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Highlights

Impact of Race on Employment

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Discovering Thoughts, Inventing Future

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Smart Minds Brain Drain from Developing Nations Case Study of Pakistan

By Raheel Yasin & Junaimah Jauhar
Universiti Sains Malaysia

Abstract- Purpose: Due to globalization, there is a rapid change occurring in social, political and economic segments and the demand for skilled force has dramatically increasedall around the globe, particularly in western world. In order to meet constantlyincreasing demand of skilled labor, developed countrieshad launchedcertain immigration policies and offered lucrative compensation packages along with favorableworking environment to attract and retain smart think tanksacross the globe, largely from underdeveloped countries to the developed countries. This paradigm shift of smart brains is constructively contributing towards the growth of developednation's economy. Further it is worth mentioning that it has a negative influence on the native country of these professional immigrants. The prime purpose of this paper to develop the factors which push the skilled labor to migrate.

Design/methodology/approach: Conceptual discussion is used.

Findings: The authors identified push and pull factors, such as personal security, immigration programs, decrease in agriculture income, law and order situation of the country, unemployment, decrease compensation incentives.

Keywords: employee engagement, employee productivity, banks, human capital practices.

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SMARTMINDSBRAINDRAINFROMDEVELOPINGNATIONSCASESTUDYOFPAKISTAN

Strictly as per the compliance and regulations of:

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Raheel Yasin [α] & Junaimah Jauhar [σ]

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Originality/Value: This paper mainly focuses on push and pulls factors which motivate skill labor to migrate. It also discusses the Maslow need theory which also augments the process of migration.

Keywords: immigration; unemployment; migrants; skilled labor.

I. Introduction

The movement of a skilled human resource from home country is called Brain drain (Anekwe, 2003). Brain drain is defined as the migration of professionals to another country which provides better living standard and quality of life, higher salaries, access to advanced technology and more stable political conditions in different places worldwide (Dodani&LaPorte, 2005).

The war for smart brain begins with the globalization (Ghania&Jauhar, n.d.). Every company wants to hire smart brains in order to expand their business. The drive of skilled workers internationally represents brain gain for the countries that reap their skills and experience and the brain drain for their countries of origin (Migration Policy Institute, n.d.). Sometimes individual migrates by their own wishes whereas at certain times external forces like family, society and friends put pressure to migrate (Jauhar, 2016).. Underdeveloped countries are the main affected region in this drive. There have been contradictory opinions about the cost and benefits of migration (Bhagwati, 1973). When a skilled worker moves to other countries for working opportunities it causes the shortage of skilled labor and affects negatively on the economic condition of their countries (Afridi, 2014).

People for their survival move from one part to another part of the world (Ahmad, Hussain, Hussain, Hussain, &Akram, 2008).Other reasons like war and lawlessness also motivate people to leave their homeland and shift to another country (Ahmad et al., 2008). Brain drain is the natural phenomena because, in order to learn the skills and gain more professional expertise, professionals move to that country which is the benchmark of that field. Researchers take a keen interest in order to find the reasons for migrations.

International migration is explained by different theories. The most dominant models by Stark, (1991); Massey et al. (2010); Bauer, Morrison, and Callister, (1998) and other researchers explain the basic reasons for international migration. In the last ten years, international migration has rapidly increased which raise the number of migrants from 75 million in 1960 to approximately 215.8million in 2010 as compared to 75 milling in 1960 (Ngoma&Ismai, 2013).

Estimated 27,000 skilled Africans shift to developed countries between 1960 and 1975 according to the UN Economic Organization for migration. This figure rose to 40,000 in the period 1975 -1984.Durning 1985-1990 Africa lost 60,000 professionals. After that every year that continent is losing 20,000 qualified people (UNESCO, 2007). Approximately 30 % labor force in the USA belong from El Salvador, Guatemala, Honduras, Nicaragua (Özden, Ç.,& Schiff, 2006). Asia has been bearing a huge brain drain of professionals, and skilled persons to the developed countries in the last 30 years. More than two –thirds adult Pakistani population has strong desire work abroad according to Gallup- Pakistan.

UNESCO spout out from 1992 to 2000 the migration rate of skilled brains from Pakistan exceed 60

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%, which is an indicator of the alarming magnitude of the brain drain in the country. In the last few years, Pakistan has observed a rise in the migration of smart brains eventually leading to a brain drain (Afridi, 2014). In the last five years around 2.765 million citizens out of which 31607 from Baluchistan have shifted abroad due to jobs opportunities according to the Ministry of Overseas Pakistanis and Human Resource Development. According to Ministry of Overseas Pakistanis and Human Resources Development, almost seven million Pakistanis are living in 140 different countries among which 48 pc of overseas are working the Middle East, 28pc in Europe and 19pc in the US (Khalid & Kamal, 2015). Pakistan is suffering from this blitzkrieg on several fronts. In the last 5 years, professional migrated from the county soaring to 2.7 million. Though, a large number of the students showed confidence to come to Pakistan if the economic conditions improve (Naqvi et al., 2017).

As per the International Organization for Migration (International Organization for Migration ud), in 2010 there were 214 million international migrants in the world. Stated differently, one in every 33 persons in the world is a migrant. Asia and Africa have experienced high levels of brain drain among students and professionals to developed economies such as the US, Canada, the UK and Australia (Sabharwal, 2013).

II. Pakistani Youth Behavior

Youth playsa significant role for nation's economic development than technology and investment. It is considered as the engine the economy. Young Pakistani medical graduates in their final year of their studies tie up their bags with the books to clear, United States Medical License Examination (USMLE), The Present Level of Education Performance (PLEP), Test of English as a Foreign Language (TOFEL), Graduate Record Examination (GRE) , The International English Language Testing System (IELTS) and many others .After graduation, a hefty strength of graduated students prefers to knock the door of different intuitions of USA or UK for the higher studies. A rare number of graduates which start their careers in Pakistan become not satisfied with their jobs and they keep their heads up in the documents of immigration for different countries in which Canada and Australia are the preferred destinations. These smart brains are warmly welcomed by the government of all different countries. A large number of Pakistani pay their services in the Gulf, Europe, and America This is not only the pertinent to Pakistan it also prevails in all South Asian and underdeveloped countries. This study elucidates the push and pull factor which significantly contribute to the migration of talent from Pakistan to other countries.

Most of the new generation of Pakistan either it's educated or uneducated they want to go abroad because they are mentally disturbed by the country current situation and they are of the view that they will find better opportunities abroad for further education and a bright career. As it'shard to find a job in Pakistan. Secondly, the currency difference between Pakistan and other countries makes people more thoughtful to move abroad. As there is a huge gap in it for instance: when we convert $ into Pakistani rupees it becomes more than double, their families spend their lives in comfort and luxuries. Mostly it happens that one person of a family lives abroad and earns money for the family, as it is not easy to earn here.

III. Migration: Theories and Trends

Ravenstein's "laws of migration" gives based on development to several theories of migration which discuss internal and external factors of migration (Ravenstein, 1885). The neo-classical theory which is considered The more powerful approach "neo- classical theory" narrates that in order to maximize the gain from the market individuals migrate. This needs confirmation by empirical studies, which verify that migrants mostly come from middle social status (Castles, de Haas, & Miller, 2005). The new economics of labor migration (NELM) debates that the individual decision to migrate along with difference of income between countries depends upon employment security and capital investment availability (Taylor, 1999). "push-pull" theories are another approach to traditional migration. These consider migration as a block of multiple factors that push people to move from their places (e.g. poverty, overpopulation, war, etc.) and Fascinating factors for people which attract them (e.g. a high standard of life, income opportunity, political freedom).

The Economic factors of migration in sending and receiving country are the areas covered by the Push-Pull theory of migration. The push factors include demographic pressure, high unemployment and low living standards in the home state. Job opportunities, auspicious economic opportunities, and political freedom are the pull factors which attract people for migration. Migration either in the record or not is due to push and pull factors (Datta, 1998). Push factors cover the negative features of the place of origin whereas pull factors identify the attractive factors of the destination place (Datta, 2002). The hope of a higher income abroad is the main factor of migration according to the economics of migration (Taylor, 1999). There was also another factor that put an important influence and force to take decisions to migrate, including non-economic reasons, such as war, ethnic discrimination and political persecution at home. A network of family and friends who have migrated to specific country helps to choose the destination (Solimano, 2002). The opposite of the above individual approach is the historical-structural approach, using Marxist political economics and Immanuel Wallerstein's "world system theory". Migration is here seen as shifting of cheap labor from third world countries to the developed countries for economic growth (Castles et al., 2005). According to Castles et al., (2005), this style focuses on one side and misses some valuable processes, like policies for the permanent residence of the migrants.

Transnational migration theory developed by Sassen in 1998 can contribute to the development of a critical population geography (Margaret, 2004).The universal trends of current migrations are globalization, acceleration, diversity, feminization, and politicization (Castles et al., 2005). By globalization, it means numbers of countries affected by migrations has been escalating. Acceleration spectacles that the international flows of people are rising (Czaika& De Haas, 2014). Diversity shows that there exist multiple types of migration between particular countries like political, economic, temporary and permanent (Czaika& De Haas, 2014). Feminization shows the rising of women migration in all regions and politicization narrates that there is the effect on domestic and international politics by the international migration (Castles et al., 2005). Political, ecological and demographic pressures are the main causes of migration (Castles et al., 2005). The growing difference between the rich and poor, conflict between the countries and globalization are also the players of international migration.

The core outcomes of migration growth are transnationalism (whatever happens affects more than one state), a cultural and societal difference which bring the difference, raise conflicts, and upward part of remittances in the economies of the transfer countries(Castles et al., 2005). Maslow's hierarchy of needs theory consist of physiological needs, Safety needs, social needs, Esteem needs and self-actualization, our research shows that in order to satisfy basic needs people need to migrate.

IV. Push Factors

a) Unemployment

Todaro, (1969) and Harris, S. JR and Todaro (1970) did an analysis of migration flows in a context of underemployment, with the occurrence of inflexibilities of real wages. Berry and Soligo settle that local residents got benefits from an influx of immigrants their production increase which results in the increase in income. The relationship between unemployment and immigration is studied by (Withers & Pope, 1985) in Australia from 1948 to 1982. Mayda (2008) figure out the reasons for migration into fourteen OECD countries by country of origin, from 1980 and 1995. The effect of average income and income dispersion in destination and origin countries on migration was evaluated.

The influence of geographical, cultural, and demographic factors, as well as the role played by changes in destination countries' migration policies, was captured in the study. Walsh (1974) estimated the determinants of migration in Ireland. The outcomes showed that Irish net migration was reactive to relative labor market situations in Ireland and Britain. The wage variances and unemployment differentials were found significant determinants of the net migration from Ireland. The immigration rate decrease if unemployment increases (Docquier&Rapoport, 2012).

Unemployment is an acute problem of Pakistan. Almost every youngster in Pakistan endorses the fact that the country is presently beleaguered by sheer unemployment. According to IPR unemployment rate in 2016 is 8.5%. The federal government and provincial governments launch a different internship program for the youth which is unable to overcome this issue (Altaf, Atoofa, & Ali, 2015).

In all around the globe, Pakistani workers' pay their services and show their skills. The movement of migrant workers from Pakistan was 12300 in 1973, 16328 in 1974 and 23077 in 1975. This movement of migration touches the figure of 143329 in 2005 (Bureau of Emigration and Overseas Employment, GOP, 2006). High food inflation rate (10%) increase of poverty (GOP, 2006) force workers to move abroad. In the decade of 1980s, Middle East was the main destination of economic workers.

V. Working Environment

Organizational politics is considered as an essential element of the organization. Some researchers believe that for organizational growth politics play a vital role, But the majority of researchers have a conflict on that point and they believe politics has a harmful effect on the staff and the function of the organization (Abbas & Raja, 2014).

In Pakistan Politian's have influence in the Government and private sector which affect the working environment. In Government Organizations mostly recruitment is done through the political reference whereas for promotions employees speed up their cars behind the politicians to grab the top seats.

Individuals who are highly involved in organizational politics, they face problems in achieving their goals and achievements which effects on their motivation and they suffer from job stress. (Abbas & Raja, 2014).

VI. Job Security/Career Growth

In Pakistan Young doctors seen on the roads to fight for their rights because they don't have a career path. Which motivates mostly professionals to go abroad and enjoy their professional there? Similarly, the same case happens with the Chartered Accountants, Bankers, and Engineer which capture the Market of Gulf because they don't have a job security in Pakistan. Mostly private organizations in Pakistan don't have a proper HR Department they are just performing the one-man show.

VII. Personal Security

The whole scenario of the world is totally changing due to suicidal attacks and now Security got the attention which was neglected before(Khalid & Kamal, 2015).

As per United Nations, security is a condition in which states enjoy the economic progress and have no threat of military attack or any political pressure. Pakistan's face security problems and threats due to its geopolitics, location, political instability which is a major hurdle for its economic growth (Khalid & Kamal, 2015).

After the 9/11 around the globe, a threat to personal security raise and wars in different countries groom up e.g Afghanistan, Iraq, Libya, and Syria. This security threat also influences Pakistan economy and Pakistanis due to its geographical location and sharing boundaries with China, Iran and Afghanistan made it more important. China Pakistan Economic Corridor (CPEC) which brings economic growth in Pakistan, China, and central Asian countries is the big threat to India and USA. So India try to destabilize the security of Pakistan. According to (Pakistan Bureau of Statistics) the population of Pakistan as of August 25, 2017, was 207.77 million people which take its position to 5 largest countries in the globe by population.

