Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: G

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VOLUME 18 ISSUE 1 VERSION 1.0

Global Journal of Management and Business Research: G
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Volume 18 Issue 1 (Ver. 1.0)

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Global Journal of Management and Business Research

Contents of the Issue

Global Journal of Management and Business Research: G Interdisciplinary
Volume 18 Issue 1 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Supply Chain Analysis of Coriander Leaves in Coimbatore

By Vignesh C. B. & Dr. Deepa R
PSG Institute of Management

Introduction- India is one of the world's largest producer of many fruits, vegetables and spices (Rais & Sheoron, 2015). Coriander is one among the major spices in India cultivated in an area of 5.85 hectares. The annual production of coriander was 4.91 Lakh tonnes during 2015-16. Tamilnadu contributes to 2 per cent of the country's coriander production. In Tamilnadu, coriander is mainly grown in Ramanathapuram, Virudunagar, Krishnagiri and Thoothukudi districts (DEMIC, 2016). Apart from the seeds being used as a spice, the leaves of coriander also play an important role in Indian cuisine.

India is said to lag in terms of an efficient supply chain for the distribution of fruits and vegetables (Rais & Sheoron, 2015). The vegetable supply chain is inefficient due to the interference of intermediaries and as a result of these problems, both the farmers and consumers are being affected (Kalidas, 2013). Farmers across the country are complaining about not getting a fair share as a return on their investment of both money and labor. Bhimanna Dindalkoppa from Dharwad states "When we hear about the very high prices of onions, we wonder why we are not getting those prices. The retail price of onions had reached Rs 80 a kg in north Karnataka, but I couldn't reap its benefits. The middlemen did". He is not the only one. Ravidra Desai from Karnataka says "We have realized it's only retailers who make money when vegetable prices rise." This issue is shared by farmers across the country. A vegetable retailer in Tamilnadu states "If a farmer wants money for the crop in advance, he would be obliged to sell to a middleman at the price the latter wants. If the price goes up, the middleman might give a small percentage of the extra profit he makes through sales to the farmer, considering the relationship between them and the farmer's bargaining power,".

GJMBR-G Classification: JEL Code: Q21

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Supply Chain Analysis of Coriander Leaves in Coimbatore

Vignesh C B [α] & Dr. Deepa R [σ]

I. Introduction

India is one of the world's largest producer of many fruits, vegetables and spices (Rais & Sheoron, 2015). Coriander is one among the major spices in India cultivated in an area of 5.85 hectares. The annual production of coriander was 4.91 Lakh tonnes during 2015-16. Tamilnadu contributes to 2 per cent of the country's coriander production. In Tamilnadu, coriander is mainly grown in Ramanathapuram, Virudunagar, Krishnagiri and Thoothukudi districts (DEMIC, 2016). Apart from the seeds being used as a spice, the leaves of coriander also play an important role in Indian cuisine.

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This is a problem faced by both the producer (farmer) and the consumer and it is high time that it is addressed. In order to address this issue, this study chose to analyze the supply chain of coriander leaves supply chain in Coimbatore. By analyzing the supply chain, the study aims to identify the constraints that prevent farmers from getting a fair share of price for cultivating coriander leaves. Coriander (also known as Cilantro) was chosen as it has an important place in the Indian cuisine and has a lower shelf life. Coimbatore was chosen as it has a huge customer base and it sources the coriander leaves from the nearby farmers. The study aims to analyze the supply chain of coriander leaves, in order to meet the following objectives.

II. Objectives

- To identify and compare the distribution channels of coriander leaves in Coimbatore.
- To identify the constraints that prevent farmers from getting a fair share of price for cultivating coriander leaves.
- To recommend solutions to increase the returns for the farmers and reduce the price for the consumers.

III. Methodology

The authors have used both primary and secondary data to identify the share of farmers in different modes of supply chain. Field visits were conducted to identify different modes through which cilantro is supplied to the consumers in Coimbatore. Secondary research was conducted to identify the price fluctuations over a period of 3 months and the margins kept by each member of the supply chain. The primary data was collected from all the entities of the coriander supply chain namely farmers, wholesalers, commission agents, retail sellers and consumers. The details of the sample are shown in Table 1.

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Table 1: Sample Details

Entity of the Supply Chain	Number of Respondents
Farmers	15
Commission Agents	15
Wholesalers	15 from MGR Market
Sellers in Uzhavar Sandhai (Farmer's market)	15
Retailers	18 Kirana Stores; 18 Vegetable Shops; 5 Super Markets; 5 Weekly Markets, 1 Online Store; 4 Cart Vendors
Consumers	100

The instruments used were interview and questionnaire. The questionnaire included questions about the preferred retail points. Secondary data like price of Coriander leaves at Uzhavar Santhai (Farmer's market), cost of cultivation of coriander leaves were obtained from the administrative office of Uzhavar Santhai and the TNAU website respectively. Comparisons were made between the share of the farmer and other supply chain members.

IV. Findings and Discussions

a) Coriander Market in Coimbatore - An overview

The Coriander leaves supply for the Coimbatore market takes place through the MGR market located on Mettupalayam road. The daily average supply during the season of the crop ranges from 6-7 tons per day and averages around 2-3 tons during the offseason months of May-October. The prices are fixed based on the daily supply of Coriander leaves. The MGR market is the only wholesale market in Coimbatore. The main farmers growing Coriander leaves in Coimbatore are situated in Senjeri malai, Thadagam and in some villages around Annur. Around 350 farmers cultivate Coriander leaves in Coimbatore.

b) Players in the supply chain of Coriander leaves in Coimbatore

Farmers: The farmer is a person who is the first in the supply chain of vegetables and also the person who does the majority of work among the different players in the supply chain. The factors which contribute the cost of produce for a farmer with respect to Coriander are: field preparation, nursery and planting/sowing, weeding, plant protection, fertilizers, wages. The total cost incurred by the farmer for a hectare of land for growing Coriander leaves is Rs.32000 (TNAU website). The leaf yield per hectare is around 7 tons. The cost incurred per kg is approx. Rs. 4.5. If the farmer directly sells to the wholesaler, the total cost incurred per kg is approx. Rs.5.8. If the farmer sells at Uzhavar Santhai the cost incurred per kg is Rs.4.95.

Coriander farmers are concentrated in the districts of Coimbatore, Thoothukudi, Virudhunagar and Ramanathapuram. Coriander is grown both for its seeds as well as for its leaves. The Coriander leaves are widely used in the Indian cuisine. It is one of the few leafy vegetables that has high price fluctuation in various times of the year as Coriander is susceptible to weather changes which leads to early bolting, rotten roots etc. Most farmers prefer the hybrid variety of Coriander as it gives better yields.

Commission Agents: These are the mediators between the farmers and the wholesalers. Sometimes the wholesalers themselves act as Commission agents. The role of a Commission agent varies from procuring the produce from farms to a mere transporter to the wholesaler. The various costs incurred by the commission agent are wages, packaging costs, transport costs including entry charges inside markets and wastage costs. The cost incurred per kg is approx. Rs.1.6.

Wholesalers: The wholesalers either directly buy from farmers or buy through the commission agents. The various costs involved for the wholesaler are the storage cost, labor for unloading and loading, storage space rent, electricity bill. The cost incurred per kg is approx. Rs.2. The wholesalers are the ones who deal with the highest quantity of produce. In Coimbatore the MGR market is the wholesale market for all vegetables.

Retailers: These are the players who deal with the least produce and sell to the consumer. They procure Cilantro leaves through various supply chain modes. The main retailers are located inside the MGR market and the nearby vegetable markets. The main retailers buy from the wholesalers at the MGR market and sell the produce to the final retailers or to the consumers directly at retail prices. The final retailers sell the produce to the consumers.

c) Price fluctuations in Coriander

The wholesale price is determined by the supply of coriander leaves at the MGR market. The Uzhavar Santhai prices are fixed by the market committee which decides the rate by taking into account the wholesale and retail rates prevailing. The commission agent takes a Rs.3/kg fixed price whereas the wholesaler takes a Rs.5/kg fixed price as commissions.

The 3-month price data between November 1st 2017 and January 31st 2018 collected from Uzhavar Santhai for the Coriander leaves is shown below:

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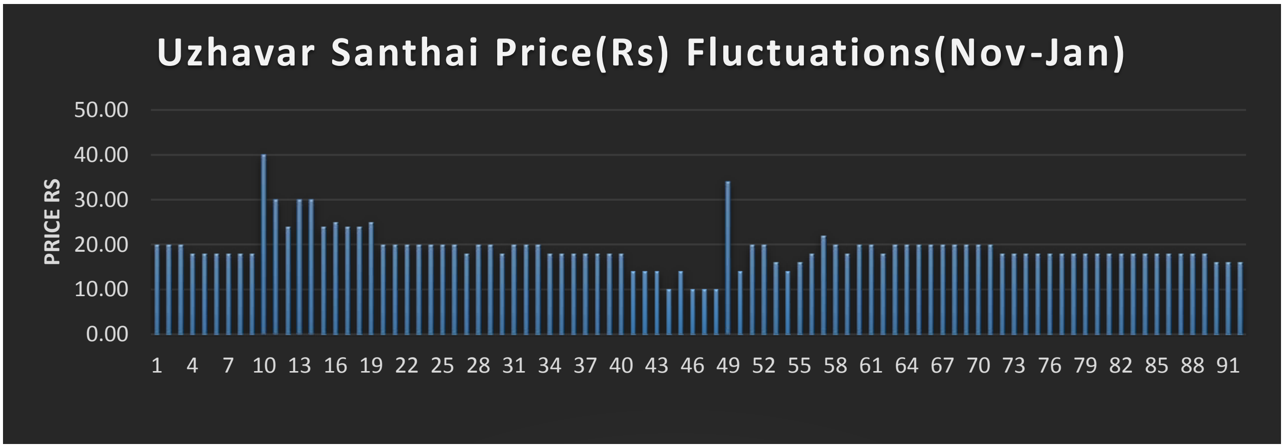

Figure 1: Price (/kg) in (Rs.) fluctuations at Uzhavar Santhai from November 1(2017) to January 31(2018)

On an average the price difference between the Retail and Wholesale is 195%. While comparing the farmer's markets with the retail points the farmer's market prices are 61.1% lower than the cheapest retail point which is the weekly markets, 62.9% cheaper than cart vendors, 66.6% cheaper than super markets, 85.1% cheaper than the vegetable shops, 88.8% cheaper than kirana stores and 103% cheaper than online retailing.

