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Discovering Thoughts, Inventing Future

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An Appraisal of the Universal basic Education in Nigeria

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Abstract- The Universal Basic Education (UBE) Programme could not have been introduced at a better time than now that the nation is in dire need of all round National Development. The major objective of the UBE programme is the provision of free, universal and compulsory basic education for every Nigerian child aged 6—15 years. However, for the Universal Basic Education programme to be truly free and universal, efforts must be made to check those factors that are known to have hindered the success of such programmes in the past. This paper specifically considered the implementation of Universal Basic Education (UBE) so far-.its success and problems. Relevant recommendations are therefore proffered.

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An Appraisal of the Universal basic Education in Nigeria

Amuchie Austine A.[α], Asotibe Ngozi [σ] & Christina Tanko Audu [ρ]

Abstract- The Universal Basic Education (UBE) Programme could not have been introduced at a better time than now that the nation is in dire need of all round National Development. The major objective of the UBE programme is the provision of free, universal and compulsory basic education for every Nigerian child aged 6—15 years. However, for the Universal Basic Education programme to be truly free and universal, efforts must be made to check those factors that are known to have hindered the success of such programmes in the past. This paper specifically considered the implementation of Universal Basic Education (UBE) so far-.its success and problems. Relevant recommendations are therefore proffered.

I. Introduction

Education is one of the vital instructions in development. According to the National Policy on Education (1998) "Education in Nigeria is an instrument "per excellence' for effecting national development Certainly, what Nigeria needs in this 2Pt century to turn her economy around is not extended primary or elementary education, but a basic education programme that will ensure that every Nigerian youth on graduation is sufficiently equipped with knowledge, skills, and experiences required for initial entry into one occupation in the world of work, whether college bound or not (Anyabolu, 2000).

The Universal Basic Education (UBE) programme of the Federal Republic of Nigeria was however launched by President Olusegun Obasanjo 30th September, 1999. the UBE programme as spelt out in the implementation guidelines, aims at achieving the following specific objectives.

- Developing in the entire citizenry a strong consciousness for Education and a strong commitment to its vigorous promotion.
- The provision of free, universal basic education for every Nigerian child of school-going age.
- Reducing drastically the incidence of drop out from the formal school system. –
- Catering: for the learning needs of young person's f r me reason or another, have had to interrupt their schooling through appropriate forms of complimentary approaches to the provision and promotion. Basic education;
- Ensuring the acquisition of the appropriate levels of literacy numeracy, manipulative, communicative and life skills, as well as the ethnical, moral and civic value needed for paying.

A review of related literature has revealed that attempts in the past to provide free education whether at the federal or state levels has never been successful due to poor planning and implementation. This view was supported by Nwagwu (2000) who sees poor planning as one of the problems responsible for the unsuccessful implementation of the former UPE programme. They posited that the planners of the programme were unable to project fairly accurate number of children that would gain from the scheme.

Adequate efforts therefore, should be made to counter all the factors which led to the unsuccessful implementation of similar programmes in the past. This paper examines some issues associated with free education programme and proffers. solution for the effective implementation of UBE programme.

The existing educational programmes in Nigeria failed to meet the educational needs and aspirations of the populace. This led to the proposal of the universal basic education (UBE) by the Nigerian government. This was a welcomed idea to the Nigerian populace. who were. unhappy that the 6-3-3-4 system which replaced the 6- 5-2-3 system and the earlier introduced universal primary education programmes. (UPE), (of the past regimes) was no better than the earlier introduced programmes.

II. The Meaning of UBE

Universal Basic Education is the transmission of fundamental knowledge to all facets of the Nigerian society from generation to generation. It has three main components— Universal, Basic and Education.

Universal connotes a programme that is meant for all facets of the society— the rich; poor, the physically fit and the disabled, the brilliant fit, the dull the regular students and the dropouts including every other individual that is ready to acquire knowledge. The term "basic" relates to the base, take off point, fundamental essential, spring board, bottom line, they required and of course expected it therefore shows that basic education is the starting point in the acquisition of knowledge. Without basic education, higher education cannot be acquired. It therefore Implies that this basic education is mandatory for all citizens It is that type of

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education that can help an individual function effectively in the society (Adewole 2000) It is the form of education which is essential for life Enoch and Okpede (2000) described it as the form of education which is essential for life. They also saw UBE as the form of education which must equip an individual with necessary skills to survive it' his environment It should be a practical and functional education.

The idea of "Education" connotes transmission of knowledge from general to generation. In the UBB programme, it is expected that theoretical and practical knowledge transmitted to learners in its simplistic form. This involves starting from the scratch and being able to carry the leaner along This education is the "aggregate of all the processes by which a child or young adult develops the abilities, attitudes and other forms of behaviours, which are of positive value to the society in which he lives" Fafunwa, 1974). .

III. Criteria of UBE

UBE by definition must provide minimum education Citizen should have easy access to it and it should be free. In the implementation guideline for UBE programme there is a UBE 'commission which runs the affairs of the UBE. They also set up minimum standards of primary, junior secondary and adult literacy throughout Nigeria It is expected that stiff penalties should be imposed on persons Societies or institutions that prevent children adolescents and youths from benefiting from UBE (Adewole, 2000) UBE is also expected to provide basic education which is expected to be terminal. Such education (UBE) is not meant for school age children alone it is also designed to take care of the educational needs of young peoples and adults who have not had the opportunity to receive adequate schooling Thus the UBE programme will include nomadic education, education of migrant fisherman, school drop outs, out of school children and adult education.

IV. The Main Objectives of the UBE Programme

According to the implementation guideline released by the Federal Ministry of Education in February 2000, the programme aims at achieving the following objectives

1. Develop in the entire citizenry a strong consciousness for education and a strong commitment to its vigorous promotion.
2. Provide free, compulsory, universal basic education for every Nigerian child of school age group.
3. Reduce drastically, drop outrage from the formal school system through improved relevance and efficiency.
4. Cater for drop outs and out of school children/adolescent through various forms of complementary approaches to the provision and promotion of basic education.
5. Ensure the acquisition of the appropriate levels of literacy, manipulative and life skills (as well as the ethnical moral and civic values needed for laying the foundation for life long learning.

This programme is expected to be a continuation of the UPE programme which was abandoned in 1976 UBE programme was launched by President Obasanjo 30th September 1999 in order to realize the earlier stated objectives.

V. The Need for Effective Monitoring and Assessment of UBE Programme

For the URE programme to be successful there must be quality assurance monitoring and evaluation carried out on a regular basis in order to sustain and improve quality The research and planning units of the ministries of education should be well equipped to meet the challenges of the UBE programme Close and continuous monitoring of the programme will reveal whether the stated objectives of the programme has been achieved This will help to identify the causes of failure on time before it gets out of hand Personnel from Planning Research and Statistics units of the ministries of education and other implementation agencies at all tiers of government should be involved According to Dadughun (2004) the monitoring and evaluation team should include,

1. The ministries of education
2. The Joint consultative Committee
3. The National Council an Education (NCE)
4. The Nigerian Educational Research and Development Council (NERDC)
5. The Universal Basic Education Commission CUBE)
6. The International Centre For Educational Evaluation (ICCEE)
7. The National Examination Council (NECO)
8. The West African Examination Council (WAEC)

From the aforementioned, it can be observed that the monitoring teams ate quite numerous With careful planning management and programming the Educational planners can draw up a monitoring programme to accommodate these monitoring bodies it will go a long way to relieve the monitoring groups from stress There will be division of labour and the monitoring will be more thorough We all know that "two eyes are better than one" Monitoring and evaluation wall also ensure that

1. There is proper utilization of funds and accountability
2. The infrastructures and learning materials are adequate
3. Effective teaching and learning takes place
4. The curricular content is adequate
5. The reaching methods used are suitable

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6. Qualified teachers are used in the programme
7. Admission criteria are strictly adhered to
8. Appropriate instructional materials are used

VI. Factors that may Lead to the Failure of UBE Programme

Various reasons have been envisaged which are likely to lead to the failure of Universal Basic Education (UBE) Programme From the view expressed by Ezeocha (1990) Ukeje, et al (1992) some of the factors which may lead to the failure of the UBE include:

a) Poor Planning

According to Adamaechi and Romaine (2000) proper planning has been found to be the root of the success of every good educational policy or programme Without proper planning, the best education programme is bound to fail The UPE programme of the past suffered from lack of planning This view is in consonance with Nwagwu (2000) who observed that poor planning was one of the problems responsible for the unsuccessful implementation of the former UPE programmes.

b) Inadequate Funding

Funding is central to the overall development of education in general and technical education in particular According to Olaitan (1996), no educational programme can be success M in the face of inadequate funding Educational funding in Nigeria has been dwindling in recent times.

Tables 1 : 1986 – 1995 Federal Government Annual Budget Allocation to

Year	Overall Nation's Budget	Educational Budget (N billion)	% of Educational Overall Budgets.
1986	15.6	0.65	4
1987	17.9	0.34	2
1988	24.4	0.53	2
1989	30.1	1.29	4
1990	39.8	1.46	4
1991	38.7	0.76	2
1992	27.6	2.40	9
1993	112.1	800	7
1994	110.2	77	7
1995	98.2	12.7	13
Total	475.9	35.83	7

Source: Okoh S E N (2002). As extracted from various ministerial Budget speeches between 1986 — 1995.

The table I above represents a ten year recurrent and capital estimate on the educational sector between 1986 and 1995. The yearly average allocation to the educational sector had even declined to about 7% as shown in Table I This tends to confirm the UNESCO (1969) Paris plan which observed that many low-income countries would be unable to give universal free education at all levels owing to the unrestricted population upsurge in those countries. According to Okoh (2002), the inability of the federal government to effectively sustain educational funding demonstrates lack of adequate government planning.

c) Lack of Qualified Teachers

According to Obayan (2002) no educational system can rise above the level of its teachers. In his own contribution Fafunwa (1976) opined that "no significance change In education can take place in any country unless its teaching staff were well trained and retrained".

The teacher plays a central role in the actualization of educational goals as well as ensuring the survival of the entire educational system In the previous free education schemes, teachers were in very short supply leading to the employment if mediocres, 'market women" and half baked individuals (Adamaechi and Romaine, 2000) This view was enforced by Ezeocha (1990) who noted that the crash programme of the UPE attracted the wrong calibers of people into teaching profession Nevertheless, inspite of such crash programmes and the subsequent recruitment of mediocres and sub-standard teachers, the teachers were still grossly adequate.

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d) Poor Implementation

Previous UPE schemes as welt as many other educational policies in Nigeria suffered from the problem of poor or ineffective implementation In most cases the policies and programmes were sound in terms of targets to be reached and means of reaching those targets But as the implementation is being carried out, there will a breakdown somewhere along the line Cox (1996) and Mutiu (1994) have argued that the main problem confronting education in the less developed countries as the inability to coordinate and effectively manage available resources.

e) Population Explosion (Increase in Enrolment)

The size of the class will definitely affect the implementation of UBE programme. Ohuche' and Ali (1989) observed that if the class is too large less attention will be paid to each pupil. Nowadays, there is population explosion in our primary schools. In his own contribution, Okoh (2000) observed that increase in class size also affects the effective implementation of vocational programmes the primary level.

Tables 2 : Primary School Enrolments in Nzeria (1960 — 1990)

Year	Enrolment/Population
1960	2,912,6000
1966	3,026,000
1970	3,515,800
1973	4,746,800
1976	8,260,200
1977	9,849,000
1978	11,474,900
1980	12,749,400
1985	17,127,400
1990	21,632,500

Source: Ohuche and Ali (1989) cited in Okoh (2000).

Table II above explains the unprecedented increase in primary School enrolment from 1960— 1990 In addition to class management problems that will be created by increase in enrolment there are also problems like shortages of class rooms teaching staff teaching materials, and serious financial constraints.

VII. Content of the Universal basic Education (UBE) Programme

The UBE programme is intended to be universally free and compulsory. These terms imply that appropriate types of opportunities will be provided for the basic education of every Nigerian child of school-going age (Obayan, 2000).

The UBE programme has enormous implications for vanous spheres of the nation, from budgetary expenditure to other developmental programmes This programme must fully justify the opportunity cost that goes with its implementation. The objectives of the UBE according to Obayan (2000) are far reaching and they.

Include:

1. Pre-primary education sector
2. Handicapped children sector
3. Primary education sector
4. Junior secondary education sector
5. Senior secondary education sector
6. Technical education sector
7. Teacher education sector
8. University education sector and
9. Adult and continuing education sector

The content of the programme is indeed even much more .expensive as it covers all dimensions of the various sectors above. According to Obayan. (2000) its scope cover the provision of;

- Programme/initiatives for early childhood, care and socialization
- Education programmes for the acquisition of functional literacy
- Out of school and non-formal programmes for updating knowledge and skills
- Special programmes for nomadic
- The formal school system from the primary to junior secondary school, and among others.

The content is a functional set of approaches geared towards effective organization and implementation of the programme. which include;

1. Public Enlightenment and social mobilization for full community involvement
2. Data collection and Analysis . . .
3. Planning, monitoring, evaluation
4. Teachers recruitment education, training, retraining, motivation
5. Infrastructural facilities
6. Enriched curriculum
7. Text books and instructional Materials
8. Improve funding: .
9. Management of the entire process.
10. Source: E.M.E. (2000).

These content areas of the UBE programme are far reaching and all important to the successful organization of the programme. Therefore the basic school subjects necessary for instruction, the scope as outlined above and the highlighted organizational. areas make up the full content of the U.BE programme.

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VIII. Strategies for Effective Implementation of the UBE. Programme

In order to successfully run the UBE programme and to prevent its getting extinct like other educational programmes adequate care has to be taken to effectively guard, the programme. The following strategies can be 'adopted far effective implementation of the UBE programme.

a) Instructional Supervision

Ogumu (2000) supervision as the art of overseeing the instructional activities of teachers and other educational workers in a school system to ensure that they conform to generally accepted principles and practice education. Instructional supervision is very necessary for sustainable programme.

b) Monitoring of Educational Expenditure and Checking the Incidence of Fraud

The UPE programme was characterized by reckless spending, wastage an fraud One of the major reasons for establishing an inspectorate service is to monitor the expenditure of public fund Monitoring and evaluation is very important in order to check the quality of delivery of the whole UBE programme.

c) Adequate Planning and Projection

The UBE programme should be properly planned and adequate projector should be made in terms of expected enrolment required teachers, infrastructure needs and equipment The UPE programme failed because of poor or improper planning At a stage the enrolment increased far beyond the capacity of the school and teachers. Appropriate measures should be taken to check such occurrence the UBE programme If planning does not meet up the expectations manpower and finance will be inadequate.

d) Funding

The UBE programme should be properly funded The funds so provide should be properly utilized for sustaining the programme Accurate projections and effective cost analysis should be earned out to avoid under-funding The expenditure should be properly monitored to avoid wastage of scarce resources an embezzlement.

e) Implementation of the Programme

Everybody should be involved in the implementation stage. Planners should not be isolated from those who will implement the programme (Odo, 2000).

f) School Administrators

School Administrators should be ready to thoroughly supervise the teacher for effective delivery of the educational content. The school administrator plays vital role of final implementation if all other indicators of success are in place but at the end of the day students are not properly taught. The whole process will be a waste of time as it is bound m fail. The school head in a free education system should not only supervise the teacher, but also see to the even and fair distribution of books, pencils, chairs and other materials made available to the children by the government. He should be able to manage the funds provided and use It. for the procurement of goods meant for the programme. The school administrator should resist the temptation to embezzle UBE fund.

g) Training and Retraining of Teachers

We are living in changing world and the teachers meant for the UBE programme need to keep pace with fast technological changes. To effectively achieve this, the teachers need to be trained and retrained regularly so that their content, method and instructional materials may not turn obsolete.

According to Odo (2000), "at present, some non-professionals are being specially employed for the purpose of the UBE scheme with the hope that their quick orientation/training will be given to them after which they will serve as teachers under the scheme". The government should quickly train those teachers to make them professionally fit to participate in the UBE programme. Also during the planning funds should be set aside for regular training and retraining of teachers.

h) Free Deduction Always Results in Increase in Enrolment

The increase demand on manpower (teaching and man teaching staff), textbooks. exercise books for pupils and teachers, buildings, classroom, libraries, laboratories, examination halls. etc. should he adequately accommodated in the planning stage (Adamaechi 2000 and Romaine).

i) Coordination of The Various Levels of The Programme

The various levels of the programme should be properly supervised and coordinated. There should be a link and continuity in the education programme curriculum planners are therefore challenged to come up with a regular programme review which will reflect the societal needs thereby linking the school to the society.

j) Provision of Incentives for UBE. Graduates

Provision of incentives for UBE scheme to enable them secure gainful employment, These incentive could be in the form of soft loans, grants etc to encourage the school leavers to start a small school business. The government should also endavour to set up cottage industries which will provide middle level employment for skill and semi skilled workers, such a gesture will encourage UBE students to embark on terminal courses i.e. more students will pull out of school in completion of JSS III and become gratefully employed The UBE programme if properly planned

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implemented, monitored and the products are gainfully employed will be a very sound credible and laudable programme.