The 9/11 terrorist attacks bring all nations on one point and they believe terrorism as a common challenge to global security. It brings an overall change in the foreign policy of America and Nato countries, it also brings change in the global power and security structure (Afzal, Iqbal, & Inayay, 2012).

Pakistan paid a heavy price because of its alliance with the US after 9/11 incident and come under the wave of terrorist attacks (Khalid & Kamal, 2015).Terrorism in Pakistan has become a major and highly destructive phenomenon. Sajjad (2012) found many causes of intellectual migration by using questionnaire method. Study of Sajjad (2012) determined that 33% respondents wanted to leave their homeland due to political instability and life securities issues. In 2014 from 32, 685 worlds 1764 fatalities belong to Pakistan (Liang, Khalid, Amy E, & Anne, 2015). General Public in Pakistan feel insecure and this insecurity leads many Pakistanis to apply for immigration in developed countries and many Pakistani enjoy their flights to developing countries.

"In Pakistan the culture of terrorism promoted by Talibanizationthat includes attack on armed forces by Tehrik-e-Taliban Pakistan (TTP), target killing of religious, political and civil society figures, scholars and doctors, blowing up and suicidal attacks were faced by schools, offices of NGO's, mosques and other security sensitive places (Khalid & Kamal, 2015). Up till now, near about 35000 Pakistani have lost their lives due to attacks by a terrorist in which Pakistan loss 5000-armed men" (Afzal et al., 2012).

VIII. Lack of Opportunities for Advance Training

For the UK Pakistan is the second largest exporter of medical (General Medical Council, 2012). Many Pakistani medical graduates go abroad for advanced training like RCPS and different diplomas, specialization and then they settled in the host country. Although after 9/11 state department of USA adopts a strict policy for Pakistanis for the visa but still Pakistan hold the third position of J1 visas which is an issue to nonimmigrant for work or exchange study programs issued for the year 2010-11 (American Medical Association, n.d.).

IX. Religious Discrimination

96.28 % of Population is Muslim. Islam is the "state religion" of Pakistan. Article 20 of the constitution says everyone is free to practice and propagate according to his/her Religion. According to the constitution of Pakistan, a person belonging to the Christian, Hindu, Sikh, Buddhist, Parsi or Qadiani/Lahori Group is non muslim.

In Pakistan, during the last couple of years, different religious clashes come on the camera. 15-20% of the Muslim population in Pakistan is Shia. After Iran, Pakistan has the largest Shia population. The majority of Pakistanis Shia observes the Twelve school of thought; other sub-sects are the Ismail's, Khojas, and Bohras.in a suicide attack on the bus in January 2014. 38 instances of target killing occurred in 2015 in which 251 Shias were killed and 316 injured (Rizvi, 2016). In 2013 on religious dispute 7 Sunnis were killed and 32 were wounded in Rawalpindi by Shias (Naveed, 2013). 45 Ismaili Shia were killed by the terrorists by firing on their bus (I. M. Khan, 2015).

In 2014, 144 incidents of sectarian violence took place across Pakistan in which 11 temples and churches were attacked (Junaidi, 2015). In the last 30 years, 260 Ahmadiyyas were killed in Pakistan (TRT World, n.d.). These religious disputes bring discrimination in the society and most persons try to prefer peoples from their own sect during hiring. Like Shia community try to promote their community and prefer to hire Shias.

X. Social Pressures

Pakistan has a strong social system. In which people take care of each other and inquire about each other. Whereas when an individual from any town or village go abroad and when he returned back and wear gold chains and other expensive items. His lifestyle totally changes which work as a catalyst for his town fellows and friends they also start thinking to go abroad.

Migration to foreign countries has become a question of identity for Punjabis. It has become a status symbol. So much of peoples want to move abroad because they know that then they get high status in the society and they are warmly welcomed everywhere especially by their relatives so individuals which are not good in studies move abroad and start working as a workers in stores,taxi driver and other low-level jobs and they think that if they settle abroad than they future generation.

XI. Agricultural Crisis

60% of Pakistani population is directly or indirectly related to agriculture field. whereas from the last few years agriculture sector is unable to get the attention of policymakers (Safdar, 2014). It is the largest employer sector accounting 45% of the workforce (Safdar, 2014). 15 %to 20 % increase in the prices of fertilizer and 20% to 25 % increase in the tariff of electricity put a financial burden on the framers and their income decrease to 25 % (Bokhari, 2016). These factors motivate the young hard working farmers to go abroad by the legal or illegal way and earn handsome amount to raise the standard of living of their families.

XII. Pulling Factors

a) Salary Structure

The most important factor of migration abroad is the employment opportunities and handsome salaries. In the last 5 years, 2.7m Pakistanis have departed from the country (Associated Press of Pakistan, n.d.).

The main problem is that majority of workers don't get even the minimum wage declared by the government. Wage differentials between source and destination country are the significant factor in the cause of brain drain migrants (Dodani & LaPorte, 2005). High-skilled individuals get more salaries than their home countries (John Gibson & David McKenzie, 2010).

XIII. Higher Education

Students always prefer to look for quality education in top rating a rating universities that are concentrated in developed countries (Zhatkanbaevaa et al., 2012). The Trend of getting a higher education is increasing and most students prefer to go foreign countries to get higher education because in Pakistan preference is given to that candidate which have a foreign degree. Studying abroad means learning about the new theories, innovation in the particular field and grab a knowledge which can be applied to make the real world better. Local institutes fail to give education like that which cause a brain drain and after getting degree most of the students settle there (Hassan Ayub, 2012). Higher Education Commission (HEC) of Pakistan was established by the Government of Pakistan in 2002 with the aim to provide quality education and promote higher studies. In order promote higher education HEC send 8537 scholars in various countries for attaining higher education (MS/MPhil/Ph.D. and Post-Doctoral level. Only 65% of the student back to Pakistan and still some are unable to find a job in Pakistan (RiazulHaq, 2015). In the era of globalization, professional wants to be super-specialized of their area. The craze for getting more expertise and to become a super-specialize in their fields encourage physicians to move to the USA and remove their thrust of research and expertise (Majeed, Ali, &Saeed, 2017).

XIV. Better Opportunities

Due to globalization the demand for scientific personnel increase which causes the problem the problem of "brain drain" in developing countries (Zhatkanbaevaa, Zhatkanbaevab, & C, 2012). Highly qualified and smart professionals always look for better opportunities in order to utilize their skills and gain more knowledge. They work day and night to get top rank positions and look for the high salary in giant corporations. But in Pakistan due to political influence, non-competent persons enjoy the great positions. These factors bring disappointments and demotivation which push them to settle abroad.

The study found out the basic reasons for brain drain was the unavailability of funding, technical support, and infrastructure in their home countries. Political and community pressure was also the leading factors(Anastasia, 2015).

Professionals from developing countries across the globe crossing geopolitical boundaries to find better professional, financial, and social conditions. India, Pakistan, Iran, and China are on the top from which these smart brains are coming (Majeed et al., 2017). Mostly medical professionals move from under developing countries to developing countries.

A study result showed that scientists who migrated produce 4.5 times more publications than their colleagues in their home countries. Unavailability of funding, technical support, and poor infrastructure in home countries is the basic reason for brain drain. Political and community pressure also play a significant role to migrate

Obtaining a residency training position in the United States remains the dream of countless professionals because of the exceptional educational and research opportunities available for career development (Shafqat & Zaidi, 2007). Better living standard, Implementation of labor laws attract professional to move.

XV. Labour Laws

Income inequalities and high poverty at home countries are the major forcebehind international migration around the globe. Pakistani workers are showing their expertise in every country. From the year 1973 to the year 2005, nearly 500,000 workers were migrated. Better living standard and friendly Government policies are the pulling force. The government labor-friendly policies of the host countries push more workers to work there. In industrial countries, labor laws are a very strict violation of laws and grip of government in setting the basic salary and hourly wages gives satisfaction to the migration worker .where as in underdeveloped countries labor law exist only in the books. Most factories are not registered and worker here not get social security and Employees Old-age Benefits Institution (EOBI) cards, they do not offer any kind of benefits to the workers from the Workers Welfare Fund, i.e., free medical treatment, death, marriage, education grants, etc. Most of the employers in Pakistan hesitate to register their workers with the EOBI. So that they not come under the law and will not pay any pension or unemployment benefits (Bari, 2014).

The success of the industrial countries depends upon the qualified migrant's workers; under static conditions. The migration of skilled workers tries to fill up the gap in those areas in which host country is lacking and plays a significant role in the growth of economies. That's a reason developed counties give a certain score to skilled labor in their immigration programs like USA, Canada, Australia(Korner, 1997).The migration has a positive relationship with the remittances received in the country. Wage rate in Pakistan affects the migration of workers.

XVI. Immigration Policies

Developed countries in order to attract smart brains from all over the world launch immigration programs Where as Canada and Australia are the preferred destinations for the immigration (Taing, Granger, Groff, Jackson, & Johnson, 2011). In the year 2001 15501 Pakistani get a Canadian passport. All of them are well educated, young and experienced. According to the Austrian Statics Bureau, Pakistani students studying in Australia in 2007 is 5000. Whereas 61913 Pakistanis getting the permanent residency in Australia up till 2016. The major attraction of these countries is there living standard and their high-level education system (Inam, 2013).

XVII. Remittances

The inflow of remittance was the pull factor for out-migration. The increased volume of remittances gives the spark to other people to migrate. The decision to migrate abroad depends upon the economic condition of the host country.

In 2014-2015 Pakistan received remittances of $ 18.4 billion according to the State Bank of Pakistan (SBP).Which narrates that every year it is increasing at a rate of 16.5 percent, as per information released by the State Bank of Pakistan (SBP). For the year 2017 fiscal year remittances amounted to $ 15.8. Every year remittances from the US and the UK has been increasing by 4.8% and 4.9%, respectively. Remittances from Kuwait in 2014-15 equaled $748.1 million while those from Oman, Bahrain, and Qatar were $666.8 million, $389 million and $347.5 million, respectively (Amraiz Khan, 2016).

In 2015-2016 remittances record the figure of $19.9 billion according to State Bank of Pakistan.High-skilled migrants remit more, but this result not included in all surveys, suggesting that the link varies between education and remittances and varies also on host/home-country pairs (Dodani&LaPorte, 2005).

XVIII. Conclusion

When person basic needs are not satisfied then he plans to migrate. Safety, religious discrimination and earning are the most important pushing factors for the migration. For underdeveloped countries brain drain is the important player in running the economy. However, Government think tanks make such policies which promote the sharp brain to come back to their home country after getting experience and knowledge about the latest innovation from the developed nations.

The migrated worker sends remittances to their families in Pakistan which help in long-term economic growth. Pakistan population is increasing at very high rate due to which problem of unemployment was grown. In order to overcome that issue there is dire need to search niche markets for labor through proactive labor policies and in order to promote higher education and technical education, Government should launch such programs to induct the highly qualified Pakistanis for research purpose from all around the globe and gain from their experience and knowledge and Government focus on the Agriculture sector and provide young farmers the modern and scientific techniques by which they increase their productivity.

XIX. Limitations of Research

This research is conducted within the context of Pakistan. Every country has its own economic and political scenarios and factors vary from country to country. In other nations factors of brain drain are different.

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Analysis of Enterprise Resource Planning (ERP) Implementation in SMEs in East Kalimantan Indonesia

By Yunizar Fahmi
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Abstract- The ERP (Enterpise Resource Planning) system is designed to coordinate the resources, information and activities required in the company's business processes. Successful implementation of ERP system can provide an increase in terms of effectiveness and efficiency of business operations at the company. But the realization implementation of ERP systems into a very complex process, so that not infrequently encountered failure in its application. Failure in the implementation of ERP systems resulted in enormous losses for the company. Thus the correct analysis is needed in order to achieve the successful implementation of ERP to benefit from its application. This research is a quantitative research using three independent variables: top management support, effective project management, and user engagement. The purpose of this research is to analyze the critical factors that can improve the success of the implementation process of ERP systems in SMEs in East Kalimantan. The method used is multiple linear regression analysis. The results of the research simultaneously show that there is a significant influence between the key factors on the success of implementation. While the partial factor of top management support, effective project management quite significant effect. However, the factor of user engagement has no significant effect on the success of ERP implementation.

Keywords: ERP (enterprise resource planning), critical success factor, small medium enterprise.

GJMBR-A Classification: *JEL Code: M19*

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I. Introduction

Information technology has become an important part and can not be separated from the business world. Utilization of information technology for the company becomes a requirement to support the mastery of the business it runs (business mastery). Thus the company has a competitive advantage and efficiency of performance so that the competitiveness compared to other companies that encourage companies to apply a system in information technology that is ERP (Enterprise Resource Planning). ERP is an enterprise information system designed to coordinate all resources, information and activities needed for a complete business process, such as finance, production, inventory, marketing, human resources and so on.

Implementation of ERP is a very complex process. Implementation of ERP requires a large investment of money, time and expertise. In general, ERP systems cost a lot. However, if the ERP system is implemented successfully, significant benefits such as improved customer service, better production scheduling, and reduced production costs can be obtained. Successful implementation of ERP can provide enormous benefits to a company's success, but on the other hand it can be a nightmare for companies failing to manage the implementation process [1].