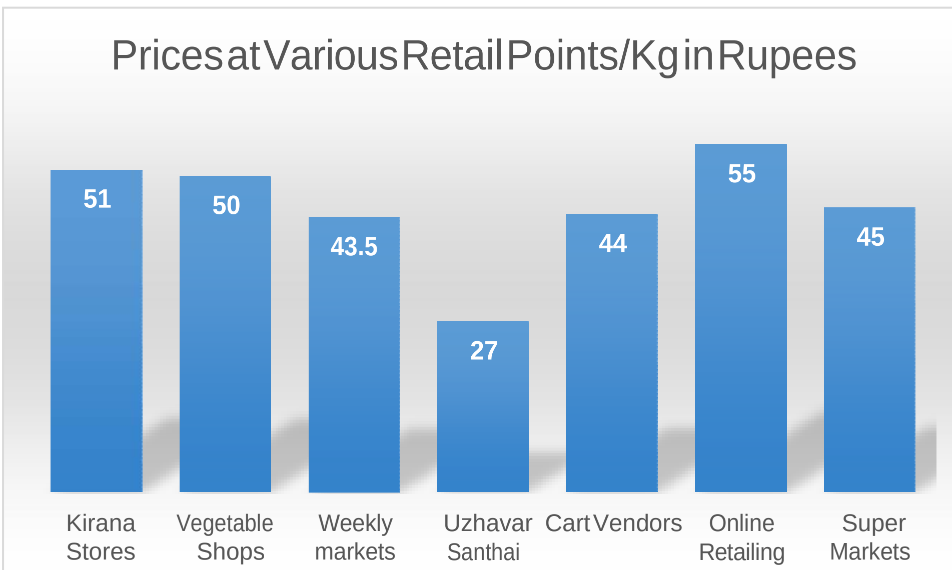

Figure 2: Price of Coriander leaves at various retail points in comparison with Uzhavar Santhai

It is evident from the graph that Uzhavar Santhai is by far the cheapest place to buy coriander leaves for the consumers. The consumers must be made aware of the huge price variations existing which would lead to more people buying at Uzhavar Santhai and which would lead to other retail points, reducing the prices.

d) Distribution Channels of Coriander

Supply chain analysis was used to examine the different channels of Coriander leaves. The models are described below (All costs incurred are in Rs./kg)

Model 1:

This model involves a commission agent and a wholesaler as middlemen. In this model the farmer gets a 17.3 % share out of the total price (i.e.) (Rs.8.3/Rs.48). The Commission agent gets a 6.3% share (Rs.3/Rs.48); the wholesaler gets a 10.4% share (Rs.5/Rs.48) The retailers get an average of 66.0% share (Rs.31.7/Rs.48). The average 3-month price at which the farmer sells to the commission agent is Rs.8/kg. The commission agent picks up the produce from the farmland, packs it and then supplies to the wholesaler at Rs.11/kg. The wholesaler stores temporarily at the space available in MGR market, sells at Rs.16/kg and is picked directly by large departmental stores and vegetable chains and sold for an average retail price of Rs.45/kg in the case of super markets and departmental stores and Rs.50/kg in the case of vegetable shops. In this model farmers faced losses for 9 days out of the total 91 days studied.

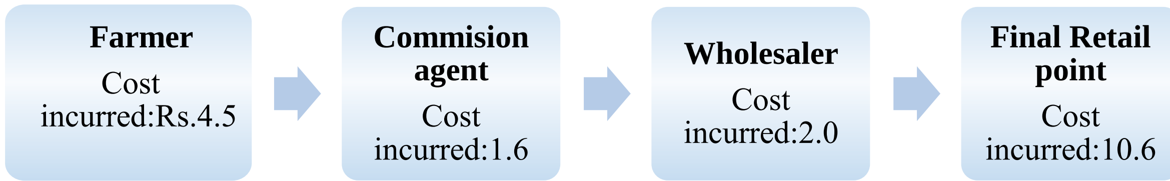

Figure 3: Supply Chain of Coriander Leaves-Model 1

Model 2:

This model involves a total of 4 players the farmers sells his produce directly to the wholesaler at a 3-month average price of Rs.11/kg. The wholesaler stores and sells the produce at Rs.16/kg to the main retailer who are mainly vegetable markets sellers and sell at an average price of Rs.25/kg to the final retailers. The final retail point sells at an average price of Rs.48/kg. The farmer gets a 23.5% share, the wholesaler gets a 10.4% share, the main retailer gets a 18.1% share and the final retailer gets a 47.9% share.

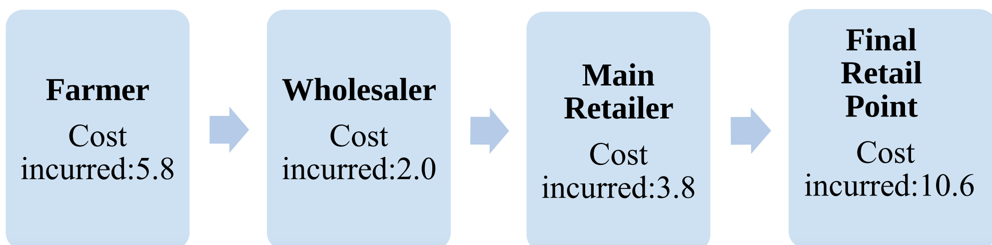

Figure 4: Supply Chain of Coriander Leaves-Model 2

Model 3:

This model involves a total of 5 players. The farmer sells at a 3-month average price of Rs.8.3/kg. The commission agent procures the produce and sells at an average price of Rs.11.3/kg to the wholesaler who in in turn sells at a price of Rs.16.3/kg. The main retailer buys from the wholesaler and sells at Rs.25/kg to the final retailer who sells at average price of Rs.48/kg. The share of the farmer is 17.3 %, the commission agent gets a 6.3 % share, the wholesaler gets a 10.4 % share, the main retailer gets an 18.1 % share while the final retailer gets a 47.9 % share.

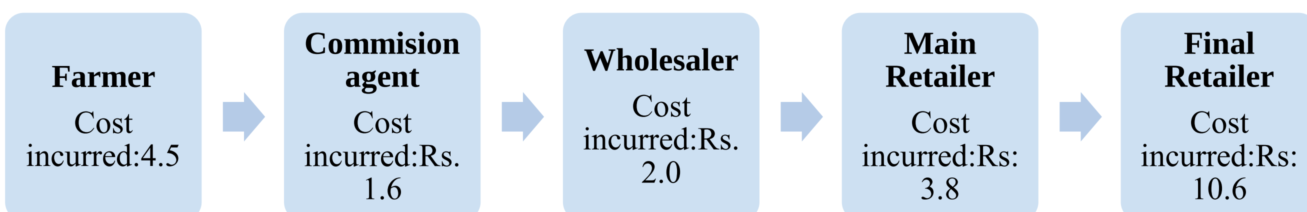

Figure 5: Supply Chain of Coriander Leaves-Model 3

Model 4:

This is a model in which the retailers buy from the farmer markets and sell them to the consumers. It is a convenient model for the retailers as the farmer's market are located at different places in the city. Based on the convenience they buy from the nearby market. The farmers sell at average price of Rs.19.2/kg and the final retailer sells at an average price of Rs.48/kg. The farmer gets a 40.0 % share and the retailer gets the remaining 60.0 % share. This is one of the most profitable models for the farmer.

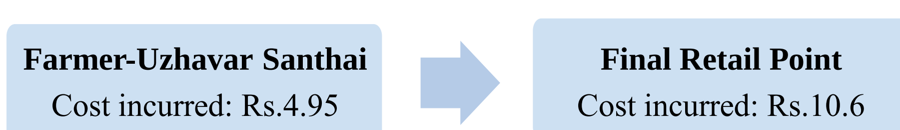

Figure 6: Supply Chain of Coriander leaves-Model 4

Model 5:

This is a model in which the farmer directly sells at the Uzhavar Santhai to the consumers. The average 3-month price of the sale is Rs.26.6/kg. The farmer gets a 100% share in this model. Based on the convenience the farmers register themselves at an appropriate farmer's market. The farmer's market operates daily usually from 5.30 am till 11 am.

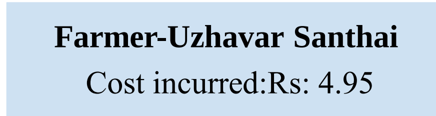

Figure 7: Supply Chain of Coriander leaves-Model 5

Model 6:

This is a new model in which the farmer sells directly online through several ecommerce websites. The websites usually get a commission. This model involves slightly higher marketing and packaging costs. This model sells at average price of Rs.55/kg and the farmers gets a 74.9 % share.

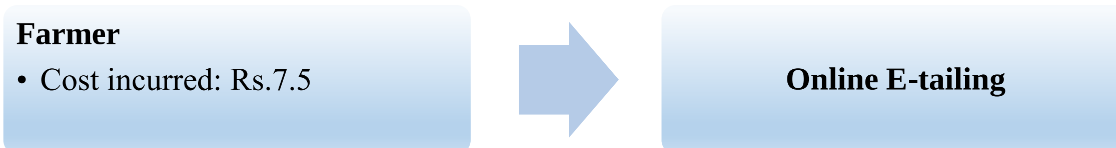

Figure 8: Supply Chain of Coriander leaves-Model 6

e) Comparison of various supply chain models of Coriander leaves

i. Based on value added, non-value added activities and essential non value added activities

Value added activities are those activities customers are willing to pay for, non-value adding activities are wastes and do not add any value whereas the essential not value adding activities aids in achieving value and hence difficult to eliminate.

Production, cleaning and processing were identified as value adding activities in previous researches on agro-supply chains (Rubayet Karim and Jony Biswas, 2016). Production (Farming) is the only value adding activity identified in the supply chain of Coriander leaves as cleaning and post processing are not applicable to Coriander leaves. The list of non-value added and essential non value added activities between various supply chain linkages are listed below.

Table 2: Non value added and essential non value added activities in various linkages

Linkages	Non value added activities	Essential non value added activities
Farmer- Commission agent	Wastage, waiting, storing the produce	Procurement, Transportation, packing, loading
Commission agent-Wholesaler	Unloading, grading, waiting, excess transportation	Transportation
Wholesaler- Retailer	Storing, unloading, loading wastage, waiting, excess transportation	Transportation
Retailer to Consumer	Storing, wastage	Transportation, bundling, loading, unloading, waiting
Wholesaler to Main retailer	Loading, unloading, waiting, wastage, excess transportation	Transportation
Main Retailer-Retailer	Wastage	Transportation, waiting, loading, unloading
Farmer- Wholesaler	Storing, waiting	Transportation, loading, unloading
Farmer- Retailer	Wastage	Packing, loading, unloading, waiting, transportation
Farmer- Direct selling	Wastage	Packing, waiting, loading, unloading, transportation, bundling
Farmer-E-Tailing	Wastage	Cleaning, packing, bundling, delivery

The table below lists the total number of non-value added and essential non value added activities in the different supply chain models.