IX. Recommendations

- This study therefore recommends that for effective organization and management of Universal Basic Education (UBE), seminars and workshops should be organized to sensitize teachers, parents and community on the need for the specialist service of counselors in career guidance through Education, personal and social development of the school child to help them benefit positively from the UBE Programme.
- The UBE Programme is an expression of the strong desire of the government to reinforce participatory democracy in Nigerian by raising the level of awareness and general education of the entire citizenry (Obayan, 2000)
- There has not been records of successful free education programmes in Nigeria Therefore, for the successful implementation of the UBE programme, all hands must be on deck and the strategies/recommendations put forward in this write up must be strictly followed and implemented.
- Adequate fund must be put into the programme The required level of participation from the state government, local government and other agencies in terms of funding must be dearly specified
- The Universal basic education commission therefore, must device a way out combating these ills, otherwise the hope of Nigeria implementing UBE as an instrument for national development will remain a myth.

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The Policy Process of Corporate Planning

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Abstract- This article focuses on the policy process of corporate planning in Nigeria with emphasis on the relevance of planning as a panacea for business success. Research shows the existence of impediment on appropriate policy formulation and corporate planning which often result in premature business failure if unnoticed at the beginning stage. The research also uncover that some of these constraints are largely human error that could be corrected. This paper recommends the institution of budgetary discipline assessment of organization current strength weakness as a foundation for setting realization objectives, regular and adequate evaluation of performance against standard and making planning function a core top management responsibility amongst others.

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I. Introduction

For any business to succeed it is important for it to plan in advance for stability and profitability. Most Nigerian businesses are characterized by a high degree of volatility inherent both in their start-up and growth processes researches have proved that to be a function of poor or lack of planning. Accomplishing business aims require knowledge of certain management techniques. One of these techniques is business planning. Planning is a key aspect of the management process. It is basically a decision-making process by which an organization decides what it wants to achieve, how it intends to achieve it and in what form. At this point, one can see planning as being concerned with ends, means and conduct. Cole (1996:122) define planning as the process of taking steps to agree on the means by which aims and objectives will be achieve. From the definition of Cole, we can summarise that planning is preparing a course of action, setting company objectives, determining strategy and selecting courses of action.

The importance of business planning cannot be over-emphasized. Planning helps to anticipate future situations, or conditions and their likely consequences (Onuoha 199:173). The forecasting nature of planning allows for a means of meeting any unforeseen situation. Etuk (1995:141) sees planning as an intellectual process that usually proceeds the activity being planning. Since business separate in an uncertain environment, every manager owes it a duty to do some planning if the business must compete favourably with others in the industry. Some managers are only restricted to operational function, others engaged in planning implementation while a few others handled planning formulation. Irrespective of managerial responsibility, better planning depends more on the ability of the manager to make specific assumptions about current and past events in the environment and predict how well to counter any negative impact on the business.

Corporate planning in business has assumed greater prominence in recent times, and it identifies the direction which the organization is to take over the next 2-5 years, or in some cases up to 10 years, and the resource that are to be deployed to guarantee that the plan is put into operation. This type of planning according to Imaga (2000:01) covers the entire fabric of the organization and is the concern of the top-most management from where it descends to all. It is a known fact that in the competitive struggle among big business enterprises to capture the markets and to retain leadership in the markets, the good planners are the winners and non-planners the losers. Statistics abound that indicates that 60% of small and medium scale business in Nigeria face due to poor corporate planning, hence contributing to widen the poverty gap among the people. It is against this background that the choice of this essay is not only timely but crucial particularly when designed as it is to periscope barriers to effective planning as it affect Nigeria business.

The objective of the paper which in the main, are drawn from the fore going are to;

(a) appraise the various issues in policy processes and corporate planning
(b) show the relationship between corporate planning and the budgetary process
(c) highlight the problems impeding policy process and corporate panning and
(d) draw conclusion.

II. Theoretical Issues

The importance of corporate planning has been stressed by various scholars including Imaga (2000:1), Ericson (1998:41) and Cole (1996:128). According to Ericson, corporate planning and policy, to a business, is important in three dimensions; confidence boasting insurance against unexpected risk and management discipline. These virtues are the embodiment of planning as the foundation to every business success. The word "corporate" came from the Latin word "corpus" which means body. Thus business planning at strategic level is an ongoing process by which the long-term objective of an organization may be formulated, and subsequently

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attained, by means of long-term strategic actions tailor-made to make their impact on the organization as a whole. How much this definition captures the nature of Nigerian business organization is to be reasoned on the basis of rudimentary and informal business activities that enveloped the Nigeria economy. Most businesses in Nigeria are sole proprietorship and the see nothing important in formal planning which of course is why they are lacking the going concern character (Akpan 2001:8).

The policy and planning aspect of a business deals with setting of the overall objectives of the organization. It proceeds to appraise the various options or alternative combination of customer needs, technical feasibility and viability, ability to meet needed financial resources etc. policy makers are the planners of every business entity and they are in a better position to take decisions considered best of all options after a careful analysis of how it will impact on other interest groups. Once an organization has set out its corporate aims or objectives, it can start the process of how it intends to achieve them. This calls for a policy statement which to a greater extent will indicate to the managers what the organization will and will not, do in pursuance to its overall purpose and objectives. It is important at this point to show a distinction between policy and objectives of a business organization. Objectives state the aim or goal. But, the other way, objective provides a framework or parameter within which action can take place to achieve goal. They are merely "mean" to an end (Greg 1998:22). Policies enable managers to take actions or they guide managerial decisions. They are statements of conduct and can never be considered actions in themselves.

A regular question in the minds of businessmen is "if corporate planning and policy making has any influence on the improvement of organizational future, why is it not universally applied in business organization? The observer would not want to observe at this point that though this concept in relatively new, the major setback in its application rest squarely on the attitude of the organisation's owners. On this note. Cole (1996:135) is of the view that those taking the shareholder view will tend to adopt a narrower range of policies than those holding the stakeholder view. Imaga (2000:12) in collaborating Cole's position also agreed that the attitudes of the most influential managers or owners of business toward planning in general and their acceptance of certain fundamental percepts of the comprehensive planning process must change positively if business organization must reap any profit. Imaga stressed that if their attitude is negative because of a misunderstanding of what is involved, disbelief in the value of planning or reasons of self-interest, the establishment of effective corporate planning will be difficult and prolonged at best. King, (1956:11) in condemning the attitude of anti-corporate planning manager advised that "the most important requirement for a business success is that the company's top management must really believe in a forward planning program".

Most entrepreneurial pursuit failed at the gestation stage of operation due to lack or inadequate planning. Equally, chances of success exist if proper planning technique is adhered to. The development of corporate planning in business is a post world war II phenomenon. However, the advance economics had embraced this philosophy early enough but it is not the case with the Nigeria entrepreneurs who are still blinded with profit motives than laying a solid strategies that may earn them the profit and growth. From the foregoing, it could be deduced that corporate planning and policy adopts a systematic and integrated approach in the ruining of a business. The policy maker and planning must necessarily look beyond a particular unit or department of an organization but rather perform such function in the manner of a systems approach to management.

III. The Managerial Planning Process

Every manager has some planning job to do irrespective of the level at which he operates. Planning like decision making is most effective when it is systematic. Planning according to ken (1998:22), at its best, means that decision made today will produce useful results at a later date. Results that flow from organizations mission and goals. The Planning process is dynamic, involving many variables that must be considered and linked in putting together the plan.

As management functions of (planning, organising, direction and controlling) are interactive and interwoven, so it is applicable to the steps in managerial planning (Wight, 1974:162). Every organization should therefore monitor closely the implementation sequence as a failure in one step may affect the other Wright (1999:62) Onuoha (1999:173) and Stanton (1981:02) view the planning process as a decision making process and classified the steps into five sequence.

The first step assess the current conditions of the organization. Before goals and objective can be established, the current state of the firm must be assessed. In strategic planning for example, this may include the firm resources as well as marked trends, economic indicators and competitive factors. This step basically assesses the company's strength and weakness. The second step takes a look at the determination of goals and objectives. Goals are future states or conditions that contribute to the fulfillment of the organization's mission. Objectives are short-term, specific, measurable targets that must be achieved to accomplished organizational goals.

Establishment of action plan is the third step in the process. This implies prescribing means to achieve objective planned course of action are called strategies

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and tactics, and are usually differentiated by scope and time frame. In some instances, managers simply do not know what action to take, for example, productivity increase can be achieved through a variety of mean including improved technology, employee, reward system and improved working condition.

The establishment of action plan in closely followed by the allocation of resource as the fourth step. This deals with the budgeting of resources for each important plan. Resource are defined as the financial, human time or other assets of an organization. Expenditure of resources linked to an activity.

The fifth step in the process is the actual implementation of the plan. Implementation concerns the delegation of tasks objective-driven action and collection of feedback data. Without effective implementation, the fourth preceeding steps are meaningless. Implementation involves using resource to put a plan into action. In most organization, the manager must implement plans through others, motivating them to carry out the plan. Implementation is followed with strict control measure. Some scholars take it for a sixth steps while others it with the implementation process. Whatever the situation, controlling includes all managerial activities dedicated to ensuring that actual results conform to planned results. Managers must provide information that reports actual performance and permit comparison of the performance against standards.

IV. Barriers to Effective Corporate Planning

Corporate planning with its organization-wide perspective is not always easy to accomplish. A number of uncontrollable variable constraints the achievement of corporate objectives and goals. Onuoha (1999:185) spotted rapid environmental changes as a principal factor impending effective Planning. This charges, be maintained, include technological, political, social and economic instabilities in the nation. It must be observed that the degree of instability of charge varies considerable from industry and among firms within an industry.

Planning, it must be noted is all about effective change where necessary. Some managers resist change. Likely reasons for such resistance: a preference for familiar goals and plans, fear of exposing their managerial incompetence and sheer selfishness to welcome weight opinion of other colleagues. Grey (1990:221) held the view that some managers are not willing to spend time in forecasting, analyzing and evaluating plans claiming that an already developed contingency plan could be invoked to remedy any unforeseen circumstances. This stereo-type method of corporate planning creates serious impediments in arriving at the targeted goal Okon (1991:14), Imaga (2000:161) and Onuoha (1999:186) all pointed accusing fingers at the laissez-faire managerial practice in delegating sensitive responsibility such as corporate planning to their subordinates. This situation give room to poor planning as the subordinate may either be inexperienced or too fresh to handle such schedule. The problem is equally compounded by the way managers treats planning as an independent entity from other management functions. This separation does not allow for a flow in the coordination of managerial duties. It must be emphasized that corporate planning works in an organization in a system perspective approach: which of course calls for the inter-relationship of management functions.

Other barrier identified by many scholars as being lethal to successful planning are:

(a) Management failure to actually employ plans as standard for assessing managerial performance.
(b) Lack of congenial and supportive climate for planning.
(c) Absence of regular review and evaluation of long-range plans.
(d) Management failures to explicitly define and set company goals that are in line with the organization's current strength.
(e) Insufficient management time and resources committed to planning.

V. Overcoming Corporate Planning Barriers

The success of a business firm is the ultimate aim of an entrepreneur, and as such he must be conversant with the elements in the environment that may aid or impede success. Many renowned scholars such as Nwachuwu (1998:42), Stanton (1990:12), Grey (1999:225) and Onuoha (1999:186) have suggested the following measures in ameliorating planning constraints which in effect will offer some benefits at long-run;

(a) That planning is a top management responsibility, therefore the total commitment of top managers to planning function must not be compromised ranging from policy formulation to strategic review of policies and plans.
(b) That irrespective of how beautifully designed and promising a business plan may appear, failure to communicate to, promising a business plan may appear, failure to communicate to, integrate and educate organization members about the plan m ay lead to poor implementation. This aspect emphasizes the importance of communication.
(c) Managers and members of an organization should recognize the limit of planning. Managers should purge themselves of the illusion that planning is a panacea for solving all organizational problems. Equally. There is absolute need for flexibility in

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implementing plans, as its rigidity could be dangerous to goal attainment.

(d) Individual managerial cherished values should give way to other views that seek to promote the growth of the organization; managers should be challenged by peers and superiors. Objective criticism of opinions should be appreciated in good faith and be seen in the light of organization's interest.

Management must not lose sight of developing a sound contingency plan to cushion the effect of uncertainties and avoid a crisis management approach in the event of problem.

We want to add that when business policies properly formulated, plans well designed, it can reduce conflict and role ambiguity. This will give individuals a clear picture of what is expected of them and productivity will improve. Noticeable, however are executive lawlessness in our organizations, but where business plans are carefully and rationally promulgated, superior will know their limit and may be more pruned to dealing fairly with subordinates; and the use of arbitrary power checked.

A good plan offer a greater in dealing with uncertainties, this, we feel will be feasible where the planning and policy managers have in-depth knowledge of forecasting and predictability in the industry. We are also at this point, of the opinion that, since planning and policy making is an intellectual process, only the literate managers should be saddled with this important responsibility if organizational growth must be achieved.

VI. Corporate Planning and the Budgeting Process

Business organizations develop projects and programme and get them implemented through the use of budgets. In fact organizations formulize, budgeting becomes a major ingredient of the entire planning process. This suggest that budgeting provide managers with a framework for the formulation of objective and goals. Etuk (1995:148) defines a budget as simply a device for controlling operation by comparing what is being done with estimates of what should be done. Budgets are expressed in quantitative terms. Budgetary control take the targets of desired performance as its standards then systematically collates information relating to actual performance and identifies the variances between target and actual performance. The extent to which Nigerian Managers develop and implement their budget is questionable. Not much attention is given budgeting exercise in our system, a situation that contributes to business failure. Budgeting like any other managerial activity is not always easy and smooth, a number of factors seem to impede effective budgeting and planning. One of such is the rapid changes in the economic and social environment. Although all business are subject to some change, the extent of instability and complexity caused by social dynamic varies considerably from industry to industry and among organizations within an industry, this of course makes the strict compliance to budget a mirage. Greg et al (1990:111) and Stanton as quoted in Okeke (1989:20) are of the view that though budgeting allows for the monitoring of performance against standard, its usage must be cautious because if unrealistic targets are set, it is bound to lower employee moral and productivity. Equality, efficiency may be hidden if improper assessment tool is applied in measuring targets. These constraints therefore necessitate a call for regular and continues evaluation of actual performance. Suffice to add however that the installation of a perfect budgeting system is not feasible given a short period of time.

Budgets are an important instrument of planning, but they are subject to change both in the total amount made available and in the specific utilization of a giving allocation. These changes according to Imaga (2000:122) are the consequences of the more inclusive activity of comprehensive planning. Whereas budgets in themselves are primarily tools of planning, the process of budgetary control is both a planning device and a control device. The primary aims of budgetary control system include.

i. Establish short-term business plans.
ii. determine progress towards the achievement of short-term plans.
iii. ensure coordination between key area of the organization.
iv. Provide a controlled flexibility for meeting changes in the sort-term Cole (1996:22).

It must be mentioned that a fully prepared budgeting programme will not in itself improve the management of an enterprise unless it is properly implemented. All persons in the enterprise must be fully involved in the preparation and execution of budgets otherwise budgeting will be ineffective. Budget may be frustrated factors such as poor funding, lack of raw material, government policies, labour unrest etc.

VII. Conclusion/Recommendations

One factor responsible for the poor business future in Nigeria is lack of ineffective business policy and corporate planning. Grey (1990:223). Private and public business operate on subsistent level because their operators lack focus and necessary skills to acquire vital planning inputs. Informal planning that seems to provide the framework for some Nigerian business is often accused of lacking a follow-up culture and appropriate evaluation tool. Operators thus become discretionary in the application and sometime misapplying what they have conceived as corporate planning and policy. This often signal the collapse of the business.

Planning is a major component of the management process, which is concerned with defining

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ends, and conduct at every level of organization life. Business planning at corporate/strategic level is a continuous process by which the long-time objectives of an organization may be formulated and subsequently attained, by means of long-term strategic actions. The success or failure of any organization can be determined by extent to which engages in effective planning. Every planning effort have a sequence of steps which must be followed carefully in order to arrive at targeted goals.

Corporate planning and policy is very import because of the benefit of reducing conflict and ambiguity, producing a greater capacity to deal with uncertainty and enhancing the performance of other management function. Budgeting as a subset of planning function helps to appropriate organization's resources judiciously and provide a parameter for measuring actual performance against standard. Since budgeting is a forecast or a projection of expected income and expenditure, it should not end more preparation and approval but it requires but it requires monitoring and control. Policy in itself should be drawn in such a way that there is a correlation between actual plans and budgeting otherwise implementation of corporate decision will be difficult.

We recommend that top managers should always assess the current condition of the firm before formulating corporate policy and planning. It is through the revelation of the strength and weaknesses that realizable goals can be set. Also budgeting should be a guiding principle in managerial function, as these will ensure prudency, efficient allocation and utilization of the resource and financial discipline.

The role of communication in translating plans into action should not be underrated. Members need to be properly informed and educated especially where changes are involved. Training of principle officers should be viewed with emphasis. Trained manpower will offer effective forecasting and provide vital information for corporate planning. Every entrepreneur should engage business forecast. Construction criticism and business advice should be welcome and appreciated for the organization's interest irrespective of the level where the advice originated.