But in the realization, the implementation of ERP systems into a very complex process, so that not infrequently encountered failure in its application. Implementation of ERP requires a large investment of money, time and expertise. The ERP system is expensive, and once the ERP system is implemented successfully, significant benefits such as improved customer service, better production scheduling, and reduced production costs can be obtained. Successful implementation of ERP can provide enormous benefits to a company's success, but on the other hand it can be a nightmare for a company that fails to manage the implementation process which results in enormous losses for the company [2].

There are two levels of failure, namely total failure and partial failure. In total failure, the project was terminated prior to implementation or failed in the implementation process causing the company to experience serious financial problems in the long run. While in partial failure, ERP implementation can disrupt the daily operations of the company. It becomes interesting to investigate mainly from factors that affect the success rate of ERP system implementation [3]. Thus the correct analysis is needed in order to achieve the successful implementation of ERP to benefit from its application. Thus the correct analysis is needed in order to achieve the successful implementation of ERP to benefit from its application.

Research on successful implementation of ERP in SMEs found in Indonesia is still limited. Referring to large companies, the number of unsuccessful in ERP implementation is high. However, the successful implementation of ERP in large companies can not be equated with those that occur in companies with small and medium scale (SMEs). Thus, it is necessary to analyze the factors to know and improve the success of ERP implementation. Research focusing on CSF in small and medium enterprises has been recommended

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by the research community for several years. One of them is research conducted by Hidayat who examines the factors that influence the success of ERP implementation on SMEs in Bandung. [4]

The purpose of this research is to analyze the factors that can improve the success of the implementation process of ERP systems in SMEs in East Kalimantan. There are three factors tested: support from top management, effective project management, user engagement. The method used in this research is multiple linear regression analysis.

II. Literature Review

a) Critical success factors

Critical success factors are the most critical or most important internal organizational factors that may be used by an organization in an industry as the primary tool for addressing opportunities and threats to survive and win the competition. Critical success factors are a set of critical factors or activities necessary to ensure a business's success. In addition, critical success factors are defined as an element of organizational activity that is central to a successful organization in the future. Critical success factors can be said to be aspects of a business that are important to achieve or maintain [6].

The critical success factors for ERP projects are defined as references to any conditions or elements deemed necessary for the implementation of ERP to be successful. Rockart was the first to research for the implementation of IT success. According to Rockart, the factors of success are that if the work is satisfactory it will guarantee the success of competitive performance for the organization [7].

b) Top management support

Top management support in ERP implementation has two main aspects: (1) leadership, and (2) provide the necessary resources [8]. Strong and committed leadership is a necessary condition for success in ERP implementation. Top management should provide clear direction to the project team and monitor the progress of the project [9]. The willingness to provide the necessary resources is a form of top management support. Implementation will be constrained if some major resources, such as people, funds and equipment are not available.

Top management support is required throughout the implementation. The role of the new system should be communicated to employees. Policies must be set by top management to build new systems in the company. Top management must publicize and explicitly identify this project as a top priority [10].

c) Effective project management

Project management as an activity plan, organize, lead, and control the company's resources to achieve its goals short term that has been determined by using the system approach and hierarchy, both vertical and horizontal [11]. ERP implementation system is a collection of complex activities involves all business functions within the company and takes that time long enough. In improving the success of ERP implementation, required an effective project management strategy to control it is expected to avoid costs that exceed larger budgets and ensuring implementation time in accordance with the estimated schedule [12].

Research Zhang et al. shows that effective project management must have a formal plan, the setting of a time constraint a realistic, experienced project leader, and presence meetings regularly to monitor the status of the project in order to improve successful implementation of ERP [8].

d) User Engagement

User engagement is a form of participation in the development of systems and implementation processes represented by user groups. User engagement refers to an individual's psychological state and is defined as the interests and relationships of the system with the user. It is also defined as user participation in the implementation process. The function of the ERP system relies on the user to use the system after going live, where the user is a significant factor in the implementation process [9].

There are two areas of user engagement when a company decides to implement an ERP system, which is user engagement in the defining phase of the needs of a corporate ERP system and user participation in the implementation of an ERP system. Engaging users in the stage of defining the needs of enterprise information systems can reduce their resistance to the new system to be built, as users feel opt in and make decisions [8].

e) Small Medium Enterprises (SME)

SMEs are Small and Medium Enterprises engaged in all types of businesses such as fashion, culinary, IT, retail and so forth. Small and Medium Enterprises (SMEs) according to Law no. 20, year 2008 on SMEs, is [14]:

a. Small Business is a stand-alone productive economic enterprise, carried out by an individual or business entity that is not a subsidiary or not a branch of a company owned, controlled, or becomes a part of the direct or indirect business of a medium-sized or large-scaled business that has assets between 50 million - 500 million rupiahs and revenue between 300 million - 2.5 billion rupiahs.
b. Medium Enterprise is a stand-alone productive economic enterprise, conducted by an individual or business entity that is not a subsidiary or a branch of a company owned, controlled, or becomes part directly or indirectly with a Small Business or a large

business with a net worth or annual sales results. It has asset criteria between 50 million - 10 billion rupiahs and revenue between 2.5 billion - 50 billion rupiahs.

III. Research Methods

This research is a quantitative research conducted to analyze the influence of top management support support, effective project management, and user engagement on successful implementation of ERP in SMEs in East Kalimantan.

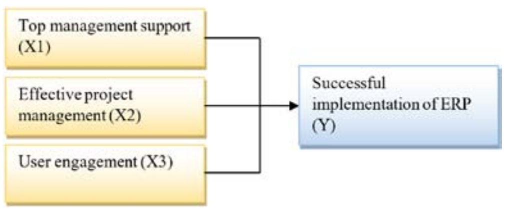

Figure 1: Research Model

In Figure 1 research model, the hypothesis in this research are:

H1: Top management support affects the success rate of ERP implementation significantly.

H2: Effective project management affects the success rate of ERP implementation significantly.

H3: User engagement affects the success rate of ERP implementation significantly.

H4: Top management support, project management and user engagement significantly affect the success rate of ERP implementation.

Operational variables of top management support (X1), effective project management (X2), user engagement (X3) and successful implementation of ERP (Y) are shown in table 1 of the following operational variables.

Table 1: Operational Variables

Variables	Indicators	Scale
Top management support (X1)	1. Commitment to the project. 2. Top management provides the necessary resources in the implementation period. 3. Top management shows a leadership attitude.	Ordinal
Effective project management (X2)	1. Project management has a formal plan. 2. Project management has realistic time constraints. 3. Establish an experienced project leader. 4. Project managers conduct regular meetings to monitor project status.	Ordinal
User engagement (X3)	1. User engagement in the defining phase of the needs of the corporate ERP system and user participation in the implementation of ERP systems. 2. Involve the user in the stage of defining the needs of enterprise information systems can reduce their resistance to the new system to be built, as users feel it is coming choose and make decisions.	Ordinal
Successful imple-mentation of ERP (Y)	1. ERP implementation improves quality both in terms of system quality, information quality, and service quality. 2. User satisfaction of the system either from the content (content), form/ format, ease in using the system or in terms of timeliness in providing the necessary information. 3. Net benefits are assessed by improving user productivity, well-organized and controlled documentation data, as well as increased resource-saving improvements.	Ordinal

The object of research is SMEs are located in East Kalimantan. The study population is SMEs in East Kalimantan with a sample of 30 respondents. Sampling data is done using sampling technique. The measurement scale used is Likert scale with the following rating levels: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). The Likert scale is used to examine how strongly the subjects agree or disagree [13].

The analytical technique used in this study using multiple linear regression analysis whose equations can be written as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e \qquad (1)$$

Notes:

Y : Successful implementation of ERP
α : Constants
b1..b3 : Coefficient of regression
X1 : Top management support
X2 : Effective project management
X3 : User engagement
e : error term

IV. Research Result

Results of data processing showed the number of men respondents by 79.3% and women by 20.7%. 81.8% are university graduates and 18.2% have postgraduate education. 74.2% of respondents are managers and 25.8% are directors. And 58.7% of respondents have worked for the company for 1-5 years. Over 90% of users of ERP systems are companies that have stood for more than 5 years.

a) Coefficient of Determination R (R^2)

Results of data processing shows the number of R square (R^2) of 0.751 or 75.1%. This shows that the ability of independent variables to explain variation of dependent variable reach 75.1%. The independent variables used in the model are able to explain the variation of the success variable of ERP implementation by 75.1%, while the remaining 24.9% is the contribution of other factors besides top management support (X1), effective project management (X2), user engagement (X3) which was not observed in this research.

b) Simultaneous Test (F)

To know the significance of an influence of the independent variables (X) simultaneously on a dependent variable (Y) used F test. The results of hypothesis testing are as follows:

Table 2: Result of Simultaneous Test (F)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	196,969	7	32,828	3,609	0,009[b]
Residual	245,576	23	9,095		
Total	442,545	30			

Based on the output in table 2 obtained significance value of 0.009 smaller than 0.05 or 0.009 <0.05. The significance value is smaller than $\alpha = (0.05)$. This means there is a significant effect simultaneously between the top management support variables (X1), effective project management (X2), user engagement (X3) on the successful implementation of ERP (Y) on SMEs in East Kalimantan.

c) Partial Test (T)

Analysis of partial influence is used to find out how closely the influence of each independent variable with the dependent variable. The results of data processing can be seen in table 3 below:

Table 3: Partial Hypothesis Testing Results (t test)

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
(Constant)	2,543	2,953		1,017	0,134
Top management support	0,408	0,232	0,157	2,959	0,178
Effective project management	0,424	0,238	0,231	2,812	0,109
User engagement	0,227	0,212	0,198	1,763	0,235

Based on table 3, the results of multiple linear regression equations in this study are as follows:

$$Y = 2{,}543 + 0{,}408\ X_1 + 0{,}424\ X_2 + 0{,}227\ X_3 + e$$

Based on the calculation in table 3, for the first hypothesis that is the top management support (X1), it is found that the significance level of 0.178 is greater than $\alpha = 0.05$ or 0.178> 0.05. H_0 is accepted which means that partially vendor support variable (X1) has significant effect on successful implementation of ERP (Y) at UMKM in East Kalimantan.

Based on the calculation in table 3, for the second hypothesis that the effective project management (X2) obtained that the significance level of 0.109 is greater than $\alpha = 0.05$ or 0.109> 0.05. H0 is accepted which means that partially effective project management variable (X2) has significant effect on the successful implementation of ERP (Y) at UMKM in East Kalimantan.

Based on the calculation in table 3, for the second hypothesis that user engagement variables (X3) obtained that the level of significance of 0.235 is greater than $\alpha = 0.05$ or 0.235> 0.05. H_0 is accepted which means that partially user engagement (X3) has no significant effect to the successful implementation of ERP (Y) at UMKM in East Kalimantan.

Based on simultaneous test results as shown in table 3, the significance level is 0.009 or below 0.05, then H_0 is rejected and H_a is accepted which means simultaneously top management support, effective project management, and user involvement have a positive effect on the successful implementation of ERP significantly. This indicates that in improving the success of ERP implementation requires top management support, effective project management, and user engagement, the success of ERP implementation will be higher.

V. Conclusion

The conclusions of this research show that top management support, effective project management, and user engagement simultaneously have a significant effect on the successful implementation of ERP in SMEs in East Kalimantan. Partial test of hypothesis, it is found that top management support, effective project management does significantly to affect the success of ERP Implementation on SMEs in East Kalimantan. Furthermore, partial test of user engagement does not significantly affect the successful implementation of ERP in SMEs in East Kalimantan. The results of this research reveal that still need some improvement to maximize the success of ERP implementation.

The limitations of this study are the findings of this study limited to companies in East Kalimantan. The lack of respondents who contributed also to the limitations of this study. Another limitation is the wider scope of success factors not included in this study due to time and cost constraints. For future research, this research model can be expanded by adding other success factors.

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The Mustafa (Pbuh) Science and Technology Foundation; A Platform to Develop Science and Technology in Islamic World

By Dr. Ali Mamhoori

Abstract- Mustafa (pbuh) Science and Technology Foundation (MSTF) has started its activities within a specifically developed framework to honor the scientists of the Islamic world and appreciate their efforts, along with training future scientists worldwide. The MSTF tries to develop cooperation, synergy, and convergence in the realm of modern sciences and new technologies and also puts effort into making the distinguished figures in science and technology role models. It makes a consolidated effort to improve the general welfare of people worldwide by benefiting from values such as reverence for divine religions, respect and humanity. This venerable Foundation provides values of dignity, trust, a support-structure for the development of science and technology, an educational enterprise for uncovering the truth, assuming social responsibility, and laying down the groundwork for construction of a grand new and contemporary Islamic civilization.

This study is an introduction of Mustafa Prize and its Objectives, Salient Features, Services and an effective transfer of the same. Additionally, it looks at the role which can be played to enlarge and enrich Science and technology among Moslem Countries.

Keywords: knowledge application and notion for society (kans) scientific competition, innovation, islamic world, pardis technology park, mustafa prize, noor student competition, safir al-mustafa(pbuh) science, technology transfer, the mustafa(pbuh) science center.

