companies in all its territories of identity and with different levels of development. Based on what has been described, this paper intends to analyze the influence of social capital on the development of clusters in Bahia.

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II. Social Capital

The concept of social capital is recent, and does not have a watertight definition. Still, in the exploration phase, the concept has permeated some theories and has been very important in the construction of research around the world. Albagli and Maciel (2002) justify that the reason for exploring this concept is due to the relevance of building definitions that reflect the complexity and the interrelationship of different faces of human intervention.

Authors have contributed to research on social capital, such as Jhon Durston, Douglas North, and Mark Granovetter. However, the literature refers to three authors as the most expressive, cited, and with the greatest contributions to the topic of social capital: Pierre Bordieu (1980), James Coleman (1990), and Robert Putnam (2002). Bordieu (1980) carried out an orderly modern pioneering analysis of social capital, focusing on reproduction tactics or changing dispositions in the social structure. The author adds to the examination of social capital the notion of conflict between the participants in an agglomeration. In turn, Coleman (1990) establishes a link between the theory of rational choice and social relations in the development of humans and also social capital.

Despite various contributions, only Robert Putnam, based on a 20-year study in Third Italy, unveiled some issues related to social capital. The author, considering the Italian context, sought to understand distinctions of civic engagement and effective regional governments between the Center-North and South Italy, considering the different levels of social capital (Albagli and Maciel, 2003).

Putnam sought to answer, based on the contrasts found between regions in Italy, why the same type of institution would perform so differently in different social contexts. The author's research revealed that the social context and history deeply affect the performance of institutions and institutional history tends to evolve slowly. Also, considering political stability or good governance, social capital is capable of having more importance than physical or human capital (Putnam, 2002).

In Putnam's view (2002), social capital refers to characteristics of social organization capable of improving society's efficiency and facilitating coordinated actions, such as trust, norms, and systems. Opportunism and other problems of working together are overcome through a broader social context. Thus, when the community already has a stock of social capital, voluntary cooperation becomes easier.

The researcher also believes that the principles of civic participation conceive an intense horizontal exchange, and as the principles are developed, the likelihood that individuals in that community will cooperate for mutual benefit increases. Therefore, social capital stimulates the performance of the government and the economy and not the other way around. "Strong society, strong economy; strong society, strong state". (Putnam, 2002, p. 85).

There is an important relationship between social capital and agglomerations. This relationship is based not only on the involvement of companies, but on other types of actors such as government agencies, associations, research, education and training institutions. (Albagli and Maciel, 2002). Social capital, in this sense, can represent an factor in cooperative interaction for local development. Thus, it is considered an instrument in the performance of clusters.

There is, therefore, the importance of the existence of social capital in the formation of clusters of companies. In the presence of levels of social capital tends to facilitate and promote cooperation between the entrepreneurs participating in the networks. The interaction practiced by the entrepreneurs, which includes levels of social capital, is revealed as a aspect in the instrumentalization of a cluster, being of fundamental importance in its constitution and development.

III. Social Capital of Bahia Clusters

As a way of reaching the results foreseen for this study, bibliographic means (texts by renowned authors) and documentary means (minutes, regulations, agreements of the clusters) were used. The data examined through content analysis.

The research revealed that there is a relationship between the levels of social capital and the constitution of clusters in Bahia. The levels of social capital would be associated with the engagement of entrepreneurs, government entities, unions, associations, universities, and research centers.

It is possible to observe different levels of social capital and engagement in the clusters of Bahia. The group of companies that managed to reach more stages of development were precisely those that notably had better levels of social capital and developed a number of interactive activities. In this sense, the Clothing and Information technology clusters stand out, both located in the Metropolitan Region of Salvador, the capital of Bahia.

Bahia presents different territories of identity where representations of clusters exist. There is a contrast between the more developed territories (metropolitan region) and less developed territories (interior of the state). The research shows that, as described by Putnam (2002), the social context and history conditioned the performance of the institutions. Thus, the state of Bahia has the most developed clusters in regions that have levels of social capital.

The aspects of the social capital related to social organization would have influenced the performance of more developed clusters. In these clusters, transactions took place with less opportunism and more cooperation. The companies became more involved, and the group of companies started to be supported by governmental and non-governmental entities. In addition, it encouraged entrepreneurs to develop collective actions that benefited the clusters, but also the regions involved.

Thus, cooperation between entrepreneurs represents an characteristic in the construction of cooperative activities in a cluster. And joint activities, considering the case of Bahia, depended to a large extent on the social capital involved. The regions of Bahia that had levels of social capital stimulated and promoted the economic activities of the clusters.

IV. Final Considerations

To assess the impact of social capital on the performance of agglomerates in Bahia, research has shown that the most economically developed groups of companies in Bahia are also those with the highest levels of social capital. In other words, social capital translates as a relevant aspect for the formation and development of clusters.

It is undeniably proven what the literature says about social capital. It is decisive in the success or failure of the clusters. In the case of Bahia, it was no different. The still limited economic results of many groups of companies reflect, even, the insufficient levels of social capital of the regions.

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Peasant Organizations in Mexico: Mirrors of the Milpa

By Lorena Paz Paredes

Abstract- In this paper we analyze the trajectories of forestry, coffee-growing and apiculture cooperatives in South and South-East Mexico, emphasizing that in spite of being sectorial, these are multi-active organizations. We use the concept *milpa* (a traditional polyculture)[1] as a paradigm referred to the harmonic coexistence of diversity to assert that rural collectives that followed the path of pluriactivity are better prepared to face fluctuations in the market of agricultural goods and climate disasters than those specialized in a single crop. We show how these organizations have learned from the diversification strategies of their associates' families, who, in addition to the annual crops and plantations, make the most of their backyards to grow new crops and raise small animals, and also look for work opportunities outside the farm. These families – and the cooperatives that attempt to mirror them – make *milpa* both literally and metaphorically, resulting in the improvement of organizational democracy and family wellness.

Keywords: milpa, peasant organizations, diversification, specialization, organizational democracy, family wellness.

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PEASANTORGANIZATIONSINMEXICOMIRRORSOFTHMILPA

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Peasant Organizations in Mexico: Mirrors of the Milpa

Organizaciones Campesinas En México: Espejos De La 'Milpa[1]

Lorena Paz Paredes

Resumen- En este ensayo se analizan trayectorias cooperativas forestales, cafetaleras y apícolas del sur-sureste de México, destacando su carácter sectorial, pero también multiactivo. Se usa como paradigma el concepto 'milpa' (policultivo tradicional), referido a la convivencia armónica de lo diverso, para argumentar que los colectivos rurales que han avanzado por la senda de la pluriactividad están mejor preparados frente a fluctuaciones del mercado de productos agrícolas, y desastres climáticos, que aquellos especializados en un solo cultivo como la empresa privada. Además mostramos cómo éstas organizaciones han aprendido de las estrategias familiares diversificadas de sus asociados, quienes además de siembras anuales y plantaciones, aprovechan sus traspatios para nuevos cultivos y crianza de pequeños animales, y buscan oportunidades laborales extrafinca. Estas familias 'hacen milpa' en un sentido literal y metafórico, y las cooperativas que intentan imitarlas, también lo hacen, mejorando la democracia organizativa y el bienestar de sus asociados.

Palabras clave: milpa, organización campesina, diversificación, especialización, democracia organizativa, bienestar familiar.

Abstract- In this paper we analyze the trajectories of forestry, coffee-growing and apiculture cooperatives in South and South-East Mexico, emphasizing that in spite of being sectorial, these are multi-active organizations. We use the concept *milpa* (a traditional polyculture)[1] as a paradigm referred to the harmonic coexistence of diversity to assert that rural collectives that followed the path of pluriactivity are better prepared to face fluctuations in the market of agricultural goods and climate disasters than those specialized in a single crop. We show how these organizations have learned from the diversification strategies of their associates' families, who, in addition to the annual crops and plantations, make the most of their backyards to grow new crops and raise small animals, and also look for work opportunities outside the farm. These families – and the cooperatives that attempt to mirror them – make *milpa* both literally and metaphorically, resulting in the improvement of organizational democracy and family wellness.

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Keywords: milpa, peasant organizations, diversification, specialization, organizational democracy, family wellness.

I. Introduction

Las familias campesinas de México, como las de casi todo el mundo, desarrollan múltiples actividades. En parte porque la necesidad obliga y en parte porque no depender de un solo producto, un solo ingreso, un solo mercado ha resultado una buena estrategia para capotear crisis comerciales y desastres naturales. Y la diversidad de actividades se incrementa en tiempos de neoliberalismo cuando las hostiles circunstancias obligan a que todos: hombres y mujeres, jóvenes, niños y viejos, aporten algo a la sobrevivencia del núcleo doméstico que pretende seguir siendo campesino.

Así, las y los pequeños productores del campo hacen siembras anuales y atienden plantaciones, pero también utilizan el entorno de la vivienda para cultivar hortalizas y frutales además de criar pequeñas especies. Quienes lo tienen, aprovechan el bosque, y unos cuantos disponen de potreros donde mantienen algunas cabezas de ganado mayor. A esto se añade, con frecuencia, la hechura de artesanías y el pequeño comercio. Si no queda más remedio, algunos miembros de la familia se emplean por un jornal, a veces en la región y otras en lugares lejanos desde donde envían remesas monetarias. Y, hay que decirlo, en los tiempos recientes bastantes campesinos se ven empujados a sembrar estupefacientes y algunos jóvenes- demasiados- se dejan seducir por el narco o son forzados y se enrolan en otras actividades ilícitas.

En cambio, las organizaciones campesinas económicas, aquellas que nacen como empresas asociativas, generalmente para comercializar las cosechas, tienden a especializarse porque así lo exigen los requerimientos del mercado. Ser tan eficientes y competitivas como las empresas privadas, es la condición necesaria para que los agremiados retengan excedentes económicos de los que antes se apropiaban compradores, usureros o 'coyotes', y para eso pareciera que hay que dedicarse a una sola cosa y hacerlo bien.

[1] La milpa es un policultivo tradicional campesino que combina la siembra de maíz entreverado con calabacitas, frijol, habas, tomatillo, chiles, chayotes y todo tipo de quelites. En este artículo se hace un uso metafórico del concepto milpa, alusivo a la convivencia armónica de lo diverso, paradigma de un modo de vida campesino.

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Pobre desempeño tendrían las organizaciones asociativas que se mueven en el mercado, si no aprendieran de las empresas privadas a calcular el costo-beneficio y el flujo de efectivo, a acelerar la rotación del capital, a prevenir la reposición de los equipos, a precaverse de la fluctuación de los precios, a abatir costos administrativos, a no descapitalizarse, a generar utilidades… Las empresas asociativas campesinas tienen que ser buenas empresas. Pero a ellas no les basta ser viables como negocio, han de procurar también el bienestar de sus socios. Buen vivir campesino que tiene que ver con los ingresos monetarios pero va más allá de lo económico.

Y cuando lo que se quiere es la integridad de la vida, se concluye fácilmente que la especialización es una estrategia limitada, pues siendo importante mejorar los resultados económicos de una actividad productiva comercial, es del todo insuficiente si de lo que se trata es de procurar el bienestar de las y los asociados. Agremiados que no son accionistas rústicos de sombrero y huarache, o de huipil y falda, sino familias en las que se fusiona producción y consumo. De modo que bien puede suceder que lo que ganan vendiendo en colectivo sus cosechas, lo pierdan al comprar desorganizadamente sus insumos o sus bienes de consumo.

Además de que el bienestar de la familia no se relaciona únicamente con un buen balance económico, sino también con la disponibilidad de bienes y servicios: alimentación, salud, educación, vivienda, cultura… Aparte de dignidad, autoestima, reconocimiento, satisfacción por el propio trabajo.

Así las cosas, en la perspectiva de la multidimensional vida campesina, una empresa asociativa especializada exitosa puede ser un alivio, pero a la vez un logro muy parcial si las necesidades que satisface se confrontan con las muchas expectativas de las y los agremiados.

La disyuntiva pareciera apuntar entre agrupaciones campesinas sectoriales inspiradas en el modelo especializado de la empresa privada, o colectivos que espejean el polifónico mundo de la familia y la comunidad: la especialización que exige el mercado o la diversificación de la vida rural. Y que resultan una tensión, pero no una contradicción irresoluble. No cuando se adopta el paradigma implícito en el cultivo campesino por excelencia: no cuando se hace *milpa*.

¿Y qué es la *milpa*?

> "… la milpa es diversidad: en la milpa se hacen compañía el maíz, el frijol, el chícharo, las habas, la calabaza, el chile, el chayote, el tomatillo, la papa, los quelites, los árboles frutales, el nopal, los magueyes, así como insectos y animales de todo pelaje y plumaje. A diferencia de los uniformes maizales, las milpas son abigarrados policultivos.... Los mesoamericanos no sembramos maíz, los mesoamericanos hacemos milpa. Y son cosas distintas, porque el maíz es una planta y la milpa es un modo de vida." (Bartra, 2014: 31)

En este trabajo se narran algunas experiencias de colectivos campesinos e indígenas del sureste de México que han avanzado por la senda de multiactiviadad, emulando a la milpa, unos con más oportunidades y tino que otros, y todos, comprometidos en mejorar la vida familiar de sus agremiados.

II. Caminos de la Diversificaciónen la Frailesca Chiapaneca

A fines del siglo pasado y principios del nuevo milenio, en la región conocida como La Frailesca, que se ubica al sur de Chiapas, en la zona de amortiguamiento de las Reservas de la Biósfera de El Triunfo y La Sepultura, un ecosistema rico en biodiversidad y privilegiado para la producción de un excelente café de altura, nacieron varias organizaciones de pequeños y medianos productores de ese grano aromático.

Son agrupamientos integrados por caficultores campesinos que conviven con finqueros extranjeros llegados a fines del siglo XIX, quienes establecieron ahí enormes plantaciones y grandes beneficios del grano aromático, así como ostentosas casas señoriales y cerca de ellas precarias viviendas para los mozos. (Cobo y Paz Paredes, 2014: 81).

Los trabajadores, a quienes al principio el finquero dejaba que sembraran milpa en parcelitas prestadas llamadas 'pegujales'[2], después de la Revolución de 1910 empezaron a cultivar también café en terrenos marginales y periféricos a la gran plantación. Tierras que el patrón les indujo a comprar creando así un cinturón de campesinos dependientes e incondicionales que no solo le vendían a cualquier precio lo que cosechaban, sino que lo defendían de posibles solicitantes o invasores.

Casi una centuria después, los pequeños caficultores de la zona -muchos de ellos descendientes de aquellos mozos o peones- comenzaron a organizarse para comercializar su café, ya no con el finquero que con frecuencia les pagaba en especie con productos del equivalente de la vieja tienda de raya[3], sino directamente y en mejores condiciones.

[2] Durante la Colonia y hasta la revolución de 1910, los hacendados entregaban pequeñas fracciones de terreno a sus trabajadores permanentes llamadas 'pejugales' donde la familia de los peones cultivaba milpa para su autoconsumo.

[3] Las tiendas de raya de las haciendas mexicanas tuvieron su auge durante el siglo XIX y principios del XX. Los peones y trabajadores estaban obligados a comprar en éstas, comestibles, aguardiente, ropa y calzado a cambio de vales de crédito, con los que el patrón les pagaba un salario simbólico. Tales establecimientos fueron un eficaz mecanismo para mantener a los peones y sus familias eternamente endeudados y comprometidos a trabajar para el pago de la deuda.

Ya organizados, y apoyándose en la experiencia de otras agrupaciones cafetaleras de la entidad, los pequeños caficultores de La Frailesca emprendieron la exportación directa a través de Sistema de Comercio Justo, que paga mejores precios que el mercado convencional pero exige calidad y cuidado medioambiental. Por eso también iniciaron la reconversión productiva de sus plantaciones a sistemas orgánicos de café de sombra; modos de cultivo amigables con la biodiversidad y muy distintos de las plantaciones a pleno sol que acostumbran los finqueros.

En este escenario nacieron agrupaciones como Campesinos Ecológicos de la Sierra Madre de Chiapas (Cesmach) en 1994, *Comon Yaj Noptic* en 1995, la SSS Organización de Productores de Café de Ángel Albino Corzo (OPCAAC); poco después Indígenas y Campesinos Ecológicos de Ángel Albino Corzo (ICEAAC); la Organización Regional de Productores Agro-ecológicos (ORPAE) en 1998; Triunfo Verde en 2000 y la Unión Ramal Santa Cruz en 2001. (Cobo y Paz Paredes, 2014: 86)

Siguiendo los pasos de Cesmach, que fue la primera, el resto de las organizaciones regionales emprendieron la batalla por librarse de los acaparadores. Y para sobrevivir a la competencia de grandes compradores nacionales como Cafés California y Agroindustrias de México S.A. (AMSA), y de compañías trasnacionales como *Starbucks Coffee Company,* tuvieron que mejorar e integrar sus procesos productivos; desde la atención a las huertas y el cuidado de las cosechas, pasando por el procesamiento del grano y la comercialización. Lo que demandó capacitarse, adquirir habilidades, armar sólidos equipos de asesores y coordinarse con otros agrupamientos campesinos.

A pesar de que organizarse y vender directamente su cosecha, trajo indudables beneficios a los caficultores, la vida de las familias campesinas siguió siendo precaria pues lo que aventajaban en un mercado lo perdían en otros. Y es que, como la mayoría no dispone de terrenos para cultivar maíz y por estar en un área natural protegida[4] no seles permite desmontar para hacer milpa, los caficultores se veían obligados a comprar el grano, un producto que consumen en abundancia tanto ellos como las familias de cortadores provenientes de Guatemala que vienen a las pizcas o cosechas de café. Y lo adquieren de comerciantes que abusan de la necesidad de los consumidores y de lo remoto e intrincado de la serranía, para venderlo extremadamente caro. Y de esta manera los caficultores de La Frailesca acababan perdiendo en la compra de alimentos básicos gran parte de lo que habían ganado en la comercialización de su café.

Por este motivo, varios grupos se propusieron abrir un centro de abasto y hacer compras de maíz en común, mientras que otros empezaron a experimentar siembras maiceras intercaladas con frutales en terrenos semiplanos o con pendientes moderadas.

De este modo, las organizaciones que al principio miraban principalmente hacia afuera en busca de mercados internacionales con mejores precios, tuvieron que mirar también hacia adentro y reconocer que para mejorar la economía -y la vida- de su gente no bastaba con aumentar los valores agregados de la producción y abrirse paso en mercados favorables, había que tomar en cuenta otras necesidades y otras carencias. Y aprovechar recursos locales naturales y económicos, tanto para cultivos tradicionales mejorados como en opciones ventajosas de mercado. Es decir, empezaron a diversificarse.

Cesmach fue la primera agrupación en abrirse a otras actividades distintas a las cafetaleras. Una decisión acertada y a la postre exitosa, pues las y los asociados se aventuraron a explorar nuevas posibilidades cuando ya habían creado una empresa colectiva de café, eficiente y bien posicionada en los mercados internacionales.

Desde el año 2000, Cesmach, además de operar un centro de abasto que comercializa bienes de la canasta básica[5], promueve proyectos comunitarios de siembra de frutales, granjas de traspatio y huertos familiares dirigidos a mejorarla economía doméstica y la alimentación familiar y comunitaria.

Emprendimientos que refuerzan en el 2007, con el objetivo de aliviar los daños a la población ocasionados por del paso del huracán *Stan*, que en La Frailesca desgajó cerros, arrasó viviendas y tumbó cafetales, provocando desolación, pobreza y hambre.