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HRM Focus on Distinctive Human Capital and Strategy of Building-Retaining Competitive Advantage

By Md. Hasebur Rahman & Md. Abdullah Al Mamun
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Abstract- Every business is a people business. At the heart of every successful business are the people who make things happen. Human capital is its most valuable resource, which provides the solid foundation needed to build long-term profitability and ongoing success of an organization. Therefore, businesses must constantly seek new and innovative ways to attract and retain a top-notch workforce, and motivate them to perform to their fullest potential. The evidence from the literature review, the key success factor of business innovative and motivated human resource.Top management responsible for creating a positive organizational environment by intervening cooperative relationship within functional departments for innovation and creativity in organizational interfaces. Everything can be imitated but competent and innovative workforce cannot be imitated and it becomes a distinctive resource regarded as a competitive advantage.

Keywords: HRM, human capital, competitive advantage, human resource.

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HRM Focus on Distinctive Human Capital and Strategy of Building-Retaining Competitive Advantage

Md. Hasebur Rahman [α] & Md. Abdullah Al Mamun [σ]

Abstract- Every business is a people business. At the heart of every successful business are the people who make things happen. Human capital is its most valuable resource, which provides the solid foundation needed to build long-term profitability and ongoing success of an organization. Therefore, businesses must constantly seek new and innovative ways to attract and retain a top-notch workforce, and motivate them to perform to their fullest potential. The evidence from the literature review, the key success factor of business innovative and motivated human resource. Top management responsible for creating a positive organizational environment by intervening cooperative relationship within functional departments for innovation and creativity in organizational interfaces. Everything can be imitated but competent and innovative workforce cannot be imitated and it becomes a distinctive resource regarded as a competitive advantage.

Keywords: HRM, human capital, competitive advantage, human resource.

I. Introduction

Human capital consists of the "people assets" that drive an organization's continuous development and sustained growth, and includes the collective attitudes, skills, abilities, and knowledge base of an entire workforce. Human capital management, also commonly referred to as human resource management or workforce management, is a vital discipline that combines technology systems with advanced methodologies to help businesses effectively build, manage, and maintain their "people" assets, and best leverage them to achieve and maintain a competitive advantage (B.S., 2013) . The belief that individual employee performance has implications for firm-level outcomes has been prevalent among academics and practitioners for many years. Interest in this area has recently intensified; however, as scholars have begun to argue that collectively, a firm's human capital can also provide a unique source of competitive advantage that is difficult for its competitors to replicate.

The success of any organization falls back upon its competent and motivated human resources (Mohiuddin, 2008) . The results of global research on human resource management confirm that employees (for their abilities and motivation to work) represent a critical resource of any organization and demonstrate the positive impact of various practices in human resource management on organizational performance and competitiveness (Armstrong, 2007) . Management should recognize that employees and their behavior represent strong forces that can diminish or enhance effectiveness of every organization (Hasebur Rahman, M., 2013a).

The world of business becoming more and more global and demanding, nowadays organizations are forced to seek for new means to withstand fierce competition and succeed in their operations. Among the challenges they have to face, the following ones are viewed as the most critical ones: the need to increase productivity, enhance organizational capabilities, expand into global markets, develop and implement new technologies, respond to more demanding customer needs and changes in the highly volatile marketplace, increase revenue and decrease costs, attract and retain high-performing and flexible workforce, introduce and manage relevant organizational change, etc. (Burke, 2005).

In response to the above changes, there is a dramatic change in management efforts to build and retain human resource for improving productivity of human capital. On the other side management scholars have been consistently investigate such possible sources of competitive advantage (CA) at both conceptual and empirical levels. It is now generally believed that human resources and their management serve as a strategic asset to the organization. However, there is an ongoing debate in scholarly publications, as to what in particular leads to the development and sustainability of competitive advantage in the organization (Rūta K., Ilona B., 2008).

This study is an attempt to discuss Human Resource Management focus on human capital and building and retaining human capital on fostering competitive advantages in enhancement of organizational effectiveness.

II. Research Objective

Considering the significance of human capital issue on human resource management for sustaining competitive advantages; this study has been taken for serving following major objectives:

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1. To outline human resource management focus to human capital.
2. To outline the efforts of HRM to build and retain human capital.
3. To appraise Human Capital as a Distinctive Resource for competitive advantage.

III. Methodology of Study

The paper is built on the analysis and over review of scientific literature on strategic management and human resource management on human capital issue for building and sustaining completive advantage. For serving purpose of the study relevant articles, books, library resources and internet data resource have overviewed for that study.

IV. HRM Focus on Human Capital

Effective management of human resources is directly linked to business success (Hasebur Rahman, M., June 2013b). Soft or high commitment human resource management practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring; team-working where idea are pooled and creative solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role (Pfeffer, 1998) . Society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity and survival depends on how employees are treated (Lawler, 2005) . Organizational performance and competitiveness are determined by employee performance. The essence of the positive relationship between best practices in human resources management and organizational performance and competitiveness is the optimal system of human resource management that enables to employ and develop capable and motivated employees and achieve expected organizational performance and competitiveness by achieving desired employee performance (Šikýř, M., March 2013).

HRM involves attracting, developing, and maintaining a talented and energetic workforce (Schermerhorn, 2008). Its major responsibilities include: (1) attracting a qualified workforce, which involves human resource planning, recruitment and selection; (2) developing a qualified workforce, which involves employee orientation, training and development (T&D), and performance appraisal; and (3) maintaining a qualified workforce, which involves career development, work-life balance, compensation and benefits, retention and turnover, and labor-management relations (Southiseng, N., Walsh, J. March 2013). HRM functions which have relationships with effective HRD included human resource planning; job analysis; staffing (recruitment and selection); compensation and benefits; equal employment opportunity; T&D; employee and labor relations; health, safety, and security; companies and job design, performance management/ performance appraisal systems; research and information systems (Puvitayaphan, 2007) . Human resource management practices influence employee's skills through the acquisition and development of a firm's human capital. Recruiting procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regimen, will have a substantial influence over the quality and type skills new employees possess. Providing formal and informal training experiences, such as basic skills training, on-the-job experience, coaching, mentoring, and management development, can further influence employees' development (Bassey E., Tiesieh T. 2012). Human resource development (HRD) is another HRM function but it is possible for the HRD function to stand alone. However, to optimize HRD goals, it is necessary to interact with other HRM functions. HRM functions have direct association with dimensions of employee relations, rewards management, performance management, recruiting and selection (Thornhill et al., 2000) .

V. The efforts HRM to Build and Maintain Human Capital

The most valuable corporate asset, in the 21st century, is seen by distinguished professors to be "the knowledge worker" (Drucker, 1959). Human capital is the stock of competencies, knowledge, social and personality attributes, including creativity, embodied in the ability to perform labor so as to produce economic value (Wikipedia, 2013) . Management accounting is often concerned with questions of how to model human beings as a capital asset. However it is broken down or defined, human capital is vitally important for an organization's success (Crook et al., 2011); human capital increases through education and experience. IBM is a leading professional services provider focused on excellence and innovation in Human Capital Management. With over 400,000 employees globally and over 5,000 focused on Human Capital Transformation and Outsourcing, our HR Transformation practice addresses organization and people issues associated with the evolution of the HR business function. (IBM, 2013).

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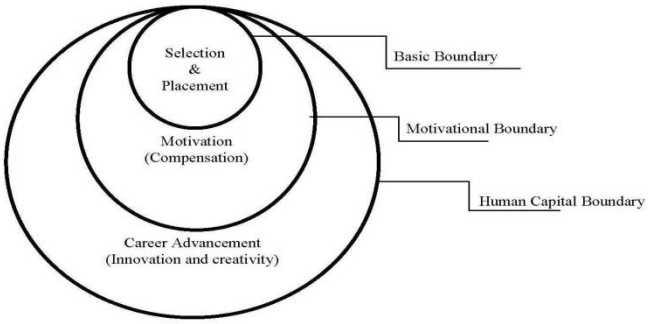

Figure 1 : Building and Maintaining Human Capital (Interface of Human Resource Management)

Table 1

Boundary	Interface of Human Resource Management	Scope
Basic	Selection and placement of employees in authority-responsibility relationship create a basic/core boundary of organization in which they functioning.	HR Department
Motivational	Compensate them to keep them in track in progress to meet defined objectives.	Different Functional Department
Human Capital	Creation of positive environment so that they can redefine objectives to be achieved through innovation and creativity to chase changing business environment.	Top Management Commitment

According to Microsoft "Every business is a people business. At the heart of every successful business are the people who make things happen. And, in HR, it's your job to attract and retain the very best talent, plus keep current employees as positive and productive as possible however it is not easy task. Recruit top talent by posting job openings both internally and externally, and share applicants across the enterprise providing a powerful tool for any recruiter. Put the right people in the right place by mapping internal and external candidates against the competencies and qualifications you're looking for. Create fixed and variable compensation plans, which include grade, band and step compensation structures. Initiate a pay-for-performance structure and compensate employees based on personal and organizational performance goals. Maintain hierarchical, matrix and team-based organizational structures over time, and get a more accurate picture of historical, current and future changes. Retain employment histories, including injuries and illnesses, drug and medical tests, education, skills, certificates, courses taken, work experience and equipment on loan. Give employees and managers with self-service capabilities the power to apply for jobs, maintain performance goals, register for courses, enter and approve absences/expenses, and maintain competencies and personal information" (Microsoft, 2013) . The human capital as the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-run survival of the organization (N. Bontis et al, 1999) .

VI. Human Capital as a Distinctive Resource for Competitive Advantage

The machinery, equipment, inventory, and other assets of the 21st century company have no real economic value without people to work them. Corporations, by leave of the accounting profession, continue to omit the value of human (Jeremy, 2013) . Nobel Prize winners also focus our need to recognize the knowledge workers' impact and the corporate "consequences of employee choice (Sen, 1999) . They understand that the selection of industrial strategy is made "within the context of which individual decisions are made" (Coase, 1960) . Thus, human knowledge and human skills are the real and the future 21st century engines of productivity. There is a "widespread perception" that the value of human capital may represent a significant proportion of overall corporate productive capacity relative to current assets and fixed capital (Jeremy, 2013).

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Table 2 : Human Capital As A Competitive Advantages

Basis of Competitive Advantage	HRM role	Source of Competitive	Author
Valuable, rare, inimitable & non-substitutable bundles of resources and capabilities	HR value optimization	Internal	Kamoche (1999)
Managerial, input-based, transformational & output-based competencies	Competency development	Internal	Lado et al. (1994)
Integration of specialized knowledge into organizational capabilities	HR Training & Development	Internal	Grant (1998)
Resources & capabilities gained/developed outside the firm boundaries	HR capability development	Interactional	Strandskov (2006)
Role behaviors required by competitive strategy	Stimulating role behaviors	Interactional	Wright et al.(1994)
Horizontally & vertically aligned HRM systems	Performance enhancement	Interactional	Ferris (1999)
Firm's ability to perform activities at a lower price or in a distinct way; industry specific key success factors	Support activity	External	Porter (1998)

Most chief executives agree that the people who work in an organization – its human capital – are among its biggest sources of competitive advantage. Managing that resource – human capital management – means developing its knowledge, its competence, its skills, and its abilities as the organization grows. From recruitment to retirement, IBM Foundation HCM facilitates practically every relationship between the company and the people who work for it – creating an environment in which both managers and employers can focus on productivity, service to the client, and developing real business value. It is the key to long term, sustainable business success (IBM, June 2010) .

VII. Conclusion

Human resource management should be thought as a strategic activity and that is carried out consistently with the overall business/corporate strategy. Human capital plays a critical role in the creation and sustaining of competitive advantage. Building human capital is not sole responsibility of human resource department. Creation of positive environment lies in organizational perspective for innovation and creativity. Every thing assumes to be same but distinctive human capital becomes a competitive advantage requires sanction from top management.

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Effectiveness of Corporate Social Responsibility and Information Communication Technology in Organizational Change Management

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Abstract- This paper explains the concept of corporate social responsibility and examines the use of corporate social responsibility in organizational change management. The concept of CSR is well researched but implementation of CSR is not well researched. Here we examine the role of ICT and how it affects CSR. In this paper we see how ICT and CSR facilitate the implementation of change in organization along with the issues which an organization faces in the processes of managing change.

Keywords: corporate social responsibility, information and communication technology and organizational change management.

GJMBR-A Classification : FOR Code:150304 JEL Code: O32

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Effectiveness of Corporate Social Responsibility and Information Communication Technology in Organizational Change Management

Z. Mahmood [α], A. Amir [σ], S. Javied [ρ], & Dr. F. Zafar [ω]

Abstract- This paper explains the concept of corporate social responsibility and examines the use of corporate social responsibility in organizational change management. The concept of CSR is well researched but implementation of CSR is not well researched. Here we examine the role of ICT and how it affects CSR. In this paper we see how ICT and CSR facilitate the implementation of change in organization along with the issues which an organization faces in the processes of managing change.

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I. Introduction

In today's changing world, the concept of Corporate Social Responsibility is a growing area of interest for academics, practitioners and entrepreneurs in terms of theory and practice. As the name implies "corporate Social Responsibility is a process in which organizations take responsibility for the impact of their activities on customers, employees, shareholders, communities and the environment in all phases of operations. As the world is shrinking due to globalization CSR has acquired high degree of relevance and scope in large number of sectors. Organizations are continuously improving their social, environmental and economic performance because corporations' growing expectations and increasing demand for transparency. [1]

There are compelling reasons why companies should engage in corporate social responsibility aimed primarily at social welfare. Proponents of CSR have used four arguments to make their case:

- Moral obligation means that stakeholders are satisfied only if companies operate their businesses with socially responsible practices.
- Sustainability involves meeting the needs of present by investing in solutions that are socially environmentally and financially sustainable.
- Moreover, the very license to operate and crucial contacts themselves, with governments and other entities, might be conditional upon such obligation.
- Finally, CSR initiatives may be supported due to reputation impact because it will improve the company's image and even raise the value of the stock [2]

Corporate Social Responsibility plays important role in change management. Change management refers to managing the people and structures of the organization in order to fulfill the needs of the customers. For successful change management, corporations should have effective CSR policies so that employees should have positive image of the company. Effective CSR policies are very crucial as employees have different values and beliefs when change management occurs so CSR policies can help the employees to understand the organization culture.

II. Literature Review

The concept of CSR has witnessed an astounding ascendency and revival in recent years. It has been considered as essential for successful business operations and creating opportunities to look beyond narrow economic returns (Jackson and Nelson, 2004; Rudolph, 2005). Businesses have eagerly adopted the jargon of "embedding" CSR in the core of their operations, making it "part of the corporate DNA" so that it influences decisions across the company. With a few interesting exceptions, the rhetoric falls well short of the reality' (The Economist 2008).

Haniffa & Cook (2005) examined the relationship between Corporate Social Responsibility and culture and corporate governance. They used content analysis method to measure the degree and level of CSR. Culture was measured by directors and shareholders whereas corporate governance measured by non-executive directors in the board chairman with multiple directorships and fraction of foreign shareholders. Their 'results show a significant relationship between corporate social disclosure and directors.The number of empirical studies is available on

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CSR practices in Bangladesh. Belal (1997) conducted research on green reporting practices in Bangladesh. He observed that out of 50 companies only 3 companies made environmental disclosures. A later study by Belal (2000) showed that 27 companies (90%) companies out of 30 studied made environmental disclosures, the percentage will come to 20 only if disclosure related to expenditure on energy usage is excluded. This shows an increasing trend but none of these studies explored why number of disclosers increased.

Ina Freeman and Amir Hasnoui (2010) examined that CSR does not have a universal and comprehensive definition. CSR is well researched but literature lacks information related to its implementations. ICT can be the tool to implement CSR. ICT is now being developed in developing countries as well. ICT disseminates information related CSR to the public. ICT gives global recognition to CSR. Implementation of CSR varies from culture to culture. Further research is required to quantify the usage of ICT for CSR implementation.