GJMBR-A Classification: *JEL Code: M15*

THEMUSTAFAPBUHSCIENCEANDTECHNOLOGYFOUNDATIONAPLATFORMTODEVELOPSCIENCEANDTECHNOLOGYINISLAMICWORLD

The Mustafa (Pbuh) Science and Technology Foundation; A Platform to Develop Science and Technology in Islamic World

Dr. Ali Mamhoori

Abstract- Mustafa (pbuh) Science and Technology Foundation (MSTF) has started its activities within a specifically developed framework to honor the scientists of the Islamic world and appreciate their efforts, along with training future scientists worldwide. The MSTF tries to develop cooperation, synergy, and convergence in the realm of modern sciences and new technologies and also puts effort into making the distinguished figures in science and technology role models. It makes a consolidated effort to improve the general welfare of people worldwide by benefiting from values such as reverence for divine religions, respect and humanity. This venerable Foundation provides values of dignity, trust, a support-structure for the development of science and technology, an educational enterprise for uncovering the truth, assuming social responsibility, and laying down the groundwork for construction of a grand new and contemporary Islamic civilization.

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I. Introduction

There are many prizes established for science all over the world. However, it is felt that the great efforts of Muslim scientists are not acknowledged as they deserve. (Ferdous.F and Athar Uddin. M,2011:9) The Science Magazine pointed out the scope of the Prize and emphasized on the focus of this project on the Islamic World that is open to non-Muslims in Islamic nations too (Ashraf, N., C.F. Camerer, and G. Loewenstein. 2005:14).

According to Islam all forms of knowledge includingScience and technology issueforth from the Fountainhead of all knowledge, the All Knowing Allah. The universe is a rationally and methodically created intellectual system which works in perfect precision.This is enough to prove the Divine Intelligence that is basis of this remarkable creation called the universe. In this precise system, the spiritual and the ethical are not mere subjectivisms but are the main features of the cosmic created on perfect math which are enough to show the Power of Allah. In these dark hours of human history, as the recipient of the Last Revelation, the Islamic world has the same responsibility as the torch-bearer in the darkest part of the most dangerous night. It is our duty to create a veritable Islamic science which would not only resuscitate this civilization but also act as a major support for all those over the entire globe who seek a natural source of science and technology that can help men and women to live at peace with themselves, with the natural environment, and, above all, with that Divine Reality Who is the Ontological Source of both man and the cosmos. In this regard, some organizations are available in Islamic Countries.

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II. The Kavli Foundation

The Kavli foundation, based in Oxnard, California, is dedicated to the goals of advancing science for the benefit of humanity and promoting increased public understanding and support for scientists and their work (UNESCO Institute for Statistics, 2005).

The Foundation's mission is implemented through an international program of research institutes, professorships and symposia in the fields of astrophysics, nanoscience, neuroscience and theoretical physics (Roco M.C., Bainbridge W.,eds. 2001).

The Kavli Foundation was established in December 2000 by its founder and benefactor, Fred Kavli (1927-2013), a prominent Californian business leader and noted philanthropist. The Foundation is currently actively involved in establishing major research institutes at leading universities and institutions in the United States, Europe and Asia.

To date, The Kavli Foundation has established and endowed research institutes at leading universities worldwide, focusing on the areas of astrophysics, nanoscience, neuroscience, and theoretical physics. As of today, there are twenty institutes. The Foundation has endowed research institutes in neuroscience at Columbia University, Yale University, the University of California San Diego, the Norwegian University of

Science and Technology, Johns Hopkins University, The Rockefeller University, and the University of California, San Francisco. In nanoscience, there are Kavli Institutes at the California Institute of Technology, Cornell University, Harvard University, the Delft University of Technology and the University of California Berkeley. In astrophysics and cosmology, the institutes are at Stanford University, the University of Chicago, Massachusetts Institute of Technology, the University of Cambridge, Peking University and the University of Tokyo. And in theoretical physics, the institutes are at the University of California Santa Barbara and the Chinese Academy of Sciences (Valentine. N, Jason. J & Leland, R, 2013).

The Foundation has also endowed seven university professorial chairs, sponsors, science symposia and workshops. It supports initiatives to engage the public in science and that helps scientists to be better communicators and supports excellence in science journalism. Their activity includes endowing the AAAS Kavli Science Journalism Awards administered by the American Association for the Advancement of Science. The Foundation has also brought together scientists at meetings that facilitate open dialogue and an exchange of ideas. These meetings have precipitated such major initiatives as the Brain Activity Map proposal, which was a major catalyst for President Obama's Brain Research through Advancing Innovative Neuroethologies (BRAIN) Initiative announced in April 2013 (CISMAS, I. ,2011).

III. The Nobel Prize

The Nobel Prize in Physics is a yearly award given by the Royal Swedish Academy of Sciences for those who conferred the most outstanding contributions to mankind in the field of physics (Raymond. C, 2011). It is one of the five Nobel Prizes established by the will of Alfred Nobel in 1895 and awarded since 1901; the others being the Nobel Prize in Chemistry, Nobel Prize in Literature, Nobel Peace Prize, and Nobel Prize in Physiology or Medicine (Karensa, E. 2016).

a) *The Nobel Foundation*

The Nobel Foundation was founded as a private organization on 29 June 1900(Wahab, S. (2011), (Orakzai, S.2010), (Matthew, E.2003), (Michelle,N. 2013). Its function is to manage the finances and administration of the Nobel Prizes. In accordance with Nobel's will, the primary task of the Foundation is to manage the fortune Nobel left. Robert and Ludvig Nobel were involved in the oil business in Azerbaijan, and according to Swedish historian E. Bargengren, who accessed the Nobel family archives; it was this "decision to allow withdrawal of Alfred's money from Baku that became the decisive factor that enabled the Nobel Prizes to be established" (Raymond,C.2011:12). Another important task of the Nobel Foundation is to market the prizes internationally and to oversee informal administration related to the prizes. The Foundation is not involved in the process of selecting the Nobel laureates. In many ways, the Nobel Foundation is similar to an investment company, in that it invests Nobel's money to create a solid funding base for the prizes and the administrative activities. The Nobel Foundation is exempt from all taxes in Sweden (since 1946) and from investment taxes in the United States (since 1953). Since the 1980s, the Foundation's investments have become more profitable and as of 31 December 2007, the assets controlled by the Nobel Foundation amounted to 3.628 billion Swedish kronor (US$560 million).

According to the statutes, the Foundation consists of a board of five Swedish or Norwegian citizens, with its seat in Stockholm. The Chairman of the Board is appointed by the Swedish King in Council, with the other four members appointed by the trustees of the prize-awarding institutions. An Executive Director is chosen from among the board members, a Deputy Director is appointed by the King in Council, and two deputies are appointed by the trustees. However, since 1995, all the members of the board have been chosen by the trustees, and the Executive Director and the Deputy Director appointed by the board itself (Orakzai, S.2010:11). As well as the board, the Nobel Foundation is made up of the prize-awarding institutions (the Royal Swedish Academy of Sciences, the Nobel Assembly at Karolinska Institute, the Swedish Academy, and the Norwegian Nobel Committee are the trustees and auditors of these institutions (Darwish, A.2003).

b) *Medals*

The Nobel Prize medals, minted by Myntverket in Sweden and the Mint of Norway since 1902, are registered trademarks of the Nobel Foundation. Each medal has an image of Alfred Nobel in left profile on the obverse. The Nobel Prize medals for Physics, Chemistry, Physiology or Medicine, and Literature have identical obverses, showing the image of Alfred Nobel and the years of his birth and death (1833–1896) (Shah, S. &Mudassir, A. 2008). Nobel's portrait also appears on the obverse of the Nobel Peace Prize medal and the Medal for the Prize in Economics, but with a slightly different design. The image on the reverse of a medal varies according to the institution awarding the prize. The reverse sides of the Nobel Prize medals for Chemistry and Physics share the same design of Nature, as a Goddess, whose veil is held up by the Genius of Science (Francis .T Dean, Lucy.D,2003). These medals and the ones for Physiology/Medicine and Literature were designed by Erik Lindberg in 1902.

c) *Diplomas*

Nobel laureates receive a diploma directly from the hands of the King of Sweden. Each diploma is uniquely designed by the prize-awarding institutions for the laureate that receives it. The diploma contains a picture and text which states the name of the laureate and normally a citation of why they received the prize (Raymond, C. 2011).

d) Award Money

The laureate is also given a sum of money when they receive the Nobel Prize in the form of a document confirming the amount awarded; in 2009, the monetary award was 10 million SEK (US$1.4 million) (Valentine. N, Jason. J & Leland, R.2013). Due to budget cuts, in 2012, the amount for each Nobel Prize was 8 million SEK, or US$1.1 million. The amount may differ depending on how much money the Nobel Foundation can award that year. If there are two laureates in a particular category, the award grant is divided equally between the recipients. If there are three, the awarding committee has the option of dividing the grant equally, or awarding one-half to one recipient and one-quarter to each of the others (UNESCO Institute for Statistics, 2005).

e) Ceremony

The committee and institution serving as the selection board for the prize typically announce the names of the laureates in October (Kymlicka, W.2007). The prize is then awarded at formal ceremonies held annually in Stockholm Concert Hall on 10 December, the anniversary of Nobel's death. The laureates receive a diploma, a medal and a document confirming the prize amount (Raymond, C.2011).

IV. Mustafa Science and Technology Foundation (MSTF)

The Mustafa(pbuh) Prize is a top science and technology award granted biennially to the top researchers and scientists in the Islamic world. Adorned with the name of the Holy Prophet(pbuh) and due to the Holy Prophet's(pbuh) emphasis on learning and understanding science, the Prize was named "Mustafa" which means the Chosen One. The Mustafa(pbuh) Prize intends to promote and encourage research in Muslim societies through identifying, introducing, and praising the leading figures in science and technology in the Islamic world.

The Mustafa(pbuh) Prize nominees are selected from among the scholars of the Islamic world, including citizens of OIC member states and Muslims all over the world in the fields of Nanoscience and Nanotechnology, Life and Medical Science and Technology, Information and Communication Science and Technology, and all other fields of science and technology.

Laureates in each category will be awarded 500,000 USD which is financed through the scientific votive offerings [Nazr] and scientific endowments made to the Prize. The winners will also be adorned with a special medal and a certificate. This Prize is awarded to works which have contributed to the improvement of human life and have innovations within the boundaries of knowledge and technology. The MSTF try to extend its promotional, supportive, and encouraging activities in 6 sections in the Islamic world by focusing on effective points in development of science and technology in society:

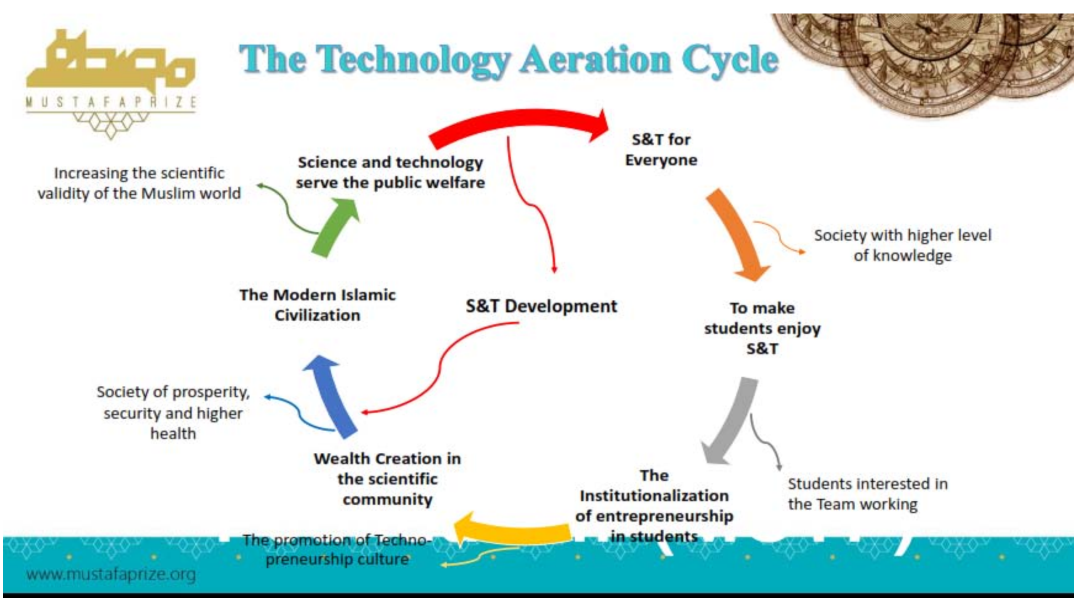

Figure 1: Major Activity of MSTF

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a) *Promoting Public Awareness in Science and Technology*

The MSTF's goals in this section are as follows:

1. Familiarizing the society with the importance of science and technology;
2. Promoting science and technology to be imbibed in the culture in such a way that the society recognizes its importance;
3. Creating a society interested in science and technology;
4. The MSTF's activities have been determined in order to achieve the mentioned goals. For this purpose, the MSTF tries to extend the range of these activities:
5. Establishing centers to promote public creativity and initiative;
6. Managing and extending media rights for production of scientific, educational, and promotional programs in the realm of science and technology as well as modern Islamic civilization
7. Holding science and technology exhibitions using modern structures
8. Staging artistic events in the form of comic strip, visual event, animation, etc.

b) *Improving the Dynamics for Educational and Research Atmosphere for Students*

The MSTF will try to accomplish the following goals in short-term, medium term, and long-term intervals.