Para ayudar a sobreponerse al infortunio, Cesmach impulsa programas de desarrollo comunitario que mejoren la economía y la vida familiar de los socios: apoyo a la producción de autoconsumo, atención a la salud, fondos de ahorro y préstamo, entre otras. Labores que en algunos casos ya realizaban las mujeres en pequeña escala, pero que ahora se potencian al ser promovidas por la organización mediante recursos propios y a veces gestionando

[4] Las Áreas Naturales Protegidas (ANP) están dedicadas a la protección y conservación de la biodiversidad, amparadas en la Ley General del Equilibrio Ecológico y Protección al Ambiente, cuyo reglamento restringe o prohíbe las actividades agropecuarias, forestales, pesqueras y otras, en dichas áreas. Se promulgó en 1988 y fue modificada y adicionada en 1996, 2011, 2013 y 2018.

[5] La canasta básica se compone de 23 productos, entre otros: maíz, frijol, arroz, azúcar, harina de maíz, aceite vegetal, atún, sardina, leche en polvo, chiles, café soluble, sal de mesa, avena, pasta para sopa, harina de trigo, chocolate en polvo, galletas dulces y saladas, lentejas, jabón de tocador y detergente, etc.

apoyos gubernamentales y de la cooperación internacional.

Todo ello sin descuidar la atención altamente especializada a la cadena del café. Empeño en el que se enlazan Cesmach, La *Common Yac Noptic* y Triunfo Verde, emprendiendo conjuntamente el establecimiento de una moderna planta de beneficiado seco, otra de abonos orgánicos para las huertas y un vivero regional de cafetos. Sin duda el ensamble de voluntades y recursos requirió un enorme y especializado esfuerzo. Y es que para estos colectivos la caficultura sigue siendo el centro de su acción económica.

Pero es el sostenimiento de la vida familiar y comunitaria, combinando múltiples labores e ingresos para satisfacer necesidades también diversas: empleo, ingreso, seguridad, alimentación, salud… lo que hace latir el corazón organizativo de estos acuerpamientos en La Frailesca.

III. Diversificación en el Sureste

Más jóvenes y a veces menos experimentadas que las de La Frailesca, algunas agrupaciones agroforestales del sureste también 'hacen milpa', marchando por el camino de la diversificación.

Vocación de pluriactividad que se puso de manifiesto a principios del 2016, en talleres en los que intercambiaron experiencias más de veinte organizaciones de Oaxaca, Chiapas, Tabasco, Campeche, Yucatán y Quintana Roo.[6] Encuentros donde asociaciones sectoriales especializadas reflexionaron sobre las estrategias familiares diversificadas de sus socios, buscando con ello hacer más visible dicha pluralidad y a la vez explorar las posibilidades de potenciar algunos de sus múltiples emprendimientos. El punto de partida era la convicción de que la necesaria especialización de las organizaciones las había llevado a perder de vista y desestimar tanto los múltiples saberes y capacidades de los socios, como a subutilizar recursos naturales y oportunidades económicas del entorno. Lo que era un riesgo cuando el cambio climático incrementaba las incertidumbres agroecológicas de los cultivos especializados, y lo errático de los mercados hacia zozobrar los precios de las materias primas agrícolas.

En un taller realizado en Quintana Roo, por ejemplo, los representantes de organizaciones forestales se percataron de que al especializarse sólo en el aserrío de madera, subutilizaban otros recursos del bosque que podían ser valorizados de la forma como lo hacen algunas familias de la zona. Tal es el caso de los socios de La Unión Carbón Vegetal y Biodiversidad, de *Calakmul*, quienes para hacer carbón aprovechan el ramerío y la madera muerta de los acahuales[7], con lo que además de prevenir incendios, diversifican el uso de la materia natural mediante una buena práctica que abre oportunidades a colectivos forestales mayores, dedicados exclusivamente al corte y venta de madera.

La Alianza Selva Maya de Quintana Roo, integrada por varios ejidos forestales, se propuso agregar valor y extender sus cadenas productivas, pasando del sólo corte y venta en rollo, al aserrío de las trozas y secado de las tablas y tablones. Con lo que más adelante podría echar a andar una fábrica de muebles, abriendo nuevas fuentes de trabajo a los jóvenes de la comunidad. Porque, sucede que en esta zona no sólo se desaprovechan los recursos forestales, sino también las capacidades de jóvenes y mujeres. Por esto la Sociedad de Productores Forestales Ejidales de Quintana Roo está entrenando a muchachos y muchachas para que con base en planes de ordenamiento territorial identifiquen en el territorio lagunas, vestigios arqueológicos, lugares de fauna silvestre y de flora, con el fin de crear pequeñas empresas turísticas. En ésta línea, la Sociedad Forestal, que se ubica en el centro-sur de Quintana Roo, también explora la posibilidad de comercializar cultivos familiares de las y los socios en restaurantes ubicados al norte, hacia la zona turística de Cancún. Para ello están impulsando una empresa integradora con protagonismo de mujeres.

Un buen esfuerzo de diversificación productiva que desata sinergias, es el que promueve la Unión 20 de Junio "Malcolona", del municipio *X'pujil,* entre familias establecidas en tierras sin vocación agrícola ubicadas en el Corredor Biológico de Campeche, *Calakmul-Bala'anK'aax*. Ahí, de lo que se trata es de impulsar viveros familiares para hacer planta y reconvertir a pimienta bajo sistema agroforestal, las siembras de maíz que hoy están en tierras no aptas, para después procesar el condimento, que al ser orgánico podría certificarse y venderse con una marca propia.

La combinación de apicultura, producción de pimienta y actividades silvopastoriles se ha mostrado como una buena opción tanto productiva como de empleo. Y es que las abejas, que se alimentan de la flor de la pimienta cuyas plantaciones son susceptibles de aprovechamiento pecuario, además de generar buenos ingresos con su miel, favorecen la polinización y resguardan el hábitat de la fauna silvestre en riesgo de

[6] En 2016, el Instituto de Estudios para el Desarrollo Rural 'Maya' A.C. (del que la autora es socia investigadora) llevó a cabo talleres de capacitación e intercambio de experiencias organizativas, con agrupaciones campesinas e indígenas que desarrollaban proyectos en el Sistema Productivo Sostenible y Biodiversidad de la Comisión Nacional de la Biodiversidad (Conabio), institución del gobierno federal.

[7] Los acahuales son zonas de vegetación secundaria y madera delgada. Son áreas que apenas están recuperándose, después de haberse utilizado como terrenos agrícolas o ganaderos.

extinción como el tigre y el tapir. Todo en un agroecosistema virtuoso, que se asemeja a la 'milpa', aunque es una alternativa al contraindicado cultivo de maíz.

Para colectivos que nacieron en torno a una actividad agrícola o forestal, no es fácil diversificarse pues significa experimentar, correr riesgos y sobre todo incursionar en ámbitos productivos para ellos inéditos y en escenarios comerciales que no conocen y que por lo general controlan unas cuantas grandes empresas.

Apostar por el modelo 'milpero', es complicado y es posible fracasar. Sobre todo cuando hay plagas por cambios climáticos, caídas de precios en el mercado, que amenazan con arruinar a los productores especializados. La paradoja es que no hacer 'milpa' en absoluto, tampoco garantiza la permanencia de la organización, ni el beneficio y lealtad de sus agremiados.

IV. Hacer Milpa: Un Modo de Pensar, de Vivir, de Organizar...

Una experiencia organizativa en la que se ha logrado combinar con éxito la diversificación de actividades y funciones con la especialización, atendiendo con eficacia múltiples necesidades de los socios y de la comunidad, es la Unión de Cooperativas *Tosepan Titataniske* que hoy tiene socias y socios en más de 400 comunidades de 29 municipios de la sierra nororiental de Puebla y de Veracruz.

La gente de la *Tosepan* vive en una región montañosa, quebrada y con malos caminos. Una serranía extremadamente húmeda porque en verano llueve a torrentes y en invierno hay nortes y llovizna. Los campesinos de la sierra tienen por lo general parcelas de menos de una hectárea en tierras quebradas donde coexisten diminutas huertas de café (de menos de una hectárea) y milpas pobres, de modo que la mayoría debe comprar maíz y otros alimentos de consumo básico y buscar ingresos adicionales a los que deja la caficultura.

Desde mediados del siglo pasado se extendieron los cafetales por esta serranía, pero fue hasta los años setenta del siglo XX cuando llegó el Instituto Mexicano del Café (Inmecafé),[8] que se multiplicaron las huertas campesinas. Una década más tarde, además de grano aromático empezaron a sembrar árboles de pimienta, que antes eran solo silvestres. Hoy, en muchas de las pequeñas huertas además de café y pimienta, hay vainilla, mamey, naranja y otros cítricos.

V. Diversificar y Especializar

La Tosepan no nació tan pluriactiva como lo es ahora, fue diversificándose poco a poco, en la medida en que se percataba de los riesgos que conlleva apostar todo a un solo producto. Así, cuando empezó a acopiar y comercializar café, por un tiempo se concentró en este cultivo. Sin embargo en 1984, ocurrió una helada catastrófica que daño casi todos los cafetales. Ni la organización ni sus socios estaban preparados para enfrentarla, de modo que las familias campesinas se quedaron sin cosechas que vender y la Cooperativa, sin grano que acopiar.

En 1989, con el fin de los acuerdos económicos de la Organización Internacional del Café (OIC) entre países productores y consumidores, se acabó la regulación del mercado mundial del aromático y los precios se desplomaron como nunca antes (de 120 a menos de 50 dólares el quintal). Liberalización del mercado que se combinó con el retiro de la actividad por parte de los Estados nacionales. En México desapareció el Instituto Mexicano del Café (Inmecafé), que financiaba, acopiaba, beneficiaba y comercializaba el grano de los pequeños productores.

Un cooperativista recuerda ese año como uno de los más difíciles:

> En 1989 nos dimos cuenta de que no es bueno depender mucho de un solo producto. Y menos del café, que se vende en un mercado que no controlamos. Fue entonces cuando aprendimos que no hay que poner todos los huevos en la misma canasta. (Bartra, Cobo y Paz Paredes, 2018: 102)

Más adelante se presentaron dos grandes crisis de precios internacionales, la primera de 1990 a 1994, con una incipiente mejoría que termina en 1998, año en que tiene lugar una segunda crisis, con fuerte derrumbe de las cotizaciones, que se prolonga hasta 2004, cuando otra vez repuntan los precios.

A partir de entonces la *Tosepan* impulsa la diversificación de cultivos, con el fin de que la economía campesina no dependa tanto de las variaciones de los mercados. Así, promovió la agroforestería fomentando la plantación de árboles, frutales y de maderas preciosas como el cedro rojo y rosado y la caoba, al tiempo que impulsaba la producción de maíz, frijol, hortaliza. De esta manera la Cooperativa inicia un proceso de diversificación productiva, que fortalece tanto cultivos de autoconsumo -milpa y huertos de traspatio- como siembras comerciales. Estrategia que emula la diversificación practicada desde siempre por las familias campesinas para garantizar subsistencia,

[8] Institución del Estado o paraestatal creada en 1958. Durante varias décadas el Inmecafé promovió la caficultura campesina o del sector social, financiando, acopiando, beneficiando y comercializando el grano aromático de pequeños productores, hasta 1989, año en que se rompen los acuerdos entre países productores y consumidores, de la Organización Internacional del Cafè (OIC) que regulaban el comercio y los precios de café. En México se desmantela el Instituto del Café, igual que en otras regiones de América Latina, donde los Estados dejan de intervenir en la caficultura del sector social, reduciendo la función de sus organismos a la investigación agronómica, cuando no desaparecen.

generar ingresos y reducir riesgos. (Meza y Paz Paredes, 2014: 56).

Pero al hacerse más compleja la diversificación, las formas tradicionales de cooperación familiar y comunitaria resultan insuficientes. Al respecto explica un directivo de la Cooperativa:

> Al principio todos hacíamos de todo y todos colaborábamos de forma voluntaria, aportando nuestro tiempo como un servicio social para los compañeros. Pero conforme fueron avanzando los programas de la organización, el trabajo se hacía cada vez más especializado y nos obligaba a dedicarle más tiempo.
>
> Además de esforzarse más en la huerta, que ya era orgánica, y trabajar en el vivero, había que beneficiar el café y la pimienta, manejar las bodegas y su equipo, aquintalar el grano... Pero luego había que venderlo y para eso hacía falta que entendiéramos el mercado y siguiéramos los precios día y día.
>
> También tuvimos que enseñarnos a atender las tiendas del sistema de abasto. Más tarde hicimos una empresa constructora para mejorar los caminos de la región y aprendimos a administrar y operar maquinaria pesada. Luego hubo que capacitarse para manejar sistemas financieros de crédito y ahorro. Y así.
>
> Por todo esto nos hemos visto en la necesidad de aprender temas relacionados con la agronomía, con la ingeniería mecánica, con la administración, con la contabilidad, con las finanzas, con la computación... Y algunos hemos tenido que dedicar más tiempo a las actividades de la Cooperativa que a las familiares.(Entrevista a asesor en: Bartra, Cobo, Paz Paredes, 2014: 30).

Y concluyen que: "En ese camino hemos buscado un equilibrio entre diversificar dentro de un proyecto único y a la vez especializar, pues cada área requiere habilidades y conocimientos particulares. Nuestro principio es: diversifícate y especialízate" (Entrevista a asesor de la *Yeknemilis* A.C., 2014).

VI. Una Organización Campesina Que es Una Gran Familia

En la Unión todas las cooperativas llevan el apellido *Tosepan,* pues -dicen- son parte de una gran familia. Lo que aqueja a las personas y a sus comunidades -explican- también le duele a la organización. En esta región son muchas las carencias y rezagos de servicios básicos y comunicaciones. "Por eso la idea de organizarse -cuenta un asesor- siempre fue para resolver los problemas más apremiantes de la gente: trabajo, ingreso, caminos, vivienda, salud, educación… y no quedarse en uno sólo". (Entrevista a asesor de la organización, 2014)

La misión de las cooperativas *Tosepan* es atender necesidades familiares y comunitarias de modo integral, de manera milpera. Un buen ejemplo es el de la vivienda. Si un socio necesita rehabilitar su casa o construir una nueva, la idea es que el nuevo hogar sea digno y grato. Pero también sustentable, por lo que se instalan estufas ecológicas o fogones mejorados para gastar menos leña y aligerar el trabajo de las mujeres en la cocina, además de disminuir accidentes y enfermedades respiratorias. Las casas cuentan con canaletas donde se colecta agua de lluvia, y cisternas, baños secos y biodigestores para el tratamiento de aguas negras, que evitan la contaminación en lugares donde falta el drenaje. Y a la vez que se mejora o se construye una vivienda, en el traspatio se promueven siembras y crianza de animales. Así, la nueva casa conlleva varios beneficios: mejora el abrigo y a la vez protege la salud y facilita la comida.

Integrar todo esto en un hogar digno y sustentable, demanda la sinergia de varias cooperativas. La *Titanchiuaj* encargada del programa de vivienda, trabaja con la *Tosepantomin*, responsable de financiarle al socio la rehabilitación o construcción, con la *Tosepan Ojatsentekitinij* que aporta los materiales y con la *Tosepan Pajti* que promueve estufas ecológicas, huertas de traspatio y gallineros en los solares. Adicionalmente los promotores de la Cooperativa sugieren adecuaciones para aprovechar la energía solar, procesar los desperdicios, utilizar el agua de lluvia…

Todo ello supone la existencia de cooperativas diversas trabajando juntas; núcleos especializados pero articulados entre sí con estrechos lazos de colaboración que les permiten potenciar diferentes servicios que serían menos valiosos si los ofrecieran por separado.

> Sostener y hacer que funcionen bien cooperativas tan distintas-explica una promotora-ha requerido que nos capacitemos en muchos temas. Por eso asistimos a talleres, cursos, diplomados en el Centro de capacitación *Kaltaixpetaniloyan*. Y si hace falta nos asesoramos con expertos nacionales y extranjeros. La *Tosepan* ha sino nuestra universidad. (Bartra, Cobo y Paz Paredes, 2018: 55,56)

La estrecha coordinación no solo propicia sinérgias, también facilita el uso eficiente de los recursos humanos, naturales y financieros. Y es que tener una estrategia unitaria en la que se consensan decisiones y se democratizan responsabilidades, potencia los recursos, magnifica los resultados y evita que la diversificación se vuelva dispersión.

VII. Convivencia Milpera

En la Tosepan conviven mujeres y hombres, jóvenes, niñas, niños, indígenas y mestizos. Al principio predominaban los *náhuat* mezclados con algunos mestizos. Y en las asambleas sólo se oía el *náhuat* o *maseualtajtol*. Cuando la *Tosepan* se extendió hacia la zona totonaca, las asambleas de socios y mesas directivas se volvieron trilingües

Y es que una preocupación expresa de la Unión, es la valoración de la cultura indígena y el fortalecimiento de los lazos identitarios. Así, desde hace décadas, se promueve que niños y jóvenes aprendan a hablar y a escribir el *náhuat,* lengua que es el idioma madre en la escuela de la *Tosepan*. En cuanto a los hablantes del *náhuat* de mayor edad, se ha puesto énfasis en la dignificación y exaltación de la lengua: que sientan orgullo por dominar su idioma además del castellano. Para eso se fomenta que se hable el *náhuat* en los espacios públicos, y no sólo en la intimidad de la casa y con la familia como sucede frecuentemente con abuelas y abuelos, que lo callan en otros escenarios.

En muchos lugares -explica el coordinador del Centro de Capacitación *Kaltaixpetaniloyan*- a algunos hermanos les apena hablar su lengua. En cambio en la Tosepan es al revés, se avergüenzan los que no hablan *náhuat*.

> Casi siete de cada diez habitantes del municipio de Cuetzalan lo hablan, pero son más los adultos hablantes y menos los jóvenes, y muchos niños ya ni lo entienden. Por eso trabajamos fuerte para rescatar nuestros idiomas y costumbres.
>
> En la escuela *Kalnemachtiloyan* se educa a las nuevas generaciones en el orgullo de su lengua, y ya se hizo un diccionario y una gramática para enseñar a leer y a escribir en *náhuat* a la gente cooperativista…
>
> Antes alguna gente decía “Yo soy *náhuat*”, o “Yo soy *tutunakú*”, o “Yo soy de Cuetzalan”. Ahora también dicen: “¡Yo soy Tosepan!”. (Bartra, Cobo y Paz Paredes, 2018: 56, 57).

En la misma dirección ha marchado la Radio *Tosepan Limakxtum*, que transmite diariamente programas en *náhuatl* desde las seis de la mañana a las ocho de la noche. Y también se han rescatado expresiones culturales, históricamente negadas por una sociedad discriminadora y racista como la meztiza. Así por ejemplo, en la *Tosepan* se valora y fomenta el vestido, la cocina y los bailes tradicionales mediante ferias y muestras gastronómicas, exposiciones y celebraciones de danzantes, que se llevan a cabo en el Centro de formación *Kaltaixpetaniloyan* y en las diversas comunidades.

Otro elemento importante en pro de la identidad es el diálogo y la convivencia entre jóvenes y viejos. Los socios y directivos más experimentados -algunos fundadores de la organización- saben que si se quiere una Unión perdurable que no envejezca, es obligado formar a nuevas generaciones y dirigencias en los valores del cooperativismo.