Table 3: Total number of non-value added and essential non value added activities in various models

Model	Number of Non- value added activities	Number of Necessary Non-value added activities	Total of Non-value added and necessary non value added activities	Non-value added activities (%)
1(F-C-W-R-CO)	3+4+6+2=15	4+1+1+5=11	26	57.6
2(F-W-MR-R- CO)	2+5+1+2=10	3+1+4+5=13	23	43.5
3(F-C-W-MR-R- CO)	3+4+5+1+2=15	4+1+1+4+5=15	30	50.0
4(F-R-CO)	1+2=3	5+5=10	13	23.0
5(F-CO)	1	6	7	14.3
6(F-E)	1	4	5	44.4

F-Farmer, C-Commission agent, W-Wholesaler, MR-Main Retailer, R- Retailer, CO-Consumer, E-E-tailing

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The total number of non-value added and necessary non-value added activities are highest in model 3 and lowest in model 6. The percentage of non-value added activities are highest in model 1 and lowest in model 5.

ii. *Based on Price Spread and Marketing Efficiency*

The table below compares the price spread and marketing efficiency of the various supply chain models identified for Coriander leaves. The Price Spread is calculated by subtracting the price paid by the consumer and the net price received by the farmer. The marketing efficiency is calculated by Acharya method. Marketing Efficiency= (Net price received by producer)/(marketing cost + marketing margin). (Kalidas K, 2016). The net price received by the farmer is found by subtracting the price received by the farmer (Rs./Kg) and the cost incurred by the farmer(Rs /Kg) as shown in section 5.2. The marketing cost is the sum of all costs incurred by the players in the supply chain model applicable and the marketing margin is the profit margin for each player in that supply chain mode. The difference between price paid by the consumer and the net price received by the farmer gives the sum of marketing costs and marketing margin of all the players in the supply chain model.

Table 4: The price spread and marketing efficiency of various supply chain models of Coriander leaves

Model	Price Received by farmer (Rs./Kg)	Price at which commission agent sells (Rs./Kg)	Price at which Wholesaler sells (Rs./Kg)	Price at which Main Retailer sells (Rs./Kg)	Price at which the retailer sells (Rs./Kg)	Price Spread (Rs./Kg)	Marketing Efficiency
1	8.3	11.3	16.3	-	45-50	39.7	=3.8/44.2=0.09
2	11.3	-	16.3	25	43.5-51	36.7	=5.5/42.5=0.13
3	8.3	11.3	16.3	25	43.5-51	39.7	=3.8/44.2=0.09
4	19.2	-	-	-	44-51	28.8	=14.25/33.75=0.42
5	26.6	-	-	-	-	0	=21.65/4.95=4.37
6	41.2	-	-	-	55	13.8	=33.7/13.8=2.44

From the above table it is evident that the marketing efficiency is highest in the supply chain model 5 and least in the models 1 and 3. The price spread is lowest in models 5 and highest in models 1 and 3.

iii. *Based on Share of Entities*

The table 5 compares the share of various players in the models.

Table 5: Comparison of different models of Supply Chain for Coriander leaves in Coimbatore

Model	Share of Farmer (%)	Share of Intermediaries (%)	Share of Retailer (%)	Final price (Rs)
Model 1	17.3 %	16.7	66.0	45-50
Model 2	23.5	28.5	47.9	43.5-51
Model 3	17.3%	34.8	47.9	43.5-51
Model 4	40.0%	-	60.0	44-51
Model 5	100	-	-	26.6
Model 6	74.9	25.1	-	55

From the above table, it is evident that the Models 1, 2 and 3 offer the least share to the farmer. The models 1, 2, 3, 4, 6 are unfair to the consumer as the final prices are too high. Thus the most suitable supply chain model for both the farmer and the consumer is model 5 in which the farmer directly sells the produce through Uzhavar Santhai.

f) *Constraints preventing a fair share for the farmers*

The following are the observed constraints which prevent the farmer from getting a fair share:

- Less Bargaining power for farmers during coriander season due to excess supply
- Less Government intervention to regulate retailers
- Multiple players in supply chain, each keeping a good margin
- No MSP for Coriander leaves farmers
- The nature of the produce, unlike onions can't be stored due to its perishable nature forcing farmers to sell produce immediately on harvesting.
- The sudden bolting nature of Coriander leaves leading to premature harvest, reducing yields
- Not enough farmer's markets and a study conducted among 100 consumers showed that the farmer's market is not preferred by consumers as compared to retail points due to factors such as location of farmer's market, not enough awareness about huge price difference between retail outlets and farmer's market, non-availability of all fruits and vegetables required by a consumer, ambience, and influence of buying at a known shop.

g) Factors leading to high price for consumers

The following are the factors leading to a high price of Coriander leaves for the consumers presented in the form of a cause and effect diagram.

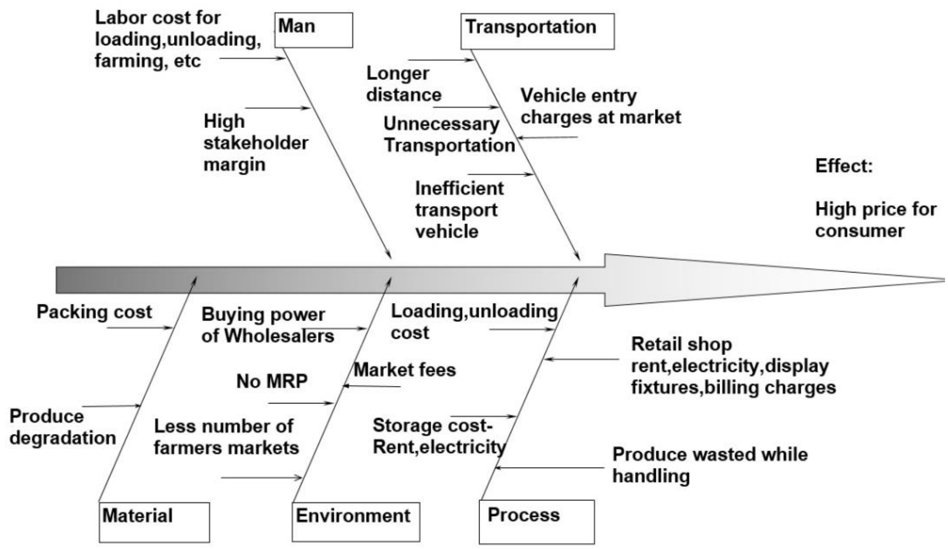

Figure 9: Cause and effect diagram - high price for the Consumer

h) Recommendations to solve the issues in the Coriander Supply Chain

The following are the recommendations to solve the issues in the supply chain models of Coriander leaves.

- Cross-Docking at wholesalers to reduce unloading, loading, storage, wastage and waiting activities
- Managing supply and demand through analytics to directly transport the produce from the commission agent to the main retailer which eliminates/reduces excessive transportation, waiting, loading, unloading, wastage and storage activities
- Provide MSP for Coriander leaves farmers
- Regulate the Retailers by Government Intervention
- Adopt efficient supply chain modes with less price spread and with less/no intermediaries
- TNAU must help farmers grow crops according to demand through efficient forecasting to prevent excess supply
- Mulching techniques to prevent bolting must be employed
- The Government must open more Farmer's markets
- Awareness must be created about low vegetable prices in Farmer's markets by publishing the Farmer's market prices in public domain
- Improve the standards of the Farmer's markets by improving cold storage facilities, improve parking facilities, extend timings, include more variety of fruits and vegetables, sufficient stock of low denomination notes, maintaining cleanliness.

i) Proposed future model

Hydroponic farming and vertical farming techniques are slowly entering India. A farmer who practices such techniques would get better quality produce and would fetch better prices if sold directly by the farmer. (Indian Express-10th February, 2018). Hydroponic farming means feeding liquid nutrients directly to plants and vertical farming is farming above ground level using various types of structures.

The main advantages of adopting hydroponics and vertical farming is the farming activities are more simplified, it eliminates the need to remove weeds, ploughing land, less labor intensive harvesting, consumes less water, faster crop cycle. The produce is of better quality as the essential nutrients are given directly to plants without the need of soil. Growing in a controlled environment eliminates the need to use pesticides. The produce can be grown atop of buildings in the city or in nearby regions and can satisfy the region's food requirements. This drastically reduces lot of non-value added activities like transportation, storing, handling etc. and also provides a better share to the farmer.

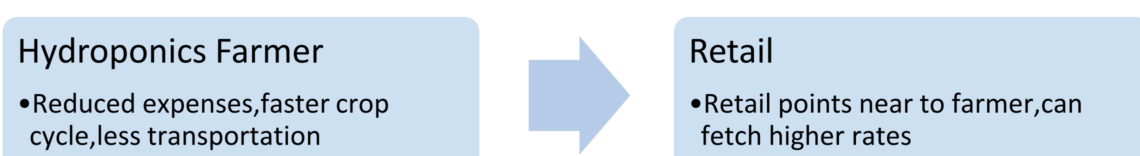

Figure 10: Supply Chain of Coriander Leaves-Future Models

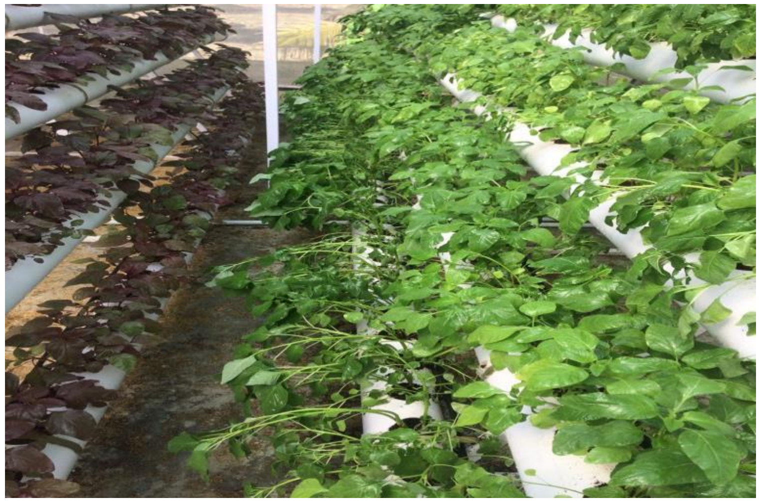

Figure 11: Image of a Hydroponics setup in Coimbatore

V. Conclusion

The different distribution channels of the Coriander leaves in Coimbatore were identified and compared. The results show that the number of non-value added activities and essential non value added activities are high in several models leading to low price for farmers and a high price payable by the consumer. Further, price spread is too high in several supply chain models of Coriander leaves and the marketing efficiency is very low in several models. On comparison of the shares received by the players in the different models, direct selling gives the highest shares to the farmer. There exists a huge price difference between the wholesale and retail points indicating that consumers are paying very high prices when buying through retail outlets except Uzhavar Santhai. Direct Retailing through Uzhavar Santhai and E-tailing give a fair share to the farmers whereas Uzhavar Santhai offers the consumers at the cheapest price; it is a win-win situation for the most important players in the supply chain. If the same price difference is seen in other vegetables also then, Uzhavar Santhai would be an ideal supply chain model for both the farmers and consumers. Several constraints which lead to low share for the farmers and several factors which lead to the consumer paying a high price for the Coriander leaves were identified and several recommendations have been made to solve the same. A Hydroponics model was recommended as a future model to increase the share of a farmer and reduce the intermediaries.