1. To involve the educational system in science by taking a modern approach;
2. To turn science and technology into entertainment for children and teenagers;
3. To boost students' self-esteem and developing cooperation among them. In this field, the MSTF will attempt to familiarize students with a different research milieu and scientific atmosphere. Promoting knowledge at student level has always been the most important approach of the MSTF in this field. In so doing, some defined activities have been specified:
4. To develop cooperation with educational centers and schools;
5. To hold Noor school student competition;
6. To hold student festivals;
7. To Stage scientific and research events (school trips);
8. To establish unique and inspirational centers to provoke the students' curiosity and creativity.

c) *Encouraging the Scientific Community to Utilize Scientific Findings to Solve Social Issues*

The goals of the MSTF in this section are as follows:

1. To create an environment to provide scientific responses to the current needs;
2. To lead ideas and scientific projects toward effectiveness in society;
3. To create a problem-solving attitude in the scientific environment at universities;

In order to increase familiarity of university students in the fields of science and technology;

Various activities have been defined and are currently being implemented

1. To Form Safir Al-Mustafa (pbuh) Club
2. To Hold Mustafa (pbuh) University competition
3. To provide sabbatical opportunities.

d) *Supporting the Establishment of Scientific Networks in the Islamic World*

The MSTF supports researchers of scientific centers in Islamic countries and attempts to upgrade the scientific level of society with the following goals

1. To create a platform to improve interaction and scientific cooperation in order to offer suitable solutions to overcome obstacles hindering scientific development and move towards practical achievements in the different fields of knowledge;
2. To support ideas in regard to research and applied projects among Islamic countries at international level;

The following ways are to pursue this goal

1. To offer grants on research and applied projects in order to improve researchers' scientific achievements;
2. To stage scientific and technological events internationally.

e) *Identifying distinguished scientists of the Islamic World and benefiting from their potential for the well-being of humanity*

The MSTF has set its short-term, medium-term, and long-term goals with regard to this matter. The goals are as follows:

1. To honor and encouraging the Islamic World's scientists;
2. To makethe scientists of the Islamic World role models at international levels;
3. To produce benefits from the co-operation of the scientists of the Islamic World to promote humanity especially in the Islamic societies;
4. To grant the top science and technology award termed "the Mustafa (pbuh) Prize";
5. To promote and characterizing scientific activities of scientists especially the Prize laureates in society and publicizing them;
6. To offer specific services to the Prize laureates on periodic basis and preparing the ground for cooperation of eminent scientists.

f) *Developing scientific and technological cooperation with scientific centers at international level:*

The MSTF is working to provide further cooperation with these centers through maintaining and improving its links with scientific centers. Some of MSTF's objectives in this field are as follows:

1. To increase synergy among scientists at international level;
2. To improve the quality of scientific works done by OIC members;
3. Upgrading the level of science and technology in less developed countries (LDCs) especially in the Islamic World;
4. Some of the predicted actions to be taken in this field include:
5. To support scientific and technological projects among scientific centers of Islamic countries in order to bring LDCs profit;
6. To establish research centers at universities in cooperation with these scientific centers;
7. To construct conceptual models and proposing strategies for science and technology endowment;
8. To promote endowment;
9. To increase the activities of the MSTF's financial institution in Islamic countries;

Some of the measures taken for the Fund include:

1. To create financial assets and instruments for financing
2. To expand the community of the Khadem Al-Mustafa (pbuh).

g) *The Mustafa(pbuh) Science Center*

The MSTF is trying to familiarize the academic community with the prominent Muslim scholars so as to exhort such communities to model themselves after successful science and technology figures.

It also tries to create different programs for children and adolescents who are ready and apt to enter into the fields of science and technology and can be considered as future researchers and theorists at international levels.

The objectives set in pursuit of having the mission of the Mustafa (pbuh) Science Center accomplished are as follows:

1. To find talents and generating enthusiasm in students;
2. To motivate scientifically-talented students and educating them;
3. To give students targets in science and technology to aim for;
4. To familiarize students with the elite community of science and technology;
5. To create an atmosphere of generating scientific and technological ideas among students and developing them;
6. To provide a roadmap for students' talents to flourish in the fields of science and technology.

h) *Noor Student Competitions*

The term 'Noor' was selected for the MSTF (school) Student Event. The Noor Student Competitions are named after legendary figures in the history of Islamic science or contemporary scholars to inspire the young minds to commemorate them and be proud of their rich culture and heritage. This important event is held to link the ancient and modern Islamic civilization to the young minds of the generation so that they can boost their self-confidence and find their true identity. "Noor Student Competition: Professor Jackie Ying Recognition" was held in 2016 on the theme of making short films about scientific experiments with the participation of Pakistan and Afghanistan.

i) *(School) Student Festivals*

In order to introduce and promote science and technology within the student community, a program called the Mustafa (pbuh) Student Festival backed by the Mustafa (pbuh) Science Center will be held.This event aims to persuade students into science and technology and familiarize the student community with other such topics.The sections of this festival can be divided intothe following parts:

1. Exhibit section (displaying the achievements of top students in Noor Student Competition);
2. Science movie section (in children's and adolescents' views);
3. Scientific performance and technology contest section;
4. Television program;
5. Educational aids and teen-reader public-shers section;
6. Putting on entertaining shows with the presence of children's and teens' favorite celebrities;

j) *(School) Student Adventure Contest*

Creating a unique and inspirational place to stimulate the curiosity and initiative of the students was put on the agenda. Pardis Technology Park, as one of the leading organizations in the development of knowledge-based technologies, will host the winners of these student events.

Some activities planned for this event will be briefly reviewed flowingly:

1. Holding classes on physics, chemistry, mathematics, biology, and programming;
2. Providing educational facilities along with training classes;
3. Getting acquainted with prominent scientific figures (through lectures);
4. Teaching subjects around the relationship between science and the Quran (inform of presentations or scientific activities);
5. Holding research-method courses;

6. Producing research work by students at the end of the course and having it assessed;
7. Visiting knowledge-based companies;
8. Visiting top universities;
9. Holding scientific gatherings (watching movies, etc.);
10. Going on scientific and fun-time visits to natural places of the region.

k) Safir Al-Mustafa (pbuh) Club

The Safir Al-Mustafa (pbuh) Club has been founded as one of the activities of the Mustafa (pbuh) Science Center, whose members are from academic communities. The Safir Al-Mustafa (pbuh) Club belongs to volunteers who are interested in activities in the form of content creation for the latest scientific achievement, and scientific authority relying on scientific diplomacy along with creating a new science and technology discourse.In so doing, the goals for Safir Al-Mustafa (pbuh) Club are defined as follows:

1. Creating a new discourse on Science and Technology;
2. Preparing the ground for scientific synergy and development of science and technology;
3. Explaining how to achieve an ideal knowledge-based society;
4. Exploiting the Islamic world scholar's network in scientific communities.

l) Knowledge Application and Notion for Society (KANS) scientific competition

This competition has been staged with the aim of bouncing ideas around in the academic community to address the problems of the Society. Students, researchers, and professors from universities and scientific centers (less than 45 years of age) all over the world can submit their scientific-technological ideas and achievements in the form of video clips or scientific papers. This competition is held in order to find the best scientific solutions to solve the problems of the Islamic countries in areas of water and environment, energy, health, information technology, and economics. The goals to be considered for this event can be generalized to:

1. Using capabilities possessed by expert community;
2. Banking works and ideas for future exploitation;
3. Enhancing motivation and creativity among young elites;
4. Preparing the ground for exploring and exchanging scientific and technological ideas;
5. Having researchers continue their interaction in the created network through cyberspace.

V. Conclusion

The Mustafa (pbuh) Science Center, as one of the subsectors of the MSTF, tries to offer its capacities to elevate the status of the academic community. In the meantime, creating interaction with some of the reputable scientific centers in the world through the prominent scholars in the scientific network of the MSTF can provide an opportunity to enhance capabilities of the academic community.

In order to finance the Mustafa(pbuh) Prize and to develop science and technology in the Islamic world enjoying the honorable tradition of endowment, the Mustafa(pbuh) Science and Technology Foundation has sought to attract, organize, and target the resources provided by the benevolent benefactors in science and technology. In pursuit of this scientific-cultural movement, the MSTF tries to utilize all the capacities available in the Islamic world and employ various financial instruments under the auspices of 'votive offering [Nazr] and endowment' in science and technology. Backing the Prize financially and spiritually, the individual and legal benefactors, as members of Khadem Al-Mustafa(pbuh) community, known as "pioneers of endowment development to science and technology" are taking giant steps to promote the level of science and technology in the Islamic world and helping achieve prosperity, security, and health worldwide. In order to develop mutual cooperation with the pioneers of endowment development to science and technology, Khadem Al-Mustafa (pbuh) community was established adopting the motto of "Each person has One Share to Develop Science and Technology in the Islamic World". In a spirit of goodwill and under the name of the Holy Prophet (pbuh) - heavenly, glorious and magnificent is his name- the members of this community fully cooperated with the MSTF in realizing its goals which aim to create a common discourse for development of endowment in science and technology. The members also provide mutual services and contribute to the expansion of this community in the Muslim world in order to have the objectives of the MSTF fulfilled.

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The Relationship of Human Capital, HRM Practices and Organizational Performance: A Study on Telecommunication Companies of Kunming, with Mediating Effect of Knowledge Management

By Muhammad Saleem, Zheng Ji Liang & Narina Perveen

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Abstract- The turbulent challenges faced by Telecom companies in Kunming, China are to enhance their performance in the successful completion of projects to a level more satisfactory to clients. The main objective of this study is to investigate the relationship of HRM practices, Human capital and organizational performance with the mediating role of knowledge management on the successful completion of research task. The main aim of this study is to analyze the association among Human capital, HRM practices and organizational performance while taking Knowledge management as mediating variables. The survey of this research was conducted on managerial level employees who are working in Telecom companies in Kunming, China. It is hoped that current study resolve provide a guide and roadmap for employees to carry their services in their companies where fruitful plan of human resource management practices and human capital with the mediating effect of knowledge management capabilities to get the desired outcomes in human resource management. Statistical Package for the Social Sciences (SPSS) to analyze the data, Statistical tests like Cronbach's alpha to check the reliability, correlation, confirmatory factor analysis (CFA) & regression to prove the hypotheses will apply on data.

Keywords: human capital, HRM practices, knowledge management, organization performance, telecom-munication, kunming.

GJMBR-A Classification: JEL Code: O15

THERELATIONSHIPOFHUMANCAPITALHRMPRACTICESANDORGANIZATIONALPERFORMANCEASTUDYONTELECOMMUNICATIONCOMPANIESOFKUNMINGWITHMEDIATINGEFFECTOFKNOWLEDGEMANAGEMENT

Strictly as per the compliance and regulations of:

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Muhammad Saleem [α], Zheng Ji Liang [σ] & Narina Perveen [ρ]

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Keywords: human capital, HRM practices, knowledge management, organization performance, telecommunication, kunming.

I. Introduction

In today's competitive market, organizations need to invest and support their human capital to remain and sustain in this competitive advantage. Now days, organizations are facing aggressive and productive environment. The success of these organizations is heavily depending on their capacity and ability to adapt their structures able to face the competition and maintain positive relations with their surroundings. This is especially for the Telecommunication Companies where worker's cost and productivity are the main elements of gross profit. According to Buller and McEvoy (2012) human capital has become critical success factor for the development of organizations and entire business system. HRM is related to the managing organization's workers includes training and development, planning, performance measurement career development, staffing, compensation and benefits, leaving the organizations. So HRM in Telecom Companies is a complex and manifold activity that concerns with the application of ideas. Human resource management (HRM) is critical for progress and productivity. However, its significance in the construction environment is still undefined. On the one hand, many literatures and studies have identified HRM as a major factor towards organizational performance (Barczak and Wilemon, 1992; Tampoe and Thurloway, 1993; Thamhain, 2004a). Becker (1993) found that investment in HRM improves the quality of human capital that results the high productivity that in turn high profitability. From a practice point of view, Telecom companies are focusing on the importance of HRM if they want to grow and remain competitive. For this purpose, many organizations are beginning to effectively and efficiently manage their human capital. The purpose of current study is to explore the role of HRM in Telecom companies in the economy of Kunming with the linkage of knowledge management. As stated by Becker (1993), to determine the rise and fall of any economy and income, human capital and HRM are the key elements. The role of human capital on organizational performance is not clear. So, the main aim of this study is to investigate the impact of human capital of organizational performance with the mediating effect of knowledge management.

a) Research Questions

1. Is there any relationship between HRM practices and organizational performance?
2. Is there any relationship between Human capital and organizational performance?
3. Does mediating variables knowledge management affect the relationship among HRM practices, human capital and organizational performance?

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4. Does positive correlation exist between Knowledge Management, human capital and HRM capabilities?