III. Change Management

Change management is defined as the practice of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of internal and external customers' (Moran and Brightman, 2001). [3] In order to remain competitive in market place change is very important aspect for the survival and growth of any organization. Organizations are required to respond rapidly to the local, national and global uprising of new technology and competition in order to subsist in the market. For a successful organization, change is to be implemented at three levels, i.e. individual, group and organization. Change cannot be successfully implemented without active participation of management.

a) Change as a Process

Lewis (1947) conceptualizes change as a process which consists of three phases: (1) unfreezing—it is phase in which company realizes that there is need for change and to prepare to leave the current state of comfort for future benefits; (2) moving—At this stage they move forward to adopt new change setup and reluctant to change as they have to leave their comfort zone; (3) refreezing—At last, change is accepted as a new norm and change is now a part of the organization.[4]

b) Leadership in Change Management

Every living creature is hesitant to change whether it is a planned change or accidental change. However, change management is a complex process and thus requires a good management. Leadership plays important role in managing change because leader has an authority to control a group of people get it organized to achieve a particular goal. Leaders should be more skillful and motivational so that he can motivate their followers and guide them. According to researcher Ajayi (2002), the change leader needs following capabilities

- Heroic determination to make the change happen,
- Persistence,
- Stamina,
- A sufficient mandate that stems from personal change; and
- First-class intelligence [4]

IV. Issues of Change Management

One of the most important parts of organizational development is to manage change with the help of technology. Changing market and changing needs lead to a more competitive market, with so many brands under one roof. [5] A study by Harvard Business Review found that 66% of change initiatives fail to achieve their desired business outcomes. . The five most common obstacles to change are depicted in the graph below. The three circled obstacles can be influenced by leaders. [6]

Obstacles Experienced During Major Organizational Changes

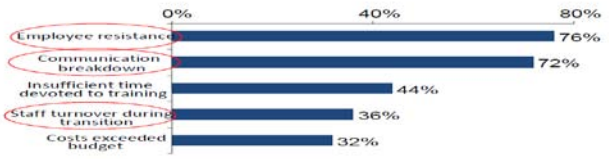

Figure 1 : [8]

a) Degree of Resistance

Major organizational changes for innovation can anticipate resistance, especially if the proposed changes alter values and visions related to the existing order. It is not possible to satisfy every group, programs that satisfy one group often reduce the satisfaction of other groups, because the survival of one set of values and visions may be at the expense of the other when we bring change it does not only come in processes but they are the people who bring in change. For successful change everyone must share the same objectives and initiative. In addition, creativity brings in innovation and hierarchical organizations are less flexible to change and they.

b) Poor Project Plans

McKinsey & Co, Shaffer & Thomson, and Corporate Leadership Council site studied a number of companies that implemented significant change programs. Their research indicates that 60% -70% of significant and complex change management faced failure to produce the desired results. The research

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supported the fact that failure isn't always necessarily due to poor technical solutions but it was a result of poor change implementation. Proper planning should be done if change programs are initiated into companies. [8]

c) Lack of Employee Involvement

It is natural that people are afraid of change. In most strategic organizational change, some employees will be asked to assume different responsibilities or focus on different aspects of their knowledge or skill. There will be fear of change because a person is negatively inclined of change. More important, however, there will be fear of failure in the new role. Employees should be involved at a higher rate as soon as possible in the change effort. The more they know about change process the more change will come. As employees understand the reasons for the change they more readily accept the change. [9]

d) Flawed Communication Strategies

Significant organizational change must have some ideal communication strategies which must attend:

- To the message,
- The method of delivery,
- The timing,
- The importance of information shared with.

What is more important that people understand the purpose of change but more importantly, how the change is likely to affect them. A big announcement from the CEO does not help people in understanding and accepting change. Employees need to know about every aspect that leads to change. Engaging employees and allowing them to manage the communication process is the key to a successful change communication plan, this will help to initiate and make change plan successful. [10]

V. CSR Role in Change Management

A socially responsible company views each and every problem in another way as these companies are aware of the fact that people such as employees, managers, local community, suppliers, customers ,society as a whole and even future generations would be effected by the decisions taken. A socially responsible company differs in a way that they see problems and things not for short term return instead they focus on the consistency of its policies and actions, engagement of stakeholders for developing trust among stakeholder and the organization. Moreover they will not go for those solutions that are immoral and unethical. This is what that makes a socially responsible company different from the others. When these companies implement change, stakeholders that might be affected by the organizational change and activities have the climate of trust so they accept the change as they know that company would not adopt any immoral approach. [11] Moreover organizations that have implemented CSR have better reputation and better organizational climate where dealing between managers, employees and customers is conducted on ethical basis. This helps in creating a culture of openness and trust ultimately helping managers to handle change in more appropriate manner. They have enhanced and better ability to deal with change. Thus companies who have implemented CSR are in better position to anticipate and respond to the economic, social, environmental and regulatory changes that occur. [11]

VI. Corporate Social Responsibility and Information Communication Technology

CSR is also considered in management terms as in communication management and relationship management. CSR does not have a global and comprehensive definition and its implementation is not well researched. [12]Information Communication Technology is the broader term that includes the concept of Information technology in it. Though use of I.T is limited to industry, ICT involves the education sector as well. ICT participates in creation of knowledge due to the increasing use of communication technology. [13] After explaining the concepts of corporate social responsibility, change management and information and communication technology, we will test the hypothesis and give the recommendations and conclusions on the basis of results.

H1: ICT helps in communicating and implementing CSR.

H2: CSR enhances employees' commitment level to the organization.

H3: CSR and ICT play a significant role in communicating Change Management

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a) Trends in ICT

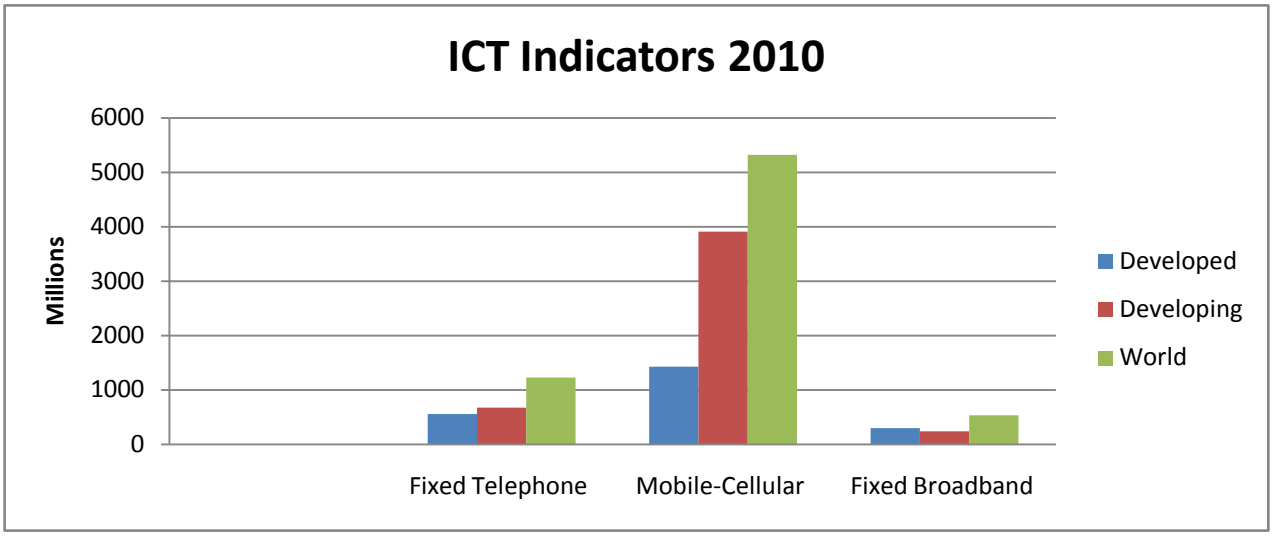

Figure 2

Source: International Telecommunication Key Indicator 2005-2013 [14]

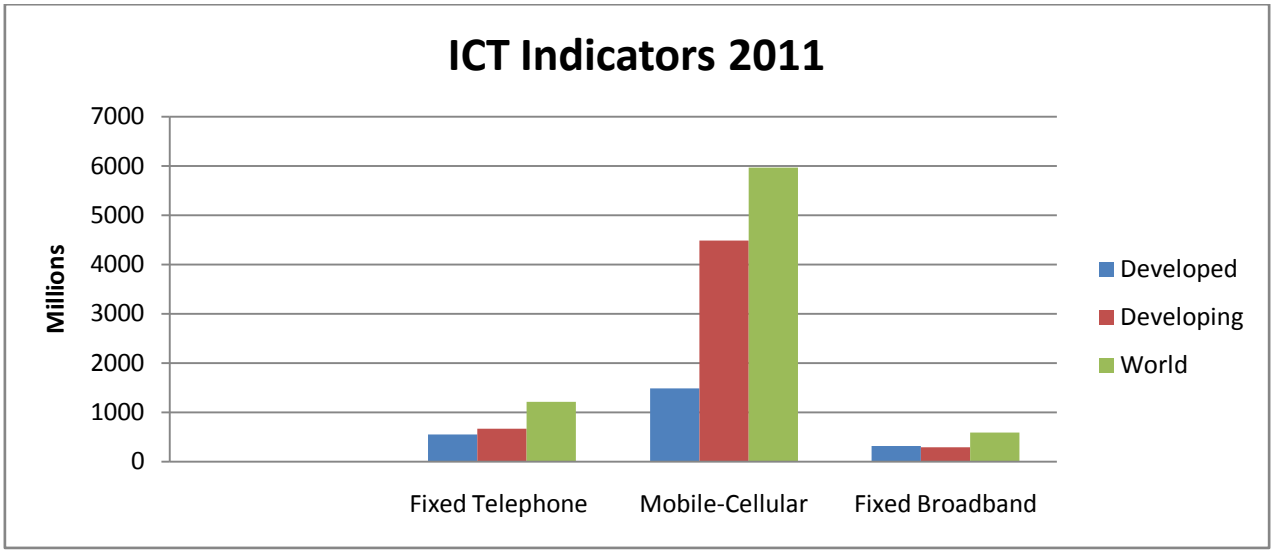

Figure 3

Source: International Telecommunication Key Indicator 2005-2013 [14]

The graphs are showing an increased trend in Mobile-Cellular Subscription and fixed-broadband subscription in year 2011 as compared to 2010.

b) Benefits of ICT

ICT can provide a wide variety of benefits to different firms. ICT helps in cost reduction, enhanced productivity and growth opportunities. Implementation of ICT by firms helps in business cooperation, business relationships, and quality of knowledge. [15] ICT helps in merging the economies globally with the use of technologies that are provided by developed countries, improving production and growth. [16] The concept of doing good provides firm with competitive edge and positively adds to the reputation and performance of the organization. [17]

c) Global Reach Of ICT and CSR Implementation

ICT is a global concept and it is well implemented in organizations. It is used to communicate information worldwide in an effective way. In most of the cases, ICT is limited to larger organizations. Infrastructure to implement ICT requires substantial investment which somehow limits the use of ICT for larger organizations. Along with the hardware, specific leadership skills are required to make the best use of ICT. ICT does have its limitations in terms of need of substantial investment, skilled leadership, scope etc.

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The benefits of ICT must out weight the cost factor and it does when implemented with required proficiency.

ICT reaches globally and requires substantial recourses; this limits its use for developed and emerging economies. The global factor of ICT is missing in CSR. [18] Research indicates that CSR can produce undesirable results. [19] Total Factor Production of ICT is an important concept that should be considered while implementing ICT network.

Global reach is the missing factor in the implementation of CSR that is contributed by the ICT network.This tests first hypothesis.

d) ICT and Change Management

Change management includes that entire phenomenon which brings significant change in the organization. Implementing change is never easier due to a lot of hurdles mainly resistance shown by the people who will get affected by that change. Change affects the stakeholders and employees are the major stakeholders of the organization. Resistance towards change arises due to a lot of reason but these hurdles can be minimized with the help of some tools one of these is effective communication. Management fails to communicate change at a lot of levels. Employee involvement in the integration process is critical. Involve employees as early as possible in decision making. From the start of transition, providing employees with opportunity to ask questions related to change reduces their concerns.

e) Key Skill in Change Management

The two key skills that managers must use are communication skills and trust-building skills. Resistance arises with the fear of losing jobs. Employers require trust building. Trust building can be done with the help of celebrating mistakes and encouraging disagreements. Communication is necessary to communicate the vision behind proposed change. Communication is necessary in building and managing teams within organizations. [20] Communication does not mean by email or telephone. Effective communication is two way communications. Employees should be encouraged to ask the questions related to change and how this change will affect them. For this a change model can be used to show the how that changes will be implemented and what would be the benefits of that change. Pilot study can be conducted for this purpose. Sharing information with concerned employees, who will be influenced by the change in real-time, facilitates the change management. This explains our third hypothesis.

VII. Recommendation and Limitations

ICT takes substantial amount of resources of the organization, which limits its use for the big organizations and developed countries. Use of ICT is expensive but organizations are constantly increasing their budgets for the effective use of ICT. This points the importance of ICT in changing world. The role of ICT in CSR implementation lacks the quantitative analysis due to unavailability of the required data, which is required to establish the strong relationship between them.

VIII. Conclusion

The concept of Corporate Social Responsibility has increasingly gained foothold within most businesses. CSR is not only drawing the corporate tycoons into its circumference, but is also luring educationists, social activists, reformists, from all over the world to delve deeper into it. The changing market trends, globalization and ethical consumerism all are adding heat to the CSR concept. Moreover, CSR also plays important role in change management. When organizational change occurs management hires employees with a different background, values and beliefs therefore CSR helps them to understand the organizational culture. Change management would be effective in those companies which have effective CSR policies because CSR improves employees' perceptions of the company and they will be motivated to adopt those policies. When a company has CSR initiatives, employees are more proud of and committed to the organization. CSR does make a unique contribution to organizational commitment. ICT communicates CSR and implements it due to its global reach. CSR engaging employees with social activities and activities working for the welfare of employees and their families enhances their level of commitment. It has been seen that employees prefer working for the organizations that are engaged in social activities benefiting both society and environment. Implementation of CSR as top-down strategy limits its enactment. This reduces awareness of CSR. Global reach of ICT makes it advisable to escalate the concept of CSR through its network. This limits the communication of CSR to the ICT-enabled organizations. Implementing CSR with the ICT needs quantitative analysis for better understanding.

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Employment Structure of Informal Construction Workers/Artisans in Nigeria

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Abstract- Every employment has its mode(s) of engagement. The nature of activities within an organization also determines the structure of engagement. Studies have described artisans' employment in the construction industry as informal because employers fail to obey employment regulations. The paper investigated the employment structure of the informal workers/artisans in the Nigerian construction industry with a view to examine the informal workers' means of engagement, types of employers, forms of employment and engagement requirements. Study data were collected through a well structured questionnaire administered on informal workers/artisans and contractors. Data were analyzed using both the descriptive and inferential statistics. Cross-tabulation shows the relationship existing among variables of engagement while Chi-Square established the significance of these variables.

Keywords: employment, informal sector, construction artisans, construction employment, Nigeria.

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EMPLOYMENTSTRUCTUREOFINFORMALCONSTRUCTIONWORKERSARTISANSINNIGERIA

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Employment Structure of Informal Construction Workers/Artisans in Nigeria

Sunday Julius Odediran [α] & Olubola Babalola [σ]

Abstract- Every employment has its mode(s) of engagement. The nature of activities within an organization also determines the structure of engagement. Studies have described artisans' employment in the construction industry as informal because employers fail to obey employment regulations. The paper investigated the employment structure of the informal workers/artisans in the Nigerian construction industry with a view to examine the informal workers' means of engagement, types of employers, forms of employment and engagement requirements. Study data were collected through a well structured questionnaire administered on informal workers/artisans and contractors. Data were analyzed using both the descriptive and inferential statistics. Cross-tabulation shows the relationship existing among variables of employment while Chi-Square established the significance of these variables. The study found out that informal workers are engaged through previous employers and contacts; however, they often work for building owners and contractors. Building owners and the contractors offer informal workers contract and temporary forms of employments respectively. Both the informal workers (employees) and contractors (employers) confirmed that informal workers/artisans are engaged based on previous work experience not educational qualification. The study further established that there was a significant relationship between the informal workers' engagement by previous employers and their previous work experience.

Keywords: employment, informal sector, construction artisans, construction employment, Nigeria.

I. Introduction

Construction industry plays major and significance roles in employment creation and economic growth of many nations. This is seen from the infrastructure deficits and huge amount of capital voted yearly for this purpose. Output from the construction industry is a major and integral part of the national output, accounting for a sizeable proportion in the Gross Domestic Product (GDP) of both developed and underdeveloped countries (Ganesan 1997, Crosthwaite, 2000). This was supported by Ogunsemi and Jagboro (2006) in Nigeria that construction industry is significance and importance to employment generation and economic growth. Mitullah and Wachira (2003) also stated that construction activities in Kenya play a vital role in the process of economic growth and development,both through its products (infrastructure, buildings) and through the employment created in the process of construction itself. The level of this significance has been supported globally by statistics.

Brays (2005) reported that global construction is making contribution amounting to between 5 and 7 percent of GDP in most countries and accounts for a significant part of global gross capital formation which is a little under one-third. The United Nations Environment Programme (UNEP, 1996) noted that about one-tenth of the global economy is dedicated to constructing and operating homes and offices. Lowe (2003) further stated that the value added of construction is in the range of 7% to 10% for highly developed economies and around 3% to 6% for underdeveloped economies. The value added in the developing countries could be higher because figures on the informal sector are mostly not included which could generate a significant casual employment in urban and rural areas (Ganesan 2000). In United Kingdom, construction industry contributes about 8 to 10 per cent of the GDP (BTEC's Own Resources, n.d.). Aganga (2010) in Nigeria established that the construction industry contributes about 3 percent to the nation's Gross Domestic Product (GDP) which is below a range of 5 to 10 percent of GDP as envisaged by the United Nation and in developed nations like UK and America.

In other to meet this demand, Jinadu (2004) cited in Sanni and Alabi (2008) stated that availability of manpower in both qualitative and quantitative terms is very crucial and constitutes the second largest single component of resource input required by the construction industry. Manpower required for construction varies from professionals like Architects, Builders, Engineers, Quantity Surveyors, Urban and Regional Planners, Estate Managers to building artisans like bricklayers/masons, carpenters, welders/iron-benders, house painters, plumbers, electricians and the like professions, and labour. Manpower costs constitute about 40% of the total housing construction costs (Agbola, 1985). In most cases, the types of manpower usually needed in large quantity for housing construction in Nigeria are artisans and labour (Sanni and Alabi, 2008) and this is equally applicable globally. This shows that there are two major classes of manpower/players to the success of any nation construction industry; and both the professionals and artisans/labour ensure qualitative and quantitative performance of any construction activities respectively.