VI. Contribution

This study contributes in the area of supply chain of vegetables. The study identifies the best model for both the farmer and the consumer. This study points out the inefficiencies in several supply chain models leading to high price for the consumer and a poor share to the farmer and adds to the claims by several newspapers regarding the high difference in wholesale and retail prices. This study identifies the constraints leading to inefficiencies in the supply chain and identifies the factor for a high consumer price. Further, it gives several recommendations to solve the inefficiencies in the supply chain of Coriander leaves and the need for government intervention.

VII. Future Directions for Research

This research was done only for the Coriander leaves. If similar researches are conducted for other crops, the supply chain models existing for such crops can be found out and it can be checked whether such inefficiencies exist in Coimbatore for other crops also and solutions for rectifying the same can be identified.

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Global Journal of Management and Business Research: G Interdisciplinary
Volume 18 Issue 1 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Scaling up the Service Innovation Fund Projects of Access to Information (A2i) Program of Bangladesh: The Way Forward for Private Innovators

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Abstract- The Access to Information (A2i) Program is a flagship project under the Prime Minister's Office and jointly financed by UNDP, USAID and the Government of the People's Republic of Bangladesh to support the Vision 2021, through promoting and integrating digitization in governmental activities and through innovation in service delivery. One of the core components of the project is the Service Innovation Fund, managed by the Innovation Team, which provides seed money to innovators of up to Tk. 2.5 million for carrying out pilot projects of a new product or service. After piloting, the ownership of some suitable projects is taken up by the government and the associated service is incorporated into the relevant Ministry or Department. For the rest of the projects, the innovators need to commercialize the venture on their own. Most innovators do not have the capacity to mass produce, and lack the business acumen to create sustainable business models which would attract private investment. This study has tried to suggest a solution to this problem. The study recommends that A2i get involved in a greater scale to provide necessary grooming and mentorship to the projects from the very beginning to address issues as piloting progresses.

Keywords: A2i, service innovation fund.

GJMBR-G Classification: JEL Code: M10

SCALINGUPTHESERVICEINNOVATIONFUNDPROJECTSOFACCESSTOINFORMATIONA2IPROGRAMOFBANGLADESHTHEWAYFORWARDFORPRIVATEINNOVATORS

Strictly as per the compliance and regulations of:

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A. T. M. Jakaria Khan [α] & Nusrat Jahan [σ]

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Keywords: A2i, service innovation fund.

I. Introduction

Entrepreneurs are frequently thought of as national assets to be cultivated, motivated and remunerated to the greatest possible extent. Entrepreneurial ventures create employment that supports economic development. The crucial role played by the entrepreneurs in the development of the Western countries has made the people of developing and underdeveloped countries very conscious of the significance of entrepreneurship for economic prosperity. The recent years have witnessed an increase in the establishment of new businesses all over Bangladesh. Most of them are service oriented business designed based on digital platform. To sustain this trend, it is important to identify and develop the proper steps or tools that are required to disseminate knowledge among new innovators and entrepreneurs, and assist them in developing scaled-up profitable businesses.

The broad objective of this study is to analyze the role of the Access to Information (A2i) Program of the Prime Minister's' Office of Bangladesh in assisting potential private entrepreneurs scale up their pilot business projects, and helping them connect with private investors for funding and expansion. Specifically, the study focused on the Service Innovation Fund (SIF) and identifying the obstacles faced by an innovator who wants to set up a business using this Fund.

The study is based mainly on primary data. These data were collected through discussion with the officials of A2i Program. Secondary data were collected from different books, journals written on innovation and entrepreneurship, A2i website, Bangladesh National Web Portal, A2i annual publications etc.

II. Literature Review

According to the manual entitled *"Nine Steps for Developing a Scaling-up Strategy"* published by the World Health Organization (WHO), "scaling up" is defined as "deliberate efforts to increase the impact of successfully tested innovations so as to benefit more people and to foster policy and program development on a lasting basis." According to the article titled *"Rethinking Sustainability, Scaling Up, and Enabling Environment: A Framework for Their Implementation in Drinking Water Supply"* prepared by the Global Research Institute, University of North Carolina at Chapel Hill, NC, USA, scaling up is defined as "contextualized adoption and implementation of an activity by more than the initially intended number of geographic spaces, institutions, processes, and relationships." It can be evaluated by measuring the number of people reached by intervention on a geographical scale. The International Fund for Agriculture and Development (IFAD) claims that "effective scaling up is a key measure of successful innovation".

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Scaling up can happen both in terms of:

1. Expanding the geographic scope of an intervention either within a state, bringing in increasing numbers of villages and districts until an initiative is rolled out state-wide; from state-to-state; and ultimately up to the national level.
2. Multiplier effect and up-stream influence. Pilot interventions can be scaled-up by using the evidence from small-scale interventions to advocate for policy and institutional/level reforms.

"Innovation" refers to service components, other practices or products that are new or perceived as new. Typically the innovation consists of a "set of interventions" including not only a new technology, practice, component or initiative, but also the managerial processes necessary for successful implementation. The *UNICEF Program Policy and Procedure e-Manual* (PPPeM) describes innovation as "A practice that has not been substantiated with a formal evaluation, nor scaled up beyond its initial scope. This practice will likely be in the pilot project stage but is seen as successful with a strong potential for impact." In terms of utility, the Manual states that, "Innovations can be used to highlight new ideas, upcoming areas of concern and solution, and alternative and contextual approaches to standard practices in programming and planning areas."

Piloting is defined as "testing an approach on a limited scale for a pre-defined period of time to assess and document the results of an intervention and its potential for future replication on a larger scale."

III. Access to Information (A2i)

Access to Information (A2i) Program is an UNDP and USAID supported project (program) having its office at the Prime Minister's' Office. The overall objective of the project is to provide support in building a digital nation through delivering services at the citizen's doorsteps. The program aims to improve quality, widen access, and decentralize delivery of public services to ensure responsiveness and transparency. The solutions offered by the project are:

a) *Introduction of m/e-Services*

Public services delivered through mobile or internet can reduce long distance travel, corruptions ridden face-to-face interactions and need for intermediaries. An introduction to dashboards will further improve the service delivery performance; induce the process of quality oversights by the senior government officials. The PPP based service delivery points (for example, UISCs) would play an important role to bring in private sector service providers to facilitate access to service in a transparent and accountable manner.

b) *Capacity Development of Service Providers*

The capacity of the service providers is being developed by introducing a CBT (computer based training) program to enable a quick development of skill training courses. The project will also design and develop a state-of-the-art leadership development course for the government officials.

c) *Promoting Innovation in Public Service Delivery*

The 'Service Innovation Centre' proposed in this project will be responsible for identifying scope for innovation, provide technical support to design innovative solutions and encourage innovation. Additionally, an 'Innovation Fund' established by the project will ensure quick implementation of pilot and to support up scaling of successful innovations.

d) *Creating an enabling environment for e/m-services delivery*

The project is instrumental in establishing a self-sustaining ecosystem requiring e-services to take root in Bangladesh. The program supported the formulation of various institutional norms, including basic laws and standards and emerged as the country's leading center of expertise for e-government and citizen e-services solutions. A2i focuses on establishing both physical and online one-stop access points that scale innovative services and make them available to citizens easily, reliably and in an affordable manner.

A2i encourages and supports non-government actors, including small entrepreneurs, teachers and the youth, to partner with government actors, as part of its strategy to facilitate collaboration and nurture an innovative mindset throughout the country.

Bangladesh's leadership in public service innovation is being recognized internationally. The Governments of Maldives, Bhutan and A2i have established a learning partnership to facilitate the development of their own Innovation Lab+, a great example of South-South Cooperation.

IV. Service Innovation Fund

In March 2013, the Access to Information (A2i) Program launched the 'Service Innovation Fund' to provide seed funds and incubate cost-effective, citizen-centered design innovations to improve public services particularly for underserved communities.

SIF evolved from the previous A2i initiative called the 'Quick Wins' which was introduced in 2008, when each Secretary of the government was asked to identify important services that could be made more citizen-centric through simplification and digitization. Many ideas were generated; some were funded by A2i and launched as 'innovation pilots'. The pilots that succeeded such as the Digital Centers (one-stop service outlets hosted in local government institutions and operated by local entrepreneurs), e-Purjee (SMS-based purchase orders to sugarcane farmers), and Multimedia Classroom (smart classrooms promoting interactive teaching-learning in secondary schools) were scaled up nationwide.

SIF defines innovation as any idea or initiative that eliminates unnecessary steps required for citizens to access services and leverages technology to improve them. In other words, to be considered meaningful innovation, it must: A) Reduce the amount of time it takes for citizens to receive services, B) Reduce how much it costs citizens to obtain services, and C) Reduce the extent of travel and number of visits to get the services.

SIF is designed to encourage innovative home-grown and localized solutions and is open to all. It embraces the notion of co-creation and engages government agencies, development organizations, nongovernmental organizations (NGOs), academic institutions, private companies and even individuals as active partners in the improvement of public services. Anyone can apply online any time, the whole year round for grants worth up to USD 32, 000. Its priority areas include service decentralization and delivery, gender empowerment, empowering people with disabilities, healthcare, agriculture, rural development, right to information, green initiatives, disaster management, low-cost devices, and Bangla language tools (Innovation Brief – Service Innovation Fund, July 2016).

The Service Innovation Fund is provided to encourage public offices, private sector organizations, and others to come up with innovative solutions which can ease service delivery to citizens by reducing time, cost, and visit required and improve the overall quality of public services. Last year, A2i has received the "World Summit on Information Society (WSIS) Prize 2016" – the world's most prestigious prize in the ICT sector – for four of its initiatives and two of those initiatives have come out through Service Innovation Fund. Created jointly by the Government of Bangladesh, UNDP, and USAID, this fund has been managed by the Prime Minister's Office. Till now, a total of 133 projects have been funded in multiple rounds covering multiple important sectors of Bangladesh, including education, agriculture, health, land, government service to citizens, government service to businesses, services to assist the disabled, and devices to simplify services and improve standard of living.

At present, 25% of the budget of A2i goes into Service Innovation Fund. Each project can initially get funding of up to Tk. 2.5 million. Around Tk. 250 million has been provided for project piloting so far.SIF has been identified as the only A2i initiative addressing whole-of-society innovation at such scale. A2i also encourages innovators to put themselves in the shoes of the underserved so that they can better understand their need or problem, and come up with more effective solutions.

a) Project Selection Criteria

Ideally, a project is primarily eligible to get the funding if it meets the following criteria:

- The problem that has been targeted should be faced by a large group of people, and its solution should be unique.
- The resulting product should be sustainable and the business scalable.
- The solution should reach out to the citizens, or should be marketable.
- Results should be measurable to identify change.