II. Literature Review

a) HRM practices and organizational performance

In the competitive and knowledge based economy, HRM practices is supposed to be the most important resource. Now days, it has become more crucial for success of any organization (Schuler, 1990; Moyeen & Huq, 2001; Werther & Davis, 1996). In today's competitive world success of the organizations depends on the techniques management are utilizing the capabilities, competencies and skills of their human resources (Absar & Mahmood, 2011).The impact of HRM practices on firm level has become important element. Many studies have found a significant association between HRM and firm performance such as employee turnover productivity, quality sales, profits, return on investment and market value (Lau and May, 1998; Harel and Tzafrir, 1999; Youndt et al., 1996; Becker and Huselid, 1998; Welbourne and Andrews, 1996). Beer et al., (1984) suggested that competence, commitment, congruence and cost effectiveness as intermediary variables. Becker et al. (1997); Becker and Huselid (1998) observed that employee motivation, employee skills, job design and structure in which projects are completed which effect the profits and market value.

b) Human Capital attributes and organizational performance

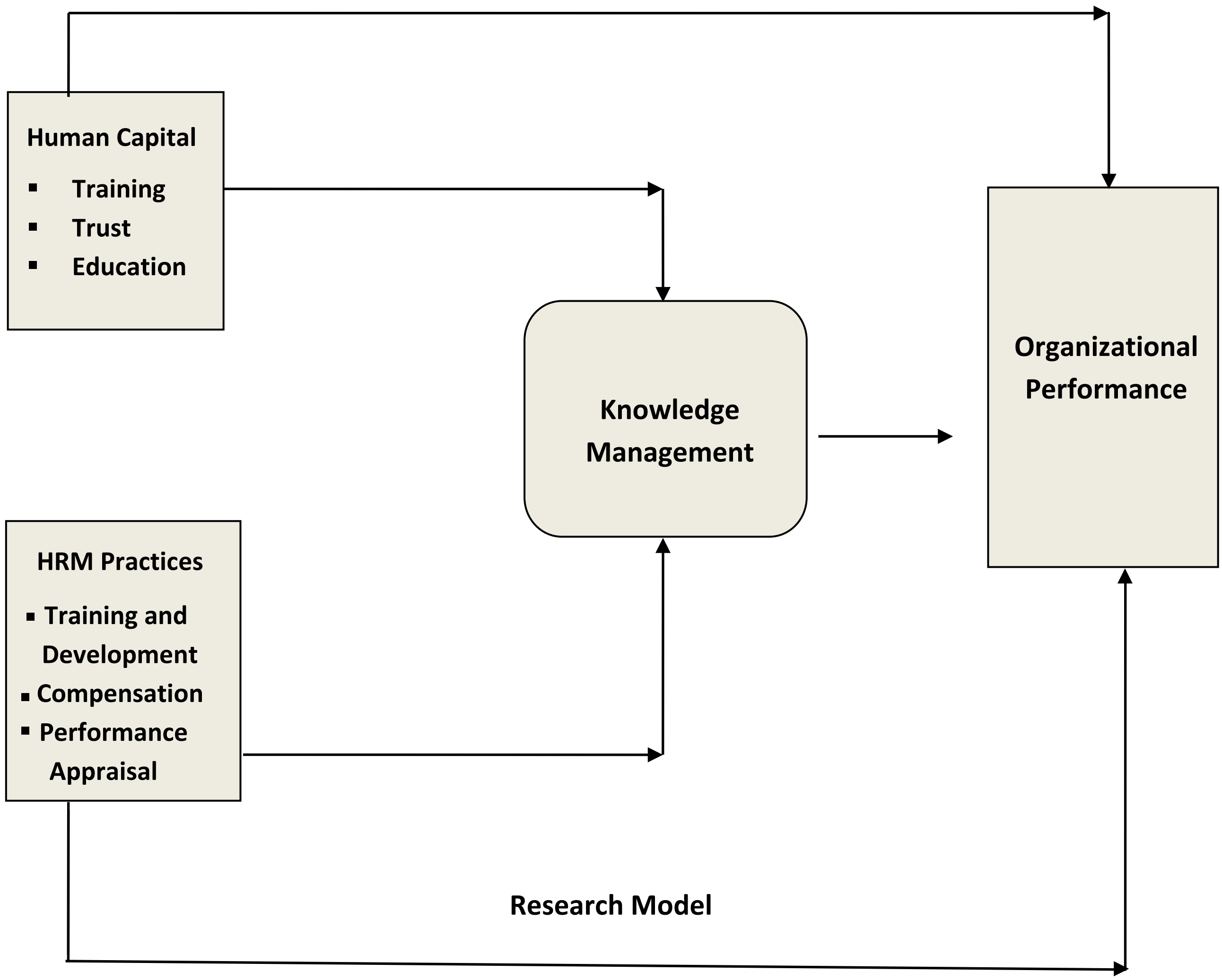
Researchers from different contexts found the significance of human capital for desired performance and outcomes like development, job creation, innovation, and economic development (Birch, 1987; Autio, 2005; Kirzner, 1997; Frese, 2000). Human capital attributes – such as skills of workers, training, trust, knowledge, education and have long been taken as critical success factors in organizational performance. (e.g., Florin et al., 2003; Pfeffer, 1995).A particular area for analysis, getting growing attention now a days by many practitioners and analysts, is the importance of human capital and its impact on organizational performance. (Moyeen & Huq, 2001; Schuler, 1990).According to Edvinsson and Malone (1997) human capital is the sum of the employee's experience, skills and capabilities).Ishikawa and Ryan (2002) suggested that it is the human capital that can enhance the firm performance. Moreover, academics and researchers observed that attributes of human capital play larger role in the firm performance due to the gradually enhancing knowledge-intensive activities in most work environments (Pennings et al., 1998; Bosma et al., 2004; Sonnentag and Frese, 2002).To date, the interest in human capital continues, and most authors conclude that human capital is related to success (e.g., Bosma et al., 2004; Bruederl et al., 1992; Cassar, 2006; Cooper et al., 1994; Van der Sluis et al., 2005). Storey (1994) presented the positive relationship between human capital and performance after examining the examined the result of many empirical studies. Schultz (1993) explains that human capital is very important component of the performance and productivity. It is observed that if an organization can effectively use its human capital, it will lead to profitability.

c) Human capital and knowledge management

According to Grant, 1996; Spender, 1996 knowledge is a precious asset of the firms human capital with knowledge management enables organizations to intensify capabilities, competencies and at the end observed and determine innovation opportunities (Grant, 1996; Wright et al., 2001).Human capital and Human resource management HRM function can significantly impact and modify the employee' s practices, attitudes, competencies, capacities to accomplish firms objectives and goals (Martinsons, 1995; Collins and Clark,2003;) and it is a major element in supporting the fundamental conditions for organizing workers of the organizations towards the improvement and progress of innovative activities (Michie and Sheehan, 1999; Laursen and Foss, 2003; Scarbrough, 2003). Firms that effectively and efficiently conduct manage and organize knowledge placed in individual personalities will have the capacity achieve superior competitive advantage (Scarbrough, 2003).

d) Research Framework

By taking above discussion and literature in mind the following research framework and hypotheses are suggested for this research and they are given below.



Research Model

Hypothesis

H1. Human capital positively relates to the organizational performance.
H2. Positive relationship exists between HRM practices and organizational performance.
H3. Knowledge management mediates the relationship between human capital and organizational performance.

III. Methodology and Data Collection

This study intends to explore the relationships between HRM practices, human capital, knowledge management, organizational performance. Survey questionnaire will be utilized for this research. Cluster sampling will be used for collecting the sample data. We are conducting the exploratory Analysis. Instrument: We use the Questionnaire technique on 5 likert scale which consist of the following scale a) Strongly agree b) Agree c) Neutral d) disagree e) Strongly disagree The questionnaire consists of 19 questions that are distributed in four different sections each section represents factors. The questionnaire contained the two sections: the first section was designed to gather the information about the respondent's personal background. In the second section of the questionnaire, the respondents were asked to Salient features of China mobile and China Unicom Company. The questions asked in this section include those that measured the human capital, human resource management practices, knowledge management and organizational performance. The analyses were run to determine the response of responded about China mobile China Unicom Companies and their franchise. Since this study is exploratory in nature. The four to six items have been tested as a measure of the dependent variables and the three variables are taken as the independent variables. Analysis technique: We use SPSS software for data analysis. In SPSS, we compute frequencies, descriptive analysis, reliability and validity of test, correlation and at the end we run regression; we analyze model summary, ANOVA and coefficient analysis.

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a) Significance and Limitations of the Study

This study focuses on Telecom companies of Kunming, which provides related products and services for external customers. This study will help firms of Kunming and their managers in understanding the importance of combining organizational HRM practices, Human capital, knowledge management and their resources before investing in projects to get the desired outcomes. Due to competition, globalization and technological breakthroughs these organizations face many difficulties to improve ability to assimilate, and mobilize valuable knowledge related to the development of new process and product according to market demands. Finally, this study will give organizations a road map to enhance their flexibility, business performance to achieve the competitive advantage. Since HRM practices is known as the most important factors of Telecom companies success, the main aim of this work is to explore the role of HRM practices and the significance of human capital in the Telecom companies of Kunming, to determine the type of linkage between HRM practices, human capital, the success organizations with mediating effect of Knowledge management. The special task in this research is the exploration of the human resource management practices (Training, staffing, recruitment, compensation, performance appraisal.) That is present in the Telecom companies in Kunming.

IV. Data Analysis

a) Demographic Profile

There are 200 employees in China Mobile and China Unicom franchises in Kunming. According to the Table 1, there are 167 Male and 33 female. The age of respondents, 3 %was below 19 years old.19.5 % was between the ages of 20-29 years. 34 %was between the ages of 30-39 years. 28.5%were between the ages of 40-49 years.15% was above 50 years old.24% employees had less than 5 years worked experience.43 % employees in franchises had experience of 5- 10 years.12.5% employees had 11-15 years worked experience.17.5% employees had 16-20 years worked experience. 3% employees had working experience of more than 20 years (Table 1). The23.5% employees were senior managers, 45% were middle managers, 19.5% were junior employees, and 12% were other staff members.

b) Descriptive Statistics

We describe this central position using a number of statistics, including the minimum, maximum, and mean. To describe this spread, a number of statistics are available to including the range, variance and consistency and reliability coefficients of all independent variables (organizational citizenship behavior, compensation management, employee development) and dependent variable (Organizational performance). The calculated values of cronbach's Alpha are given in Table 3. The cronbach's alpha values that is near to $\alpha=1.0$ is considered more significant and value that is less than $\alpha=0.6$ is insignificant. We measured the organizational performance (telecommunication Kunming, China) through 4 items and the value of cronbach's alpha is $\alpha=0.892$. This value is near to $\alpha=1.0$. We measured the compensation management through 5 items and the cronbach's alpha value is $\alpha=0.909$, employee development was measured through the 6 items and the Cronbach's alpha value is 0.872 which is significant. We also measured the organizational citizenship behaviors with 4 items and value of Cronbach's alpha is $\alpha=0.845$ that is reliable.

c) Descriptive Statistics

Table 1.1: Descriptive Statistics

Statistics					
		Human Capital	Org. Performance	HRM Practices	Knowledge Management
N	Valid	200	200	200	200
	Missing	0	0	0	0
Mean		6.6750	8.4650	11.7450	7.0550
Median		6.0000	8.0000	12.0000	7.0000
Std. Deviation		2.76361	3.21097	4.16494	2.65655
Range		12.00	13.00	14.00	12.00
Minimum		4.00	5.00	6.00	4.00
Maximum		16.00	18.00	20.00	16.00
Sum		1335.00	1693.00	2394.00	1411.00

Table 1.2: Reliability Analysis

Latent Variable	No. of Items	Cronbach's Alpha (>0.7)
Human Capital	4	0.845
Organizational Performance	6	0.873
HRM Practices	5	0.908
Knowledge Management	4	0.892

Standard deviation, the mean value represent that the respondent's satisfaction regarding the human resource management practices in franchises (Table 2). To check the reliability of the scale and internal consistency of the measure, we use the cronbach's Alpha method. Internal consistency of the measure means that the suggested method gives the same results, when we apply the same test under the same condition again and again. According to the Guilford the Cronbach's alpha value should be more than 7 that identify the reliability of the measure (Table 3).

d) Reliability Value

The scale that we used in our study is reliable for data analysis. The internal consistency of the measure is good and reliable because the cronbach's alpha value is >0.7. We get the results of inter item consistency and reliability coefficients of all independent variables (Human Capital, Organizational Performance HRM Practices Knowledge Management) and dependent variable (Organizational Performance). The calculated values of cronbach's Alpha are given in (Table 1.2). The cronbach's alpha values that is near to α=1.0 is considered more significant and value that is less than α=0.6 is insignificant. We measured the organizational performance (telecommunication Kunming, china) through 4 items and the value of cronbach's alpha is α=0.892. This value is near to α=1.0. We measured the HRM Practices through 5 items and the cronbach's alpha value is α=0.908, organizational performance was measured through the 6 items and the Cronbach's alpha value is 0.873 which is significant. We also measured the human Capital with 4 items and value of Cronbach's alpha is α=0.845 that is reliable.

Table 1.3: Correlation

Correlations					
		HUMCAP	ORGPERF	HRMPRAC	KNWMGT
Pearson correlation	HUMCAP	1.000			
	ORGPERF	0.586	1.000		
	HRMPRAC	0.350	0.456	1.000	
	KNWMGT	0.531	0.707	0.558	1.000
Sig. (1-tailed)	HUMCAP	0	0.000	0.000	0.000
	ORGPERF	0.000		0.000	0.000
	HRMPRAC	0.000	0.000		0.000
	KNWMGT	0.000	0.000	0.000	
N	HUMCAP	200	200	200	200
	ORGPERF	200	200	200	200
	HRMPRAC	200	200	200	200
	KNWMGT	200	200	200	200

Correlation is significant at 0.01 (1-tail). Correlation is significant at 0.05 (1-tail).

The first item human capital is highly correlated with organizational performance with value of 0.586 it means that increase in knowledge management of employees increases the performance of organization. So it rejects the null hypothesis that is there is no relationship between knowledge management and performance of organization. The null hypothesis of human resource management practices has no relation with organizational performance is also rejected because it also correlated with performance of organization with value of 350. There is medium correlation, not highly correlated but there is correlation. Knowledge management is also highly correlated with organizational performance with the value of 0.531 and it will reject the null hypothesis that it has no relationship with performance of organization. This means that it can be interpreted that there is positive relationship between compensation and performance of organization. There is concluded that there is large Pearson correlation or relationship with these above mentioned items with performance of organization with Pearson correlation of above 0.5 for each.