> Queremos que haya una buena integración entre los que van entrando a la vida y las personas mayores -dice un directivo de la Unión- Que dialogando y compartiendo, unos aprendan de los otros, que se ayuden a valorar tanto las costumbres que vienen del pasado como las novedades que nos trae el presente, como lo que soñamos para el futuro. (Bartra, Cobo y Paz Paredes, 2018: 57)

“La ventaja es que como en la *Tosepan* hay tantas actividades-explica un promotor- los jóvenes pueden interesarse en la comunicación o en la agricultura orgánica; y aprenden y hacen apicultura de abejas meliponas junto con personas de la tercera edad; o son guías de ecoturismo, y llevan a los visitantes a las ruinas de *Yohualichan*, al vivero de la organización o a la huerta madre del *Kaltaixpetaniloyan*” (Entrevista, 2018).

En cuanto a niños y niñas, éstos se integran como pequeños ahorradores, y algunos como estudiantes de la escuela *Tosepan* donde se aprende en *náhuat* y castellano como segunda lengua. Y así todos y todas tienen cabida en la Unión, donde encuentran algo que aprender o que enseñar.

En cambio la equidad entre hombres y mujeres en la toma de decisiones y en la ocupación de cargos directivos, no ha avanzado tanto en la *Tosepan*, una milpa cooperativa que sigue siendo de mando mayormente masculino aunque casi siete de cada diez socios son socias. Ciertamente en las comunidades de la sierra hay algunas juezas de paz y mujeres que ocupan cargos en las cooperativas locales. Pero ser parte del equipo central de promotoras y llegar a las mesas directivas de sus cooperativas es algo que se han ganado a pulso. Y el hecho es que aún no tienen igualdad de representación con los hombres. ¿Por qué?

Igual que muchas otras agrupaciones campesinas e indígenas mixtas de nuestro país, las dirigencias de la *Tosepan* han sido históricamente masculinas. Lo cual no sorprende, porque la cultura nacional es jerárquica y patriarcal, de modo quelas mujeres son ciudadanas de segunda con menos derechos que los varones. Esta cultura en la que la diferencia sexual se ha naturalizado como diferencia social, está profundamente enraizada tanto en la ciudad como en el campo y también en los colectivos rurales que luchan por una vida mejor para todos… y todas.

En este tenor, vale la pena evocar que en los orígenes de la *Tosepan*, además de la lucha por abaratar el azúcar animada principalmente por las amas de casa, a fines de los años setenta del pasado siglo, en 1986 las mujeres conformaron una Comisión Regional de Artesanas y dos años después, cuando ya eran diez los grupos comunitarios, celebraron la primera Asamblea General de Artesanas, de la *Tosepan*, donde acordaron nombrar una representante por comunidad a la Comisión Regional. Con el tiempo, un grupo se separó y conformó una agrupación autónoma: la Sociedad de Solidaridad Social *Masehualsiuamej*

Mosenyochicauanij (Mujeres indígenas que trabajan juntas). Años más tarde la *Tosepan* y la Sociedad, volverían a encontrarse y a trabajar juntas en defensa de su territorio ante amenazas de mineras e hidroeléctricas.

La buena nueva para las mujeres de la sierra de Puebla es que la Presidencia del noveno Consejo de Administración de la Cooperativa fue ocupada por una mujer, Paulina Garrido Bonilla, lo que puede ayudar a la lucha por construir relaciones menos asimétricas entre ellas y ellos en el resto de las cooperativas. Y quizá- piensan algunas socias- esto abra la conciencia de los cooperativistas para ir tejiendo relaciones más equitativas, no sólo en la organización, sino también en la vida familiar. Las palabras de una promotora resultan muy elocuentes en este sentido:

> En *náhuat* a las labores que hacen los hombres se les llama *tetik,* y a las que hacen las mujeres se les nombra *chiualis*. Pero ahora muchas de nosotras también hacemos *tetik* y debería haber más hombres que igualmente hicieran *chiualis*. (Bartra, Cobo y Paz Paredes, 2018: 58).

Sin igualdad entre los géneros, coinciden las cooperativistas, el objetivo de alcanzar la vida buena, o *yeknemilis*, será pura retórica.

VIII. Una Milpa Democrática

La vitalidad de la *Tosepan* se explica, en parte, por la diversidad de actividades que desarrolla; un despliegue que incluye niños, jóvenes y adultos en un permanente diálogo entre generaciones. Pero también se explica por su capacidad de vivir cada vez más en las preocupaciones y el quehacer de las comunidades. Diálogo democrático entre generaciones y con las comunidades, que es el motor de la organización.

Y esto se llama democracia participativa. En la *Tosepan* las asambleas son el medio principal por el que socias y socios se mantienen informados, analizan sus problemas y les van encontrando solución. Cada mes se hacen asambleas en todas y cada una de las comunidades; y también en el Centro de formación, donde participan las mesas directivas de las cooperativas locales y de la propia Unión. Y una vez por semana se juntan promotores y promotoras, representantes de programas de trabajo y asesores.

> Desde que nos metimos a producir café y pimienta sin agroquímicos -explica un directivo de la Unión- los segundos domingos de cada mes asisten a la asamblea los representantes de los productores orgánicos. El tercer domingo participan los productores de miel virgen. El cuarto domingo nos reunimos los consejos de administración y vigilancia de la Unión y las mesas directivas de las 430 cooperativas comunitarias. Aparte, cada comunidad hace su asamblea mensual. (Bartra, Cobo y Paz Paredes, 2018: 59)

Y cada año se realiza una asamblea general a la que asiste gente de todas las comunidades de la Unión, de otros pueblos y de otras agrupaciones, así como amigos de la organización, colaboradores y periodistas.

De esta manera la *Tosepan* orienta sus esfuerzos en función de los requerimientos, las propuestas o las críticas de las cooperativas comunitarias. "Aquí obedecemos a las asambleas comunitarias", dice la presidenta del Consejo de Administración. Y el intercambio es de ida y vuelta, pues después de analizarlas y valorarlas, la asamblea regional regresa a las cooperativas locales las preocupaciones y propuestas que le hacen llegar. "Lo bueno de este sistema es que la gente de la comunidad no sólo se siente parte del problema -explica un asesor- sino también parte de la solución". Lo que significa que todos se hacen responsables de las decisiones y por tanto de los éxitos y de los eventuales fracasos. En la *Tosepan* los socios de base son activos, no beneficiarios o víctimas de decisiones cupulares.

Pero ¿qué debaten las asambleas comunitarias? Además de asuntos relacionados con el café, la pimienta, la miel, el abasto, la salud… que atañen a socias y socios, participa en las reuniones gente del pueblo que no es cooperativista, para tratarlos problemas que más les afectan, como la inseguridad, la falta de agua y otros servicios, y la organización de fiestas patronales. En la comunidad de Chilcuautla, por ejemplo, no tenían capilla para sus fiestas, en una de las asambleas se dijo que eso era lo principal y apoyados por la cooperativa, los pobladores se dieron a la tarea de hacer faenas y reunir fondos. Al poco tiempo inauguraron su capilla.

Desde el 2012 cada cooperativa local formula su plan anual, que al final del año es evaluado en asamblea, analizando los avances y las dificultades. Asuntos que se comparten con otras cooperativas locales en la asamblea regional.

Su intensa vida democrática es quizá la mayor diferencia entre *Tosepan* y otras agrupaciones rurales más preocupadas por hacerse de recursos públicos que por su cohesión interna y que por ello sucumben fácilmente a desavenencias y descalabros superables. También la *Tosepan* ha estado enfrentado problemas, pero hasta ahora ha podido superarlos gracias a su cohesión y solidez organizativa.

IX. Vasos Comunicantes

Esta gran familia, este mundo de socias y socios, de comunidades y cooperativas locales, esta milpa de múltiples actividades no podría existir sin vasos comunicantes, sin puentes y entramados -visibles unos y otros invisibles- entre todos sus componentes. Por esto, desde su fundación la *Tosepan* conformó un equipo de promotores encargado de enlazar, de interconectar a las mesas directivas de las cooperativas con las asambleas comunitarias.

La primera tarea de este equipo es mantener informadas a las cooperativas locales de los diferentes programas: ahorro, producción orgánica, salud… así como de lo que acontece en la organización y la región. Pero también deben recoger preocupaciones y propuestas de las comunidades y llevarlas a otros niveles de la organización. Y de este modo se tejen lazos entre cooperativas, directivos, socios, comunidades.

El equipo de promotores lo conforman principalmente hijas e hijos de cooperativistas elegidos en su localidad por su vocación de servicio comunitario. Son jóvenes que hablan *náhuat* o *tutunakú*, capacitados en el Centro de formación y capaces de dar orientaciones sobre cultivos nuevos, técnicas sustentables, aprovechamiento integral del cafetal o del traspatio, producción orgánica de alimentos, cajas de ahorro comunitarias, cuidado de la salud familiar… además de formar a los jóvenes y niños en los valores y principios del cooperativismo.

Además de capacidades administrativas y técnicas de cultivo, estos promotores aprenden a conducir asambleas, a escribir actas y orientan a quienes lo necesiten en la solución de problemas de diverso tipo. Pero no siempre fue así. En los primeros años, la asistencia técnica, por ejemplo, la daban extensionistas pagados por el gobierno. Después se fue conformando un equipo local, que al paso del tiempo floreció. En el 2002, cuando se conformó la Asociación civil *Yeknemilis*, ésta brindó capacitación y asistencia técnica al equipo de promotores. En la actualidad laboran en ese equipo más de 70 personas, y en algunas cooperativas como en la *Tosepan Pajti,* que se ocupa de la salud, la mayoría son promotoras.

Una promotora de la Cooperativa de ahorro y crédito *Tosepantomin*, hace un recuento de las obligaciones y compromisos que implica ser promotora:

> Un promotor o promotora, apoya a la asamblea comunitaria, levanta solicitudes de crédito, impulsa el desarrollo del pueblo. Aprendí que debe tener liderazgo, darse cuenta de las necesidades y a la vez motivar a la gente a que trabaje unida. Tiene que ser visionaria de lo que se requiere para mejorar la comunidad. Tener espíritu de servicio, ponerse en el lugar del otro o de la otra para entender lo que siente. Y es que en la *Tosepan* importa fomentar los valores del cooperativismo como la solidaridad y el trabajo en equipo. (Entrevista a promotora, 2018)

X. Milpa de Milpas

La Unión *Tosepan* es parte de una milpa organizativa mayor, la red de agrupaciones hermanadas desde hace décadas en la Coordinadora Nacional de Organizaciones Cafetaleras (CNOC). Pero en años recientes también forma parte de un amplio ensamble de grupos civiles, gremiales, culturales y ciudadanos avocados a la defensa el territorio serrano amenazado por megaproyectos hidroeléctricos, mineros, turísticos…

La *Tosepan* es parte de la Coordinadora Regional para el Desarrollo con Identidad (Cordesi) contrapuesta a proyectos de turismo depredador, así como al establecimiento en la región de grandes tiendas departamentales que arruinarían a los pequeños comercios.

Ante estas amenazas y en busca de certeza jurídica y protección legal contra ellas, se realizó de manera muy participativa un trabajo de Ordenamiento Territorial, del que es garante el Comité de Ordenamiento Territorial Integral de Cuetzalan (COTIC), instancia que reúne a representantes de las juntas auxiliares del municipio, profesionistas, asociaciones civiles, y organizaciones sociales como la Unión *Tosepan*. En 2010, gracias a este ordenamiento y al Comité que lo defiende y promueve, se logró que en Cuetzalan se prohibieran los megaproyectos industriales, mineros, hidroeléctricos o petroleros. Prohibición ratificada en Cabildo abierto en 2014.

La Unión Tosepan también participa en el Consejo *Tiyak Tlalli*, que agrupa a *náhuats* y *tutunakús* que luchan en defensa de sus lugares ancestrales amenazados por los grandes proyectos extractivos.

En 2014 el Consejo *Altepetajpianij*, integrado por *nahuats, tutunakús* y mestizos, en el que también participa la *Tosepan*, inauguróun nuevo cargo comunitario: el de Defensores del Territorio, responsables de vigilar por la integridad las tierras de los pueblos.

Y la historia sigue.

Parte importante del extenso milperío rebelde de las resistencias, la Unión de Cooperativas *Tosepan* es una multicolor milpa social que quizá anuncia un mundo donde no sólo la gente campesina sino todos y todas hagamos milpa.

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Preserve for Whom? The Contradictions in the Preservation of the Urban-Industrial Heritage in Campinas (SP)

By Rafael Roxo
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Abstract- In this article, we analyze the notion of cultural heritage within the process of production and restructuring of the city, understanding as historically urban and architectural interventions – both those that aim at the renewal of urban forms and functions as well as those with the purpose of preserving heritage and of the city's memory – are involved in the different periods. In this sense, the projects and actions carried out by the agents that produce the space in Campinas – the municipal government, businessmen (from the industrial, real estate, cultural, popular trade, among others), residents (old and new), institutions and political groups for the defense of heritage – show conflicts over the uses, functions and material and symbolic appropriation of the city.

Keywords: *urban-industrial restructuring; cultural heritage; urbanization.*

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Preserve for Whom? The Contradictions in the Preservation of the Urban-Industrial Heritage in Campinas (SP)

Preservar Pra Quem? As Contradições Na Preservação Do Patrimônio Urbano-Industrial Em Campinas (SP)

Rafael Roxo

Resumo- Neste artigo, analisamos a noção de patrimônio cultural no interior do processo de produção e reestruturação da cidade, compreendendo como historicamente as intervenções urbanísticas e arquitetônicas – tanto aquelas que objetivam a renovação das formas e funções urbanas quanto aquelas com a finalidade da preservação do patrimônio e da memória da cidade – estão implicadas, nos diferentes períodos. Nesse sentido, os projetos e as ações impelidas pelos agentes produtores do espaço de Campinas – o poder público municipal, os empresários (do ramo industrial, imobiliário, cultural, do comércio popular, dentre outros), os moradores (antigos e novos), as instituições e os grupos políticos de defesa do patrimônio – evidenciam os conflitos pelos usos, funções e apropriação material e simbólica da cidade.

Palavras-chave: reestruturação urbano-industrial; patrimônio cultural; urbanização.

Abstract- In this article, we analyze the notion of cultural heritage within the process of production and restructuring of the city, understanding as historically urban and architectural interventions – both those that aim at the renewal of urban forms and functions as well as those with the purpose of preserving heritage and of the city's memory – are involved in the different periods. In this sense, the projects and actions carried out by the agents that produce the space in Campinas – the municipal government, businessmen (from the industrial, real estate, cultural, popular trade, among others), residents (old and new), institutions and political groups for the defense of heritage – show conflicts over the uses, functions and material and symbolic appropriation of the city.

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¿Conservar para quién? Las contradicciones en la preservación del patrimonio urbano-industrial en Campinas (SP)

Resumen- En este artículo, analizamos la noción de patrimonio cultural dentro del proceso de producción y reestructuración de la ciudad, entendiendo como intervenciones urbanas y arquitectónicas, tanto aquellas que apuntan a la renovación de formas y funciones urbanas como aquellas con el propósito de preservar el patrimonio y de la memoria de la ciudad – están involucrados en los diferentes períodos. En este sentido, los proyectos y acciones llevadas a cabo por los agentes que producen el espacio en Campinas: el gobierno municipal, empresarios (del sector industrial, inmobiliario, cultural, popular, entre otros), residentes (antiguos y nuevos), instituciones y grupos políticos para la defensa del patrimonio: muestran conflictos sobre los usos, funciones y apropiación material y simbólica de la ciudad.

Palabras clave: reestructuración urbano-industrial; patrimonio cultural; urbanización.

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I. Introduction

The organization of a new urban morphology — with the growth of new closed lots divisions and consumption equipment for the elites and the middle-class —, occurred combined to the former inhabitants taking off and the appropriation of the historical centers by the low-income population, by informal and popular commerce. The economical devaluation of the historical center is referred by the press and by the government as mere degradation; when we may still consider that this devaluation situation is the one that allows its appropriation by low-budget layers.

Treated under the sign of degradation, the historical areas of the city has been suffering from several urban interventions in order to preserve their memories and their cultural heritage. In Campinas, the relative success of the interventions upon the City Market and old buildings of the local aristocracy evidence the positive side of the heritage preservation, associated to the cultural consumption of the city; on the other hand, the incorporation of the so called urban industrial heritage: the old industrial and railways installments, the workmen villages, among others, has evidenced the difficulties in attaining the preservation goals, such as the contradictions of such practice.

In the same time, the exaggerated fear of losing the identity referrals, generalized and enhanced by the press, the active action of the heritage managers and the attention of the real-estate and cultural entrepreneurs seem to overlap the diversity of social demands, or at least seem to reproduce a fragmented view of the social space processes, making it easy for the dominant ideologies dissemination.

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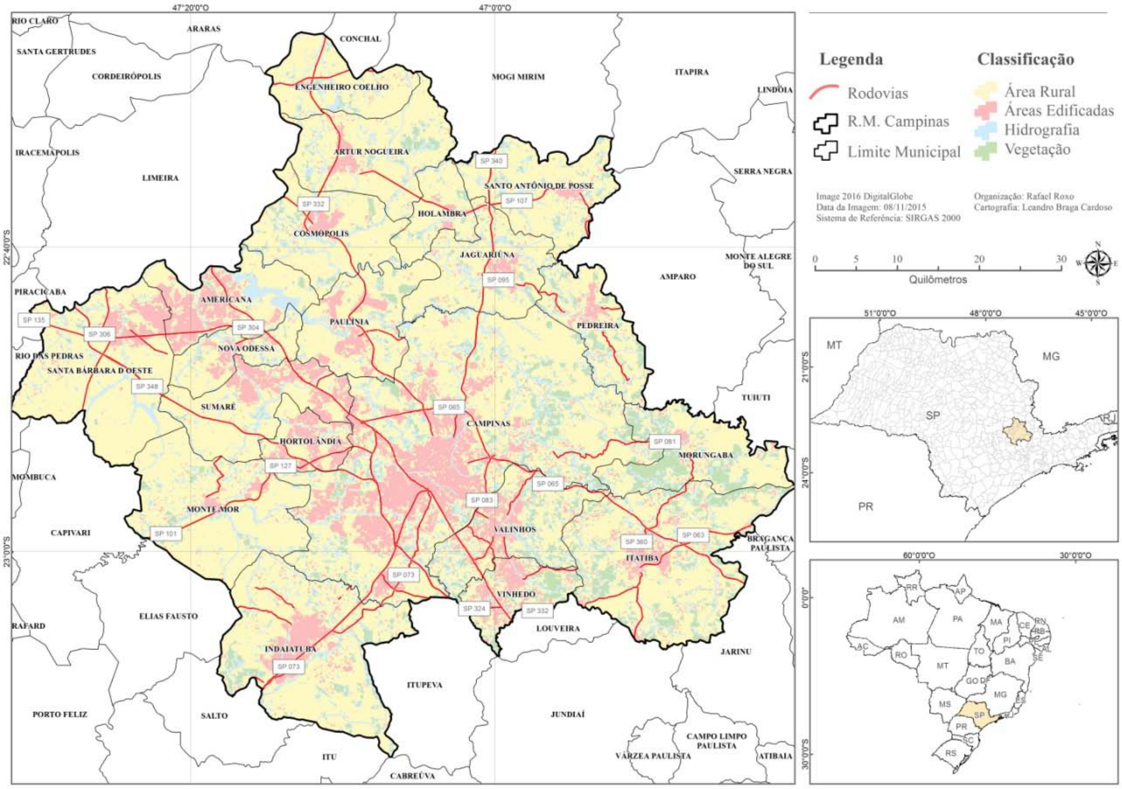
Our text will be divided in two parts. In the first one, we search to deconstruct the cultural heritage concept to the light of its historical interpretation, in order to point to its theoretical advances and practical limits. In the second part, we propose to explore an empirical case, in order to analyze the formation process and the conflicts in the preservation of the urban industrial heritage in Campinas - SP.