The selection process is assisted by the technical expert panel (TEP). A2i also has its own results measurement team that conducts TVC study, baseline and end line study, impact assessment and others.

b) SIF Process Flow

The SIF Process Flow is as following:

Table: Process Flow of Service Innovation Fund

1.	Collection Classification Selection	• Online applications • Screening & short listing • Workshop on designing presentation for Technical Experts Panel (TEP) - *To help refine each idea/project and how it is to be presented* • Presentation to TEP • Ministry vetting
2.	Budget Work plan Finalization	• Workshop on budget and work plan - *To help develop a pragmatic implementation plan* • Contract finalization
3.	Implementation	• SIF Project Orientation Workshop - *To inform relevant public offices about SIF awarded projects* • SIF Project Coordination - *To ensure regular follow-up and necessary support for the projects from the relevant government office's Innovation Team* • SIF Project Coordination - *To ensure regular follow-up and necessary support for the projects from the relevant government office's Innovation Team*
4.	Evaluation	• TVC and/or other methods
5.	Scale up Planning	

c) *Classification of Projects*

Service Innovation Fund accepts online proposals around the year through the website www.ideabank.eservice.gov.bd using a very simple and easy-to-fill form. The proposals received for funding undergo a competitive process through which not only the merit of the innovative ideas, but also the capacity of the innovator are assessed. The projects finally selected for funding are provided a risk fund for a limited time period during which A2i provides necessary technical support and takes initiatives for ensuring sustainability of the innovation.

Projects are classified into two categories:

- *Public*- Those which are for the government. Different government offices will take ownership of the proposed product or service, and make use of it to deliver or carry out its duties as per its citizen charter in a more efficient manner
- *Private*- Those which involve an innovative product or service that are to be sold to the common people directly by the innovator at a profit. These are private business proposals which do not involve any government ownership.

V. Findings and Recommendation

a) *Challenges faced with Private Innovators*

The greatest challenge is faced when dealing with how to make the business scalable and sustainable for private innovators. If the innovator proposes a product or service that is to be used by the government, then the Chief Innovation Officer or an Innovation Officer of the relevant Ministry or department gets involved and provides assistance during all the stages of project implementation. Apart from the benefits of innovation workshops that are arranged, A2i's experience in the following areas also helps to refine the innovation:

- Public Services innovation
- Service Process Simplification of govt. services
- Online forms

Hence there is a strong chance of attaining success with these projects after piloting. However, in the case of private innovators:

- There is no involvement of any dedicated innovation officer from any govt. office as a constant mentor for the innovator.
- In most cases, the innovator is not a business minded person. Not all innovators have the marketing, management and entrepreneurial skills required for successful project implementation. Even when they do, there are cases where the innovator is a relatively junior person – in terms of rank, age or both – which adds another dimension of difficulty. So he or she cannot properly scrutinize the business idea to see how well it fits as money making venture after piloting, and make necessary adjustments to it.
- Almost always, innovators do not have the capacity to mass produce which is necessary for scaling up the business.
- Some innovators just want to go for glory. They want the money from SIF and the resulting relationship with A2i without actually having an interest to carry out their proposed business. This is because they want to make use of the brand value of A2i and the recognition of receiving an award from the Prime Minister's Office for their personal interests in future.
- After piloting, these innovators usually do not approach private investors (or donors) by themselves for partnership. This is because:
    - Some of them are doubtful of their own capacities and other resources available to them to be able to carry out the business operations efficiently, whereas if they got funding from A2i, they constantly would have the confidence that A2i is ready with its own expert or personnel from relevant background to guide them with their venture.
    - Some are not good at making business plans or pitches to private investors, and so they fail to get funds just because of their lack of skill in preparing and presenting their proposal of an otherwise good business idea.
- Feedback from the business community reflects their reluctance to invest in such projects. They usually want to invest in only those projects that have a high return on investment or short payback period. They are also skeptical about the quality of mentorship given by A2i, because a good portion of officers working at A2i are attached from the civil service and so have a limited tenure here. Hence, they do not have the confidence in the expertise of the mentors who oversaw the projects before and during piloting phase, and are doubtful of the performance of the projects after their investment.
- It is difficult to carry out business modeling and transform prototype to finished product that can generate revenue
- Test marketing, customer feedback or assessment of the level of user acceptance is not done properly by the innovators, so the risk of rejection of the product or service remains upon full market entry.

SIF practices whole of society innovation which includes private sector innovators. When these people are coming up with innovations which will not be provided as a govt. service but will need to be commercialized, then certain challenges are faced, such as:

- Lack of govt. ownership
- Impractical business models

- Inadequate technical and financial capacity of innovators

As a result, most of these projects die out at the end of piloting.

b) Role of A2i in Assisting Private Innovators

A2i can play a role in assisting private innovators under two broad areas:

Mentorship

- Assessment of business feasibility and guidance for modification of business model if needed
- Analysis of the potential of product or service to impact human lives for sustainability plan of the business
- IP rights and other legal protection

Liaison and Future funding

Through its network and contacts, A2i can provide access to support for innovators from:

- Business chambers, traders associations, potential investors, donors, NGOs and other govt. agencies (financial support)
- Service actors, including distributors (technical/ logistics support)
- Govt.'s ICT infrastructure, e.g. hosting in BCC's National Data Center's Server (technological support)

A2i can specifically design their mentorship program to train the private innovators to address key points regarding.

- Product or service features
- Price and maintenance
- Quality of management team
- Raw materials, Technical expert & Manpower availability
- Ability to mass produce
- Distribution and promotion
- Infrastructure and device dependency
- Project success in addressing underlying problems
- Accessibility and availability
- Business projections
- Fund source and budget requirements
- Scope of knowledge transfer
- Monitoring Mechanism of production or service process

The mentors need to be involved with the projects and make necessary recommendations even before piloting begins. This way, it will save time and effort during scaling up after piloting phase is over. Scaling up of projects after the piloting phase is difficult if a lot of modification needs to be made to the plan. This also renders the piloting results less valid for projection into scaling up. It is, in a sense, like going back to the drawing board.

Grooming workshops should be made open to all applicants of Service Innovation Fund before any stage of screening is conducted. At present, these workshops are arranged only for shortlisted participants from all the applicants of SIF. Through these workshops, the innovators receive guidance on project management, financial & procurement techniques, monitoring & evaluation issues etc. Hence, a large number of potential innovators are deprived of this opportunity.

The business community should to be acquainted with the projects from the very beginning. Suitable resource people from various business chambers, having vast experience in the real business ecosystem, should be included in the grooming sessions before piloting. Currently, at this stage of SIF, the workshops are conducted mostly by A2i's own employees. Involving the business community would help reduce any gap which might later arise during mentoring of private project scaling up. At the same time, through them, word would spread to the trade associations about the various private SIF projects in the making. Some project ideas can possibly get attention and also win funding by any businessman seeking equity investment, later on after piloting is complete.

VI. Conclusion

Through this initiative of scaling up private projects, A2i has embarked on a journey of fostering a new dimension of public-private relationship. A lot of promising private projects are there in the SIF pipeline, and those will now be looked into. Once commercialized, they will not only contribute to the growth and development of the business ecosystem of the country, but also promote the importance of innovation for sustainability. Through the Service Innovation Fund, A2i is ready to nurture innovative ideas from the masses and contribute to the betterment of society.

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Global Journal of Management and Business Research: G Interdisciplinary
Volume 18 Issue 1 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Investment in Information Technology - Students Perspective: A study in Bangladesh

By Hamida Akhter
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Abstract- Education is considered as the main vehicle to eradicate poverty. Information technology (IT) facilitates education and creates global awareness. As the world become competitive, so students make them capable of competing globally, that's why they need to access in information technology. Information Technology helps education system more students oriented. IT does not only bring change in the economic area but it also brings immense change in the education arena. In fact, IT radically changes the learning methods. Bangladesh can utilize IT facilities to create an information age. This study examines IT investment from student perspective in Bangladesh. This study also finds out usage pattern, reasons and satisfaction level of using IT from student perspective in Bangladesh. A survey is conducted on students of Bangladesh to achieve the objectives of the study. Target population answered the structured questionnaire which was developed to attain research objectives. Result shows that most of the students considered individual use are the major grounds for spending in IT, but personal and learning uses are promising reasons for IT expenditure. In IT, hardware is the key portion where students expend mostly. Moreover, students preferred foreign IT brand products while purchasing IT products.

Keywords: foreign IT brand products, global awareness, IT, information age, personal purpose.

GJMBR-G Classification: JEL Code: O32

INVESTMENTININFORMATIONTECHNOLOGYSTUDENTSPERSPECTIVEASTUDYINBANGLADESH

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Keywords: foreign IT brand products, global awareness, IT, information age, personal purpose.

I. Introduction

Every nation tries to build skilled human resources, therefore, education systems are the center point to achieve this. IT surrounded our every activity of life. IT enables education systems more students oriented. IT facilitates students in various ways such as nowadays students don't borrow books from the library as they can use library mobile phone applications to download books. Online education is possible only for IT. Students can share academic information with other students whatever their distance by using online group discussion, video and text chatting. In Bangladesh previously IT was not immensely used in the education. IT enables students to access information that makes them become a citizen of an information age. The Government of Bangladesh makes an effort to provide access to IT by all citizen of Bangladesh as well as education sector get priority to access in IT. The Government of Bangladesh has ICT policy which facilitates education systems to keep pace with modern era and try to build a nation which is surrounded by IT facilities and become a developed country. This study seeks to portrait usage pattern of IT, causes of investing in IT, the satisfaction level of using IT from the student perspective. The findings of this study help government of Bangladesh to develop IT facilities so that students can make them competitive for today's world as well as IT related business firm can learn usage pattern of IT of students and take appropriate strategies to satisfy them.

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II. Objectives of the Study

The principal aim of this research work is to present IT spending pattern from the student viewpoint. The others secondary objectives are

- To identify the reasons for using IT, IT expenditure per month, satisfaction level by using IT and frequency to adopt new technology by students in Bangladesh.

III. Literature Review

A study indicated that technology could be essential tools that enable students balancing between their busy studying, working and personal lives. Also students willingly admitted that technology is a chief enabler for them. Jefferies and Hyde suggested that technology has become a ubiquitous element for many higher education students. Students may own or access regularly multiple items of personal technology that are used interchangeably for learning and leisure, including their computers and their mp3 players (Jefferies and Hyde, 2010).

Another study conducted (Hong *et al.*, 2003) at a university in Malaysia to investigate the success of the technology, Internet-enriched teaching and learning environment to form positive attitudes among students toward internet usage for learning purpose. Their study found that students had positive attitudes toward internet usage as a learning tool. Also students stated that their learning environment as supportive of using internet for learning.

Researchers (Caruso and Salaway, 2007) have emphasized that students were entering in higher education at the end of the first decade of 21st century, as undergraduates, have the more technological knowledge and confidence than any past intake students. Researchers also focused that these students have very high expectations of what technological might be available to them and how they could use it to access their learning process.

For economic development and social changes ICT is considered a prime tool across the world. In many countries, the need for economic and social growth is used to justify investments in educational reform and educational ICT (Kozma, 2005).