Table 1.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.610α	0.372	0.362	2.20710	2.283

a. Predictors: (Constant), HUMCAP, HRMPRACT,KNWMAGT
b. Dependent Variable: ORGPER.

Adjusted R square is based upon the sample size and the number of regressors (constant). The value of standard error of the estimates is calculated with the help of Mean square value of ANOVA Table. The standard error of the estimate is a measure of the accuracy of predictions. Model summary table also includes Durbin Watson value it should range from 1 to 4 here value is 2.283 it means there is auto correlation between the independent variables. (Vining, G. G. 2001). If its value is exactly 2 it means there is no auto correlation, but here there is some auto correlation.

e) Regression

i. *Model Summary*

The model summary of regression analysis consists of the values of R, R square, adjusted R square, standard error of the estimates. R called the Pearson R. Pearson R is equal to the R^2. R^2 is used to determine the model fitness. Coefficient of determination is also called R square. R^2 is equal to the regression divided by total sum of square which is given in ANOVA Table 5. R square is used to determine the variation in dependent variable that is explained by independent variables. According to Table 6, 37% variation in organizational performance id due to the predictors (Human capital, human resource management practices and Knowledge management). The rest of the 62.8% variation in organizational performance is explained by other factors that are not the part of our study (Table 5).

Table 1.5: ANOVA

Model		Sum of Square	Df	Mean Square	F	Sig.
	Regression	565.104	3	188.368	38.669	0.000b
	Residual	954.771	196	4.871		
	Total	1519.875	199			

a. Dependent Variable: Orgper
b. Predicttor: (Constant), Humcapl, Orgperf, HRMPract

f) ANOVA

The results of ANOVA test reveal that the model is statistically significant that analyzed the factors affecting the organizational performance. The above model demonstrates that the significance level is less than 0.05 that is a sign of approval that there exists a relationship between organizational performance and independent variables of the study.

Table 1.6: Coefficients

Model		Standardized Coefficients		Standardized Coefficient	t	Sig,
		B	Std. Error	Beta		
	(Constant)	1.755	0.530		3.311	0.001
	HUMCAPT	0.359	0.069	0.417	5.175	0.000
	HRMPRACT	0.027	0.046	0.041	0.598	0.550
	KNWDMGT	0.222	0.090	0.213	2.467	0.014

g) Coefficients

The coefficient table includes unstandardized coefficient (beta and std. Error) and also include standardized coefficient (beta) t value and significance. Beta value is value of Y it means value of dependent variable that is organizational performance when there is one unit change in independent variables (human capital, human resource practices, and knowledge management) it would change in dependent variable. t Value is significant at 95 % confidence level that we are confident organizational performance is affected by these independent variables. Knowledge management, compensation is positively significant at 95% with t value 5.175 and 2.467, respectively. A human resource practice is positively insignificant with t value of 0.598.

V. Area Needing More Efforts

- Range of this study covers only employees of telecommunication in future this study can be conducted on consumer.

- The comparative research can be conducted between public and private telecommunication companies.
- This study only conducted in Kunming city of china next time conducted in big cities of china like Beijing and shanghai.
- Next time this kind of study will conduct on transportation companies, manufacturing companies with extend to different variables.
- Next research will be conducted on mediating role of change management.

VI. Conclusion

HRM practices and Human capital are the key elements of firm performance. Previous researchers found that HRM and Human Capital have influence on organizational performance. But previous literatures lack of the combine effect of human capital and HRM practices on performance with the mediating effect of knowledge management. This study will be carried out to find the influence of mediating variables knowledge management among Human capital, human resource management and to organizational performance. The study will have its practical implications for Telecom companies of Kunming. It is hoped that current study will provide a guide and roadmap for successful interest and investments in human resource management practices and human capital with the mediating effect of knowledge management capabilities and innovation to get the desired outcomes.

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The Moderating Effect of Organizational Learning Flows Capability on the Relationship between Business Process Reengineering and Efficiency of Organizational Performance: (Empirical Study of Services Firms)

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Abstract- This research aim to evaluate the effect ofOrganizational Learning flows Capability (OLC) on relationship between Business Process Re-engineering (BPR) on Efficiency of organizational performance in services firms in the Sudan. Theoretical frame of research consist of The BPR factors as independent variable (change management systems and culture, organizational change, top management commitment, information technology infrastructure, and management competence). As well as the organizational performance as dependent variable (efficiency). Add to Organizational Learning flowsCapability as moderator variable. To obtain objectives of research; developed conceptual model and employedthe quantitative research method, where convenience sampling and self-administrated survey questionnaires were sent to 221 Varity services firms worked in Sudan of Varity field (Finance, Communication and Education), with response rate (96%).Multi regression analysis used to test hypotheses.

Keywords: organizational learning flowscapability, business process reengineering, organizational performance, efficiency, sudan and services firms.

GJMBR-A Classification: JEL Code: M10

THEMODERATINGEFFECTOFORGANIZATIONALLEARNINGFLOWSCAPABILITYONTHERELATIONSHIPBETWEENBUSINESSPROCESSREENGINEERINGANDEFFICIENCYOFORGANIZATIONALPERFORMANCEEMPIRICALSTUDYOFSERVICESFIRMS

Strictly as per the compliance and regulations of:

The Moderating Effect of Organizational Learning Flows Capability on the Relationship between Business Process Reengineering and Efficiency of Organizational Performance: (Empirical Study of Services Firms)

Osman Khalifa Mohammed [α] & Suleiman Musa Elzain Hammad [σ]

Abstract- This research aim to evaluate the effect of Organizational Learning flows Capability (OLC) on relationship between Business Process Re-engineering (BPR) on Efficiency of organizational performance in services firms in the Sudan. Theoretical frame of research consist of The BPR factors as independent variable (change management systems and culture, organizational change, top management commitment, information technology infrastructure, and management competence). As well as the organizational performance as dependent variable (efficiency). Add to Organizational Learning flowsCapability as moderator variable. To obtain objectives of research; developed conceptual model and employedthe quantitative research method, where convenience sampling and self-administrated survey questionnaires were sent to 221 Varity services firms worked in Sudan of Varity field (Finance, Communication and Education), with response rate (96%).Multi regression analysis used to test hypotheses. The findings and contributions of research showed that BPR dimensions; change management systems and culture, organizational change, information technology infrastructure, and management competence have positive effect on efficiency of organizational performance efficiency. It offer a valid and reliable instrument to operationalize the model and develop empirical support for the derived model.

Keywords: organizational learning flowscapability, business process reengineering, organizational performance, efficiency, sudan and services firms.

I. Introduction

Ongoing globalization over the world, business organizations are increasingly confronted with complex competition and rapid environment change. In order to build and sustain their competitive advantage and survive the business, organizations needs to change their strategies through modern and contemporary management methodologies such as rethinking and redesign of their process to improve and enhance their organizational performance. (Abdolvand, 2008; Attran, 2003). One of famous management methodology is business process reengineering (BPR) which became last decade one of the popular management solutions in dealing business in extremely fast technological advancement, and any changes or transformation among firms because it helps to improve the performance of organizations (Hammer & Champy, 1993). Therefore, in variety industries and services organizations are inspired to get its benefits for business success (Evren & Ayşegül, 2015).

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a) *Statement of the Problem*

Having, current business environment is facing complex and unpredictable changes as a result of rapid development of information communication technology, the service organizations try to change their essential operational capabilities as result of the effect of digital revolution. Hence the digital revelation has improve and assistant the service firms to create and develop innovative services and products. A world business firms has adopt new and improved types of information technology based communications such as virtual office in which all management operation based on technology. There for, the international economics has embarked major steps to adopt the information technology in business to achieve high organizational performance (Nzewi, 2015; (Wongsansukcharoen, 2015). In addition, numerous studies show that learning flows capability is one of an essential factors and key mechanism for adapting to changes in the business environment. Further sharing knowledge and experiences, and for providing innovative solutions (Nonaka & Takeuchi, 1995) based on the channels of learning. Add to that and based on RBV view the Learning flows capability is one of an extension of organizations intangible resources, to survive and develop in increasingly uncertain and changing markets. This research try to explore all these variables in one conceptual model linking them together.

Refer to the decline in organizational performance of Sudanese services firms in terms of return on assets, equity and operating cost requires attention of stockholder to re-searching for process performance improvement. Furthermore, the services sector in Sudan not only complete locally, but will also set up defensive strategies against global competitors from abroad. Furthermore, the local financial industry was opened to new foreign competitions that will lead liberalization and globalization of banking industry (Lee, 2000).

i. *Questions of Research*

Based on the underlying problem presented above, the research attempts to answer the following research questions:

Does learning capabilities moderate the relationship between business process reengineering factors and efficiency of performance?

b) Objectives of Research

The research seeks to achieve the following Objectives:

1. Develop a conceptual framework linking BPR, efficiency oforganizational performance and organizational learning flows in Sudanese services firms
2. To determine the potential moderating role of organizational learning flows in relationship between BPR and efficiency oforganizational performance in Sudanese services firms.
3. Empirically test the conceptual framework based on data collected from a Sudanese services firms.

c) Significant of Research

1. This study will attempt to provide an operational framework for the relationship of BPR, efficiency oforganizational performance, and moderating effects of organizational learning flows capability in services firm's works in Sudan context.
2. Current study provide empirical evidence based on large samples and validated measurement model explains the moderating effects of organizational learning flows capability in the relationship between the BPR and efficiency oforganizational performance a study of services firm's works in Sudan context.

II. Literature Review

a) BPR Concept

Many of researchers and scholars argue that the original concept of BPR can be traced back to the management theories of the nineteenth century. Frederick Taylor suggested in the 1880"s that managers use process reengineering methods to discover the best processes for performing work, and that these processes be reengineered to optimize productivity. BPR is known by many names, such as 'core process redesign', 'new industrial engineering' or 'working smarter'. All of them imply the same concept which focuses on integrating both BPR and deploying information technology to support the reengineering work.

The book "Reengineering the Corporation": A Manifesto for Business Revolution by Hammer and Champy (1993) is widely referenced by most of BPR researchers and is regarded as one of the starting points of business process reengineering. The following is their definition of BPR:

The definition of business process reengineering: the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed. (p. 32).

In general, the majority of studies on BPR have focused on the critical success factors for successful implementation in private business, whereas are few studies have been conducted in services firms.

b) Organizational Performance Concept

A variety of definitions exist concerning organizational performance: Organizational performance is a result of the effectiveness and efficiency of the actions that an organization undertakes (Neely, 1999). Venkatraman & Ramanujam (1986) argue that organizational performance is an indicator which can measure how well an organization achieves their own objectives. Organizational performance could be linked with market orientation, organization learning, human resource productivity, quality improvement or any other component (Banker & Sinkula, 1999; Ahamd, 2010).

In non-sustainable environment, Managers are continually face common issue which is how improve their firm's performance. Resource-based view was used in variety of researches and studies to explain the variance in organizational performance (Wernerfelt, 1984; Barney, 1991; Hamel & Prahalad, 1990). Organizational performance could be linked with market orientation, organization learning, human resource productivity, quality improvement or any other component (Day, 1994; Ahamd, 2010). Financial indicators, such as return on investment (ROI), earnings per share (EPS) and return on equity (ROE) are used by the number of organizations to measure their progress. Return on investment is used to reflect the profitability while corporate performance was measured by operating cash flows and return.

c) BPR and Organizational Performance

In the begging of current century several empirical studies and researches have been conducted to establish the associate between BPR and organizational performance such as (Ahmed et al., 2007),(Abdolvand et al., 2008),(Khong& Richardson, 2003). The findings of these studies and researches indicated that most organizations that have undertaken BPR achieved numerous benefits, including cost reduce, improved customer focus, better integration across the organization, quality, speed, flexibility, innovation and improve competitive advantage.