Map 1: Metropolitan Region of Campinas, São Paulo, Brazil

II. Cultural Heritage: Contradictions and Notes for a Space-Social Perspective

And nowadays who wants to remember? Who needs historical memory — the uprooted, the immigrant, the history-less. The one whose life had the meaning of the duration of time taken away, of the after-life endurance. The one that lives the lack of history, such as need and deprivation. Who? The elders and the young. The ones that do not have left whom to leave the fragment's memories, therefore, meaningless. These, because they don't have what to inherit… Both doomed. One, to the task that, in the end of the life, looks meaningless (the fruits of the labor are out of their hands and of their lives; they are somewhere else). The remaining memory is not of the construction: it is of the products, as it would say Lefebvre, of the tools, of the streets and of circulation paths. The other, doomed to the emptiness of the lack of a job, of a place, of perspective — remaining and prematurely excluded (MARTINS, 1992, p.17).

For whom to preserve? Is it a question that implies to enquire what is the local communities' involvement in the preservation and what use do they do of the cultural heritage? In national scale, where it really happens a "heritage democratization" or is it about more of the political decentralization and its fragmentation in new heritage specialization? In what way listing representative properties of the industrial heritage has insured the preservation of the memory of the workers? Having seen the current heritage models, is it possible to accomplish the preservation without promoting the *gentrification*[1] of the affected areas?

Before going any further, it is necessary to understand that the production of the social space — regardless of the preservation policies, but, without a doubt, by them influenced —, is marked by the renovations and permanence that express the dialectic of the processes among society and space. In such perspective, the space-social distinctions and

[1] The *gentrification* process promotes the "nobility" and the revaluation of the old urban areas. According to Smith (2007), the central urban areas have transformed themselves in the last "frontier" of the urban economic restructuring, after decades of metropolitan dispersion, the old urban centers have become urban experimentation laboratories. The notion of frontier sends back to the capitalism advance primitive conditions over the wild areas of the West. In this way, the construction of a new ideological plan, produced by the mainstream press, serves to justify the violence of the interventions in the "historical" and "degraded" urban areas.

inequalities (the places) are the product (and the ways) of everyday practices, bounded to the labor and leisure, which are permeated of symbolic references that compound the identity of the social groups. These groups, however, are space production agents and, therefore, of the materiality and of the memory of the cities (CARLOS, 2007).

Before this assumption, at least two views are imposed: one associated to the political economy of the city, and another to the extent of the social memory and of the accumulated cultural heritage. The first contains the games of the market forces and is associated to the action or omission from the government. The second may be either inherited from the past or projected in the future. In this way, the urban landscape may or not be preserved, as it may as well be constructed with a given symbolic function. (SANTOS, [1987] 2002).

In this way, we understand that the preservation of the heritage is disposed in a constant tension between the social right and the social space increase in value dynamics, a deadlock immerse in contradictions.

The historian Madeleine Reberioux (1992), coming from the perspective that seeks to establish relations between place and memory, dedicates herself to purpose a history reading from the outlook of workers, women, farmers, immigrants, in the end, a history reading focused on the social groups that were threatened of extinction by the intensified transformations of the 1970's. In her perspective, the worker memory places would condensate the "scientific and technical culture, industrial and worker cultural heritage. In the end, it is where they occupy in their imaginary and what such place, such memory, can teach us" (REBERIOUX, 1992, 49-50)[2].

The memory places would reveal, according to the author, the contradictions between pressure and resistance, exploration and solidarity, hierarchy and insurrection contained in the direct relation between labor and capital. The author seeks to highlight the militant aspect of the worker memory places, she does, however, state: "It happens that there is only a proletarian past, when it is shared", what makes them interesting "is its presence in the worker memory, is what the interrogated workers tell us about it. In sum, it is the place that they occupy in their imaginary" (REBERIOUX, 1992, p. 49-50).

Simone Scifoni (2013, p. 5), when operationalizing the notion of worker memory places, argues:

> In sum, comprehending the memory place from the outlook of the geographical analysis means to dialectically articulate the next order/distant order, the place/worldwide, the greatness/misery of the daily life, the individual/collective memory and, in the end, the voluntary and involuntary memory[3].

The notion of worker memory places in a direct and indirect way, made their way to the current conceptions of heritage contributing with the conception of the industrial heritage. Taken as the documents of the labor world and of the industrial production, they would be in the same time representatives of the world architecture of the power and the struggles against the power (REBERIOUX, 1992; SCIFONI, 2013). In this way, there is the notion of memory place important contribution, for it seeks to overcome the material and immaterial duality, in the way that it operates the symbolical and the functional, the memory and their social uses.

It seems clear to us that the numerous studies about the history of urban growth and of the worker villages in São Paulo, as well as the inventories that deal with different architectures typologies of the factories and old inactive industrial spaces, indicate a great advance in technical and theoretical terms[4]. These important studies are subsidies for the seal of cultural wealth connected to the world of the industry and the labor.

Beatriz M. Kühl (2010), in national extent, signs how much the studies related to the industrial archeology and to the industrial heritage were poor when related to the theoretical aspects of restoring. According to Rodrigues (2012), in practical terms, it is about, in the end, of a hard dislocation of the exceptionality for the daily life, which involves, once again, through our scope, questions related to the political economy of the city.

In this way, according to Jeudy (2005), this old about to fade away have transformed itself into a living treasure, which activated a memory duty moved by a certain "heritage fetish". The author highlights that the creation of industrial museums would also be marked by the progressive scenario creation and the emptying of the industrial heritage content[5].

[2] The author purposes a classification of the places with worker memory, which are: the "worker solidarity places" (coffee shops, bars, worker associations, unions); "working places" (workshop, factory, plant); and the "symbolical places", "made symbolical by the will of winning the oblivion in which drowns not only the worker daily life, but as well as the struggle of the dominated" (REBERIOUX, 1992, p. 53).

[3] In her proposal, defines: the places of worker struggle, the places of worker living, the work places, and the places of the daily life, looking to apply them to São Paulo reality.

[4] According to our analysis of content articles in the Anais do VI Colóquio Latino Americano about Recuperation and Preservation of the Industrial Heritage, promoted by the Brazilian Committee for the Preservation of the Industrial Heritage – TICCIHBrazil in 2012.

[5] The author analyzed the patrimonialization of cultural wealth associated to the textile worker world in Europe. The author speaks about the presence of the so called Ecomuseums, which recreated textile and mining environments. In these places, in the amusement park style, machines and robots would scene the old industrial working conditions.

To this author, the success of the cultural heritage would come from the commercialization of certain culture aspects, process that became generalized throughout the world. In his words (JEUDY, 2005, p.26), "The weapon of the heritage flows through itself a universal humanist form that allows the government to attain the general assent"[6].

Harvey (2006) gives us some clues upon the contradictions in the current period when he mentions the importance of the symbolic capitalism and the local cultures while important factors of space distinction to attract investments[7]. For Harvey, it is a new period, in which the urban governance and entrepreneurship would value from cultural aspects to investments attraction, specially related to the "new economy", to tourism and to the cultural consumption[8].

In Costa's (2008) interpretation, the patrimonialization is the condition and the product of a "dialectic of destructive construction of the heritage", because it is about a "political action that subverts the 'spontaneous' preservation of the space and of the social relations when transforming the cultural heritage in a 'cultural industry potential product', that has the power to banalize by the progressive scenario creation" (COSTA, 2008, p. 162). Costa and Scarlato (2009, p. 25-26) synthesize: "We cannot separate the consecration of the heritage from the 'space evaluation' from the 'environmental evaluation' and from the 'territory formation'".

In other words, it is about the denial of the heritage while space consumption and not the ways to accomplish citizenship. The notion of vindictiveness brings us other dimensions of the patrimonialization. It is understood from the idea of the retake of a threatened territory, starting from the idealization of the public spaces, by a supposed degradation. In this way, "the patrimonialization marks spaces", "segregates users", "expels undesirable residents". Such retake, in the name of preservation, does not stop the social classes removed from these areas to return (process of counter vindictiveness), overall in virtue of the lack of continuity of the public policies (LEITE; PEIXOTO, 2009).

In this way, among ideological contradictions and cultural heritage practices, revealed at least partially, we will approach a specific case of preservation of the so called industrial heritage[9].

III. Conflicts in the Preservation of the Urban Industrial Heritage in Campinas – SP

According to Francisco (2008), the formation of a preservationist group in the city, the Yellow Fever Preservationist Group, led by Antonio da Costa Santos [10], Luiz Cláudio Bittencourt and Sérgio Portella, is a big mark in relation to the heritage preservation of Campinas[11]. The group promoted a vigil and promoted a symbolic hug around one of the first factories of Campinas, the Lidgerwood Manufacturing Co.[12], stopping the demolition of the building that was scheduled in the road network restructuring project of downtown (the construction of a tunnel that connects downtown to the Industrial Village), during the administration of the mayor José Roberto Magalhães Teixeira (1983-1988).

A little earlier, with the initiative of fourteen people and under the leadership of the french Patrick Dollinger, the Brazilian Association of Railway Preservation (Associação Brasileira de Preservação Ferroviária – ABPF) was created in the year of 1977. Under the context of the highway culture, of the low investments on the railway section and of the scrapping of the railway heritage, the ABPF managed to, together with FEPASA, a deactivated railway branch to initiate activities of restoration of locomotives and abandoned

[6] In the way attributed by Henry-Pierre Jeudy (2005), the patrimonialization produces a ratification of the social space when reproducing contradictory interests in the name of the right of memory. For Jeudy, the patrimonialization is a way for the production of the esthetic image of the city, where the spectacularization would be the positive face of the heritage preservation. On the other hand, by making such heritage attractive and desirable through the so called revitalization policies, the expulsion of the local populations would end in the disappearing of the "living aspect of the city", driving towards the petrification of the cities or turning them into museums.

[7] Harvey (2006) analyzes the production of the new "monopoly rents" that are attained by the uneven geographical development, opposed to the homogenization promoted by the capital. The author mentions the cases of Barcelona, Rome, Berlin, among others, where the election of the symbolic capital emerged among conflicts for the space appropriation.

[8] In the Latin American countries, this process started on the early 1990s. And it seems like, again, was up to us the incorporation of external models, that were transported to a social context in which the more immediate demands, such as living, accessibility, security, culture, are still to be attended to.(About the theme, look for JEUDY, 2005; PAES-LUCHIARI, 2005; 2006, COSTA, 2008; COSTA; SCARLATO, 2009).

[9] Even if Unesco, through its letters and recommendations, insists in the fragmentation and specialization of the concept of the cultural heritage, we utilize the concept of industrial heritage (or urban industrial) in a critical way, which means, in a way of restoring the unity of the concept.

[10] Antônio da Costa Santos was known as ToninhofromPartido dos Trabalhadores – PT. In his trajectory as architect, university professor, and politician, he was the founding member of the Yellow Fever Preservationist Group, which took effective participation in the defense of the town's heritage, keeping a critical posture to the first actions of the CONDEPACC. Toninho was elected mayor in Campinas in the year of 2001 and was murdered months after that. In his administration as a mayor, elaborated a rehabilitation plan of the heritage for the central area of Campinas, that was not put into operation, but served to the succeeding projects.

[11] The actions of the Yellow Fever started in the end of the 1970's. The group produced the first inventory in the city and requested the first registrations of value to the community protections to the state council of preservation, the CONDEPHAAT.

[12] In 1990, the building was registered as value to the community by the CONDEPACC, municipal organ of preservation, and, after restoration, shelters the City Museum.

wagons. A heroic history, made with scarce resources and a lot of willpower of old employees and railway enthusiasts. Aggregated efforts that culminated in the creation of the railway museum "ViaçãoFérrea Campinas-Jaguariúna" in 1984[13].

Bertinato (2012) points as a mark of preservation in the city the founding of the Municipal Council of Preservation of the Cultural Heritage of Campinas (Conselho Municipal de Preservação do Patrimônio Cultural de Campinas– CONDEPACC). The mentioned author highlights the term of the Professor Dr. Antonio Augusto Arantes as the Municipal Secretary of Culture of Campinas, between 1984 and 1988, responsible for the regulation of the CONDEPACC, for the first listings as heritage sites in municipal level and for the delimitation of the Historical Center of Campinas.

It is worth to highlight that the delimitation of the Historical Center by the CONDEPACC, in 1991, was heavily criticized by members of the Yellow Fever Group, because, according to opinions of their members printed in newspapers of the time, it did not correspond to the historical phases of the city. In Francisco's (2008) interpretation, initially, the actions conducted by the preservationist organ had a more punctual and emergency character, considering the risk of vanishing and disfigurement of cultural property in the city. The intense rhythm of the urban growth of Campinas and the pressure of the real estate speculators, in special in the center area of the town, demanded emergency measures from the CONDEPACC.

The CONDEPHAAT, state organ of cultural heritage preservation, listed the railway station of Campinasas a heritage site in the year of 1987[14]. However with the privatization of the company in the 1990's, the discharge warehouses, the workshops, the offices that served to the maintenance of the trains and of the railroad ended up abandoned, leading to the deterioration of the constructions.[15].

The station reform, occurred in the year of 2003, allowed that the station gained new functions. Currently, the Culture Station is the house of the Culture Secretary and shelters a professional forming center; has classes that provide arts, music, dancing courses, etc. Beyond that, the space became the stage of shows and cultural events in Campinas[16]. According to the analysis of Paes-Luchiari (2006, p. 57), the mentioned Culture Station, the 13 de Maio Street, the Palace of Tiles and the Cathedral, the defining marks of the "historical center", worked as the "flag ship" of the revitalization of the center of Campinas.

However, the relative success in the preservation of the Culture Station and other mentioned properties contrasts with the conflicts for the preservation of their immediate surroundings. Even the recovered warehouses, that did not get a function, are deteriorating once again. On the top of all, listing the worker homes in the Industrial Village neighborhood[17] as heritage sites are considered fragmented initiatives and shortly contributed to the properties conservation[18]. Listing the villages as heritage sites did not stop that some specimens become ruins or demolished.

Figure 1 is a synthesis of the current state of conservation of part of the architecture heritage of the Industrial Village.

[13] Besides influencing the railway preservation in national scale, the big success of the ABPF was to manage to keep in activity a stretch of approximately 20 km between Campinas and Jaguariúna. Stretch that carries part of the coffee history, the railways and beginning of the industrialization of Campinas. Cultural heritage that was rescued by the initiative and will of the population. Visit: http://www.abpf.org.br/

[14] The former station of the Paulista Company of Railroads is part of a big railway complex that served as maneuver patio and sheltered diverse warehouses destined to the railway maintenance workshop. The train station for passengers that worked until the year of 2001 was built in the end of the century in the "Gothic-Victorian style, according to the British architecture standards", and served as stop between Campinas and Jundiaí, and Campinas and the São Paulo State countryside. (According to Resolution 9 of 82/4/15 of the CONDEPHAAT).

[15] Despite of listing the station and the complex as heritage sites, in very short time they would become shelter of homeless, junk pickers, walkers, punks, drug addicts, etc. The entire railway complex of Campinas was listed as heritage site by the Council of Defense of the Cultural Heritage of Campinas – CONDEPACC, in the year of 1990 (according to the resolution 004/90 of 1990/11/27). Afterwards, a series of other complementary listings, based on inventory and requests from the technical organ of the Council of municipal preservation, were made.

[16] As an example, in the Culture Station, occurred in the year of 2011 the Campinas DECOR – event about architecture and design – and the Cultural Turn Over in the years of 2008, 2013, 2015.

[17] The Industrial Village neighborhood, the first industrial worker neighborhood of Campinas, was formed in the back of the Railway Station of the city, in the surroundings of two cemeteries, next to the Lazareto dos Morféticos and of the Hospital dos Varilosos, of the Matadouro Municipal and of the complex named Imigração. Since the end of the XIX century, the neighborhood has grown as the place that would shelter the workers of the railway, industries and tanneries in a place considered an unhealthy suburb of the town. According to our reading of the cartographic plants of the city, the installments of these "urban equipment" in the far areas of the city already signed the production interests of a segregated city. Later on, in this location to the south of the railway, other worker neighborhoods would raise: Fundão, Ponte Preta, São Bernardo, Parque Industrial, among others. (See annex).

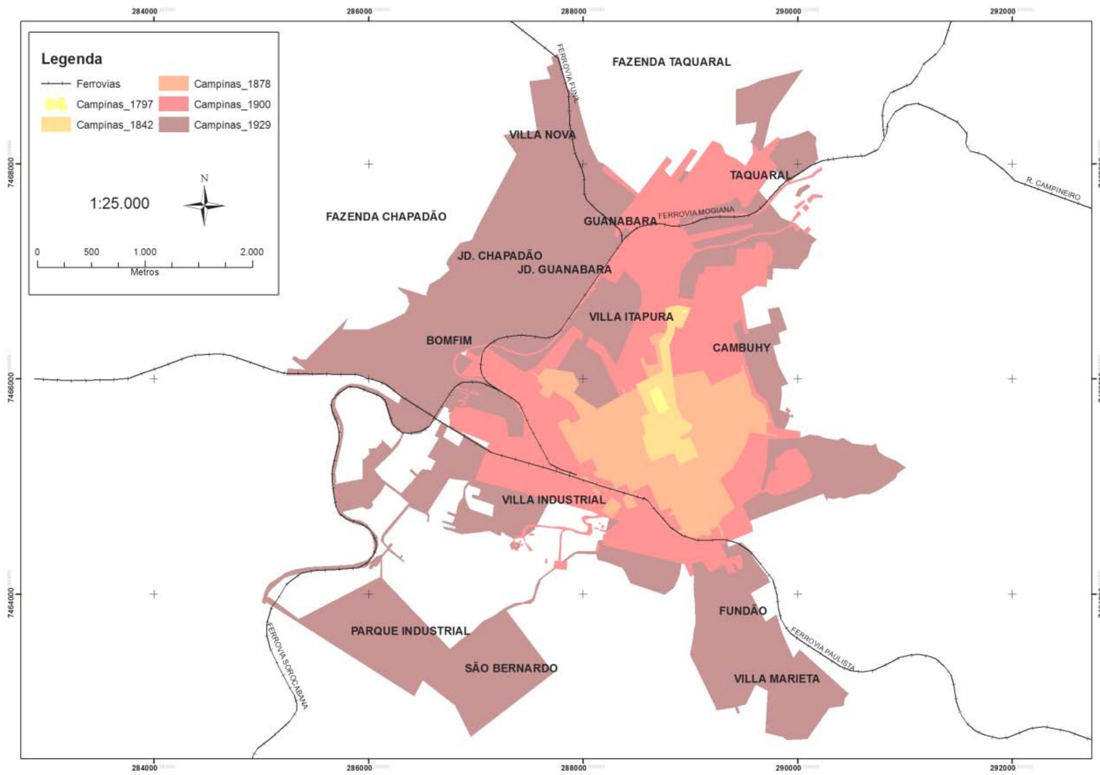
[18] The opening of a listing process for the Manoel Dias Village and the Manoel Freire Village (complexes of around 50 Gemini houses) in the year of 1985 by the CONDEPHAAT intensified the conflicts for the properties preservation. The villages had their demolition decreed in a newspaper article and, despite of the emergency character of listing request, in 1990, the process was still not defined. Due to the long time for the decision, the municipal council of preservation, CONDEPACC, opened a listing process to the villages.