In another study (Dogruer *et al.,* 2011) it is stated that for communication, research and leisure tool internet has played a vital role since its emergence. Not only the internet, but the other new technologies also took places in our daily life. They surveyed students to find out the use of the internet for educational purpose and found that in general, it was clear that the majority of the students believed they could use the Internet as an educational tool. Only a few amount of participants stated that they were not able to use it for educational purposes, which is very promising for the future.

Another research work (Caruso and Kvavik, 2004) conducted a survey and they asked students about the applications they used on their electronic device. They reported that they use technology primarily for educational purpose, secondarily for communication and lastly for presentation. 99.5 percent participants stated that they use computers for writing task and sending mail, surfing the internet for pleasure (97.2%) and classroom activities (96.4%).

IV. Research Methodology

This is quantitative research which is conducted using survey method. Both primary and secondary data have been collected to carry out this investigate. Primary data have collected through the survey. As a data collection instrument, a structured questionnaire distributed among the target populations. The survey designed into two parts. The First part includes students' particulars and the second part includes main issues. Secondary data have collected from different journals, articles, books and internet sources. The target population of this study is students' enrolled undergraduate and postgraduate program. Stratified random sampling technique has been used to conduct this research. Here public universities, private universities, medical colleges, engineering & technology universities and national universities were taken as strata and selected 40 respondents randomly from each division. Total participants in the study were 200 students. The collected data have analyzed by using statistical software SPSS 20.

V. Results and Discussion

Respondents were asked some demographic questions concerning age, gender, earnings and income range. The demographic profile of survey respondents shown in Table 1.

Table 1: Survey Respondents Demographic

Particulars	Percentage
Male	54%
Age Range (20-25)	48%
Earning (Yes)	51%
Income Range (3100-5000) Per Month	36%

In this research, proportionate of male and female respondents were almost equal. Age of vast majority respondents was twenty to twenty-five and 51 percent respondents have earnings. Among the respondents who have said that they had income, 36 percent of the study sample income range was 3100 to 5000 per month.

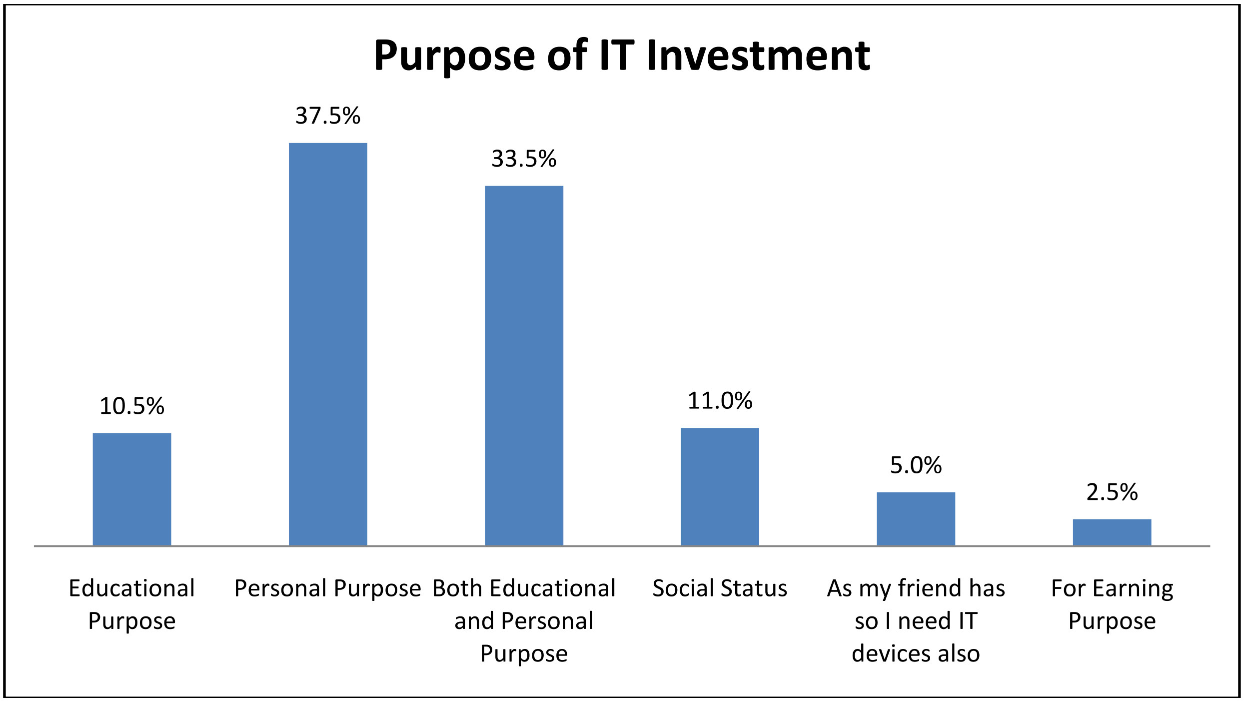

Figure 1: Purpose of IT investment

Educational purpose includes use computers or digital technologies for writing documents, creating a presentation, doing assignments, performing classroom activities, communicating with academia, sending email, surfing the internet for downloading e-books, articles and study materials, etc. Personal purpose encompasses downloading or listening music /videos, chatting with friends or acquaintances using instant messaging, personal communication, playing computer games, surfing the internet for online purchasing or individual pleasure, etc. Regarding the purpose of IT investment by students, majority study samples (37%) mentioned personal use as their major reason to invest in IT, both educational and personal cause (33%) and only for the educational intention (10%). Only 5 percent respondents said as my friend has so I need IT devices.

Concerning to the IT expenditure per month by respondents, the majority of the study samples (51%) said their IT-related expenditure range from BDT 3600 to BDT 5000 per month.

From the following figure, it is observed that they invest mostly in hardware portion, secondly invest in IT relate accessories and lastly in software segment.

IT_Investment_Portion Frequencies

		Responses		Percent of Cases
		N	Percent	
IT_Investment_Portion[a]	Hardware	131	50.6%	69.3%
	Software	27	10.4%	14.3%
	IT_Related_Accessories	101	39.0%	53.4%
Total		259	100.0%	137.0%

a. Dichotomy group tabulated at value 1.

Figure 1: IT Investment Proportion

In addition to that, the target respondents stated that they had changed IT products after every 18 months (43%) whereas only 2% respondent said they changed after every six months and 40% of the study sample alter their IT products after every 12 months.

To choose IT products participant firstly prefer foreign IT brand products (58%). Their least preferred brand was local IT brand products (12%). However, 30% respondents favored both foreign and home IT brand products. This study also attempts to measure students' satisfaction level regarding to their IT expenditure, which was measured using Likert 5 scale (strongly dissatisfied, dissatisfied, neutral, satisfied and strongly satisfied). The survey result shows that 34% subjects of the study were satisfied, 30% respondents were dissatisfied, and 28% respondents were neutral regarding their satisfaction level of IT investment. This study seeks opinions about the price of the IT products from students. The results show that value of IT products is reasonable (40%), slightly high cost (38%), highly priced (13%).

VI. Conclusion and Recommendation

The most significant aim of the study is to explore IT investment from students' perspective, and the aim has been met by identifying reasons behind IT investment, frequent change of IT products, preferred IT products and which IT portion invested mostly by students, etc. Though the survey result of this paper is just a snapshot in time, the valuable findings can help education sector, ICT policy maker and IT-related business firm to learn IT usage pattern of students. Education institution should build an IT-oriented atmosphere, therefore, students can use IT especially for the educational purpose. The Government of Bangladesh should think about the price of IT so that students can afford IT facilities without much difficulty and they can make themselves competitive for the future world.

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Global Journal of Management and Business Research: G Interdisciplinary
Volume 18 Issue 1 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of Quality of Work Life on Organizational Commitment with Special Reference to Department of Community based Corrections

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Abstract- The purpose of this research was to analyze the impact of quality of work life on organizational commitment a department of community based correction. Organizational commitment is a major aspect of organizational success. If organizational commitment is high, it helps to achieve organizational objectives properly. The quality of work life also affected to the commitment of the employees. The overall study was structured based on the conceptual framework built up using the information on the literature survey.

This study has competed with an empirical survey which was conducted thoroughly using a detailed questionnaire. For the convenience of the survey out of a population of the study, 140 work supervisors were selected as a sample. The conceptual framework and hypothesis were tested by using correlation and simple liner regression with version 20.0 of Statistical Package for Social Sciences.

Keywords: quality of work life, organizational commitment, affective commitment, continuance commitment, normative commitment.

GJMBR-G Classification: JEL Code: M19

THEIMPACTOFQUALITYOFWORKLIFEONORGANIZATIONALCOMMITMENTWITHSPECIALREFERENCETODEPARTMENTOFCOMMUNITYBASEDCORRECTIONS

Strictly as per the compliance and regulations of:

The Impact of Quality of Work Life on Organizational Commitment with Special Reference to Department of Community based Corrections

Mohammadhu Kaleel Fathima Risla [α] & Atham Gany Imam Mohamed Ithrees [σ]

Abstract- The purpose of this research was to analyze the impact of quality of work life on organizational commitment a department of community based correction. Organizational commitment is a major aspect of organizational success. If organizational commitment is high, it helps to achieve organizational objectives properly. The quality of work life also affected to the commitment of the employees. The overall study was structured based on the conceptual framework built up using the information on the literature survey.

This study has competed with an empirical survey which was conducted thoroughly using a detailed questionnaire. For the convenience of the survey out of a population of the study, 140 work supervisors were selected as a sample. The conceptual framework and hypothesis were tested by using correlation and simple liner regression with version 20.0 of Statistical Package for Social Sciences.

Based on the results of discussion certain vital findings were made. The majority of the respondents exhibited the satisfactory level of quality of work life and organizational commitment. According to the analyzed data, a strong positive correlation could be seen between the quality of work life and organizational commitment. According to the simple linear regression analysis, it reveals that, quality of work life has the impact on organizational commitment. By taking all these facts into consideration, a better set of recommendations has been made in this study. Finally, the most valuable suggestions for further studies have been out lined.

Keywords: quality of work life, organizational commitment, affective commitment, continuance commitment, normative commitment

I. Introduction

Organizations are continuously faced with the demand and supply challenges of the changing market. In order For the organization to adapt to the intense competition in the market place and the rapid changes in technology, it requires organizational members have to be internally committed (Miller, 2003). The organization is then faced with a challenge of managing its employees' commitment throughout, to ensure sustainability.

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High quality of work life (QWL) is essential for organizations to continue to attract and retain employees. Walton (1974) proposed the conceptual categories of quality of work life. He suggested eight aspects in which employee's perceptions towards their work organizations could determine their quality of work life. Adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integrative, constitutionalism, the total life space and social relevance.

Employees with a low level of organizational commitment tend to be unproductive, and some become loafers at work (Morrow, 1993) Organizational commitment, if low, leads to high turnover intention and actual turnover. High turnover brings destruction to the organization in the form of direct and indirect cost (Allen & Meyer, 1996). And also a three-component model is proposed by Meyer and Allen (1991). The three dimensions are as follows: Affective Commitment, Continuance Commitment, Normative Commitment.