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According to United Nations Centre for Human Settlement (UNCHS) (1996), the construction industry can be divided into a ''formal'' and an ''informal'' part. Oladapo (2006) affirmed that the construction industry in Nigeria is made up of an organized formal sector and an unorganized informal sector. The formal sector in Nigeria comprises foreign and indigenous companies, which are classified into small, medium and large scale according to their level of capitalization and annual turnover; while the study was silent about informal sector. The construction industry in developing countries comprises a regulated formal part and unregulated informal part (Mlinga and Wells, 2001). The major difference between the formal and the informal part is the extent to which government regulations are observed. Mlinga and Wells (2001) further submitted that the formal construction industry is one in which all the government regulations with regard to construction (licensing, registration, employment etc) are adhered to, while the informal construction industry is that part of the industry where some or all of the regulations are not complied with.

In general economy, formal sector by International Labour Organization (ILO) (2002) was described as the economy that is regular, stable and with protected employment and legally regulated enterprises. In term of workforce, it encompasses all jobs with normal hours and regular wages, and are recognized as income sources on which income taxes must be paid. In term of employment, it is the sector comprising 'proper' jobs that are usually permanent, with set hours of work, agreed level of pay, and sometimes pension and social security rights (ILO, 2002).

Informal sector on the other hands was described as an economic activity that is neither taxed nor monitored by a government, and is not included in that government's Gross National Product (GNP), as opposed to a formal economy (Wikipedia, 2009). ILO (2002) described informal sector as the sum total of all income-earning activities outside of legally regulated enterprises and employment relations. In construction sector, Uwakweh (2000) described the informal sector as "that segment of firms or individuals that engages in construction or other activities without obtaining the necessary designs, planning and construction documents". Informality in construction sector could therefore be referred to a situation where an individual is engaged in a construction enterprise or on a construction job and such individual has no regular working hour and wages; no permanent employment; no social safety and welfare packages, no pension scheme, no job security and do not pay tax. In a construction enterprise as well, informality refers to a situation when the engagement of construction workers do not obey employment laws or follow due process.

Jewell et al. (2005) stated that most construction sectors around the world have a high percentage of output being produced informally. Rogerson (1988) also described construction industry as one of the largest employers of the informal sector workforce and Well (2007) affirmed that there is absence of regulation in the terms and conditions of employment as well as in the construction process of informal sector in developing economies. Mitullah and Wachira (2003) also reported that in some low-income countries the vast majority of construction labourers have always been employed informally. Mlinga and Wells (2001) also argued that the informal part of the construction industry is generally ignored and receives little support from the government. They further retreated that policies to develop the construction industries of developing countries should address the needs of the informal sector, where the bulk of the labour force is found (Mlinga and Wells, 2001).

Hence, due to the level of employment provides by the informal sector to the general economy and Meagher and Yunusa (1996) stated that Nigeria has the largest and arguably the most dynamic, informal sector in sub-Saharan Africa; while ILO (2002) further affirmed that informal sector in Sub-Saharan Africa is the largest concentration of informality globally. This implies that informal sector (including construction) in Nigeria is significant both in Africa and developing economies thereby necessitate a need for its investigation. Hence, effort gears towards improving the informal sector activities will contribute to better performance of the construction industry. This paper therefore appraises the employment structure of informal workers/artisans in the Nigerian construction industry with a view to improve their performance and operational/occupational conditions in the Nigerian construction industry. The specific objectives examine the employment structure and engagement requirements of informal workers/artisans in Osun state of Nigeria.

II. Review of Previous Studies

Every employment has the manner(s) and way(s) by which employees are engaged and treated. The type of activities within an organization to be performed by an employee will also determine the structure of employment although some fundamental principles are common to employment system as generally and globally accepted. ILO (2002) has classified any employment either to formal and informal. Formal sector was described as the form of employment that is regular, stable and with protected against dismissal and legally regulated enterprises. In term of workforce, it encompasses all jobs with normal hours and regular wages, and are recognized as income sources on which income taxes must be paid. In term of employment, it is the sector comprising 'proper' jobs that are usually permanent, with set hours of work, agreed level of pay, and sometimes pension and social security

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rights (ILO, 2002). Informal sector on the other hands was described as an economic activity that is neither taxed nor monitored by a government, and is not included in that government's Gross National Product (GNP), as opposed to a formal economy (Wikipedia, 2009). ILO (2002) described informal sector as the sum total of all income-earning activities outside of legally regulated enterprises and employment relations. In construction sector, Uwakweh (2000) described the informal sector as "that segment of firms or individuals that engages in construction or other activities without obtaining the necessary designs, planning and construction documents".

There are also forms of employment such as permanent, temporary, casual, shifting etc. Permanent employment means engagement for a long period of time while temporary is for a limited period. Casual or short-term employment means that there will be frequent changes of job. Most temporary contracts are for the duration of a project. Hence, previous researches on informal workers' employment on construction sites show that; study in Spain by Byrne and Van der Meer (2000) established that the average number of contracts per worker per year was almost eight in 1998 and with this rate of turnover; it is almost inevitable that there will be periods spent out of work. A research in the United Kingdom found much higher levels of unemployment amongst temporary workers than workers on permanent contracts (Harvey, 2000). Harvey (2000) also established that on a site employing 1,400 construction workers, there was a labour turnover of 200 per cent in six months and workers have no protection from dismissal. The study further affirmed that workers affirmed insecurity such as temporary nature of employment, the vulnerability to dismissal and the loss of workplace solidarity as inhibiting factors. A survey of 2,600 construction workers in five towns by Vaid (1999) found that both the skilled and unskilled workers were more or less fully employed; 80-90 per cent could find work for at least 25 days a month and for nine months of the year. Yuson (2001) study in Malaysia confirmed this and on the other hand, underemployment is currently a major problem in Philippine. The outcome of the Trade union research in Malaysia suggests that the average employment period for the eighty-five (85) per cent of construction workers who are employed on temporary contracts in one year varies from four to six months (Yuson, 2001).

Mitullah and Wachira (2003) in Kenya established that most of the surveyed workers were working as employees with minority working either as subcontractors or self employed. The result shows that employees are largely hired by the owners of the development or by subcontractors. They further established that the informal nature of doing business is revealed by the fact that the work agreement is not based on written contracts but on verbal agreements. There are very few working on some forms of written agreement with insignificant proportion had a standard written contract, as applicable in most formal employment. There is paucity of literature on situation in the Nigerian construction sector which necessitates her investigation.

III. Statement of Problem of the Study

A major concern of stakeholders in the Nigerian emerging construction sector is how to improve service delivery. Mitullah and Wachira (2003) also reported that the development of an efficient construction industry is an objective of policy in most countries. In recent years, the informal construction sector has grown in size and importance in many African countries (Mlinga, 1998; Ngare, 1998; Wells, 2001). While small, unregistered construction enterprises were previously involved in the building, maintenance and repair of individual residential houses, they are now increasingly involved in the construction of complex and much larger commercial buildings (Wells, 2001). At the same time, due to unpredictable workloads in the construction industry and high costs involved in keeping idle labour, formal registered enterprises are resorting to subcontracting to the informal sector (Wells, 2001). This affirmed the level of significance and relevance of informal sector to the construction industry in African continent and effort directed towards improving informal sector will be a giant stride to construction sector in an emerging economies.

Review of literature on the level of employment of construction workers show that in both the developed and developing countries, unemployment is very high to workers on temporary contracts than those on permanent contracts (Vaid, 1999; Harvey, 2000; Yuson, 2001), also those on permanent or formal contracts earn far more than their counterparts on temporary or informal contracts (Allen, 1994; Saboia, 1997; Muteta, 1998; Vaid, 1999; Lux & Fox, 2000; Harvey, 2000; Yuson, 2001; Connolly, 2001).

In Nigeria, related studies on informal construction sector such as Oladapo (2006) undoubtedly confirmed the existence of informal construction sector. Fagbenle and Olawunmi (2010) and Oladapo (2001) emphasized the poor impact of informal sector on construction output. Adeyemi et al. (2006) also established that the vast majority of labourers of the informal sector in the Nigerian construction industry are female who act either as labourers or unskilled labour force. Wahab (2010) established that the stress factors attributed to artisans in the Nigerian construction industry include qualitative and quantitative workloads, tight-time frame of works and unstable working hour. Nwaka (2009) emphasized on the need for the government (formal sector) to support informal sector and not content with self-help and fending for themselves. Hence, Mitullah and Wachira (2003) have

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equally submitted that the focus of research and technical assistance on informal construction sector to date has largely been upon the enterprises that comprise the sector – the contractors, subcontractors and consultants. Little attention has been paid to the labour force, about which often very little is known.

None of these studies in Nigeria has examined the employment structure of informal construction workers/artisans with respect to their medium of engagement, types of employers they work for and forms employment they often get from various employers as well as the requirements for engagement. Equally, ILO (2002) had stated that statistics on informal sector are needed as a tool for evidence-based policy-making and advocacy. Therefore, in Nigeria such statistics are not available and where exist there are little research works that provide such statistics about informal construction sector. This study therefore filled this identified gap by examining the employment structure of informal construction workers/artisans in Osun state of Nigeria.

IV. Research Methodology

This paper was a part of an outcome of research for Master of Science (M.Sc.) in Quantity Surveying on the informal sector players of construction industry in Osun State conducted at Obafemi Awolowo University, Ile-Ife Nigeria. The state consists of thirty Local Government Areas, the primary (third tier) unit of government in Nigeria (Wikipedia, 2012). Figures 1 shows the map of Osun state with their respective local government areas.

Figure 1 : The Map of Osun State by Local Government Areas

In other to obtain the population and sample size for this study, a preliminary survey was conducted within the study areas to establish the sample frame for the study. The statistics on the informal workers/artisans including masons, carpenters, iron benders, painters, plumbers and electricians were obtained by contacting the leaders of their various associations eventhough opinions in terms of accuracy of the numbers of their registered members vary with different zones. The figures obtained were harmonized and factored for the purpose of this study. Primary data was elicited for the purpose of this study. The information obtained served as the basis for the study population. The distribution of the informal workers within the study area is shown in Table 1 below.

Table 1 : Distribution of Informal Workers/Artisans in the Study Area

S/N	Informal Workers/Artisans	Osogbo & Olorunda LGAs	Iwo & Ayedire LGAs	Ife Central & Ife East LGAs	Total No
1	Masons	460	320	410	1190
2	Carpenters	815	665	705	2185
3	Iron Benders	205	115	135	455
4	Painters	100	75	116	291
5	Plumbers	120	95	160	375
6	Electricians	270	205	230	705
	Total	1970	1475	1756	5201

The study population comprised 1190 masons/bricklayers, 2185 carpenters, 455 iron benders, 291 painters, 375 plumbers and 705 electricians obtained from the preliminary survey conducted. The list of active construction sites within the study area was also obtained for the purpose of comparing informal workers' opinions on the subject of discussion with their employers' responses. A list of 80 active construction sites was gotten. The sample size comprised 5% of informal workers in the study area comprising 60 masons, 109 carpenters, 23 iron benders, 15 painters, 19 plumbers and 15 electricians including 20 construction sites which were randomly taken from the study population. This gave a sample size of 261 informal workers/artisans of the construction industry as shown in Table 2 and 20 construction sites in the study area. Purposive sampling technique was adopted in the administration of questionnaire to the respondents.

In other to collect relevant primary data for this study, a well structured multiple choice questionnaire was designed and administered on informal workers. Most of these workers/artisans were contacted through

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site visits and attending association's meetings. The questionnaire was administered to them by the survey crew. The questionnaire was divided into four sections. The first section identified the characteristics of the informal workers/artisans. These include their sex, age group, marital status among others. The other sections of the questionnaire addressed the specific objectives of this study. The data obtained were imported into Statistical Packages for Social Sciences (SPSS) and were analyzed using descriptive (percentage and mean score), cross-tabulation and Chi-Square as applicable to this paper. The percentage shows the ratio of the responses among the informal workers on variables of their characteristics while mean score measures the average response to variables of means of engagement and engagement requirements of the informal workers/artisans while Chi-Square established the level of significance of these variables.

Table 2 : Distribution of Questionnaire among Informal Workers/Artisans in the Study Area

S/N	Informal Workers/Artisans	Osogbo & Olorunda LGAs	Iwo & Ayedire LGAs	Ife Central & Ife East LGAs	Total No	Response Rate	% Response Rate
1	Masons	25	15	30	70	56	33.9
2	Carpenters	35	29	45	109	52	31.5
3	Iron Benders	11	4	8	23	15	9.1
4	Painters	5	5	5	15	13	7.9
5	Plumbers	7	4	8	19	14	8.5
6	Electricians	9	7	9	25	15	9.1
	Total	92	64	105	261	165	100

V. Results and Discussion

a) *Respondents' Information*

This paper examined the employment structure of informal workers/artisans in the construction industry in Osun state Nigeria. The paper further examined the respondents' information such their sex, age group; marital status and academic qualification. The results obtained show that all the respondents were male and this agreed with the work of Mitullah and Wachira (2003) in Kenya who established that construction sector was dominated by the male gender. A survey of major employers by Mackenzie et al. (2000) also revealed a high level of scepticism about the recruitment of women in the construction industry. A similar study from USA confirmed the overt and covert discrimination against female gender among building trades (Eisenberg, 1998). This paper was further supported the study of Eisenberg (1998) who reported cases of biasness against female gender in the industry. The investigation of Swami Vivekananda Youth Movement (2011) further established that men workers primarily dominate the masonry trade. The study also revealed the age group of the informal workers/artisans in the construction industry and found that 8.5% are less than 20 years of age while 63.6%, 26.1% and 1.8% are of 21-40, 41-60 and above 60 years respectively. This supports the survey of construction labour in Kenya by Mitullah and Wachira (2003) who found that the youngest construction workers was only 21 years old, the eldest was 63 years and in general the sector accommodates a comparatively young workforce with a majority being below 45 years of age. For the respondents marital status, 79.4% are married, 20.6% are single while none are widow.

The highest academic qualifications of the respondents shows that 29.7% are holders of primary school certificate, 14.0% hold junior secondary certificate, 37.0%, 12.7%, 4.2%, 1.2% and 1.2% hold senior secondary certificate, NABTEB Certificate/Trade test, OND/NCE, HND and other academic qualifications respectively. With the senior secondary education being the highest, this study shows that the level of education of the informal workers/artisans in the Nigerian construction industry is better when comparing with other developing countries like India where education of construction workers was low and poor (Vaid, 1999 and Anand, 2000). Other studies in Brazil, Malaysia and China reported that construction worker do not require schooling and education (Zylberstajn, 1992; Abdul-Aziz, 2001 and Lu and Fox, 2001) respectively. This study was also supported by the work of Mitullah and Wachira (2003) on construction labour in Kenya who established that the majority of informal worker/artisans had primary and secondary education. This shows that informal workers/artisans in African continent have higher educational qualifications than their counterparts in the Asian developing economies.

b) *Engagement Structure of Informal Workers/Artisans*

i. *Means of Engagement*

Key to Table 3-5 shows the engagement structure of the informal workers of the construction industry in Osun state. The mean values of informal workers and contractors' responses on their means of engagement are described in the Table 3. Examination of the means of engagement shows that the informal players are often engaged through previous employers with mean value of 2.87. Others means of engagement are through previous friends, other operatives and

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relatives with mean values 2.43, 2.43 and 2.29 respectively on rating scale of 3.00. The least ranked mean of engagement is through sub-contractors (1.79). But the view of contractors shows that they often engage informal workers through previous contact with mean value of 2.86. Others means of engagement are through sub-contractor, company register and labour market with mean values of 2.50, 2.14 and 2.03 respectively. The least ranked mean of engagement is through personal search (1.03). The common mean of engagement to both the informal workers and contractors (employers) is the previous employers or contacts. This implies that previous works done, contacts made and work experience has lots of impact in engaging informal workers or artisans on construction activities or sites in Nigeria. This opinion by the informal workers and their employers was in agreement with the study of Harvey (2000) who submitted that the length and frequency of unemployment depend primarily on demand and supply in the labour market and ultimately on the state of the economy. The result shows that informal workers/artisans will not be engaged unless the employers who have previously engaged them have new construction activities which implies that relying on contact or engagement from new employer(s) could pose a serious impact on informal workers continuity in their work-life. It could be further inferred that establishing a new employer(s) by informal workers may be tasking and since there are no permanent employment. It also means that failure in losing any existing employer is equally detrimental to economic scale of the informal workers.

ii. *Types of the Employers*

The Table 4 also shows the type of employers the informal workers often work for, the informal players ranked that they often work for building owner with mean value of 2.76. Others employers work for include contractor, subcontractor and foremen or other operatives with mean values of 2.44, 2.36 and 1.93 respectively. Although, all employer types were ranked high by the respondents. The result shows that most of them often work for building owners, contractors and sub-contractors in descending order. This was supported by the work of Harvey (2000) whose submitted that most of the informal workers often work for building owners and contractors.

iii. *Forms of Employment*

Table 5 examined the form of employment often offered informal workers by the both the building owners and contractors. Informal workers indicate that the building owners often offer them is contract with mean value of 2.56. Others forms of employment often offer by their employers include temporary, permanent and casual with mean values of 2.43, 2.14 and 2.00 respectively. The least ranked type of employment is shifting with mean value of 1.14. This indicates that the informal workers are often offer contract employment by the building owners than any other forms of employment. From the perception of the informal workers, the type of employment often offer by contractor is contract with mean value of 2.57 which was in agreement with the type of employment they get from the building owners. Other forms of employment from the contractors are permanent, temporary and casual with mean values of 2.11, 2.08 and 1.79 respectively. The least ranked is shifting with mean value of 1.38. The perceptions of the contractors show that they often offer informal workers a contract as form of employment with mean value of 2.56. Other types of employment offer them by the contractor include temporary, permanent and casual with mean values 2.20, 2.09 and 1.87 respectively and the least rank type of employment offer informal workers was shifting. This was supported by the work of Harvey (2000) whose submitted that the type of employment often offer informal workers by their employers were contract and temporary and they never engaged in shifting work which was in line with outcome of the researches of Vaid (1999) and Yuson (2001) who confirmed that unemployment is very high to workers on temporary contracts than those on permanent contracts.