A) Manoel Dias Village; B) Industrial Village Architecture Complex; C) Manoel Freire Village in ruins; D) Railway house and Multimodal Terminal of Campinas. Author's photos, 2012.

Figure 1: Worker complex in the Industrial Village.

According to the listing of the architecture complexes as heritage sites, it is indicated the "recuperation and revitalization of the surrounds area of the complex", but nothing is said about the existing utilization[19]. In this way, the relatively low rate cost of the real estate in the surrounding area of the railway complex (which includes the popular center, the Industrial Village, Bonfim and Botafogo) attracts a low budget population that finds in them economical advantage and the possibility of gazing upon the proximity of the central area.

[19] The listing resolution of the complex predicted that the surrounding area "should go through a process of recuperation, revitalization and visual planning, to allow its recognition and ambiance towards the central railway complex of FEPASA and the old Lidgerwood factory". The listing of the FEPASA Railway Complex as a heritage site in the year of 1990 defined a vast surrounding area — which included part of the Industrial Village neighborhood and of the historical area that grew in the surrounding of the train station. The surrounding area indicates the preservation of architecture specimens of the period between 1872 to 1929 considering the importance of the "historical context of the listed property". In the following years, other listings where placed. Since 2010, the municipal government instituted in this area the Multimodal Terminal Reurbanization Area – AERTM.



Data gathering: Rafael Roxo; creation: Rodrigo Fernandes Silva 07/01/2013. Sources: Cartographic plants of the city of Campinas in the years of 1797, 1842, 1878, 1900, 1916 and 1929.

Map 2: Campinas: urban area formation (1797–1929)

These are important data, since we consider the hypothesis that is through the continuity of the use that we manage to preserve the heritage. The maintenance performed by the local residents is what ensures to the houses its current conditions. The exchange of the tiles and roof are the objective way to the preservation of the listed properties. The new residents, northeastern migrants and their children, which nowadays inhabit the houses of almost a century old, mended and anchored the walls, switched doors and windows, raised bathrooms and knocked out walls, in order to guarantee the minimum dignity and well-being conditions.

In such scenery, about the listed complexes in the Industrial Village, we may name: the Architecture Complex Industrial Village, located in the margin of the Railway Complex; the Alferes Raimundo Street Complex; the Manoel Dias Village, the buildings of the called Immigration (and dozens of other real estates of historical value not listed) present themselves relatively conserved, because; in them, the continuity of the use ensured their current conditions.

However, in the year of 1995, there was the interdiction of the houses in the Manoel Freire Village (one of the listed complexes in the Industrial Village neighborhood) by the Urbanism Department of the city[20]. The residents were removed from their houses due to the risk of landslides and for the installation of a cultural center. The houses went through a long deterioration period, because they were abandoned and suffered with invasions and depredations. Here, we have an example, despite of the controversial, that it is through its use that the preservation of the heritage occurs; because the emptiness of the houses led to the ruin of the listed village.

The destruction of the Riza Village, railway village located in the interior of the Railway Complex, is another relevant case. The Riza Village, built in the 1940's, was demolished to give place to the new bus station and urban terminal of the city, the Campinas Multimodal Terminal, completed in 2008. Five constructions were kept and recovered to shelter services and commerce. According to the government speech in the printed newspapers, the action was part of an urban revitalization of the area process.

Despite of the listing study, there was the noncompliance to the law by the government, which demolished properties that were under protection. What we realize in field is that there was the restoration of a few real estates of the old demolished railway village,

[20] Three projects were created for the Manoel Freire Village, but the misunderstanding between the heir owners, residents, entrepreneurs and investors stopped the success of the projects.

but the same, without new function, were depreciated and are deteriorating once again. Besides that, the relative isolation of the worker and railway villages, towards the urban surroundings, associated to the stigmatization of the area, still impose limits of visibility and recognition of the heritage[21].

A closer watch may find the railway houses inside the new bus station, but what do they represent with their doors and windows closed? Our analysis of the conflicts for the preservation of the industrial heritage serves to reveal the dispute for the production and appropriation of the spaces, from the material and the symbolic viewpoint.

Recently, the municipal preservation council, CONDEPACC, listed 33 railway heritage representative properties as heritage sites in Campinas[22]. They are constructions, machinery, locomotives, wagons that are part of the railway complex mentioned. According to the council resolution, in the polygon of the area now called "Railway Cultural Park", was considered the old Lidgerwood factory (City Museum), but strangely the square in front to the "park" or the listed villages that compound its surroundings are not mentioned, and that are part of the same historical context of the city urbanization[23].

We verified that a few punctual acts are being implemented by the government, but in a fragmented way. For illustration purposes, the "square reurbanization", that, besides their positive aspect for the residents of the listed properties, it seemed to contribute even more to the increase in value of the new real estate ventures in the surroundings. Besides that, associated to such practices, we had the implementation of the "Zero Tolerance" program, which, since 2009, increased the police and the repression in the area. In a way that the appropriation of the historical area by the poor antagonizes with the image that they seek to print of the city[24].

While the ennoblement redefines the social significance of a *place* specifically historical for a segment of the real estate market, the decentralization redefines the real estate market in terms of a somewhere sense (ZUKIN, 1996, p. 209, highlights in the original).

In this way, the Complementary Law n° 2010 January 30th, created the Special Area of Reurbanization of the Multimodal Terminal Surroundings of Campinas – AERTM [25]. The law predicts the restructuring of old warehouses of the railway complex, the reurbanization of extensive living areas, besides promoting the removals of junk pickers and slums of the central region (Industrial Village, Bonfim and Botafogo neighborhoods).

It seems evident that the city projected by the government is priority over the real city, practiced by the low. Overall, because the government and the local press stigmatized the whole area, ignoring its origin and the multiplicity of uses in the area. The government makes use of the speech of the heritage preservation according convenient interests, including the execution of demolitions[26].

Still, the municipal council of preservation itself seems to reproduce this fragmentation, either by the institution of listing only in urgency character, or in the delimitation of the railway park without considering the worker villages. In this way, the train station has been reopened to the city, but the Industrial Village continues separated by the walls of the railway complex. For the residents of the neighborhood, the railway complex is still an enclave that isolates and brings down the value of the neighborhood.

The difficulties in the preservation of private properties also stop in the right of property that makes direct actions over the listed properties difficult. The neglect of real estate owners that are listed as heritage sites demands that the questions are resolved in other juridical stances. The preservation council possess the capability of surround prescriptively the properties so they accomplish their cultural role towards the society, but have no power upon the destination that the owner gives to his property. Beyond that, with the lack of information and non interest of the owners, there were no requests of exemption of taxes, nor the request for the transference of constructive potential of the real estates listed as heritage sites. The same may be

[21] In interview with the former residents of the Riza Village, we came to know that the privatizations of the railway in the 1990's and the mass dismissals contributed for the real estate deterioration, because, beyond the exit of the residents that gave their houses to relatives, many stopped receiving aid in the buildings maintenance. The impoverishment of the residents put them in a vulnerability state. Despite the increase of the police repression in the central neighborhoods, the area continue to be a way of surviving to the low budget population, beggars and local real estate for the poor, travelers and migrants.

[22] According to the listing as heritage siteresolution nº 129 of 2014 June, 12th.

[23] According to rectification of the resolution nº 130 of 2014 June, 12th, published in the Official Diary of the city in 2014 June, 16th.

[24] The extensive area of the complex and its surroundings generates expectations of the real estate and transport sectors. The restrictions of the listings generate disputes and divide opinions. The projects of the High Speed Train – TAV Brazil and of the Intermetropolitan Train predict the utilization of the complex space, but not before new expropriations.

[25] The AERTM, is in the borders between the historical center and the railway complex, it is an area of the city that developed associated to the coffee cycle economy, starting in the XIX century, and nowadays is the most popular area of the Campinas center, possessing dozens of real estates listed as heritage sites.

[26] Listing properties as heritage sites is as important as the other rules to discipline the transformations of the space (Director Plan of the City and the Zoning Law that indicate, among others, the possible uses, the exploitation rates of the lands, etc.), because, when restricting the restorations, amplifications and demolitions, are property also to control the real estate speculation.

affirmed in regard to the penalties applied to the owners, because they were ignored and are accumulated awaiting a judicial decision.

IV. Final Considerations

> At each historical moment, each piece of the town evolves differently, being the historical center, for its persistence as central spot, the space of the continuous changes and sometimes brutal changes of value.
>
> The individual praxis reveals the impossibility of some to stay in the valued land, the incapacity for others to leave the depreciated places. In this context, the comfort migrations are registered, the relaxed neighborhoods being deserted by the more prosperous layers. What is left of history is much more the result of such individual praxis inserted in a changing political economy; and much less the fruit of an official deliberation explicit in laws, decrees, bearers (SANTOS, [1987] 2002, p. 24).

In different scales, the restructuring of the economic system and of the cities promoted new functions and different appropriation ways of heritage accumulated by the societies. Meneses (1992; 2012), when discoursing about the different kinds of value attributed to culture, points to the possibility of the preservation not becoming excluding in its goals, as a way of the citizen to retake of the urban space.

The success of the heritage, in this way, goes through a theoretical posture that finds a balance among distinct values of the cultural heritage and their potential social uses. Evaluation that depends on the recognition that the distinction of the cultural heritage in the categories historical, architecture, natural, intangible, mixed, etc. occurs only in the analytical plan. In the lived plan it is right that all immaterial heritage, the "know-how" the "traditions", the individual and collective "memory", occurs over an appropriated territory for a given group or class. The opposite is also true, since all material heritage, either a "cultural property" or a "natural property", already possess a symbolic function and determined use by the social space structure.

In this way, beyond the listings, the inventories, the refunctionalization and the restoration techniques, we should think about the relation between local society and cultural heritage. In the case of the industrial heritage, is up to us to reflect what is the time space relation between the slums and the worker villages in the past and the favelas and the closed allotments in the present, in the end, the relationship between the "center" and the "outskirts" of the cities and how this relationship is rebuilt inside the urbanism and the Latin American urbanization.

In front of this perspective, it is necessary to consider, even if it seems banal, that the cultural heritage occurs in somewhere, a lived space, possessing, then, a "territory" that is used and appropriated by a social group, in order to ensure that the emotional and pragmatical values (the usage values), are also ensured.

In a radical perspective, Monett (1996, p. 228) alerts that:

> Acting in defense of the heritage is abusive power, legitimated by a myth. To abandon this reference would lead the actors involved to found the urbanistic act in the old neighborhoods in demands and practices, exercising their responsibilities in the administration of the contradictions not of the 'absolute' that hides the contradictions and frees the 'responsible' of their responsibility.

In this case, we agree with the author, because listing worker houses as heritage sites seems insufficient, especially when it is not followed by a public inter sectoral policy.

It seems to us that, besides the hard critics to the patrimonialization, we are still far from breaking with the paradigm of the spectacle creation of the heritage for tourism and for cultural consumption. Despite of the practical advances, we are still far of including the local communities in the benefits of the patrimonialization, either in the rescue of the collective memory, or in protecting them of the risk of losing their identities.

Despite of that, by our optic, we believe that it is possible to bond preservation and urban restructuring, as long as the basic aspects are respected, as suggested by Santos ([1987] 2002), being either the historical character of the cities, the modernity demands or the resident rights.

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Sustainable Efficiency: Companies that Integrate the Corporate Sustainability Index

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Abstract- This study analyzes the sustainable efficiency of companies that are part of the Corporate Sustainability Index (ISE) and that publish their sustainability reports following the guidelines of the Global Reporting Initiative (GRI). In the quest to understand how sustainable organizations are, several indexes were developed, one of which is the ISE. This is a quantitative study, based on Data Envelopment Analysis (DEA), with the aid of the DEA-SAED software covering data for the year 2016, of thirteen companies that were present on the ISE list in the 2015-2017 period. The results indicate that four companies have achieved sustainable efficiency, two in the energy sector, one in the communications segment and one in cellulose/paper. It is concluded that the efficient companies, participating in the study, are heterogeneous, belonging to different sectors. It is also concluded that participating in the ISE and publishing its reports in the GRI format is no guarantee of achieving sustainable efficiency.

Keywords: sustainability. efficiency. data envelopment analysis. DEA-SAED.

GJHSS-H Classification: FOR Code: 900201

SUSTAINABLEEFFICIENCYCOMPANIESTHATINTEGRATETHECORPORATESUSTAINABILITYINDEX

Strictly as per the compliance and regulations of:

Sustainable Efficiency: Companies that Integrate the Corporate Sustainability Index

Sérgio Begnini [α] & Louseane Vidi [σ]

Abstract- This study analyzes the sustainable efficiency of companies that are part of the Corporate Sustainability Index (ISE) and that publish their sustainability reports following the guidelines of the Global Reporting Initiative (GRI). In the quest to understand how sustainable organizations are, several indexes were developed, one of which is the ISE. This is a quantitative study, based on Data Envelopment Analysis (DEA), with the aid of the DEA-SAED software covering data for the year 2016, of thirteen companies that were present on the ISE list in the 2015-2017 period. The results indicate that four companies have achieved sustainable efficiency, two in the energy sector, one in the communications segment and one in cellulose/paper. It is concluded that the efficient companies, participating in the study, are heterogeneous, belonging to different sectors. It is also concluded that participating in the ISE and publishing its reports in the GRI format is no guarantee of achieving sustainable efficiency.

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I. Introdução

Ainda que no passado o tema sustentabilidade tenha concentrado atenção somente nas questões ambientais (MAY; STAHL, 2016) com o passar do tempo e devido a maior conscientização dos gestores, as novas legislações e mesmo a pressões dos consumidores, muitas empresas passaram a desenvolver seus negócios de forma sustentável, analisando os impactos ambientais, econômicos e sociais (SILVA et al., 2015). Essas empresas visam desenvolver práticas de governança que possam impactar positivamente a relação com a sociedade, ao mesmo tempo em que seja possível alcançar a eficiência produtiva e reduzir os impactos ambientais (MARCONDES; BACARJI, 2010).

Na busca por entender o quanto as organizações são sustentáveis, passou-se a desenvolver metodologias e ferramentas cada vez mais complexas (SILVA et al., 2015). Nessa perspectiva, seguindo uma tendência global, vários índices de sustentabilidade passaram a ser organizados, a exemplo do Índice de Sustentabilidade Empresarial (ISE). O ISE é um instrumento para análise comparativa do desempenho das empresas, da Bolsa de Valores, sob o aspecto da sustentabilidade corporativa, baseada na eficiência econômica, equilíbrio ambiental, justiça social e governança corporativa (BM&FBOVESPA, 2020).

Neste contexto, a indagação central deste estudo pauta-se no seguinte questionamento: qual a eficiência sustentável das empresas que integram o Índice de Sustentabilidade Empresarial (ISE) e publicam seus relatórios de sustentabilidade seguindo as diretrizes do *Global Reporting Initiative* (GRI)? Na busca por responder a tal questionamento, o objetivo deste estudo é, analisar a eficiência sustentável das empresas que integram o Índice de Sustentabilidade Empresarial (ISE) e publicam seus relatórios de sustentabilidade seguindo as diretrizes do *Global Reporting Initiative* (GRI).

Este estudo contribui ao identificar que dentre as empresas que integram o ISE e que utilizam das diretrizes do GRI, existem as mais comprometidas e consequentemente as mais eficientes na sustentabilidade. Contribui também ao mostrar que empresas de setores distintos podem alcançar a eficiência sustentável, otimizando os recursos disponíveis e alcançando resultados superiores. A terceira contribuição deste estudo está na identificação de que é possível investir em ações econômicas, sociais e ambientais e que tais investimentos tendem a gerar externalidades positivas às empresas. Gerencialmente, este estudo contribui para que as empresas analisem quais os níveis de *input* e *output* possibilitam atingir a eficiência ~~e~~ também possibilita aos gestores das empresas não eficientes, traçar suas estratégias, analisando as decisões e estratégias das empresas que atingiram a eficiência sustentável.

O estudo está dividido em cinco seções: (i) introdução; (ii) referencial teórico - sustentabilidade, índice de sustentabilidade empresarial, *global reporting initiative*, eficiência; (iii) procedimentos metodológicos – população e amostra, modelo de análise envoltória de dados, variáveis utilizadas na pesquisa; (iv) resultados e análises; (v) Considerações finais.

II. Fundamentação Teórica

A abordagem teórica deste estudo busca identificar aspectos relevantes sobre sustentabilidade, índice de sustentabilidade empresarial, relatórios de sustentabilidade baseados no *Global Reporting Initiative* e, eficiência visando atingir o melhor desempenho.

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a) Sustentabilidade

A ação empresarial orientada à sustentabilidade pode contribuir para que uma empresa obtenha melhor desempenho. Ela orienta atos e ajuda a manter uma equidade entre os benefícios que gerará para os clientes, funcionários e o retorno financeiro e econômico da empresa. Alcançar o equilíbrio da sustentabilidade, tanto organizacional, quanto ambiental e social é o objetivo, sendo que os princípios de honestidade, transparência e imparcialidade devem guiar o caminho da organização (KAISER, 2007).

Ações em prol da sustentabilidade causam efeitos nas atitudes dos empregados, podendo motivá-los a desempenhar suas funções de forma mais precisa e colaborativa, cooperando com o crescimento da empresa (KAISER, 2007). Trabalhar com a atenção voltada à sustentabilidade, requer que a organizações ultrapassem o imediatismo, desenvolvendo planejamento de curto, médio e longo prazo. Faz-se necessária a capacidade para lidar com vantagens e desafios que se apresentam diariamente, tanto interna, quanto externamente. É preciso desenvolver tecnologias que possibilitem produzir mais e melhor, gerando o menor montante possível de resíduos. (JOSENDE PAZ; MAHALMANN KIPPER, 2016).

Uma empresa, para ser sustentável depende de si e do envolvimento das pessoas que a constitui. Wals e Schwarzin (2012) em seu estudo indicam que a sustentabilidade surge e depende das pessoas, que estão envolvidas com a organização, e sugerem que essas pessoas necessitam aprender os conceitos que envolvem o tema. Pessoas capacitadas podem então ser integradas na construção dos planos institucionais que tem por finalidade atingir a sustentabilidade (JOSENDE PAZ; MAHALMANN KIPPER, 2016).

As práticas sustentáveis não se constituem em pequenas e fragmentadas ações (FUKUSHIMA et al., 2017). Precisam ser disseminadas ao longo da cadeia produtiva, podendo vir a constituir-se, inclusive, em fonte para o desenvolvimento de estratégias organizacionais (FUKUSHIMA et al., 2017). Contudo, a implantação de estratégias adequadas, com base sustentável, ainda apresenta questões abertas, emergindo como de grande interesse para a ciência e a prática organizacional (MAY; STAHL, 2016).

A sustentabilidade apresenta-se como uma questão estratégica para as empresas que buscam espaço e desenvolvimento no mercado, todavia não há clareza quanto aos benefícios que as organizações possam conquistar, ao integrar este conceito nos seus projetos (MARTINS; LIMA; COSTA, 2015). Um dos principais desafios às organizações é conquistar valor econômico, e ao mesmo tempo, manter atenção à esfera ambiental, reduzindo ao máximo o impacto, bem como voltar-se às questões sociais ao seu redor, oportunizando melhorias na sociedade (BOCKEN et al. 2014) e/ou mitigando os impactos negativos na vida das pessoas.