In recent years, the quality of work life (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of business organizations (Koonmee, Singhapakdi, Virakul & Lee, 2010). According to a research conducted by Normala, Dau (2010) indicate that there was a relationship between quality of work life and organizational commitment.

Therefore, this study is clearly examined the impact on quality of work life and organizational commitment of employees and serve as input for the organization to assist in decision making, in identifying key work places issues in order to develop strategies to address and improve the quality of working life and to increase staff commitments to their organization.

This research study based on selected one service sector organization in Sri Lanka. That is the Department of community-based corrections. Department of community-based corrections was established based on the community-based corrections act No: 46 of 1999 in the year 2008.The department has networked with government and non-government organizations to get the support to carry out community corrections process.

a) Statement of the Problem

Quality of work life and organizational commitment are two of most important and fundamental subjects in today's organizational behavior. QWL has become one of the essential concerns among contemporary employees and employers.

Metcalfe and Dick (2001) in their study conclude that "the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behavior that has a negative effect on organizational commitment of subordinates".

Nowadays, individuals spend a great part of their lives in adulthood trying to get higher education degrees, job and, success in life. They have even delayed making a family. These individuals might be precious for their organizations, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place. Cohen (2003) motivates that "lack of organizational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate".

This study based on a service organization. It is a department of community-based correction. The department has been experiencing heavy workloads, place and time-related pressure.

Based on the above issues, the staff can experience poor QWL that lead to less commitment in their job. Therefore, the increase in Quality of work life and organizational commitment can have a great impact on the level of interest, job satisfaction, willingness to stay, and organization performance.

Based on the problem statement, the researcher is interested to do this research proposing the issue that whether Quality of work life significantly and positively relates to organizational commitment in Department of community-based corrections. This study focuses on addressing the following research question.

Does the quality of work life impact on organizational commitment in The Department of community-based corrections?

II. Literature Review

Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for people. It refers to the quality of a relationship between employees and the total working environment. It is concerned with increasing labor management cooperatives to solve the problems of improving organizational performance and employee commitment. The term quality of work life was first introduced by Davis and Albert (1972) during the International Labor Relations Conference (Hain & Einstein, 1990). In recent years, the quality of work life (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of business organizations (Koonmee, Singhapakdi, Virakul & Lee, 2010).

Davis (1983) said that the factors influencing the quality of work life are composed of three factors, which includes,

- Personal behavioral factors (age, experience, perception, attitude)
- Organizational factors (goals & objectives, management, job characteristic)
- Environmental factors (economic, social, cultural, administrative, technological)

High quality of work life (QWL) is essential for organizations to continue to attract and retain employees (Sandrick, 2003). Dissatisfaction with quality work life is a problem, which affects almost all workers regard less of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem however, because it is difficult to isolate and identify all of the attributes, which affect the quality of work life (Walton, 2005).

O'Reilly and Chatman (1989) define OC as "an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and belief in the values of the organization". On the other side of the definition, Meyer and Allen (1991) define OC as reflecting three broad themes: Affective, Continuance, and Normative. Thus, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization.

A three-component model is proposed by Meyer and Allen (1991). The three dimensions are as follows:

- *Affective Commitment*- Affective commitment is commitment based on a person's identification and involvement with an organization because they want to.
- *Continuance Commitment*- Continuance commitment is commitment based on the costs that would be incurred in leaving an organization. People with high continuance commitment stay with an organization because they have to.
- *Normative Commitment*- Normative commitment is commitment based on ideology or a feeling of obligation to an organization. People with high normative commitment stay with an organization because they think that they should do so.

Allen and Meyer (1996) define organizational commitment as a psychological condition that relates the criteria in the employee relationship in the organization and the implications of the decision to remain in the organization. This means that committed employee will remain in the organization as compared to the non-committed employee.

Hoque and Rahman (1999) found that QWL is important for job performance, job satisfaction, labor turnover, labor- management relations which play a crucial role in determining the overall wellbeing of any industrial organization.

Research by Koonmee (2010) suggests that ethical behavior has an impact on QWL and can lead, both directly and indirectly to positive impacts on job-related outcomes.

In the validation of their need -based measure of QWL, Lee and Miller. (2001) found QWL increased job satisfaction, organizational commitment and esprit de corps and, noted that satisfaction of higher- order needs has a greater influence on the organizational commitment and, esprit de corps than lower-order needs (health and safety, and economic and family-related needs).

Hosseini and Musavi (2009) studied the relationship between QWL with OC and its dimensions in the staff of Isfahan Body training organization. The results showed that there is a significant relationship between QWL and OC; however, there is not a significant relationship between dimensions of life quality, fair and enough payment with affective commitment and normative commitment.

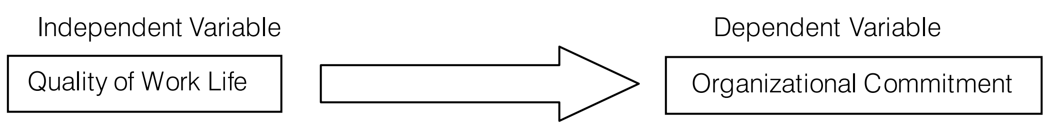
Freyedon et al. (2012) in his study entitled “Survey of relationship between QWL and OC in public organization” found that the Quality of work life and Organizational commitment has been studied less than the average amount of time it was low organizational commitment and concluded that there is a meaningful and positive relationship between staff and the QWL with three dimensions of organizational.

Commitment It means that the Quality of work life in the organization is better, even higher levels of Organizational commitment is high too.

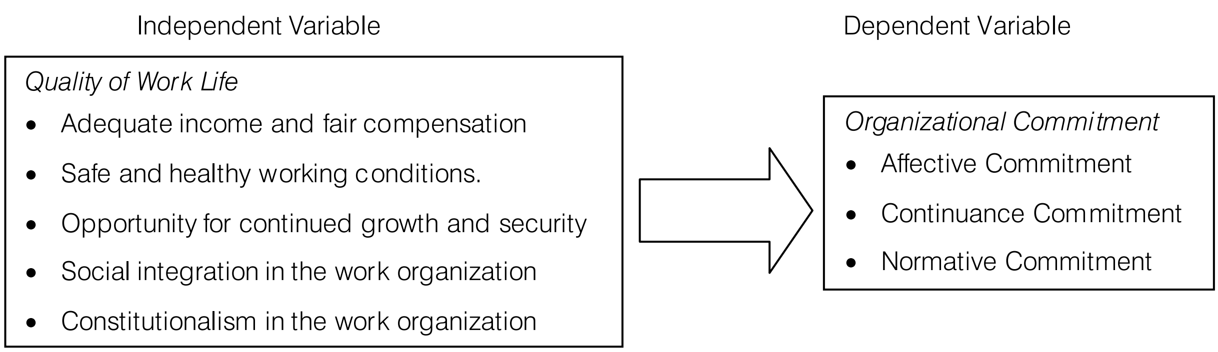
III. Methodology

Here focused on how this research study has been carried out scientifically. It explains the research conceptual framework, hypotheses and survey methodology, composition of the sample and method of analysis adopted to achieve the stated primary objective of the research: to examine the impact of quality of work life on organizational commitment in Department of community-based corrections.

a) *Conceptual Framework*



b) *Expanded Conceptual Framework*



Source: Walton, R. E. (1974) and Allen and Meyer (1996).

Figure 3.1: Conceptual Framework

c) *Hypotheses of the Study*

The following hypotheses were tested to examine the impact of Quality of work life on organizational commitment in department of Community-Based Corrections.

H1: Adequate income and fair compensation is significantly positive impact on organizational commitment in the department of community-based correction.

H2: Safe and healthy working condition is significantly positive impact on organizational commitment in the department of community-based correction.

H3: Opportunity for continued growth and security is significantly positive impact on organizational commitment in the department of community-based correction.

H4: Social integration in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.

H5: Constitutionalism in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.

H6: Quality of work life is significantly positive impact on organizational commitment in the department of community-based correction.

IV. Data Analysis

The main statistical analysis of Descriptive analysis, Correlation analysis and Regression analysis were used in this study.

Table 4.1: Descriptive Statistics

Dimensions	Mean	Std. Deviation
Quality of work life	3.8055	0.56630
Adequate and fair compensation	3.7573	0.59908
Safe and healthy working condition	3.7691	0.59076
Opportunity for continued growth and security	3.9015	0.61430
Social integration in the work organization	3.5911	0.33955
Constitutionalism in the work organization	3.5536	0.45950
Organizational commitment	3.8344	0.22040
Affective commitment	3.2625	0.37132
Continuance commitment	3.8749	0.56788
Normative commitment	3.7773	0.67135

(Source: Survey data 2017)

According to the mean values and a standard deviation values which show in table 4.1, from the analysis, the mean value of quality of work life factor in the department of community-based correction was 3.8055. A Standard deviation of quality of work life factor was 0.56630.

The mean value of Adequate and fair compensation factor in the department of community-based correction was 3.7573. A Standard deviation of Adequate and fair compensation factor was 0.59908.

The mean value of Safe and healthy working condition factor in the department of community-based correction was 3.7691. A Standard deviation of Safe and healthy working condition factor was 0.59076.

The mean value of Opportunity for continued growth and security factor in the department of community-based correction was 3.9015. A Standard deviation of Opportunity for continued growth and security factor was 0.61430.

The mean value of Social integration in the work organization factor in the department of community-based correction was 3.5911. A Standard deviation of Social integration in the work organization factor was 0.33955.

The mean value of Constitutionalism in the work organization factor in the department of community-based correction was 3.5536. A Standard deviation of Constitutionalism in the work organization factor was 0.45950.

From the analysis, the mean value of organizational commitment factor in the department of community-based correction was 3.8344. A Standard deviation of organizational commitment factor was 0.22040.

The mean and standard deviation values of Affective commitment factor contribute by 3.2625 and 0.37132 respectively. The mean and standard deviation values of Continuance commitment factor contribute by 3.8749 and 0.56788 respectively.

The mean and standard deviation values of normative commitment factor contribute by 3.7773 and 0.67135 respectively. The researcher can obtain above conclusion from the descriptive statistics of the study's variables.

a) *Correlation Analysis*

Correlation analysis is a statistical analysis to measure the strength of a relationship between the variables. In this study, the researcher uses Pearson Correlation coefficient(r) to determine the strength and direction of the two continuous variables. Pearson Correlation coefficient(r) can take values from -1 to +1 and size of the value of the coefficient indicates the strength of the relationship and (- or +) indicates the direction. If the correlation coefficient is 0, there is no relationship between the variables. Table 4.2 shows the correlation between the factors and organizational commitment.