The result shows that from the informal workers perception, the forms of employment often offers by both the building owners and contractors is contract while the least is the shifting. But contractors' perception show that they often offer informal workers a temporary employment followed by permanent and contract. There was no agreement in the perception of both the contractors and informal workers because the contractors as an employer prefer to offer the informal workers temporary employment than contract. This could be as a result of workload of the contractor at a time while building owners would prefer to offer informal workers a contract due to his/her financial capacity at a time.

The ANOVA test conducted on the result (at 5% significance) shows that among the group of 8 mean of engagement, the most significance are through labour market, relatives/family members and personal search. This gives a different opinion except through labour market which forms part of highly ranked means of engagement. Also, among the types of employers the most significance is the sub-contractors which may be due to the fact that this type of employer may provide informal workers with a more close dealings and interaction between the informal workers and sub-contractor which could lead to more performance on their job. On form of employment with building owners, the most significance is permanent followed by contract, casual and shifting forms of employment. This result also shows a difference from the highly ranked forms of employment with building owners except contract form. The difference could be based on the fact that getting casual and shifting job could reduce excess workloads

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of the informal workers and provide them room for diversification and opportunities to work for more than an employer at the same time thereby increasing the informal workers' sources of job opportunities. From the form of employment with contractors, the most significance are permanent, contract and temporary which also agreed with highly ranked forms of employment. This reason could be the fact that working with the contractors could emanate from a formal process which could be affected by lots of factors among these are the type of client contractor an informal worker is working for, sources of finance and complexity of the project among others.

iv. *Engagement Requirements*

In Table 6, the informal workers' engagement requirements were examined. The mean values of informal workers' responses and contractors are described in the table. From the informal workers' perception, previous work experience was ranked highest as engagement requirement often adopted by their employers with mean value of 2.82. Others include competence and performance on past job, recommendation from previous employer, long term relationship with employers and level of trade certification with mean values of 2.77, 2.77, 2.70 and 2.06 respectively which were equally ranked high with the mean rating of 3.00. The least ranked was the academic qualification with mean score 1.55. Contractor's perception ranked previous work experience high as engagement requirements often adopted in engaging informal workers with mean value of 3.00. Other requirements include competence and performance on past job, long term relationship with employers, recommendation from previous employers and level of trade certification with mean values of 2.93, 2.64, 2.57 and 2.51 respectively. The least ranked was academic qualification with mean value of 2.43. The result indicates that the basic requirement for the engagement of informal workers as often considered by their employers is previous work experience and academic qualification is least considered as an engagement requirement. This implies that the previous work experience of the informal workers determines the frequency of their engagement by the employers either as building owners or contractors. The ANOVA test conducted on the result (at 5% significance) shows that among the group of 8 means of engagement, the most significance is academic qualification and this show a different opinion from those ranked high by the informal workers and contractors. This means that academic qualification should be a key requirement for the engagement of informal workers in the construction industry. This is because academic experience/exposure and training will have significant influence in improving the technical skills and general performance of the informal workers/artisans of the construction industry.

Key to Table 3-5 : Engagement Structure of Informal Workers/Artisans

Key	Engagement structure
	Means of Engagement
1	Through labour market
2	Through company register
3	Through previous employers/contact
4	Through relatives/family members
5	Through friends
6	Through other operatives/apprentices
7	Through Personal Search
8	Through sub-contractors
	Type of Employers
1	Building Owner
2	Contractor
3	Subcontractor
4	Foremen/other operatives/apprentices
	Form of Employment (Building owners)
1	Permanent
2	Contract
3	Temporary
4	Causal
5	Shifting
	Form of Employment (Contractors)
1	Permanent
2	Contract
3	Temporary
4	Causal
5	Shifting

Keys to Table 6 : Engagement Requirements of Informal Workers/Artisans

Key	Requirements
1	Academic qualification
2	Level of trade certification
3	Previous work experiences
4	Long term relationship with employer
5	Competence and performance on the past job
6	Recommendation from previous employer

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Table 3 : Means of Engagement of the Informal Workers/Artisans

Key	Mason		Carpenter		Bender		Painter		Plumber		Electrician		Overall		Contractor		F	Sig.
	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk		
Means of Engagement																		
1	2.22	4	2.14	4	1.34	8	1.89	8	1.76	7	1.96	7	1.89	7	2.03	4	1.685	.034 *
2	2.14	6	1.68	8	2.12	5	2.06	7	1.82	5	2.14	6	1.99	6	2.14	3	.567	.459
3	2.81	1	2.62	1	2.87	1	2.86	1	2.92	1	2.87	1	2.87	1	2.86	1	1.506	.191
4	2.11	7	1.98	5	2.60	2	2.21	6	1.69	8	2.29	4	2.29	4	1.42	5	3.827	.003 *
5	2.43	2	2.18	3	2.20	4	2.36	4	2.15	3	2.43	2	2.43	2	1.36	6	1.082	.373
6	2.21	5	2.31	2	2.60	2	2.38	3	2.23	2	2.43	2	2.43	2	1.12	7	1.024	.408
7	2.11	7	1.82	7	1.57	7	2.43	2	2.00	4	2.21	5	2.21	5	1.03	8	2.530	.032 *
8	2.32	3	1.92	6	2.12	5	2.24	5	1.80	6	1.96	7	1.79	8	2.50	2	.657	.459

**: significant at 5% level*

Table 4 : Types of Employers of the Informal Workers/Artisans

Key	Mason		Carpenter		Bender		Painter		Plumber		Electrician		Overall		Contractor		F	Sig.
	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk		
Type of Employers																		
1	2.74	1	2.73	1	2.67	3	2.93	1	2.77	1	2.87	1	2.87	1	Nil		.742	.593
2	2.52	2	2.58	2	2.87	1	2.21	3	2.54	2	2.43	2	2.43	2	Nil		1.905	.096
3	2.25	4	2.20	3	2.87	1	2.36	2	2.31	3	2.36	3	2.36	3	Nil		2.537	.031 *
4	2.31	3	1.96	4	2.13	4	2.07	4	2.25	4	1.93	4	1.93	4	Nil		.575	.719

**: significant at 5% level*

Table 5 : Forms of Employment of the Informal Workers/Artisans

Key	Mason		Carpenter		Bender		Painter		Plumber		Electrician		Overall		Contractor		F	Sig.
	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk		
With Building Owners																		
1	2.13	2	2.61	1	2.87	1	1.93	4	2.00	3	2.14	3	2.14	3	Nil		6.823	.000 *
2	2.60	1	2.36	2	2.20	3	2.71	1	3.00	1	2.73	1	2.73	1	Nil		5.191	.000 *
3	2.13	2	1.94	3	2.60	2	2.14	3	2.15	2	2.43	2	2.43	2	Nil		2.097	.069
4	1.61	4	1.65	4	2.00	4	2.21	2	1.83	4	2.00	4	2.00	4	Nil		2.284	.049 *
5	1.32	5	1.41	5	2.00	5	1.21	5	1.31	5	1.14	5	1.14	5	Nil		3.585	.004 *
With Building Contractors																		
1	1.89	3	2.34	2	**2.33**	3	1.93	3	2.00	3	2.07	3	2.11	2	2.09	3	2.709	.023 *
2	2.43	1	2.43	1	2.67	1	2.79	1	2.89	1	2.93	1	2.57	1	2.56	1	3.164	.010 *
3	2.07	2	1.87	3	2.33	3	1.71	4	2.54	2	2.50	2	2.08	3	2.20	2	3.538	.005 *
4	1.61	4	1.43	4	2.47	2	2.36	2	2.00	3	2.00	4	1.79	4	1.87	4	7.809	.000 *
5	1.20	5	1.21	5	1.73	5	1.14	5	1.23	5	1.14	5	1.25	5	1.38	5	2.842	.081

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Table 6 : Engagement Requirements of the Informal Workers/Artisans

Key	Mason		Carpenter		Bender		Painter		Plumber		Electrician		Overall		Contractor		F	Sig.
	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk	Mean	Rk		
1	1.51	6	1.30	6	2.13	6	1.50	6	1.46	6	2.14	5	1.55	6	2.43	6	6.327	.000*
2	2.08	5	2.16	5	2.33	5	1.57	5	1.85	5	2.07	6	2.06	5	2.51	5	1.085	.115
3	2.90	1	2.72	2	2.87	1	2.86	1	2.85	2	2.80	3	2.82	1	3.00	1	.923	.468
4	2.76	2	2.66	4	2.67	3	2.50	4	2.85	2	2.71	4	2.70	4	2.64	3	.810	.544
5	2.76	2	2.69	3	2.73	2	2.71	3	2.92	1	3.00	1	2.77	2	2.93	2	1.269	.280
6	2.74	4	2.85	1	2.43	4	2.79	2	2.82	4	2.92	2	2.77	2	2.57	4	2.027	.079

**: significant at 5% level*

c) Significance of Informal Workers' Academic Qualifications on their Means of Engagement

Table 7 shows the relationship between the informal workers/artisans' highest educational qualification and their perception on the job engagement through previous employers to increase their accessibility to job. The result shows that the value of chi-square obtained is 23.885 with p-value of 0.299. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' educational qualification and their perception on the job engagement through previous employers as the most ranked mean of engagement.

Table 7 : Relationship between Highest Educational Qualification and Job Engagement of Informal Workers/Artisans through Previous Employers

Crosstab						Chi-Square		
Highest Educational Qualification	Means of Securing Job: through previous employers				Total	df	X^2	P
	never	rarely	often	5				
Others	0	1	1	0	2			
HND	1	1	0	0	2			
OND/NCE	0	1	6	0	7			
NBT Cert./Trade Test	0	3	18	0	21			
Sen. Sec. Cert	5	6	49	1	61	21	23.885	.299
Jun. Sec. Cert.	1	4	16	0	21			
Prv Sch. Cert.	1	3	44	0	48			
0	0	0	1	0	1			
Total	8	19	135	1	163			

Table 8 shows the relationship between the informal workers/artisans' highest educational qualification and the perception on the job engagement through their relatives to increase their accessibility to job. The result shows that the value of chi-square obtained is 30.586 with p-value of 0.085. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' educational qualification and the perception on the job engagement through their relatives as a mean of engagement. Table 9 shows the relationship between the informal workers/artisans' highest educational qualification and the perception on the job engagement through their friends to increase their accessibility to job. The result shows that the value of chi-square obtained is 15.961 with p-value of 0.316. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' educational qualification and the perception on the job engagement through their friends as a mean of engagement.

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Table 10 shows the relationship between the informal workers/artisans' highest educational qualification and the perception on the job engagement through other operatives/apprentices to increase their accessibility to job. The result shows that the value of chi-square obtained is 15.442 with p-value of 0.800. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' educational qualification and the perception on the job engagement through other operatives as a mean of engagement.

Table 8 : Relationship between Highest Educational Qualification and Job Engagement of Informal Workers/Artisans through Relatives

Crosstab						Chi-Square		
Highest Educational Qualification	Means of Securing Job: through relative				Total	Df	X^2	P
	never	rarely	often	33				
Others	0	1	1	0	2			
HND	1	0	1	0	2			
OND/NCE	4	3	0	0	7			
NBT Cert./Trade Test	0	13	7	0	20	21	30.586	.085
Sen. Sec. Cert	12	25	22	1	60			
Jun. Sec. Cert.	2	16	3	0	21			
Pry Sch. Cert.	5	31	10	0	46			
0	0	1	0	0	1			
Total	24	90	44	1	159			

Table 9 : Relationship between Highest Educational Qualification and Job Engagement of Informal Workers/Artisans Through friends

Crosstab					Chi-Square		
					Df	X^2	P
Highest Educational Qualification	Means of Securing Job: through friends			Total			
	never	rarely	often				
Others	0	2	0	2			
HND	1	1	0	2			
OND/NCE	2	3	2	7	14	15.961	.316
NBT Cert./Trade Test	2	11	8	21			
Sen. Sec. Cert	8	23	28	59			
Jun. Sec. Cert.	1	13	7	21			
Pry Sch. Cert.	2	22	22	46			
0	0	1	0	1			
Total	16	76	67	159			

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Table 10 : Relationship between Highest Educational Qualification and Job Engagement of Informal Workers/Artisans through other operative/apprentice

Crosstab							Chi-Square		
							Df	X^2	P
Highest Educational Qualification		Means of Securing Job: through other operative/apprentice				Total			
		0	never	rarely	often				
	Others	0	1	1	0	2			
	HND	0	0	0	2	2			
	OND/NCE	0	1	3	3	7	21	15.442	.800
	NBT Cert./Trade Test	0	1	10	9	20			
	Sen. Sec. Cert	1	6	23	28	58			
	Jun. Sec. Cert.	0	1	13	7	21			
	Pry Sch. Cert.	0	7	24	15	46			
	0	0	0	1	0	1			
Total		1	17	75	64	157			

From the result of the assessment of the significance of Informal Workers' academic qualifications on their means of engagement, the result obtained shows that the academic qualification of the informal workers is insignificant to their mean of engagement either through previous employers, relatives, other operatives etc. The result also supports the outcome of means score ranking which ranked academic qualification of the informal workers as the least requirement considered by the employers (building owners/contractors) for their engagement. The informal workers highest educational qualification was senior secondary certificate. With the senior secondary education being the highest, this study shows that the level of education of the informal workers/artisans in the Nigerian construction industry is better when comparing with other developing countries like India where education of construction workers was low and poor (Vaid, 1999 and Anand, 2000). Other studies in Brazil, Malaysia and China reported that construction worker do not require schooling and education (Zylberstajn, 1992; Abdul-Aziz, 2001 and Lu and Fox, 2001) respectively. This study was also supported by the work of Mitullah and Wachira (2003) on construction labour in Kenya who established that the majority of informal worker/artisans had primary and secondary education.

d) Significance of Informal Workers' Means of Engagement on their Engagement Requirements

Table 11 indicates the relationship between the informal workers/artisans' engagement by previous employers and their previous work experience to increase their accessibility to work or job opportunity. The result shows that the value of chi-square obtained is 17.783 with p-value of 0.001. Since the p-value is less than 0.05, it can be concluded that there is a significant relationship between the informal workers/artisans' engagement by previous employers and their previous work experience in enhancing the informal workers accessibility to work. This implies that previous employers engage informal workers to work for them because of their performance history on previous works they have done for the employers. The level of the significance of informal workers' previous work experience with their previous employer was equally ranked first by the informal workers and the contractor as the mean of engagement of informal workers in the study area. This result was also in agreement with the study of Harvey (2000) who submitted that the length and frequency of unemployment depend primarily on demand and supply in the labour market and ultimately on the state of the economy.

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Table 11 : Relationship between Informal Workers' Engagement by Previous Employers and their Previous Work Experience

Crosstab							Chi-Square		
Means of Securing Job: through previous employers * Engagement Requirements: previous work experience	Cases						Df	X^2	P
	Valid		Missing		Total				
	N	Percent	N	Percent	N	Percent	4	17.783	.001
	157	95.2%	8	4.8%	165	100.0%			

Table 12 indicates the relationship between the informal workers/artisans' engagement by previous employers and their level of certification to increase their accessibility to work. The result shows that the value of chi-square obtained is 3.038 with p-value of 0.551. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' engagement by previous employers and their level of trade certification in enhancing the informal workers accessibility to work. This implies that informal workers' previous employers do not take into consideration their level of certification before engaging them on construction activities. And as previously confirmed, the employers only consider informal workers' previous work experience on the job before engaging them.

The level of the insignificance of informal workers' level of trade certification as a requirement for their engagement with their previous employer was because it was ranked as the fifth by the informal workers and the contractor as the requirement considered in the engagement of informal workers in the study area out of six requirements highlighted by the study eventhough 66% and above of the informal workers surveyed were trade tested. This agrees with the study of Mitullah and Wachira (2003) in Kenya established that 74 per cent of informal workers were skilled, 21 per cent semi-skilled while 5 per cent had no skills. In the Philippines, an estimated 95 per cent of construction workers acquire their skills in traditional ways (Yuson, 2001). In Egypt 85 per cent of craftsmen are trained through traditional apprenticeships (Assaad, 1993).