Mas, o quanto uma empresa pode ser sustentável? Na busca por entender tal questão, algumas instituições começaram a desenvolver metodologias e ferramentas cada vez mais complexas (Silva et al., 2015). Seguindo uma tendência global, vários índices de sustentabilidade passaram a ser construídos, - *Dow Jones Sustainability Indices* - DJSI (EUA), o FTSE-4Good (Inglaterra), *Johannesburg Stock Exchange - Socially Responsible investment* - JSE-SRI (África do Sul) e, Índice de Sustentabilidade Empresarial - ISE (Brasil) - buscando identificar o comprometimento das organizações com a sustentabilidade (SILVA et al., 2015; SARTORE, 2012; MARCONDES; BACARJI, 2010).

b) Índice de Sustentabilidade Empresarial - ISE

O mercado de capitais brasileiro, mantendo compromissos com a sociedade, vem consolidando sua responsabilidade com o aprimoramento de boas práticas de governança corporativa das empresas, voltadas à sustentabilidade (BM&FBOVESPA, 2020). Utilizada em várias partes do mundo, o estabelecimento de índices, é uma das formas de acompanhar os impactos dessas práticas.

Nesse sentido, a BM&FBOVESPA em parceria com outras instituições, lançou o Índice de Sustentabilidade Empresarial (ISE), considerado o primeiro da América Latina e o quarto indicador deste tipo no mundo (MARCONDES; BACARJI, 2010). O ISE busca mostrar para o mercado, o desempenho de uma carteira de empresas que adotam os princípios da gestão sustentável (SILVA et al., 2015). Isto é, auxilia as empresas a acompanhar os impactos das suas decisões nas esferas econômica, social e ambiental.

A criação dos índices de sustentabilidade teve início nos anos 90. O primeiro foi o Domini 400 Social Index, seguido pelo *Dow Jones Sustainability Indexes* (DJSI) (MARCONDES; BACARJI, 2010; SILVA et al., 2015). Posteriormente foi elaborado o FTSE4Good, no ano de 2001, o *Johannesburg Stock Exchange* (JSE) e o Índice de Sustentabilidade Empresarial – ISE (MARCONDES; BACARJI, 2010; SILVA et al., 2015). Cada um desses índices, por diversos motivos, tem características e peculiaridades próprias.

Para a construção do ISE foram três anos de trabalho, parcerias, trocas de ideias e debates sobre questões sociais, ambientais e econômicas, com a participação de empresas, investidores e universidades (MARCONDES; BACARJI, 2010). O trabalho em conjunto foi necessário, visto que embora a bolsa de valores seja especialista em organizar índices, não possuía conhecimento necessário sobre todos os assuntos considerados nesta construção. Abriu-se, assim, espaço para o diálogo e para a participação coletiva, democratizando o processo (LINS; SILVA, 2009). Ainda foi necessário definir quais eixos de avalição que o ISE faria sobre as empresas.

Os debates iniciais giravam em torno das questões econômicas e financeiras. Contudo, outras questões emergiram e passaram a ser consideras, como a governança corporativa e o meio ambiente. Aos poucos, ganhou força o debate em torno do conceito de sustentabilidade, com foco nos eixos do *triple bottom line* (TBL) (ANDRADE et al., 2013) atendendo questões das dimensões ambiental, econômica e social. Houve também a necessidade de incorporar as questões da governança corporativa (MARCONDES; BACARJI, 2010).

O ISE constituiu-se em um índice capaz de medir o retorno de uma carteira de ações, envolvendo empresas com operação no Brasil entre as mais líquidas negociadas na BM&FBOVESPA. Tais empresas se submeteriam de forma voluntária, à avaliação, respondendo um questionário estruturado sob quatro dimensões: econômico-financeira; governança corporativa; responsabilidade social; e responsabilidade ambiental (SILVA et al., 2015).

O modelo metodológico desenvolvido para o ISE foi inovador e chamou a atenção do mercado. Conseguiu solucionar questões que o FTSE4Good e o *Dow Jones* não haviam conseguido. Com o ISE passou a ser possível avaliar as três dimensões do *triple bottom line*, independentemente do setor ou do tamanho da empresa participante (ANDRADE et al., 2013; MARCONDES; BACARJI, 2010). Por meio do ISE busca-se aproximação com as questões relativas ao desenvolvimento sustentável atual da sociedade e estimular as iniciativas éticas das corporações (ISE, 2019).

Segundo o ISEB3 (2019) as empresas podem participar do ISE em três categorias existentes: (i) elegível; (ii) treineira; (iii) simulado. Na primeira categoria as empresas podem integrar o ISE e requer o completo preenchimento do questionário disponibilizado, bem como apresentação de evidências. Na segunda categoria as empresas, respondem o questionário, mas não apresentam evidência, não integrando a lista do ISE. Na terceira categoria a participação é totalmente desvinculada do processo de seleção, possibilitando às empresas complementar informações de relatórios anteriores. Integram o ISE as 200 ações mais líquidas da bolsa de valores do Brasil (ISE, 2019).

Percebe-se que as empresas passaram a ser incentivadas a organizar e publicar relatórios de sustentabilidade, cuja estrutura está voltada às questões sociais, ambientais e econômicas, com olhar crítico. Desta forma a atenção diminui ao serem condenadas pelas práticas não sustentáveis, passaram a ser premiadas pelas boas práticas.

c) *Global Reporting Initiative*

Alguns relatórios de sustentabilidade possuem indicadores acordados nacional ou internacionalmente, permitindo maior fidelidade às informações expostas. Tais relatórios possibilitam que os dados sejam acessados, conhecidos e comparados para diferentes finalidades. Um dos mais conhecidos baseia-se na *Global Reporting Initiative* (GRI), uma organização sem fins lucrativos que busca promover a sustentabilidade, tendo como foco os relatórios sustentáveis. A GRI estabelece diretrizes que definem como os relatórios devem ser estruturados e quais informações precisam ser apresentadas. A primeira versão das diretrizes foi lançada pela GRI no ano 2000 e, desde então, mais empresas vêm adotando os princípios estabelecidos para organizar seus relatórios (ISLAM; JAIN; THOMSON, 2016).

A GRI foi fundada no ano de 1997, nos Estados Unidos, mais precisamente em Boston. Sua origem está ligada às organizações sem fins lucrativos dos Estados Unidos, *Coalition for Environmentallly Responsible Economies* (CERES) e o *Tellus Institute,* com o envolvimento do Programa das Nações Unidas para o Meio Ambiente (PNUMA). O objetivo principal era criar um mecanismo de responsabilização, para garantir que as empresas seguissem os princípios CERES, para uma conduta ambiental responsável. Em 1998 o escopo da GRI passou a incluir também questões sociais, econômicas e de governança (GRI, 2016).

No ano de 2006, a GRI lançou a terceira Geração (G3) de diretrizes para os relatórios de sustentabilidade e em 2014 a quarta Geração (G4). No ano de 2016, a GRI instituiu os primeiros padrões globais de relatórios de sustentabilidade, possibilitando às empresas, informar publicamente os impactos e contribuições ambientais, econômicos e sociais. Os padrões GRI incluem os principais conceitos das diretrizes apresentadas no G4, com uma estrutura mais flexível, requisitos mais claros e linguagem mais simples (GRI, 2020).

A GRI ao fornecer diretrizes para a elaboração dos relatórios, busca promover a transparência organizacional e a responsabilização, bem como o envolvimento das partes interessadas (VIGNEAU; HUMPHREYS; MOON, 2015). Embora tenha aumentado o número de normas internacionais ligadas à sustentabilidade, chegando a causar certa confusão, a GRI vem destacando-se como liderança (BARKEMEYER; PREUSS; LEE, 2015), inclusive em publicações acadêmicas (VIGNEAU; HUMPHREYS; MOON, 2015). Milhares de empresas já adotaram e outras vêm adotando as diretrizes GRI para orientar seus relatórios de sustentabilidade (BARKEMEYER; PREUSS; LEE, 2015). Enquanto a maioria das empresas europeias já produzem seus relatórios de sustentabilidade com base nas diretrizes GRI, notou-se relevante aumento de adesão por parte de empresas

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asiáticas e latino-americanas (LÄHTINEN; MYLLYVIITA, 2015). Os relatórios de sustentabilidade, seguindo as diretrizes GRI, passaram inclusive a ser o formato obrigatório em alguns países (ALONSO-ALMEIDA; LLACH; MARIMON, 2014). De certa forma o relatório no formato GRI, ajuda a prevenir o desequilíbrio entre as dimensões ambiental, econômica e social, visto que cada empresa necessita pensar no todo, e não somente em uma das dimensões, de modo a atingir a eficiência sustentável.

d) Eficiência

As empresas estão constantemente buscando melhor desempenho (MAY; STAHL, 2016) a fim de atingir a eficiência sustentável, e criar vantagem competitiva. A eficiência pode ser mensurada por várias formas. Uma delas, que vem sendo utilizada em vários estudos (ANDRADE et al., 2013; NEVES JÚNIOR et al., 2012; ROCHA; REBELATTO; CAMIOTO, 2015; SANTOS, 2011) é a análise envoltória de dados (DEA). Trata-se de uma programação matemática que otimiza cada dado individualmente, de modo a calcular uma fronteira de eficiência determinada pelo grupo de unidades que são "pareto eficientes". Uma unidade é considerada como "pareto eficiente" se conseguir melhorar alguma característica sua, sem piorar as demais (MELLO et al., 2005).

Uma das possibilidades para medir a eficiência na DEA, é utilizando o modelo Banker-Charnes-Cooper - BCC, também chamado de *Variable Returns to* Scale - VRS. Este considera situações de eficiência de produção com variação de escala e não assume proporcionalidade entre *inputs* e *outputs* (BANKER; CHARNES; COOPER, 1984). FARRELL (1957) indica que formar uma medida de eficiência, tendo como base somente a produtividade dos fatores de produção, é um erro, havendo a necessidade de abarcar um conjunto de elementos que possibilitem a maximização da relação entre os *inputs* e os *outputs*.

Desta forma, a eficiência constitui-se em um conceito relativo, uma vez que faz a comparação entre o que poderia ter sido produzido e aquilo que foi produzido, com determinada quantidade de recursos disponíveis (MELLO et al., 2005). Segundo os mesmos autores, a eficiência de uma *Decision Making Units* - DMU é a razão entre a sua produtividade e a produtividade da DMU mais eficiente, tendo que, o resultado é uma medida de eficiência, entre 0 (zero) e 1 (um). Podem ser visualizadas duas eficiências: a técnica; e a econômica. No caso da primeira, a orientação é para os insumos (*input)* com menor utilização de recursos, com o objetivo de atingir certa quantidade de produção. Na segunda, a orientação é para os produtos (*outputs*), buscando o maior nível de produção possível com os insumos a que se tem alcance.

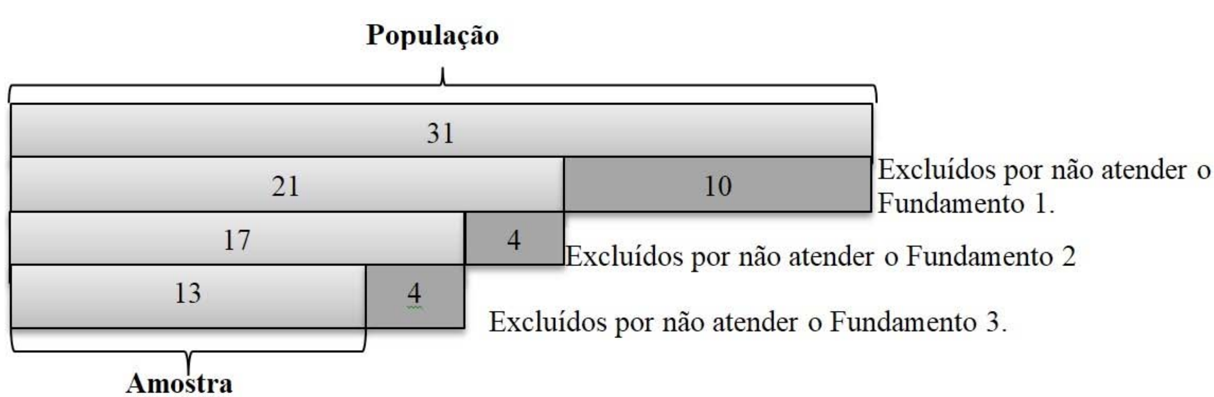
III. Método de Pesquisa

Esta pesquisa caracteriza-se como descritiva, uma vez que aborda o tema da eficiência da sustentabilidade empresarial, descreve características das empresas participantes e analisa estatisticamente os dados coletados. Tratam-se de dados secundários, coletados junto aos relatórios de sustentabilidade no formato GRI, e na base de dados Economática. A seguir será apresentada a população, a amostra e demais procedimentos do estudo.

a) População e amostra

A população foi composta por 31 empresas que participaram do ISE nos anos de 2015 a 2017. Para composição da amostra foram consideradas 13 empresas, conforme a Figura 01, com base em três fundamentos:

1. Ter publicado relatório de sustentabilidade referente ao ano de 2016, modelo GRI;
2. Apresentar, no relatório de sustentabilidade, os dados referentes às variáveis de *output*;
3. Ter disponíveis os dados da variável *input* no *software* da Economática;



Fonte: Elaboração própria, 2020

Figura 1: População e amostra

O Quadro 1 identifica as treze empresas que participam do estudo. Cada empresa é considerada uma DMU.

Quadro 1: Identificação das DMUs do estudo

DMU	Empresa	DMU	Empresa
DMU1	AES TIETE ENERGIA AS	DMU8	LIGHT S.A.
DMU2	CCR S.A.	DMU9	NATURA COSMETICOS S.A.
DMU3	CIA PARANAENSE DE ENERGIA – COPEL	DMU10	ENGIE BRASIL ENERGIA S.A.
DMU4	CPFL ENERGIA S.A.	DMU11	CIELO
DMU5	DURATEX S.A.	DMU12	KLABIN S/A
DMU6	ECORODOVIAS INFRAESTRUTURA E LOGÍSTICA S.A.	DMU13	TELEFÔNICA BRASIL S.A
DMU7	ELETROPAULO METROP. ELET. SAO PAULO S.A.		

Fonte: Elaboração própria, 2020

Os dados referentes às variáveis de *output*, foram coletados junto aos relatórios de sustentabilidade publicados pelas empresas, referentes ao ano de 2016 e publicados em 2017. Os dados referentes à variável *input* foram coletados no *software* Economática, referente ao ano de 2016. As informações foram tabuladas em planilhas, com auxílio do *software Microsoft Excel*. Para rodar o modelo DEA, foi utilizado o *software* DEA-SAED.

b) Modelo de Análise Envoltória de Dados

A Análise Envoltória de Dados (DEA) é uma técnica não-paramétrica, com base na programação linear, que possibilita medir o desempenho de determinadas unidades operacionais, conhecidas como DMUs (*Decision Making Units*) (THANASSOULIS; KORTELAINEN; ALLEN, 2012), trabalhando com entrada (*input*) e saída (*output*).

Diversos estudos utilizaram a DEA como ferramenta de análise, dos quais indicam-se alguns: para evidenciar a fronteira de eficiência em gerar retornos aos acionistas (NEVES JÚNIOR et al., 2012); para calcular os escores de eficiência técnica das empresas participantes do ISE (FIGLIOLI et al., 2015); para verificar se os países que compõem o BRICS estão crescendo de maneira eficiente (ROCHA; REBELATTO; CAMIOTO, 2015) para apresentar e discutir os escores de eficiência econômica, ambiental e social do Brasil (SANTANA; PÉRICO, 2015); para mensurar a sustentabilidade de hotéis-fazenda (SOUZA et al., 2017); para identificar, em uma perspectiva sustentável, o desempenho dos fornecedores (HATAMI-MARBINI et al., 2017) para trabalhar questões do desenvolvimento urbano sustentável no turismo da Europa (ÖNDER; WÖBER; ZEKAN, 2017).

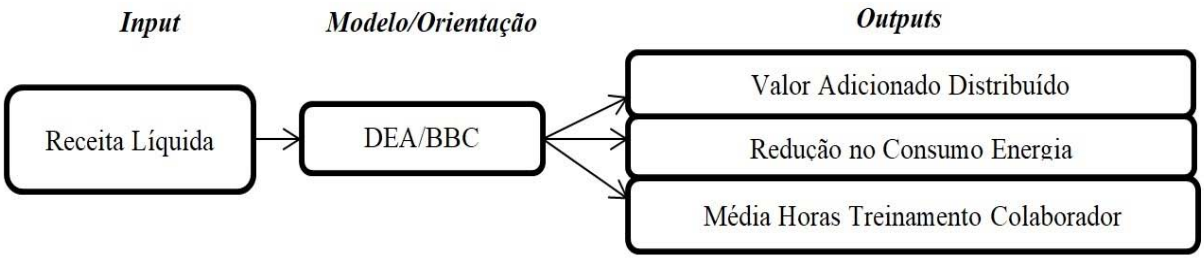
c) Variáveis utilizadas na pesquisa

Para atender à proposta deste estudo, foram escolhidas, tanto para *input* quanto para *output*, variáveis que pudessem refletir aspectos da sustentabilidade das empresas, a partir das diretrizes estabelecidas pelo GRI, e que tivessem sido publicadas nos relatórios de sustentabilidade das empresas participantes do ISE. Após várias análises identificou-se uma variável *input* e três variáveis *output* para compor o estudo. O modelo DEA, deve apresentar três vezes mais DMUs que o número de variáveis (COOPER; SEIFORD; ZHU, 2011), estando este estudo adequado, uma vez que está estruturado com quatro variáveis e treze DMUs.

Após pesquisas de outras publicações, e análise dos dados a que se tinha acesso, chegou-se a quatro variáveis para o estudo. Como *input* foi utilizada a (1) receita líquida, e como *output* foram utilizados (1) o Valor Adicionado Distribuído, (2) a redução no consumo de energia em comparação ao ano anterior, e (3) a média de horas de treinamento por colaborador. A receita líquida foi utilizada como *input* por (SANTOS, 2011). Verificando que o ISE foi formado com base no TBL (ANDRADE et al., 2013), e considerando as variáveis possíveis de serem encontradas em todos os relatórios de sustentabilidade publicados pelas empresas participantes do ISE, foram identificadas três variáveis como *output* (econômico, social e ambiental).

A variável, Valor Adicionado Distribuído, está ligada à categoria econômica e identifica o montante (R$) gerado e distribuído pela organização em custos, pagamentos, investimentos e salários, sinalizando aspectos do desempenho econômico. A variável redução no consumo de energia retrata o quanto a empresa conseguiu economizar (porcentagem) em comparação ao ano anterior, retratando a preocupação com o meio ambiente. A variável média de horas de treinamento por colaborador está ligada à categoria Social, identificando a preocupação da empresa, com práticas trabalhistas e trabalho decente.