Table 4.2: Correlation between Quality of work life and Dimensions of organizational commitment

		OC	AC	CC	NC
Adequate and fair compensation	Pearson Correlation	.957**	1.000**	.796**	.696**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140
Safe and healthy working condition	Pearson Correlation	.312	.369	.380**	.441**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140
Opportunity for continued growth and security	Pearson Correlation	.554**	.407**	.527**	.684**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140
Social integration in the work organization	Pearson Correlation	.951**	.975**	.812**	.708**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140
Constitutionalism in the work organization	Pearson Correlation	.957**	.758**	.796**	.696**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140

*** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).*

In above table 4.2, shows the significant values of QWL factors (adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization) and organizational commitment (affective commitment, continuance commitment and normative commitment). If these are less than 0.01, the researcher can identify a relationship between the factors and organizational commitment. According to the details in above table, the significant value is 0.000 in all five factors. Therefore, there is a relationship between the factors and organizational commitment. If the Pearson correlation value is plus value (p=0.000), there is a positive relationship between the variables. By identifying the Pearson correlation values, researcher can identify there is a relationship between all five factors and organizational commitment in the department of community-based correction.

The adequate and fair compensation and organizational commitment have a strong positive correlation (r=0.957) The Safe and healthy working conditions and organizational commitment have positive correlation (r=0.312). The opportunity for continued growth and security and organizational commitment have a strong positive correlation (r=0.554). The social integration in the work organization and organizational commitment have a strong positive correlation(r=0.951). The constitutionalism in the work organization and organizational commitment have a strong positive correlation(r=0.957). Therefore, researcher can identify the adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization and have a positive relationship with organizational commitment (affective commitment, continuance commitment and normative commitment).

Summary of the Correlation analysis for the Quality of Work Life and Organizational Commitment.

Table 4.3: Correlation between Quality of Work Life and Dimensions of Organizational Commitment

		OC	AC	CC	NC
Quality of work life	Pearson Correlation	.966**	.944**	.842**	.797**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	140	140	140	140

*** Correlation is significant at the 0.01 level (2-tailed),* Correlation is significant at the 0.05 level (2-tailed).*

The correlations between Quality of work life and organizational commitment have a strong positive relationship. (r=0.966, P<0.01) (Affective commitment (r=0.944), continuance commitment (r=0.842) and normative commitment (r=0.797).

b) Results and Discussion

i. *Testing of Hypotheses*

For testing the hypotheses, the researcher used regression analysis.

c) Regression Analysis

The Regression analysis is used to identify the impact of independent variables on the dependent variable. The researcher has used the simple regression analysis that is used to analysis how far the adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization have an impact on organizational commitment.

i. *Testing the Impact of Adequate income and fair compensation on organizational commitment*

H0: Impact of Adequate income and fair compensation is not significantly positive impact on organizational commitment in the department of community-based correction.

H1: Impact of Adequate income and fair compensation is significantly positive impact on organizational commitment in the department of community-based correction.

Table 4.4: Regression Analysis for adequate income and fair compensation and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Adequate income and fair compensation and organizational commitment	.788[a]	.545	.541	.36872	.000

(Source: Survey Data, 2017)

The above table shows that Adjusted R Square value is 0.541 which means; adequate income and fair compensation make the impact of 54.1% on organizational commitment in the department of community-base correction. So that adequate income and fair compensation has a significantly positive impact on organizational commitment by 78.8% (B=0.788, P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesis H1 is accepted.

ii. *Testing the Impact of Safe and healthy working conditions on organizational commitment*

H0: Impact of Safe and a healthy working condition is not significantly positive impact on organizational commitment in the department of community-based correction.

H2: Impact of Safe and a healthy working condition is significantly positive impact on organizational commitment in the department of community-based correction.

Table 4.5: Regression Analysis for safe and healthy working conditions and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
safe and healthy working conditions and organizational commitment	.657[a]	.587	.624	.51080	.000

a. Predictors: (Constant), safe and healthy working condition

(Source: Survey Data, 2017)

The above table shows that Adjusted R^2 value is 0.624 which means, safe and healthy working condition make the impact of 62.4% on organizational commitment in the department of community-base correction. So that safe and healthy working conditions has significantly positive impact on organizational commitment by 65.7% (B=0.657, P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesis H2 is accepted.

iii. *Testing the Impact of opportunity for continued growth and security on organizational commitment*

H0: Impact of opportunity for continued growth and security is not significantly positive impact on organizational commitment in the department of community-based correction.

H3: Impact of opportunity for continued growth and security is significantly positive impact on organizational commitment in the of community-based correction.

Table 4.6: Regression Analysis for opportunity for continued growth and security and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
opportunity for continued growth and security and organizational commitment	.554[a]	.497	.502	.27211	.000

a. Predictors: (Constant), opportunity for continued growth and security

(Source: Survey Data, 2017)

The above table shows that Adjusted R^2 value is 0.502 which means, opportunity for continued growth and security has the impact of 50.2% on organizational commitment in the department of community base correction. So that opportunity for continued growth and security has significantly positive impact on organizational commitment by 55.4 % (B=0.554, P<0.05) Therefore Null hypothesis H0 is rejected. Alternative hypothesis H3 is accept.

iv. *Testing the Impact of social integration in the work organization on organizational commitment*

H0: Impact of social integration in the work organization is not significantly positive impact on organizational commitment in the department of community-based correction.

H4: Impact of social integration in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.

Table 4.7: Regression Analysis for social integration in the work organization and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Social integration in the work organization and organizational commitment.	.658[a]	.574	.570	.35673	.000

a. Predictors: (Constant), Social integration in the work organization

(Source: Survey Data, 2017)

The above table shows that Adjusted R^2 value is 0.570 which means; Social integration in the work organization has the impact of 57% on organizational commitment in the department of community-based correction. So that Social integration in the work organization has significantly positive impact on organizational commitment by 65.8 % (B=0.658, P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesis H4 is accepted.

v. *Testing the Impact of constitutionalism in the work organization on organizational commitment*

H0: Impact of constitutionalism in the work organization is not significantly positive impact on organizational commitment in the department of community-based correction.

H5: Impact of constitutionalism in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.

Table 4.8: Regression Analysis for constitutionalism in the work organization and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Constitutionalism in the work organization and organizational commitment.	.698[a]	.624	.620	.35673	.000

(Source: Survey Data, 2017)

The above table shows that Adjusted R^2 value is 0.620 which means, constitutionalism in the work organization. Has the impact of 62.0% on organizational commitment in the department community-based correction? So that constitutionalism in the work organization has significantly positive impact on organizational commitment by 69.8 % (B=0.698, P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesis H5 is accepted.

Table 4.9: Regression Analysis for quality of work life and organizational commitment

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Quality of work life and organizational commitment	.766[a]	.729	.710	.15657	.000

(Source: Survey Data, 2017)

The above table shows that Adjusted R Square value is 0. 710 which means, adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization have the impact of 71.0% on organizational commitment in the department of community-based correction. So that these all five factors are significantly positive impact on organizational commitment by 76 % (B=0.766, P<0.05).

Further it illustrates the independent variables have high impact on organizational commitment in the department of community-based correction. And among them adequate income and fair compensation and constitutionalism in the work organization are mostly contributed to creating organizational commitment among employees

d) Coefficients

Table 4.10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.375	.096		3.915	.000
QWL	.716	.021	.766	43.796	.000

a. Dependent Variable: organizational commitment

(Source: Survey data 2017)

The constant value is 0.375 the coefficient for quality of work life is 0.716. Accordingly, the model fit exists. Thus, Y= a+bx

Organizational commitment = 0.375+0.716 (quality of work life)

As per the above table, it represents the 0.766 standardized Coefficient value. It means that when quality of work life (adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization) increased by 1, factors (adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization) make 0.716 impact on organizational commitment.

Table 4.11: Hypotheses testing and findings of organizational commitment

Hypotheses	Adjusted R2	Results
H1: Adequate income and fair compensation is significantly positive impact on organizational commitment in the department of community-based correction.	0.541	Accepted
H2: Safe and healthy working condition is significantly positive impact on organizational commitment in the department of community-based correction.	0.624	Accepted
H3: Opportunity for continued growth and security is significantly positive impact on organizational commitment in the department of community-based correction.	0.502	Accepted
H4: Social integration in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.	0.570	Accepted
H5: Constitutionalism in the work organization is significantly positive impact on organizational commitment in the department of community-based correction.	0.620	Accepted
H6: Quality of work life is significantly positive impact on organizational commitment in the department of community-based correction.	0.710	Accepted

V. Conclusions

The main objectives of this research are to identify the impact of Quality of work life on organizational commitment with special reference to the department of community-based correction. Under this research, Quality of work life consists of five dimensions. They are namely adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization.

Hypotheses were developed to test the level of variables and level of impact between quality of work life on organizational commitment. So far, to identify the correlation between adequate income and fair compensation on organizational commitment, to identify the correlation between safe and healthy working conditions on organizational commitment, to identify the correlation between opportunity for continued growth and security on organizational commitment, to identify the correlation between social integration in the work organization on organizational commitment and to identify the correlation between constitutionalism in the work organization on organizational commitment in department of community-based correction, and these five objectives are achieved.

The significant value is 0.000 in all five factors. Therefore, there is a relationship between the factors and organizational commitment. If the Pearson correlation value is (p=0.000), there is a positive relationship between the variables. By identifying the Pearson correlation values, researcher can identify there is a relationship between all five factors and organizational commitment in the department of community-based correction.

To identify the impact of income and fair compensation on organizational commitment, to identify the impact of and healthy working conditions on organizational commitment, to identify the impact of opportunity for continued growth and security on organizational commitment, to identify the impact of social integration in the work organization on organizational commitment, to identify the impact of constitutionalism in the work organization on organizational commitment and that have proved from H1 to H5 are significantly positive impact on organizational commitment. Therefore, all above objectives and hypothesizes are achieved and accepted.

According to the research findings, all the factors considered under the conceptual framework have a positive impact with the impact of quality of work life on organizational commitment. However, the level of impact of each factor is different from one another. There is a stronger linear impact on quality of work life on organizational commitment it is measured 0.710 coefficient value. According to the calculations in here safe and healthy working condition is leads more in factors.

The findings of the regression analysis reveals that the main objective that "to measure the impact of quality of work life on organizational commitment in the department of community-based correction." is achieved. At the same time, null hypothesis is rejected and alternative hypothesis is accepted at the 5% significance level. Finally, from this study, researcher can come up with the conclusion quality of work life can impact on organizational commitment.

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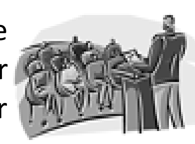

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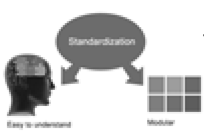

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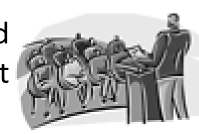

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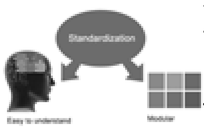

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j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

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

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

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

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

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

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

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

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

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

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

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

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

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

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

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

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

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

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

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

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

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

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

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ISSN 9755853