Table 12 : Relationship between Informal Workers' Engagement by Previous Employers and their Level of Trade Certification

Crosstab							Chi-Square		
Means of Securing Job: through previous employers * Engagement Requirements: level of trade certification	Cases						*Df.*	X^2	*P*
	Valid		Missing		Total				
	N	Percent	N	Percent	N	Percent	4	3.038	.551
	156	94.5%	9	5.5%	165	100.0%			

e) Significance of Informal Workers' Types of Employers on Engagement Requirements

Table 13 indicates the relationship between the informal workers/artisans' engagement by building owners and their previous work experience. The result shows that the value of chi-square obtained is 26.917 with p-value of 0.000. Since the p-value is less than 0.05, it can be concluded that there is a significant relationship between the informal workers/artisans' engagement by building owners and their work experience in enhancing their accessibility to work. This implies that building owner as the most ranked employer by the informal workers take into consideration the previous work experience of informal workers before engaging them.

Table 13 : Relationship between Informal Workers' Engagement by Building Owners and their Previous Work Experience

Crosstab							Chi-Square		
Type of Employers: building owner * Engagement Requirements: previous work experience	Cases						Df	X^2	P
	Valid		Missing		Total				
	N	Percent	N	Percent	N	Percent	4	26.917	.000
	156	94.5%	9	5.5%	165	100.0%			

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Table 14 indicates the relationship between the informal workers/artisans' engagement by building owners and their level of certification. The result obtained shows that the value of chi-square obtained is 13.086 with p-value of 0.011. Since the p-value is less than 0.05, it can be concluded that there is a significant relationship between the informal workers/artisans' engagement by building owners and their level of certification in enhancing their accessibility to work. This implies that building owner as the most ranked employer by the informal workers take into consideration the level of certification of informal workers before engaging them.

Table 14 : Relationship between Informal Workers' Engagement by Building Owners and their Level of Trade Certification

Crosstab							Chi-Square		
Type of Employers: building owner * Engagement Requirements: level of trade certification	Cases						Df	X^2	P
	Valid		Missing		Total				
	N	Percent	N	Percent	N	Percent	4	13.086	.011
	155	93.9%	10	6.1%	165	100.0%			

Table 15 indicates the relationship between the informal workers/artisans' engagement by contractors and their previous work experience. The result obtained shows that the value of chi-square obtained is 25.882 with p-value of 0.000. Since the p-value is less than 0.05, it can be concluded that there is a significant relationship between the informal workers/artisans' engagement by contractors and their previous work experience in enhancing their accessibility to work. This implies that contractor as the second ranked employer of informal workers take into consideration the previous work experience of informal workers before engaging them.

Table 15 : Relationship between Informal Workers' Engagement by Contractors and their Previous Work Experience

Type of Employers: contractors * Engagement Requirements: previous work experience	Cases						Chi-Square		
	Valid		Missing		Total		Df	X^2	P
	N	Percent	N	Percent	N	Percent	4	25.882	.000
	156	94.5%	9	5.5%	165	100.0%			

Table 16 indicates the relationship between the informal workers/artisans' engagement by contractors and their level of certification. The result obtained shows that the value of chi-square obtained is 3.809 with p-value of 0.432. Since the p-value is greater than 0.05, it can be concluded that there is no significant relationship between the informal workers/artisans' engagement by contractors and their level of certification in enhancing their accessibility to work. This implies that contractor as the second ranked employer of informal workers take not into consideration the level of certification of informal workers before engaging them.

Table 16 : Relationship between Informal Workers' Engagement by Contractors and their Level of Trade Certification

Type of Employers: contractors * Engagement Requirements: level of trade certification	Cases						Chi-Square		
	Valid		Missing		Total		Df	X^2	P
	N	Percent	N	Percent	N	Percent	4	3.809	.432
	156	94.5%	9	5.5%	165	100.0%			

VI. Conclusion

This paper has examined the employment structure of informal workers/artisans in the construction industry in Osun state of Nigeria. It has systematically examined the informal workers' means of engagement, types of employers the informal workers work for and forms of employment offer them by their employers and by what requirements they have been engaged by their various employers. The paper also investigated the significance of relationship between informal workers/artisans' educational qualification and their means of engagement; and means of engagement and type of employers on engagement requirements respectively. The result of the study found out that in the study area, informal workers are engaged through previous employers/contacts and this means that previous workdone, contacts made in the past and work experience have lots of impact in engaging informal workers/artisans on construction activities or sites in

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Nigeria. However, the informal workers in Osun state of Nigeria work for building owners and contractors. The assessment of forms of employment from building owners and contractors who are the employers of informal workers shows that building owners as employers offer them contract employment which means that they are paid according to the workdone per time. But the contractors as the informal workers' employers indicate that they offer them temporary employment. Both the informal workers (employees) and contractors (employers) confirmed that the engagement requirement of informal workers/artisans in the study area is previous work experience while education was considered as the least requirement in engaging informal workers.

The study shows that there was no significance relationship among the educational qualification of the informal workers and their various means of engagement as sources of employment. But there was a significant relationship between the informal workers/artisans' engagement by previous employers and their previous work experience but such relationship do not exist between informal workers' previous work experience and level of certification in enhancing the informal workers accessibility to work. It was also established that types of employers of informal workers' has a significance relationship with the engagement requirements, namely, there is a significant relationship between building owner as employer and previous work experience and level of certification of informal workers; but contractor as an employer only has a significant relationship with informal workers previous work experience while level of certification was insignificant.

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Psychological Perspective of the Succession Obstacles in our Nigerian Indigenous Firms

By Dr. Orok B. Arrey
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Abstract- The succession obstacles in our family indigenous firms is the difficulty in fetching effective successors to the founder of the firm. Usually the owner and the founding director makes no conscious to provide for his success or like any other persons the fact that some day he will no longer be in the business as a head. Each day for him appears too early for whom to take over from him. He is only thinking how to expand his firm. In terms of manager, he also thinks of new business or all types of integration. Suddenly he dies. It becomes difficult for his successor to know how to go about with the business because the owner of the company was performing well. His formula was not disclosed to any body not even his relative. This paper is focus on psychological perspective of the succession obstacles in our Nigeria indigenous firms.

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PSYCHOLOGICALPERSPECTIVEOFTHESUCCESSIONOBSTACLESINOURNIGERIANINDIGENOUSFIRMS

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I. Introduction

Manifestation of the Succession Obstacles The succession obstacle has two stages. These are: incubation phase of the succession obstacle is in operation when the owner of the business is alive and active. The company is essentially one and the same with the owner/founder. The firm, regardless of size, however defined, is a one man business. The one man is the founder/chief executive of his firm. He is the effective decision maker. 'He is the chief policy maker as well as chief policy implement or under the tittle of chairman/managing director. The chief executive of the firm is the head of the Owning/Family.

The chief executive commands and maintains a psychological, social as well as economic distance between him and everybody else in the organization including nominal directors. His opinion requires courage to challenge in any aspect of company operations. He is regarded as a think tank generalist in all the functional areas. There is no compelling need of hiring professional managers. The good ones will not turn up any way so the company operates without structure. It grows without developing like a fifty years old man crying because of hunger.

The owner of the business forges ahead with relatives and retired associates who can not challenge him. He is the prime mover of the company the source of pressure to every workers when he travels, the pace of works show down. Finally when passes away the company follows him and thus enter the manifestation stage.

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II. Full manifestation of the Succession Obstacle

This is the phase usually identified with the succession obstacle. The obstacle becomes manifest in declining corporation performance arising from leadership vacuum. Management suddenly seems to lack know how.

Pressure from the owning family now transformed to an estate. Each one wants to take advantage of the other, all assuming a posture of sharing whatever is available liquid form. Staff are not unaware of the imminent end of tenure. Everybody puts one leg and the other out. Loyalty declines payment of salaries becomes a favour rather than right. This fuels divided loyalty. Slowly, but surely the company begins to wind up in the end only the signboard remains.

The signboard are good indications of the dimension of the succession obstacles in family based business in Nigeria.

III. The Urgency of the Solution to the Succession Obstacle

Succession obstacle is not only in Nigeria even advanced countries is same. The business community cannot pretend any longer that the succession obstacles does not exist.

In any case, family business deserves help to solve the intergenerational obstacles. There is no reason why Nigeria cannot export family business as our answer to the Guinesses and Evans for example. Besides, more money will continue to pass through family hands under the various schemes such as the small medium scale industrial programmes. It is in the national interest that firms formed under these schemes outlive their founders. This is one way of accumulating a national capital of industrial experience.

IV. Approaches to Obstacle of Succession

The solution to the succession obstacle in family based firms requires an inter disciplinary effort, an effective team should be able to profer a solution based on the following relative perspectives.

(i.) Economic an assessment of the extent to which resource allocation decisions are informed by economic nationality.

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(ii.) Socio-cultural: an assessment of the sources and nature of pressure to the business founder family (employment, white elephant projects chieftaincy, titles, conspicuous consumption).

(iii.) Managerial: - Assessment of the relationship between founder's family and the business, the climate of the firms extent structure in the firms. Manpower sourcing and resourcing practices, and extent of humanization of management etc.

V. Psychological Approach to the Succession Obstacle

Obstacle Assessment.

In the assessing the succession obstacle, the psychologist will seek answers to the following questions among others.

(i.) Of the family based firms formed over a period of time (two decades for example, how many have folded up?)

(ii.) Who were the founder of these firms?

(iii.) What is the distribution of the defunct firms with respect to industry main product services, geographical location?

(iv.) Which of the following threats to corporate survival accounted for the demise of the firms founders succession. Management of smuggled goods, input shock, theft of materials products, Sales receipts temptation to shift to other career, new government policies, technological continuity.

(v.) Of the defunct firms-owing to succession,

- What was the age of the founder at beginning of operation?
- What was the sex of the founder?
- What was the academic/professional qualifications?
- What was the founder doing before starting the business?
- How many wives and children had the founder?
- How supportive were the husband and the children to the female founder?
- What were the sexes, ages, educational qualification of children at founder's death?
- Which of the following was used most by founder to foster business interests.
- Politics
- Religion
- Ethnicity
- Role of spouse
- Inheritance law
- Land ownership
- Overseas connection
- Allumni connection
- Royal Connection

VI. Background Literature

The Personality Profile Of Proprietor

The following check list describes the proprietors.

- Their identity is so wrapped up in the firm that they virtually say I am the firm the firm is me.
- They are at the centre of all major decisions.
- They have little trust in others.
- They tend to threat their non family managers as they help.
- They promote a highly paternalistic corporate culture.
- Their children regard them as well as all powerful figure almost God-like.
- Their sons enter the business as a matter of loyalty they have little choice.
- Their daughters are to marry raise children and be looked after.
- If their spouses accept their behaviour uncritically their children join the company passive an submessive, keeping their distance from the founder, generally, seeking positions in some far flug firm operation.
- If their spouses are independent resisting to their controlling behaviour, their children fight back, leading a rebellion against fathers authority, getting threat for it.

The personality of founders that resemble orchestra conductors is described as follows:

- Very much in control and central to all key decisions in the company.
- Concerned about harmony, about looking good to their children, and being respected in the business community.
- Typically invite their children into the business often enticing them with promises of money, power, and prestige, assigning them to work in different areas of the business (finance, production, sales).
- Build a strong sense of loyalty to the family.
- Work to develop norms that encourage sacrifice for the greater good of the family
- Enjoy warmth of family, filling their offices with family portraits. Delegate and give children opportunities.

The personality profile of the technicians. The profile of the technician is described as follows:-

- Possess special talents for creative work or ability to understand and apply technology.
- Indispensable to business.
- Geniuses in what they do.
- Head administration
- Delegate administration to the loyal non family members who provide some structure.
- Hoard knowledge, even from their. children lest they usurp his position
- Their children decide early in life that they will never be as good as their old man in their area of expertise, trying not to compete with them, moving

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into areas in which they have little knowledge (e.g. marketing or computer professions)
- Entrench non family managers as partners.
- Disrespect any administrative ability children.

VII. Relative Chances of Succession

The Proprietorship When one individual so dominates a business that others cannot share in power, responsibility and feelings of ownership succession is virtually impossible. May be if a firm run by a proprietor reaches a certain size it can persist despite the founder's destructive forces and pass on to future generation. Hard data are not available on the subject in Nigeria. But it is known that ford virtually went bankrupt in 1946 even though it was from the turn of the century till the 1930s, the greatest industrial enterprise on earth (Davis 1990). Generally, proprietorships have the highest failure rate after their founders.

VIII. Presentation

Behavioral Solution to the Succession Obstacle.

The following guidelines are suggested a solution to the succession obstacle.

Assess the health of the business-family relation. In doing this, the founder and other family members in the company can consider the following statements and decide whether they agreed or disagreed with them.

1. Our family tries not to completely separate our family issues from business business issues.
2. Family members do understand or do go along with firm goals.
3. None of the family members in the company would rather work somewhere else.
4. Our family is very willing to change the Way we do business.
5. Family members are often praised for doing good job and criticized for their mistakes.
6. Family members know what will happen to the business when the founder/owner retires.
7. One person does not make all the important decisions for the business, others are often consulted
8. Our family usually attempts to resolved obstacles before the reach the crisis stage.
9. Certain business information is shared with all members of the family.
10. The family rarely resolve conflicts internally, we usually seek outside advice.

If you agree with all 10 statements, you probably have healthy business and a healthy related family life, if you disagree with some of, the statements, you may need to do some preventive management maintenance (Drucker- 1989)

IX. Employ a Preventive Maintenance Concept

This involves taking time to communicate as a family about these issues which affect both the family and the business. This will lead to stabilizing policies for the ten key family business issues. These includes such critical questions as employing relatives, compensating family members and dividing ownership. Some founders attempt to separate business and family issues completely to avoid conflict. This is rather possible no desirable. The interaction between family and business is the source of the unique strength and personal satisfaction on the enterprise.

Besides the founder is the link between the family and business. If the two are totally separated while the founder is alive, chaos will fill the gap created by the exit of the founder. Equally important is that family members and non relatives should understand why the firm exists it is dangerous for the founder to hoard the cooperates goals. He may die with them.

Professionalize the management of the business:

Professionalization should include the following:

a. Developing and urging a strategic plan to guide the future of the business.
b. Ensuring that management systems and operating practices

(i.) Reflect good business principles
(ii.) Encourage family-members to together in the business.
(iii.) Are equitable to both family members and non family member employees.

X. Manage Effective Leadership Ownership Transition

May be accomplished as follows:

a) The founder/owner should conduct a self examination and identify himself as either a proprietor, orchestra conductors or a technician.
b) The founder/owners should recognise and accept responsibility for transition. The founder has an obligation to both the family and the business to deal effectively with the issues surrounding succession, and transition during lifetime.
c) The founder should assure a smooth productive transition according to the following options.
   i. A proprietor should hands off the business, while a life strong non family managers should play a vital role in stabilizing the firm and managing the transition usually a non family chief executive is necessary for success.
   ii. Conductors should revert to players in the orchestra before death. Most likely conductors may prefer selling their firms rather than face the pain of transition.

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iii. The technician are likely to succeed in perpetuating the business by forming partnership either with family members or strong non family heads

XI. Recommendation

The succession obstacles in our Nigerian indeginous firms must be solved by the business owner himself in his life time. No air of optimal solution in individual cases is assumed. A lot of research and consultancy is required. This should be an area in which the manufacturers association of Nigeria and academia by acknowledging the dark side, many founders may learn how to keep it from destroying all that the bright side has built.

XII. Conclusion

Over the years, many family business founders are thinking about refusing and turning the leadership of their business to some one else. Thereafter the succession obstacles becomes suppressed along the line what remains of their business are lonely sign-boards point to nothing. This shows that the succession obstacles must besalved by the business owner himself in his lifetime.

An area of research and consultancy by the manufacturers association of Nigeria and academia can cooperate to mutual benefit.

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How Board Structure Influences the Corporate Social Responsibility Strategy of the Firm? Pakistan's Perspective

By Asghar Ali
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Abstract- The aim of this working paper is to identify the board structure types and variables that affect the corporate social responsibility strategy of the organizations. The main and core four types of board structures and determinants of corporate social responsibility strategy of the organizations have been identified in this working paper after studying and examining 35 research articles written by eminent scholars. These four types of board structure are: (1) having female directors on the board of directors greatly affects the corporate social responsibility strategy of the firms and such types of firms are appeared to be more philanthropic. (2) Outside or independent directors on board of directors also a major component in determining the organization's corporate social responsibility strategy. (3) Tenure of directors also has positive effects on determination of corporate social responsibility strategy of the organizations and (4) Board size also plays an important role in planning and development of organization's corporate social responsibility strategy.

Keywords: corporate social responsibility, board structure, csr strategy.

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HOWBOARDSTRUCTUREINFLUENCESTHECORPORATESOCIALRESPONSIBILITYSTRATEGYOFTHEFIRMPAKISTANSPERSPECTIVE

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Keywords: corporate social responsibility, board structure, csr strategy.