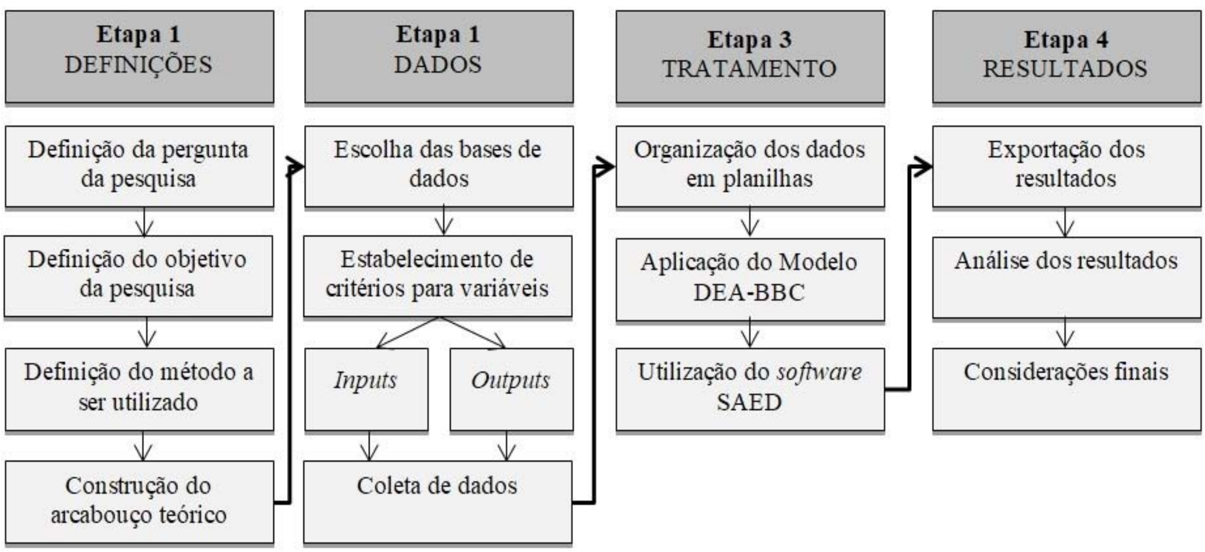
Quanto ao modelo DEA, optou-se pelo Retorno Variável de Escala (BBC/VRS), em atenção aos diferentes tamanhos das DMUs analisadas, o que significa que os *outputs* aumentam ou diminuem em proporção diferente que os *inputs*. A partir deste modelo, a redução ou aumento no insumo não representará a mesma variação no produto. A ferramenta DEA também possibilita ao pesquisador escolher pela orientação do modelo. Neste estudo optou-se pela orientação aos produtos (*outputs*), com base no entendimento de que as empresas, uma vez que participam do ISE, e publicam seus relatórios de sustentabilidade no modelo GRI, voltam-se cada vez mais para os resultados sustentáveis, buscando maximizar seus *outputs*. A Figura 2 representa as variáveis, o modelo e a orientação.



Fonte: Elaboração própria, 2020

Figura 2: Variáveis, modelo e orientação da Análise Envoltória de Dados

Esta pesquisa está estruturada em quatro etapas distintas apresentadas na Figura 3.



Fonte: Elaboração própria, 2020.

Figura 3: Protocolo da Pesquisa

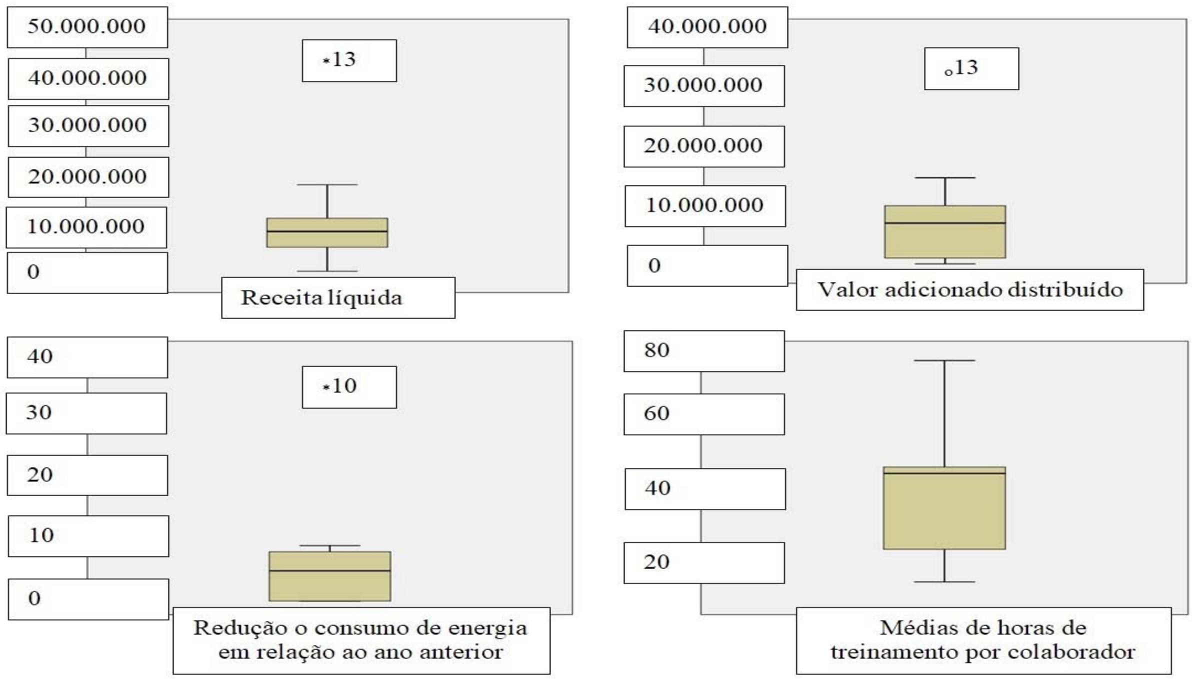
IV. Resultados, Análise e Discussões

Por meio da Análise Envoltória de Dados, buscou-se analisar a eficiência sustentável das empresas que participam do ISE, que publicam relatórios de sustentabilidade e, que utilizam o modelo e as diretrizes estabelecidas no GRI. Foram consideradas as empresas participantes do ISE nos anos de 2015, 2016 e 2017. As trezes empresas que participam da amostra são de setores distintos, e possuem diferentes números para cada uma das variáveis utilizadas nesta pesquisa. Para entender um pouco mais sobre os dados, foi organizada a Tabela 1 e a Figura 4.

Tabela 1: Estatística descritiva das variáveis utilizadas no estudo

Variável	N	Mínimo	Máximo	Média	Desvio Padrão
Receita Líquida *(input 1)*	13	1.561.348,00	42.508.459,00	11.390.017,31	4.941.992,78
Valor Adicionado Distribuído *(output 1)*	13	1.053.758,00	32.400.000,00	8.822.098,46	4.848.295,57
Redução no Consumo Energia *(output 2)*	13	0,00	34,94	5,88	9,70
Média Horas Treinamento Colaborador *(output 3)*	13	15,40	78,40	40,63	12,85

Fonte: Resultados da pesquisa



Fonte: Resultados da pesquisa

Figura 4: Boxplot das variáveis

Na Tabela 1 as variáveis, receita líquida, valor adicionado distribuído e redução no consumo de energia, apresentam maior distância entre a média e o valor máximo, que entre a média e o valor mínimo. Essas mesmas três variáveis, na Figura 4, possuem ao menos um *outlier*. A DMU 13 apresentou valores bem acima das demais, tanto para a variável "receita líquida", quanto para "valor adicionado distribuído". Quanto à variável "redução no consumo de energia em comparação ao ano anterior", os valores foram afetados pela DMU 10. A variável "média de horas de treinamento por colaborador" não apresentou *outlier,* nem cizânia entre o valor mínimo e a média, ou entre a média e o valor máximo.

Quanto a variável 'média de horas de treinamento por colaborador', os dados estão concentrados entre o segundo quartil (mediana) e o terceiro quartil, enquanto nas outras três variáveis tal concentração não fica tão evidenciada. Isso representa que o tempo dedicado ao treinamento de colaboradores das empresas é bem similar. Pode-se inferir que as empresas participantes do ISE possuem padrões de treinamentos. Na busca por identificar a eficiência sustentável das empresas participantes do estudo, os valores foram inseridos no sistema SAED, que apresentou o resultado conforme indicado na Tabela 2. Os resultados apresentam as empresas que atingiram a eficiências e aquelas não eficientes.

Tabela 2: DMUs segundo a eficiência sustentável

ORDEM	DMU	SCORE
1	DMU13	1
1	DMU12	1
1	DMU10	1
1	DMU1	1
2	DMU3	0,97806
3	DMU7	0,92546
4	DMU4	0,85469
5	DMU11	0,84584
6	DMU9	0,74238
7	DMU2	0,70697
8	DMU8	0,66452
9	DMU6	0,63687
10	DMU5	0,49942

Fonte: Resultados da Pesquisa, 2020

Fica destacado que a eficiência sustentável foi alcançada pelas DMUs 13 (Telefônica Brasil), 12 (Klabin), 10 (Engie Brasil Energia) e 1 (AES Tietê Energia). Neves Júnior et al., (2012) já destacavam que a partir dos cálculos da DEA, os resultados gerados possibilitam a identificação das empresas, que apresentam eficiência no desempenho sustentável, a partir da melhor utilização possível dos recursos, gerando resultados superiores, voltados para as dimensões social, econômica e ambiental. A busca por melhor desempenho sustentável pelas empresas, deve-se, em especial, ao grau de importância que o tema sustentabilidade recebeu. Muitas empresas passaram a adotar e publicizar práticas considerando as dimensões social, economica e ambiental.

Segundo Costa e Boente (2011) as empresas, especialmente aquelas que operam na Bolsa de Valores e integram a Carteira do ISE, buscam por meio da sustentabilidade que desenvolvem, permanecer no mercado. Essa realidade é identificada por Figueiredo e Araújo (2016) ao apontarem que no período de 2011 a 2013, as empresas que integram o ISE, apresentaram desempenho contábil-financeiro, estatisticamente superior, àquelas que não o integram.

Ao verificar a relação entre o nível de evidenciação ambiental e o desempenho econômico de empresas de capital aberto, classificadas no Guia Você S/A, Beuren, Nascimento e Rocha (2013) também apontaram a empresa Aes Tietê S.A como eficiente. Os autores identificaram também a empresa CPFL Energia como eficiente, resultado diverso do presente estudo, onde a mesma ficou classificada como ineficiente. Poderia ainda ser identificada, dentre as DMUs eficientes, qual a mais eficiente, rodando o cálculo da fronteira eficiente invertida. Contudo, optou-se por não realizar tal procedimento, pois não é objetivo do estudo.

O Modelo DEA, a partir da análise dos resultados, forneceu metas que devem ser alcançadas pelas empresas consideradas ineficientes para que atinjam a eficiência. Essa meta é calculada comparando o valor observado e o valor projetado indicando a melhoria necessária (FARIA; JANNUZZI; SILVA, 2008). O Quadro 2 apresenta o resultado a partir do modelo rodado no *software* SAED.

Quadro 2: Resultados do modelo DEA pelo Retorno Variável de Escala

DMU	Insumo (receita líquida)			Produto1 (Valor Adicionado Distribuído)			Produto2 (Redução no Consumo de Energia)			Produto3 (Média Horas Treinamento por Colaborador)			DMUs Referências
	O	P	D	O	P	D	O	P	D	O	P	D	
DMUS que atingiram a fronteira da eficiência													
13	42508459	42508459	0	32400000	32400000	0	0.02	0.02	0	78.4	78.4	0	13
12	7090798	7090798	0	10831390	10831390	0	0	0	0	48.09	48.09	0	12
10	9442371	9442371	0	4199700	4199700	0	34.9	34.94	0	41.42	41.42	0	10
1	1561348	1561348	0	1053758	1053758	0	9	9	0	46.31	46.31	0	1
DMUS que não atingiram a fronteira da eficiência													
3	13101753	13101753	0	12746600	13032520	2,24%	8	8.18	2,2%	48.8	51,8	6,15%	1, 12, 13
7	11659899	11659899	0	10045119	10854236	8.05%	0	3.88	0	49.3	53.27	8.05%	12, 13, 1
4	19112089	19112089	0	15514500	18152103	17.00%	0	0.01	0	48.0	58.38	21.6%	12, 13
11	12300784	12300784	0	6582000	9275118	40.92%	0	6.64	0	46.29	54.73	18.2%	1, 13
9	7912664	7912664	0	2009000	5883555	192.8%	5.88	7.92	34.6%	38.0	51.16	34.6%	1, 10, 13
2	9996067	9996067	0	7908881	10868611	37.42%	5.6	7.7	37.4%	15.4	47.6	209%	10, 12, 13
8	9645237	9645237	0	8231432	12386990	50.48%	0	0	0	24.7	50.28	103%	12, 13
6	2828996	2828996	0	1507500	2098840	39.23%	8.07	11.24	39.2%	19.9	45.89	130%	1, 10, 12
5	3909760	3909760	0	1657400	3297448	98.95%	4.9	9.75	98.9%	23.6	46.95	98.9%	1, 10, 12, 13
Legenda: **O** = Observado; **P** = Projetado; **D** = Diferença													

Fonte: Resultado da pesquisa, 2020

Por meio dos cálculos apresentados no Quadro 2, é possível identificar que a análise envoltória de dados fornece valores-meta, que as DMUs ineficientes precisam alcançar para atingir a eficiência. A diferença é encontrada comparando os valores observados com os valores projetados para cada variável. Cada DMU pode analisar quais os níveis de *input* e *output* possibilitam atingir a eficiência.

Por exemplo, a empresa Eletropaulo - DMU 7 - precisaria aumentar em 8,05% o valor adicionado distribuído e também em 8,05% a média de horas de treinamento por colaborador, para atingir a fronteira da eficiência sustentável. Para tanto, ela tem como referência as DMUs 12, 13 e 1, que podem servir de exemplo quanto à utilização de estratégias e recursos internos. Outro exemplo é a DMU5 (Duratex), considerada a mais ineficiente, que precisaria aumentar em 98,9% o valor adicionado distribuído, e a redução no consumo de energia, e ainda, as horas médias de treinamento dos colaboradores. Ela pode utilizar como referência as DMUs 12, 13, 10 e 1.

Dentre as empresas que atingiram a eficiência sustentável, duas pertencem ao ramo de energia, uma ao segmento de comunicações e uma ao campo de celulose/papéis. Nota-se diversidade, indicando que é possível para as organizações, dos mais diversos ramos, trabalharem para atingir a eficiência sustentável. Tais resultados aproximam-se daqueles encontrados por Beuren, Nascimento e Rocha (2013) visto que no estudo desses autores, dentre as empresas que alcançaram a eficiência, houve destaque para aquelas do ramo de energia.

Ainda com base no Quadro 2, considerando as DMUs que não atingiram a fronteira da eficiência, identifica-se que o produto 2 (variável ambiental) apresenta o menor quantitativo de DMUs (cinco) com diferenças entre o valor observado e o valor projetado. O produto 1 (variável econômica) e o produto 3 (variável social) apresentam diferenças em todas as DMUS. Procedendo outra análise, ao somar essas diferenças e dividindo pelo número de DUMs ineficientes (nove), identifica-se que a variável ambiental apresenta média de 23,60%, enquanto a variável econômica apresenta 54,12% e a social 70,09%.

V. Considerações Finais

O objetivo principal deste estudo foi analisar a eficiência sustentável das empresas que integram o Índice de Sustentabilidade Empresarial (ISE) e publicam seus relatórios de sustentabilidade seguindo as diretrizes do *Global Reporting Initiative* (GRI). Para isso, utilizou-se o método DEA, que se mostra uma metodologia consistente de análise de desempenhos relativos. Para a correta utilização do método, foi necessário coletar as informações disponíveis nos relatórios de sustentabilidade de cada empresa.

Com base neste estudo cada empresa pode analisar quais os níveis de insumo (*input*) e produto (*output*) possibilitam atingir a eficiência sustentável. Ao mesmo tempo auxilia os gestores a identificarem fragilidades nos seus processos, principalmente daquelas empresas que não atingiram a eficiência sustentável. Os gestores das empresas ineficientes podem traçar estratégias com base nas decisões e estratégias das empresas que atingiram a eficiência.

A partir deste estudo conclui-se que as empresas que participam do ISE publicando seus relatórios de sustentabilidade no formato GRI não são homogêneas, isto é, apresentam diferenças significativas na forma como gerenciam seus insumos, na busca por atingir a eficiência sustentável. Também se verificou que publicar o relatório de sustentabilidade, seguindo diretrizes internacionais, e participar de um índice de sustentabilidade, não é garantida para uma organização possa atingir a eficiência sustentável.

Uma vez que a DEA compara DMUs idênticas, isto é, trata com igualdade todas as unidades de tomada de decisão, aponta-se como um limitador do estudo, a utilização de companhias de setores distintos. Para estudos futuros sugere-se uma comparação de resultados em anos diferentes para verificar se o desempenho sustentável é constante ou pontual. Pode-se ainda verificar os motivos que levam uma empresa a ser eficiente em um período e ineficiente em outro, ou vice-versa. Ainda é possível, em estudos futuros, utilizar variáveis distintas daquelas utilizadas nesta pesquisa, ou ainda concentrar-se somente em empresas de um mesmo setor.

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The Role of Information Technology in Customer Satisfaction at the Commercial Banks in the State of Kuwait and the Kingdom of Bahrain

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Abstract- This research intended to identify the role of Information Technology (IT) in customer satisfaction at the commercial banks in the State of Kuwait and the Kingdom of Bahrain. The study used the descriptive analytical approach and the questionnaire to measure the impact of IT on customer satisfaction. After distributing the questionnaire, data then were analyzed using SPSS software and we had the following results:

There is no statistically significant impact for the availability of devices on customer satisfaction at the commercial banks in the State of Kuwait and the Kingdom of Bahrain. It was also revealed that there a statistically significant impact for software, databases, human resources, and networks on customer satisfaction at the commercial banks in the State of Kuwait and the Kingdom of Bahrain.

Keywords: information technology, availability of devices software, databases, human resources, networks, customer satisfaction, commercial banks, state of kuwait, kingdom of bahrain.

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THEROLEOFINFORMATIONTECHNOLOGYINCUSTOMERSATISFACTIONATTHECOMMERCIALBANKSINTHESTATEOFKUWAITANDTHEKINGDOMOFBAHRAIN

Strictly as per the compliance and regulations of:

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Abstract- This research intended to identify the role of Information Technology (IT) in customer satisfaction at the commercial banks in the State of Kuwait and the Kingdom of Bahrain. The study used the descriptive analytical approach and the questionnaire to measure the impact of IT on customer satisfaction. After distributing the questionnaire, data then were analyzed using SPSS software and we had the following results:

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The study recommended that attention should be given to customer satisfaction at the commercial banks in the State of Kuwait and the Kingdom of Bahrain by identifying customers' needs and trying to meet them through opening channels in addition to allow them being partners in the development process commensurate with their desires and achieving the banks goals.

Keywords: information technology, availability of devices software, databases, human resources, networks, customer satisfaction, commercial banks, state of kuwait, kingdom of bahrain.

I. Introduction

IT is increasingly gaining attention as organizations widely adopt and use more and more the latest IT tools and mechanisms due to the constant motion and development from one hand and from the other hand the increasing IT impact on every life aspect (Al.Shammari, 2008, page 25).

Due to the profound challenges that face these organizations such as competition, liberalization of external markets, interne, communication revolution and changing environment, many organizations seek to best implementation of IT to increase the operations efficiency, improving the outputs and to help them overcoming these challenges (Single, 2007, P91_93).

So, IT is an important and effective tool used to improve the institutional performance as a whole and customer satisfaction in particular due to its direct impact on how the works are done within the establishment in addition to the IT ability to accurately reveal the necessary information and data in an organized, secured and fast paced manner (Al-Razao, 2006, p41).

Customer is currently also one of important subjects that organizations focus on as customer satisfaction will contribute to stabilize the organization's revenue, customer satisfaction also prevents the customer from converting other competitors' products and services especially in sectors where competitors rendering very similar products and services. Competition also makes several products and services very similar to each other. Therefore, organizations started to look for excellence to achieve customer satisfaction and retaining them (Al-Mostafa, 2013, p 298).

For the abovementioned justifications, this study comes to identify the role played by IT among commercial banks in Kuwait and Bahrain in customer satisfaction.

II. The Timetable of the Study

The current study intended to identify the role of IT in customer satisfaction among commercial banks in the state of Kuwait and kingdom of Bahrain, which we distributed in October 2019.

III. Problem Statement

Introducing skills and knowledge related to IT and its systems on the organizational work will help users and workers in the administrative field to reduce time and achieve a competitive advantage based on meeting the customers desires and their satisfaction. But this issue from the theoretical aspect along with the availability of persons who are able to deal with this new technology. So, the cognitive problem came from the knowledge controversy of researchers and concerned persons. As some of them emphasize on that availability of IT in organizations does not have the impact on the organization and does not reflect on the organizations' work and thus they will be unable to achieve a competitive advantage for the organization and especially on customer satisfaction. While others stressed on that there is a strong relationship for IT on maximizing its impact on the organizations' work and customer satisfaction. For example, Barry Shore, 1996

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study explained that IT is a strong tool but it does not achieve competitive advantage as it is may be abused and then the organization will not achieve a distinguish performance for the organization. While Calderon & others study, 2001 stressed that there is a strong relationship between IT and its reflection on the macro performance of the organizations which is approved by (Ismail, 2009) study. So, this study came to investigate those theoretical differences for the access to reach a useful result for the concerned persons. The study also came to answer the following question "what is the role of IT in customer satisfaction in commercial banks in Kuwait and Bahrain?"

IV. Significance of the Study

The importance of the study came from the theoretical subject provided by the role of IT in customer satisfaction a afield study in the commercial banks. Discussing also IT contribution in GDP and the possibility for conversion the income sources of oil countries represented by the study population in Kuwait and Bahrain.

The importance of the study came also from addressing weak and strength points in the study population in relation to its work to contribute in developing the wok by stressing on the existing strength points and identifying weak points in order to overcome and control them.

V. Study Objectives

1. To identify the role of IT in customer satisfaction at commercial banks in Kuwait and Bahrain.
2. Reaching out results and recommendations that benefit the study population to identify strengths points and stressing on it in relation to implementation IT and its role service at commercial banks in Kuwait and Bahrain and to identify weak points to have recommendation that limit them.

VI. Primary Hypothesis

There is no statistically significance difference at the significance level ($a \leq 0.05$) for IT on customer satisfaction at the commercial banks in the state of Kuwait and kingdom of Bahrain.

VII. Study Methodology

The study used the descriptive analytical methodology to clarify the study's main variables (IT and Customer satisfaction) and identifying their elements. It also aimed at the main topics of these variable. The study instruments used secondary instrument such as books, scientific research, theses, websites and other resources to achieve the objectives of the study and to build theoretical side of the study. It also used the primary instrument i.e. questionnaire to measure the impact of IT on customer satisfaction.

VIII. Previous Studies

1.1 (Ashok, Day & Nsruls study, aimed to identify the innovative operations on customer satisfaction for IT companies in UK. Study concluded that there was no impact for innovation operations on customer satisfaction as customer satisfaction is connected to other variables such as how to deal, provision of services, level of customer dis-satisfaction from this method of dealing. The study recommended that surveys should be conducted to identify the impact of innovation on customer satisfaction and the extraneous factors that enter between innovation and customer satisfaction.

2.1 Al-Sa'ad, 2015 study, aimed to identify the impact of administrative operation re-engineering on customer satisfaction level in Jordan. analyzing the responses revealed that there is high level for implementing administrative operation re-engineering in Irbid Electricity Company from the perspective of the employees, but the customer satisfaction level of the company rendered services was at medium level from their perspective. The study recommended to that attention should be paid to customer satisfaction as it have a positive impact on the study population.

3.1 Abood & Kana'an, 2012 study, aimed to identify the level of customer satisfaction if the quality of Islamic banking services in Syria. Analyzing the responses for the sample of the sample revealed that there is difference between customer expectations for the dimensions and quality of Islamic banking services provided and their recognition to the actual performance of those services at the concerned bank. In conclusion, the study set some recommendations to develop the banking services at the bank.

4.1 Peter Weill & Mstgreth H. Olson study to investigate the impact of IT on the institutional performance. The study concluded that the there is an importance to differentiate and separate the type of investment in IT, as it has an importance in developing the institutional performance. The study recommended to enhance the usage of IT in a higher level of practice.

5.1 Mawdudur Rahman & Mostaq M. Hussain, 2008 study, aimed to identify the IT and its role on performance assessment. The study concluded that increasing attention of more IT by the organizations for its impact on the organization performance. Managers with high affinity to IT are the most influencers in their organizations' performance between the managers who have a weak or medium affinity toward IT.

6.1 Saudi, 2006 study, aimed to identify the impact of computerized administrative information systems on the Social Security Corporation employees' performance. The study have reached number of results, the most important were:

There is an impact for the main supplies of managing and operating computerized Information system (physical, software, human and organizational) in the professional performance.

7.1 Gazzawi, 2006 study, aimed to identify the level of knowledge and skills of IT and information systems which are implemented in the accounting software in Jordanian and American Universities. The study have reached many results, the most important was: accounting software in Jordan and American universities do not work to qualify the accounting students to enable them being able to meet the needs of accounting profession and the society. The study recommended to increase the level of practice for IT which was at medium level at this study.

8.1 Alrasibi, 2006, study aimed to identify departments of information systems and measures used to measure its performance and effect on the business organization performance. The study concluded that there is a relation between elements of performance for IT department and business organizations performance on multiple regression test.

IX. Discussion

After addressing some previous studies, we can see that the aforementioned studies had studied a single variable for the current study by taking the independent or the dependent variable. Even the previous studies was some how similar to this study, this study was different in terms of variables, measurement indicators which in turn reflected on the methodology is used.

In addition to that the study population of this study is unique as the previous study did not take this study population into consideration which is commercial banks, so, the results and recommendations will be useful for the implementation population and will reflect on citizens of Kuwait and Bahrain.

a) *Information Technology*

Currently, business organizations had witnessed an accelerated change in its business environment and technological and information revolution is one of change's milestone in the meantime. So, business organization should work motivate the individuals' potentials for what is expected on their innovative worl to deal with the clients (Senn, 1995, p31-33).

IT definitions are various, some specialists addressed the IT concept in a narrow way where it refers tp the technological aspect of the information systems, i.e it is considered an integral part from the information systems. But the wider perspective, it points to a variety of information systems, users and the comprehensive management of the organization (Salemi, 2000, p 83)

Some of them said that it is: all the hardware, software, networks, databases used to receive, process, store, retrieve, print and e-transfer data in form of texts, sounds, figures and pictures for concerned users and parties (Mazem, 2010, p66).

IT concept has expanded to include not only computers and communications but another component which is consumer electronics used to meet people's demands and desires including TV, CD recorders, sound devices and etc… (Al-Sairafi, 2009, p110).

IT points to implement the scientific methodology in dealing with information, providing new methods to organize the work and depend on the machine to deal with dat, information and accuracy in processing and operation data and the speed in transferring data and information between different parties and efficiency in decision making, and paying attention to the environment, situation, keep up with and to develop it (Schwalbe, 2011, p69-70).

Regarding the relation connecting IT and information systems (IS), it is represented by that IT is considered a method to facilitate the work of information system and it enable the IS to undertake its functions. While IS can be defined as the systems that can be used to acquire the required information, IT outcomes are represented by emerging several development fields as advanced software such as expert systems, Artificial Intelligence, databases, office automation, e-mail, internet, digital phones, laptops and in addition to many innovations of the technology (Ajlouni, 2007, p16).

i. *IT components*

IT includes the following components and dimensions;

a. *Computers*

They are the hardware and related devices, it is composed of three main parts, input units, processing units and output units that carry out several functions to facilitate the work within the organization (Salemi, 2000, P92), regarding the computer components, they are the followings (Dalahmeh, 2007, p334): input units, ventral processing units, storage units, and output units that converts the stored data in the storage units and processing operations to the suitable output methods.

b. *Software*

Software are detailed groups of instructions and orders prepared by programmer which directs the physical components of the computer to work in a specific way to gain certain outcomes (Al-Jasem, 2005, p98). Software can be categorized into two categories (Al-shanti, 2009, p88-90):

a- *Operating Systems:* Which are groups of software that manage operations in the computer which include: operating systems, language translation software, benefit program and Databases management systems.

b- Implementation software: Software that direct the computer system to perform specific activities to process information of interest for the user. Implementation software include e-tables, data management software, text process software, office publishing software, presentation drawings software, multi-media software and communication software.

c. *Databases*

They are logic organization for groups of connected files. Data in these files are integrated and connected with specific relations which make finding information easy to achieve the required goals. Data in these bases organized and stored in ideal method to avoid repetition of data (Al-Shanti, 2009, p91). Databases achieve the following features: removing repetitions and increase in the data, unifying the connected data, they allowed the independency of software and data, improving the communication between user and system, increasing the confidentiality and security of data (Al-Rawi, 2002, p63), databases also help to integrate the information and speed retrieve and process of data.

d. *Networks*

Using computer networks had spread within departments and institution of various types due to the use of computer and its attachments at various fields to improve the performance, increase the works efficiency and speed (Al-Gunaimi, 2000, p19). Networks are computers connected to each other by communication lines to enable users sharing the available resources and transfer the information among these computers (Al-rawi, 2002, p99).

It is already known that the tremendous and accelerated development in the computer technology and communications which make these development effective tools in the field of spreading the information and facilitating the access to reach such information by as much as possible of beneficiaries. (Post, 2006, p244-245).

e. *Human component*

Workers at the IT field are employees who engaged in finding and keeping all or some of these works: IT strategy, computer systems, software systems, infra structure or related business operations wether they are in IT companies or at the management of IT in other companies (Al- Melhem, 2008, p150). Types of employees in IT fields are: system manager, system designers, programmers, chief of database, specialists of communications techniques, technical team, data entries, specialists in the operations research field (Kasasbeh, 2011, P 71_73).

f. *Customer satisfaction*

Customer satisfaction is the positive or negative impression that the customer feels toward a consumption experience/ purchasing a service/ product, which is usually resulted by comparing what is expecting before purchasing/ consumption with the recognized performance (Um alkhair, 2016, p12).

Customer satisfaction is the customer's feeling level resulted from comparing the recognized performance and what is expected. So, it is psychological state for the after-sale process and consumption for a service or a product. So, customer satisfaction is psychologic feeling for the customer reflecting the difference between the commodity or service performance and customer's expectations (Abo Faza, 2015, p19).

Customer satisfaction was defined as the customer's feeling of joy or disappointment resulted from comparing the product performance and his pre-expectations of this product. It is thus, the customer's recognition of the organizational effectiveness to render products or services that meet the customer's needs and desires (Khatheer and Mariemi, 2017, p 33).

So, Customer satisfaction is defines as a recognition indicator measures the level of customer acceptance for the after-sale and use of product or service which usually come from the comparison process conducted by the customer between his expectations and performance of this product/ service after purchasing and using of this product or service.

g. *Methods of improving customer satisfaction*

The importance of customer satisfaction topic come from its crucial role in organization sustainability and its making for profits. This satisfaction helps the organization to continue in the business field and gain a competitive advantage, gain a sustainable long and short-term profit. Customer satisfaction is a fundamental criterion to judge on the organization performance. The importance of this topic as it is considered a scale to measure the quality of service. It is also considered the feedback for the organization outcomes (Um alkhair, 2016, p 13).

Achieving customer satisfaction is not an easy or free process but is rather a complex one requires a fully conversant and a clear work objectives and procedures in addition to the need for a cost. The significant taking care of organizations focus on customer satisfaction. As total cost according to the inverse proportion between total cost and the costs incurred as a result of dis-satisfaction with the incurred cost as a result or achieving the customer satisfaction is a cost that eventually leads to the final objective for any business organization which is making profit and then sustainability and competitivity of this organization (Al- Sa'ad, 2015, page 40).

X. The Validity and Reliability of the Instrument

We sent the study's instrument to a group of reviewers to ensure the face validity and the suitability of its formulation, to ensure the validity of the instrument. The internal consistent coefficient based on Cronbach's alpha equation as per table (1) below.

XI. Study Population and Sample

The commercial banks in Kuwait and Bahrain represent the study population of this study. 5 banks in Kuwait: National Bank of Kuwait, Burgan Bank, Kuwait Finance House, Boubyan Bank and Warba Bank, and (5) banks in Bahrain: Future Bank, Bank of Bahrain and Kuwait, Ahli United Bank, and al baraka bank represent the study sample. We took several customers' opinions to measure their satisfaction in each bank of the study population in even percentages.

XII. Testing Hypotheses

Table (2) shows means and standard deviations related to the fluency. Means varied between (3.10-3.78), dimension of "software" with a mean of (3.78) was at rank 1 while dimension " customer satisfaction" was the last with a mean of (3.10). the mean for the fluency as a whole was (3.61).

a) *Testing first main hypothesis: First primary hypothesis:* There is a no statistically significance at the significance level (a ≤0.05) for the IT in customer satisfaction at the commercial banks in the state of Kuwait and kingdom of Bahrain.

Table (3) shows Regression analysis for the impact of IT as a whole in the customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain and we can conclude from table 3 below that the Explanatory variance was (0.344) which means that IT as a whole explained 34.4% of customer satisfaction. We can conclude that there is a statistically impact of the IT as a whole on customer satisfaction as t-value was 5.375 with alpha 0.000. this result indicates the rejection of the hypothesis.

i. *Testing the First Sub-hypothesis:* There is no statistically significance impact of computers availability at the significance (a≤0.05) on customer satisfaction in banks in the state of Kuwait and kingdom of Bahrain.

We can conclude from table 4 below that the Explanatory variance was (0.055) which means that computers availability explained 5.5% of customer satisfaction. We can conclude that there is no statistically impact of the computers availability on customer satisfaction as t-value was 1.795 with alpha 0.078. this result indicates the acceptance of the hypothesis.

ii. *Testing the second Sub-hypothesis:* There is no statistically significance impact at the significance level (a≤0.05) for databases on customer satisfaction in the commercial banks in the state of Kuwait and kingdom of Bahrain.

We can conclude from table 5 below that the Explanatory variance was (0.072) which means that computers availability explained 7.2% of customer satisfaction. We can conclude that there is statistically significant impact of software on customer satisfaction as t-value was 2.070 with alpha 0.043. this result indicates the rejection of the hypothesis

iii. *Testing the third Sub-hypothesis:* There is no statistically significance impact at the significance level (a≤0.05) for databases on customer satisfaction in the commercial banks in the state of Kuwait and kingdom of Bahrain.

We can conclude from table 5 below that the Explanatory variance was (0.128) which means that computers availability explained 12.8% of customer satisfaction. We can conclude that there is statistically significant impact of software on customer satisfaction as t-value was 2.837 with alpha 0.06. this result indicates the rejection of the hypothesis

iv. *Testing the fourth Sub-hypothesis:* There is no statistically significance impact at the significance level (a≤0.05) for human resources on customer satisfaction in the commercial banks in the state of Kuwait and kingdom of Bahrain.

We can conclude from table 7 below that the Explanatory variance was (0.312) which means that Human resources explained 31.2% of customer satisfaction. We can conclude that there is statistically significant impact of software on customer satisfaction as t-value was 4.995 with alpha 0.000 this result indicates the rejection of the hypothesis

v. *Testing the fifth Sub-hypothesis:* There is no statistically significance impact at the significance level (a≤0.05) for networks on customer satisfaction in the commercial banks in the state of Kuwait and kingdom of Bahrain.

We can conclude from table 8 below that the Explanatory variance was (0.219) which means that networks explained 21.9% of customer satisfaction. We can conclude that there is statistically significant impact of software on customer satisfaction as t-value was 3.921 with alpha 0.000 this result indicates the rejection of the hypothesis

XIII. Results

1. There is a statistically significant impact of computers availability on customer satisfaction in the commercial banks in Kuwait and Bahrain.
2. There is a statistically significant impact for software, databases, human resources and networks on customer satisfaction in the commercial banks in Kuwait and Bahrain.
3. There is a statistically significant impact for IT as a whole on customer satisfaction in the commercial banks in Kuwait and Bahrain.

XIV. Recommendations

1. This study recommends enhancing the work of human resources to deal with IT as appropriate with the importance of IT and what is the expectation on customer satisfaction.
2. The type of network in the bank should suit the volume of work demanded to be accomplished in the organization, network should also be of high speed and suit the demands of work
3. Taking care of customer satisfaction, conducting research to identify the customers' needs and their try to meet them by opening communication channels and to be partners in the development to meet their desires and achieve the bank objectives.

XV. List of Tables

Table 1: Internal Consistency coefficient (Cronbach's alpha)

Dimension	Internal consistency
Computers availability	0.74
Software	0.76
Databases	0.73
Human Resources	0.73
Network	0.77
Information technology as a whole	0.85

Table 2: Means and standard deviations to measure the availability of IT and customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain in descending order based on their means.

Dimension	Mean	Standard deviation	Level
Software	3.78	0.29	High
Databases	3.75	0.34	High
Computers	3.72	0.41	High
Human resources	3.65	0.43	Medium
Networks	3.61	0.46	Medium
IT as a whole	3.72	0.28	High
Customer Satisfaction	3.10	0.672	Medium

Table 3: Regression analysis for the impact of IT as a whole in the customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
IT as a whole	0.587	5.375	0.000	0.587	0.344	28.888	0.000

Dependent Variable: customer satisfaction

Table 4: Regression analysis for the impact of computers availability in customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
Computers	0.235	1.795	0.078	0.055	0.344	3.223	0.078

Dependent Variable: customer satisfaction

Table 5: Regression analysis for the impact of software in customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
Software	0.269	2.070	0.043	0.269	0.072	4.285	0.043

Dependent Variable: customer satisfaction

Table 6: Regression analysis for the impact of software in customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
Databases	0.357	2.837	0.006	0.357	0.128	8.048	0.006

Dependent Variable: customer satisfaction

Table 7: Regression analysis for the impact of software in customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
Human resources	0.559	4.995	0.000	0.559	0.312	24.947	0.000

Dependent Variable: customer satisfaction

Table 8: Regression analysis for the impact of networks in customer satisfaction in commercial banks in the state of Kuwait and the Kingdom of Bahrain.

Independent variable	Beta	T-value	T- statistical value	Correlation	Explanatory variance	f- Value	F statistical value
Networks	0.467	3.921	0.000	0.467	0.219	15.378	0.000

Dependent Variable: customer satisfaction

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

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Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Social Science Research Paper

Techniques for writing a good quality homan social science research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of homan social science then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.

Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.
Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

19. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

20. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

21. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

22. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

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Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.
- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

  - Single section and succinct.
  - An outline of the job done is always written in past tense.
  - Concentrate on shortening results—limit background information to a verdict or two.
  - Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

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Criterion for Grading a Research Paper (Compilation)
by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

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