I. Introduction

Corporate social responsibility (CSR) has great significance place in making the strategies of the organizations in the recent market bazaar of competitors. (Quinn et al., 1987; McGuire et al., 1988) elaborated the function of corporate social responsibility among the corporate management and highlighted the vital role of CSR in the decision making strategies of the organizations. By adopting social responsibility strategies and actions organizations build their reputation within the society and among its competitors / community. The organizations do some portion of their actions for the welfare of the public, also increase the moral of their employees and enhance the productivity of the employees. In this way the organizations create goodwill among stockholders in terms of showing managerial skills using them for decreasing internal and external risks (Owen & Scherer 1993). At least 80% of Fortune 500 organizations are adopting clear and open corporate social responsibility strategies for gaining good reputation within community and general all over the world (Kotler & Lee, 2005).

For the understanding of relationship between corporate social responsibility actions and board of directors of the organizations, this working paper will examine the relationship of these two dimensions. There are many definitions of corporate social responsibility in the present literature and it seems very nebulous idea.

As defined by the European Commission, Corporate social responsibility is "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

For the reduction of the exterior expenses, the organizations adopt the corporate social responsibility as business measures which will ultimately benefiting the organizations for creating goodwill and developing a social image of the organization in the community (Heal, 2005). The organizations also use corporate social responsibility strategies to deal with environmental problems and corporate social responsibility leads the organizational actions towards the betterment of the society. Corporate social responsibility is also very helpful in developing soft image of the organization among its employees and the purpose of which is to do something for the interest of the employees.

Measuring corporate social responsibility is resides very difficult in the perspective of methodology. In this regard there are no legal rules and regulations exist to implement the corporate responsibility ethics in the organizations in most of the countries in the world. For the measurement of corporate social responsibility actions which affect the wellbeing of its stakeholders does not have any significance and existence. In that way the organization's preferences for the implementation of corporate social responsibility actions could not be monitored and measured. Keeping in view the foregoing it is difficult to establish the valid variable constructs for the measurement of welfare actions of the organizations.

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II. Literature Review

a) Structure of Board

Board structure is determined on the account of number of directors have an organizations on its board of directors. In the recent years the organization's performance has been measured keeping in view the board size of the organization and it is very famous phenomena which leads scholars to study the performance of an organization on the basis of its board size (O'Connell and Cramer, 2010). Having a suitable board structure which affects the welfare and corporate social responsibility actions of the organization has gain an enduring discussion familiarity now-a-days. (Hermalin and Weisbach, 2003; Eisenberg et al., 1998; Zahra & Pearce, 1989; Kiel and Nicholson, 2003).

For the provision of good management and monitoring strategies (Zahra & Pearce, 1989) recommended that big board size is a very useful strategy for the organizations to implement and exercise organization's corporate social responsibility actions. Since the large board size have more experience, expertise, awareness, information and great contacts with other organizations so in that way the organization face no problems in developing its operation strategies (Goodstein et al.. 1994; Kiel & Nicholson, 2003). To the contrary to the above arguments, (Hermalin & Weisbach, 2003; Eisenberg et al., 1998) suggested that having small size of board increases the performance of the organizations and having large board size may lead to conflicts among board members and communication and coordination problems begins to arise which will not be in the favor of the organization. They concluded that smaller board size lead to increased performance and big board size lead to decreased organizational performance.

Having female members on the board of directors of an organization have concrete effects on the corporate social responsibility strategy of the organization (Richard A. Bernardi, Veronica H. Threadgill (2010). This notion is very similar to the studies already done by eminent scholars on the topic. The organizations which have large ratio of women directors on its board will tend to have positive and strong relationship with corporate social responsibility with respect to employee's welfare actions, charitable sharing and donations and overall development efforts for the entire community. The existence of number of female members in board structure also have effects towards elimination of environmental problems occurred due to organizations.

After examining the data it is observed that the number of female board directors determines the social responsibility of the organization towards its employees. Rosener (2003) also found a positive correlation between female board members and increment in advancement opportunities for female employees. The organizations have female board members showed the benefits and soft corner policies for female employees. The foregoing research outcomes also exhibited by Dolliver (2004) which revealed a positive correlation between friendly policies benefits for employees and female board members. In similar to the present study Bernardi et al. (2009) also found a positive correlation between female board members and community participation by the organizations. In this the researcher also revealed that companies having female board members exert more efforts towards social responsibility instead of financial benefits and performance.

Bernardi et al. (2009) also revealed that female board members have positive association with donation giving and charitable behavior of the organizations. They found that organizations having female board directors tend to show more sympathy towards social responsibility actions such as donation, charity and participation in social ceremonies of the community. The organizations want to expand their corporate social responsibility dimensions take female board members on their board so that a soft image of the organization could be developed in the community which will ultimately benefit the organization by other means. In a research study done by (O'Neill et al., 1989; Ibrahim & Angelidis, 1995; Coffey and Wang, 1998) found that having large proportion of independent and outside directors on board lead the organizations to expand its corporate social responsibility strategy. Independent and outside directors have more links with other organizations which also resolve the issues regarding resource dependence of the organizations.

b) Corporate Social Responsibility

Having complex and many components containing topic, corporate social responsibility is moving forward and backward with other business strategies of the organizations. It is an emergent topic being studied in the world because it relates to wellbeing of humanity and all other creatures on the earth (Angelidis & Ibrahim 1993; Zenisek, 1979). In many developed countries of the world the organizations are adopting corporate social responsibility strategies. There have been issues and objections of the stake-holders regarding expansion of social responsibility strategies the management of organizations is reluctant to extend it to its other stake-holders. Corporate social responsibility is perceived to be a reflection of charity and benevolence strategic of an organization which expresses the actions of supportive behavior for the wellbeing of the community and humanity (Birch & Batten 2001; Cusack 2000). In the developed countries it is expected by the society that multinational organizations should adopt the strategies which must contain a process of value addition for the societies and environment not just for gaining financial benefits. The organizations are

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adopting social responsibility approach for actively participation in the welfare programs and adding this approach to their long term strategies (Clemenger 1998).

For the understanding of relationship between corporate social responsibility actions and board of directors of the organizations, this working paper will examine the relationship of these two dimensions. There are many definitions of corporate social responsibility in the present literature and it seems very nebulous idea. As defined by the European Commission, Corporate social responsibility is "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

For the reduction of the exterior expenses, the organizations adopt the corporate social responsibility as business measures which will ultimately benefiting the organizations for creating goodwill and developing a social image of the organization in the community (Heal, 2005). The organizations also use corporate social responsibility strategies to deal with environmental problems and corporate social responsibility leads the organizational actions towards the betterment of the society. Corporate social responsibility is also very helpful in developing soft image of the organization among its employees and the purpose of which is to do something for the interest of the employees. Measuring corporate social responsibility is resides very difficult in the perspective of methodology. In this regard there are no legal rules and regulations exist to implement the corporate responsibility ethics in the organizations in most of the countries in the world. For the measurement of corporate social responsibility actions which affect the wellbeing of its stakeholders does not have any significance and existence. In that way the organization's preferences for the implementation of corporate social responsibility actions could not be monitored and measured. Keeping in view the foregoing it is difficult to establish the valid variable constructs for the measurement of welfare actions of the organizations.

III. Board of Directors and Corporate Social Responsibility

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Director role in producing and developing organization's public actions for the inclusion of policy in the strategy of the organization which lead it towards obtaining favorable outcomes for survival and fiscal success (Keim and Baysinger, 1988; Hillman and Hitt, 1999). Role of board of directors is to obtain access to other resources and business which will ultimately regulate informational exchanges among organizations (Middleton, 1987).

For the identification of role played by governing board, Zahra and Pearce (1989) identified three sets of inter-related dimensions which are strategy role, control role and service role. For the dissemination and formulation of corporate actions, policies and goals in addition to resource allocation for the implementation of strategies of corporate board the strategy role is very important in nature. For the rewarding and monitoring of performance and actions taken by the management the corporate control role is very essential. Governing board's institutional function is to securing the interest of the organization which contains developing philanthropic image of organization in the society and balancing this strategy with external environment and ensuring availability of vital resources. (Zahra & Pearce, 1989).

In the early stages of an organization evolving, the board of directors plays very important role which includes manipulation of strategic changes and keep the organization in a pace to face any crisis situation and meet the prevailing challenges (Fennell & Alexander, 1987; Aguilera & Jackson, 2003;).

(Forbes and Milliken, 1999) described that the governing board's objective is to play its role as sustainable and justifiable for the proper planning of organizations strategy which leads the organization towards its development heights

The role of corporate board must be focused by researchers and managers which is an attention taking dimension because the boards take decisions and develop strategies for the future of the organizations (Kassinis & Vafeas, 2002; Hung, 1998).

By using social actions the organizations try to respond the external environment and the directors on corporate board plays an important role developing social activities and are very helpful in taking proper social responsibility measures (Carter, 1990; Hrebiniak & William, 1985; Boddewyn, 1988).

Corporate social responsibility roles of the board director is to take such measures for social actions and make public policy which leads the organization in gaining favorable reputation among its stake-holders (Keim & Baysinger, 1988; Hillman & Hitt, 1999;).

The board of director's decisions are very important because the organization will be in a position to align its strategy with the external environment keeping in view the interest of the organization (Keim & Baysinger, 1988; Hillman et al., 1999).

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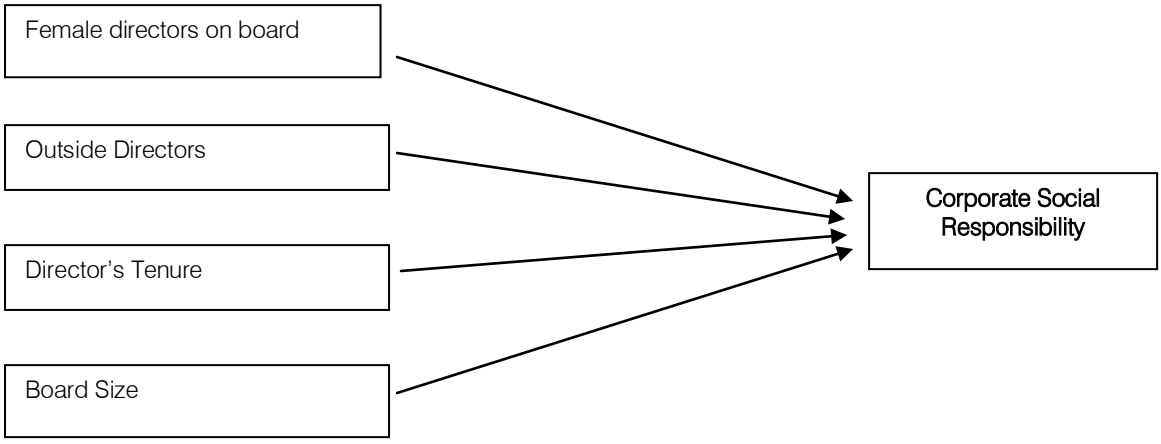
IV. Theoretical Framework

On the basis prevailing literature the following theoretical and working model has been developed:

a) Board of Directors



In the prevailing literature could be hypothesized that:

- Female directors in board have positive effects on organization's social responsibility strategy.
- Outside directors in board have positive effects on organization's social responsibility strategy.
- Tenure of the Directors has positive effects on organization's social responsibility strategy.
- Board size also has positive effects on organization's social responsibility strategy.

b) Female Directors on Board

Having female members on the board of directors of an organization have concrete effects on the corporate social responsibility strategy of the organization (Richard A. Bernardi, Veronica H. Threadgill (2010). This notion is very similar to the studies already done by eminent scholars on the topic. The organizations which have large ratio of women directors on its board will tend to have positive and strong relationship with corporate social responsibility with respect to employee's welfare actions, charitable sharing and donations and overall development efforts for the entire community. The existence of number of female members in board structure also have effects towards elimination of environmental problems occurred due to organizations.

In a study conducted by Williams (2003) revealed that organizations having higher proportion of female board members engaged in more philanthropic actions and charity donation giving as compared to organization having lower number of female in boards. Bear et al. (2010) in his study found the proportion of female board members is positively related to corporate social responsibility vigorously.

c) Outside/Independent Directors

The large the proportion of independent or outside board members will have positive effects on better performance of corporate social responsibility of the organization. Outside board members are well aware of the external environmental dynamics so that they keep themselves more alert of surrounding environment. By doing so, the board members ensure the protection of the interest of all stakeholders of the organization (Coffey & Wang, 1998).

As per finding of (Ibrahim & Angelidis, 1995; Ibrahim et al., 2003), the outside board members are very much concerned regarding philanthropic dimensions of corporate social responsibility. In a study conducted by (Johnson & Greening, 1999; Zahra et al., 1993) found a positive relationship between corporate social performance of the firms and outside director representation in the board of directors.

d) Board Size

Most of the studies concluded that having large board size will lead to bad coordination and communication behaviors and attitudes. Kader Sahin et al., (2011) explored the relationship between board structures and characteristics and corporate social responsibility behavior of the organizations in Turkey. Having an appropriate board size not only lead to elimination of problems but also to protect stakeholder's interests and have a better corporate social responsibility performance. This notion also supported by different authors in their research e.g. (Louma & Goodstein, 1999; Said et al., 2009; Dunn & Sainty, 2009).

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e) Director's Tenure

Director's tenure on the board of directors of an organization has significant effects on corporate social responsibility strategy of the firm. Some finding showed that having highly tenured board members lead to irresponsible social behavior of the firm. In a study conducted by Philipp Kruger (2010) found a little support that corporate social responsibility is higher in organizations in which the board of directors is likely to be more friendly towards the management of the company.

Humphry Hung, (2011) in a research paper analyzed that the director must focus on adoption of new modern strategies to maintain the pace according to latest developments. The directors need to fully participate in controlling and managing the social responsibility strategies and must play the positive role for the development of strategic leadership in the organizations. Ogden & Watson, 1999) emphasized that the ways of selection and evaluation of board members needs to be upgraded in line with emerging globalization.

V. Concluding Remarks

Hence there is large amount of research data is available on the topic of board composition and its impact on firm's Corporate Social Responsibility strategy. However, after reviewing above mentioned articles it is analyzed that firms having more female members on board of directors are more conscious about CSR of the firm. Having female board members, the firm is more involved in philanthropic activities. It is also analyzed that having independent board members also lead to better CSR of the firms. Having a larger board size may not be supportive in CSR strategy of the firm. It is further investigated by researchers that having more inside board members leads toward better CSR of the firm.

Increasing part of independent director on board of directors is an essential finding of this examination which led us in determination of corporate social responsibility strategy and performance of the organizations. The resource dependence theory also supports these findings because it increases the corporate image of the organization and guarantees the protection of interest of shareholders (O'Neill et al., 1989; Ibrahim and Angelidis, 1995; Coffey and Wang, 1998). Agency theory also support that having large board size negatively affects the coordination and communication system of the organization and reduces the efficiency of the management.

Ibrahim & Angelidis (1994) - Female directors displayed a stronger orientation toward the discretionary component of corporate social responsibility than male directors, while male directors focused more on the economic performance of the firm than female directors. Stephenson (2004) - More women on the board results in a major increase in the use of non-financial performance measures, such as innovation and social and community responsibility. Williams (2003) stated that having women on boards of directors was positively related to firms' corporate philanthropy.

Substantial research gap exists for examining the affects of board of director's composition and board structure in determining the corporate social responsibility strategy in the private and public sector organizations of Pakistan.

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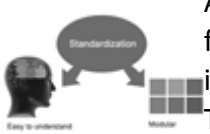

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The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also.Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

(a)Title should be relevant and commensurate with the theme of the paper.

(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(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, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.

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

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

Format

Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than 1.4 × 10-3 m3, or 4 mm somewhat than 4 × 10-3 m. Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive 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) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

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

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art.A few tips for deciding as strategically as possible about keyword search:

- One should start brainstorming lists of possible keywords before even begin 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 research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

Acknowledgements: Please make these as concise as possible.

References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

Tables, Figures and Figure Legends

Tables: Tables should be few in number, 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. Vertical lines should not be used.

Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. 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: It is the rule of the Global Journals Inc. (US) for authors 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.

Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.

6. AFTER ACCEPTANCE

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

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The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

www.adobe.com/products/acrobat/readstep2.html. This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at dean@globaljournals.org within three days of receipt.

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Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

1. Choosing the topic: In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

2. Evaluators are human: First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

3. Think Like Evaluators: If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

4. 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.

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

6. Use of computer is recommended: As you are doing research in the field of Computer Science, then this point is quite obvious.

7. Use right software: Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

8. Use the Internet for help: An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

9. Use and get big pictures: Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

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

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

12. Make all efforts: Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

13. Have backups: When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

21. 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 to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

26. Go for seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After 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 to 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 in your research.

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 criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of 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 the 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 evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

Title Page:

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

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing 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 approach 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. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than 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 maintain the initial two items to no more than one ruling each.

- Reason of the study - 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 quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness 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 to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled 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 with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose 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 sound written Procedures segment allows a capable scientist to replacement 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 for the least amount of information that would permit another capable scientist to spare 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 object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text 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:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not 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 - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in 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 a 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. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise 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 in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to 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 part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a 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 implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly 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 with prospect, and let it drop at that.

- Make a decision if each premise is supported, 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 the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One 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 available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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