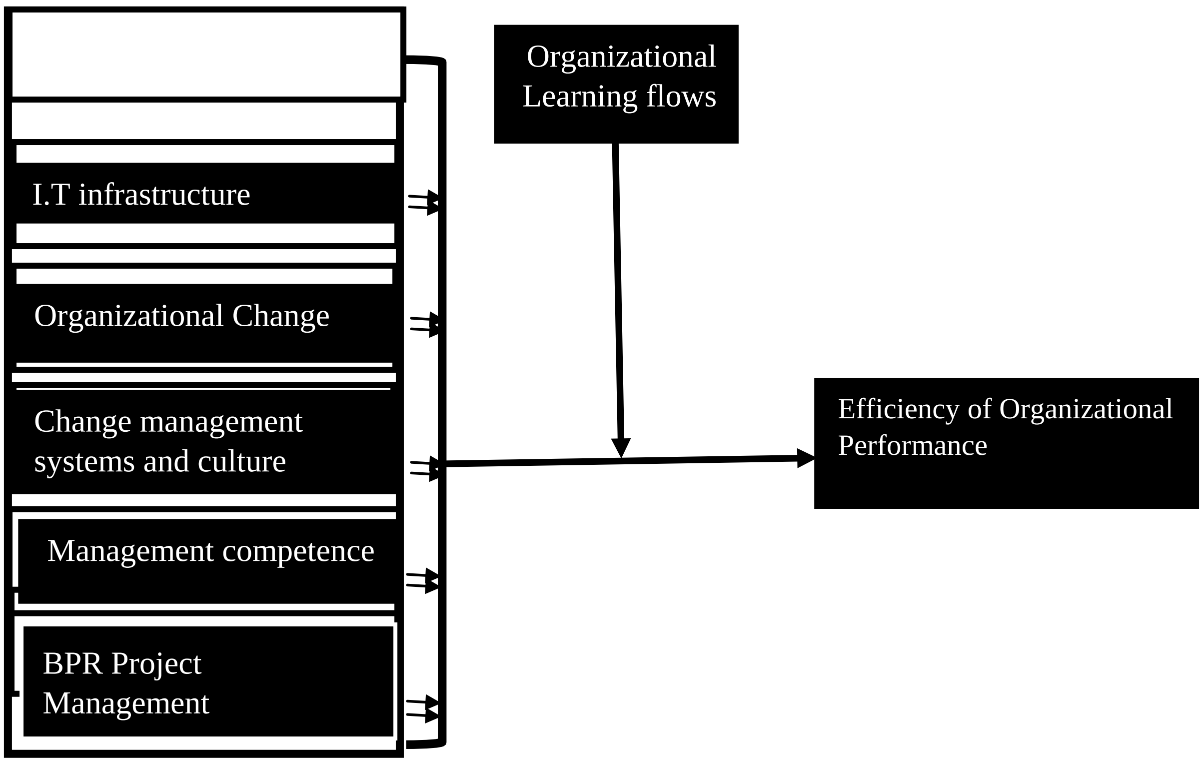
d) Resource Base View (RBV)

The conceptual foundation of this research is mainly drawn from the resource-based view theory (RBV). The RBV is one of the major views in strategic management and attributes superior organizational performance to internal resources (Wernerfelt 1984; Barney 1991).

In recently studies, resource-based view became useful theory to investigate the relationship between the business process reengineering and organizational performance (Wade &Hulland, 2004). Thus the resource based view theory lays the foundation for the conceptual framework of this research, as it provides the essential concepts to frame the conceptual linkage between resources, learning capabilities, business processes reengineering and organizational performance. The RBV provides a right guide to identifying the research constructs, developing the research model and developing the research hypothesis, beside it provides a theoretical framework to evaluate the link between BPR and organizational performance.

e) Theoretical Frame Work

Following the theoretical based of the research, the conceptual framework for this research as shown in figure (1).



Source: Author, (2018)

Figure 1: Theoretical Framework of the Research

f) Hypotheses Development

Main hypothesis: the effect of BPR on organizational performance is stronger when learning capabilities are higher.

1. The effect of organizational structure on efficiency is stronger when learning capabilities are higher.
2. The effect of IT infra-structure on efficiency of performance is stronger when learning capabilities are higher.
3. The effect of organizational culture on efficiency of performance is stronger when learning capabilities are higher.
4. The effect of reengineering project management on efficiency of performance is stronger when learning capabilities are higher.
5. The effect of management competence on efficiency of performance is stronger when learning capabilities are higher.

g) Control Variables

A total of four control variables were included: service type, ownership status, firm size and business age are common control variables (McWilliams & Siegel, 2000). Firm size was measured with a scale that asked the respondents to report the number of employees in the firm.

III. Research Methodology

a) Survey Administration

i. Methodological Choice

The choice of a research methodology depends on the ontological and epistemological choices and the objectives of a particular research (Hall and Howard, 2008). The current research was conducted based on the positivism paradigm. It tests hypotheses derived from a theoretical model, developed based on both previous studies and pilot research. As such, the main purpose of the research is essentially theory validation/verification following the hypothetic-deductive approach (Kassahun, 2012). Whenever the purpose of a research is hypothesis testing using statistical methods and generalization to a larger population from the sample based on numerical data, quantitative survey research is the preferred option (Creswell, 2009).

ii. Development of the Survey Instrument

The questionnaire for this research consisted of three main sections, namely the profile of the firm and BPR factors and specific questions designed to measure organizational performance (efficiency and effectiveness).

b) BPR Dimensions

BPR measured by: top management commitment, organizational change, change management commitment, information technology infrastructure and management competence. Each of these variables was measured by a five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). A neutral response – "neither disagree nor agree" – was adopted to reduce uninformed responses. Whenever possible, established scales were utilized. When the items had to be modified, the items were derived from the literature.

c) The organizational performance dimensions

Measured by efficiency and financial factor. The respondents were asked to evaluate the efficiency (ROA, ROI, market share, quality, speeds, etc.) efficiency of organizational performance of the firm within the past three years on a scale of 1 (much worse) to 4 (excellent).

d) Control Variables

A total of four control variables were suggested: three control variable were adopted firm size (measured by number of employees in the firm), owner form (government and private and age of business (less than 10 years and over the 10 years).

e) Sample and Data Collection

i. Response Rate

Pilot research was conducted for ensure initially of some statistical measures such as validity and reliability of research instrument.

Table 1: Response Rate

	Number	Rate of Percent
Questionnaires Posted to The Firms	221	100%
Blank Questionnaires Returned Without Participation	10	4.5%
Completed Questionnaire Received	211	95.5%
Returned Questionnaires (Partially Answered)	5	2%
Questionnaires Not Returned	10	4.5%
Overall Response Rate	211	95.5%
Usable Questionnaires	196	88.5%

f) Validity and Reliability of the Measures

Validity and reliability were used to ensure the goodness of instrument consistency. Cronbach's alpha coefficient is widely used as a measure the reliability of the research dimensions. Factor analysis was conducted to measures the construct validity. Factor analysis was conducted on research items, Table (0) show the summary of results of factor analysis on research variables constructs; BPR, efficiency of organizational performance. All research variables components/factors loaded with eigenvalues exceeding 1.0. All the remaining items also had the factor loading values above the minimum values of 0.50, with value of cross loading less than .50.

g) Validity of BPR Factors

The table (2) shows that the items for BPR factors loaded on five components/factors with eigenvalues exceeding 1.0. These three factors explain 69.9% of variance in the data (above the recommended level of 0.60). All the remaining items also had the factor loading values above the minimum values of 0.50, with value of cross loading less than .40. The first factor of BPR variables organizational change (8) items. Thus, the name original name of this factor was retained as it is, and factor two information technology infrastructure (5) items. Concern to the third factor is change management systems and culture (6) Items. Further, the name original name of this factor was retained as it is. And then the factor four management competence (3 items). Also this factor was retained as it is. Whereas process reengineering project management (4 items). Was renamed to top management commitment based on literature review.

As shown in table (2), factor loading of BPR variables items on the five factors ranged from 0.559 to 0.810. Thus, this research found that BPR in Sudanese services firms consists of five factors, namely; Organizational change, Information Technology Infrastructure, top management commitment, change management systems and culture and management competence.

Table 2: Rotated Factor Analysis for BPR Factors

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
F4_our firm try to merage the mgtstratigic process change	.830	.117	.209	.165	.077
E5_flexibile organizionalstrucure	.826	.113	.216	.164	.063
E4_clear organizionalstrucure	.798	.151	-.063	.238	.152
F3_our firm has BPR conslatants	.796	.154	-.052	.210	.148
F1_our firm has aclear change plan aliging to stratic plan	.752	.133	.086	.091	.129
F2_our firm has clear vistion to process change	.679	.266	.225	.244	.111
E1_top mgt support team work	.577	.342	.244	.081	.139
E3_clear task and work	.568	.417	.090	.297	.002
d4_IT support the work development	.271	.792	.134	.142	.225
d1_deasly useage of IT	.249	.775	.182	.096	-.056
d3_IT support doing the work	.107	.771	.229	.057	.208
d2_easly access to info.	.258	.729	.184	-.023	.061
d6_modern IT	.147	.728	.218	.143	.039
c4team work	.067	.168	.822	.082	.114
c3_innivation and creatives	.227	.151	.802	.085	.090
c2_more autherities	.091	.245	.740	-.028	.041
c5_share in decition made	.191	.034	.717	.127	.174
c6_proads change culure	-.056	.424	.609	.298	-.010
c1_motovate	.132	.409	.538	.250	.150
c7_training plan	.045	.357	.517	.458	.070
F5_in our firm the process change aliging to stratigic plan	.228	.153	.025	.880	.082
E6_adminstartion based on top mgt	.228	.150	.093	.867	.144
F6_our firm has clear objectives from process redisgn	.373	.023	.264	.732	.160
E7_accordaion among depts	.397	.041	.254	.730	.176
G2_top mgt in our firm has agoodbelevies to process change through BPR	.072	.126	.093	.154	.876
G1_firm leaders has agoodvisitions to change mgt.	.191	.096	.132	.195	.860
G3_top mgt in our firm has agood process change program	.364	.129	.240	.061	.617

Eigenvalues **10.58** **3.032.11** **1.63** **1.54**

Percentage of variance **39.18** **11.24** **7.83** **6.03** **5.69**

Total Variance Explained (%) **69.98**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy. **0.859**

Bartlett's Test of Sphericity **4402.022****

*Note: NO. = 181, **p< 0.01 Variables loaded significantly on factor with Coefficient of at least 0.4,*
** Some items deleted due to high cross loading.*

h) Validity of Efficiency of Organizational Performance

The table (3) shows that the items for efficiency of organizational performance variables loaded on one components/factors with eigenvalues exceeding 1.0. That explain 68.24% of variance in the data (above the recommended level of 0.60). All the remaining items also had the factor loading values above the minimum values of 0.50, with value of cross loading less than .40. The first factor of efficiency of organizational performance variables is efficiency (4) items. Thus, the name original name of this factor was retained as it is. However, the name original name of this factor was retained as it isefficiency of organizational performance.

Table 3: Rotated Factor Analysis for Efficiency of Organizational Performance

Efficiency of Organizational performance *in last three years our firm has achieved:*			Component
			1
PI2_Return on sales (ROS).			.913
PI3_Return on investment (ROI)			.903
PI1_Profit margin (EPS).			.893
PJ1 _ Good market position.			.854
Eigenvalues		5.46	1.16
Percentage of Variance Explain	68.24	14.51	
Total Variance Explained (%)	82.75		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.897		
Bartlett's Test of Sphericity Approx. Chi-Square	1426.289**		

*Note: NO. = 181, **p< 0.01 Variables loaded significantly on factor with Coefficient of at least 0.5.*

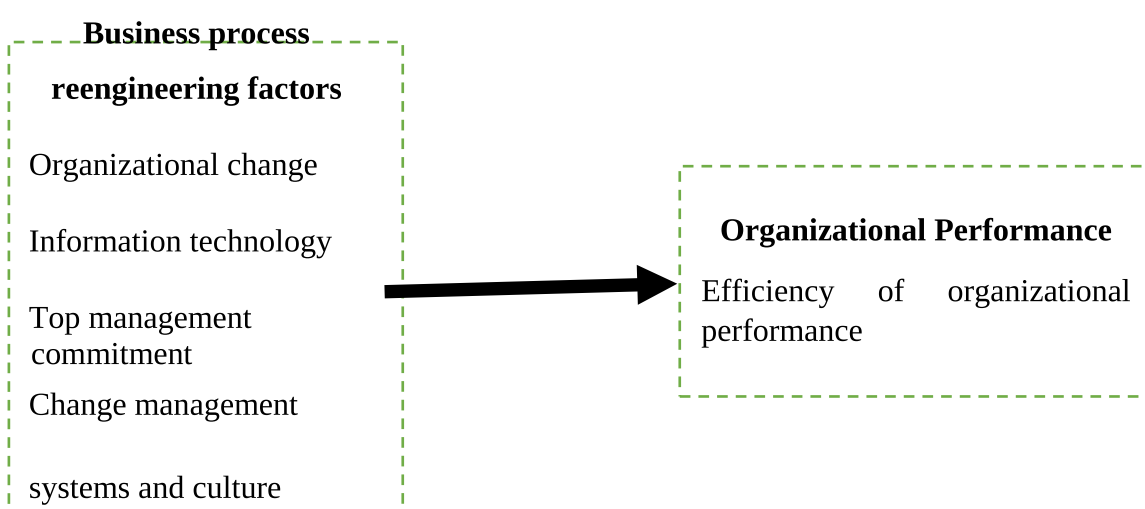
i) Correlation Analysis

Table 6: Person's Correlation Coefficient and Descriptive Analysis for All Variables

Variables	Mean	Standard Deviation	IT	OC	TMC	SC	MC	EFF
Information Technology(IT)	2.90	1.07	1					
Organizational Change(OC)	3.06	0.86	.548**	1				
Top Mg. commitment(TMC)	2.93	0.97	.345**	.667**	1			
change mgt systems and culture (SC)	2.77	0.93	.570**	.422**	.420**	1		
Mgt. competence(MC)	2.74	0.900	.345**	.459**	.411**	.365**	1	
Efficiency(EFF)	2.74	1.29	0.477**	0.523**	0.493**	0.602**	0.415**	1

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

j) Modified Model and Hypotheses Development



k) Hypotheses Testing

There are many hypotheses in this research after run the factor analysis to dimensions reduction.

The Relationship between BPR factors and organizational Performance

The first main hypotheses in the research which predicts that five business process reengineering factors (organizational change, information technology infrastructure, top management commitment, change management systems and culture and management competence) have positive relationship with the main dimension of organizational performance; efficiency.

l) The Relationship between BPR factors and Efficiency

Table (4) presents the result of two-step regression analysis of three control variables and five components of BPR factorson efficiency of performance. In the first step, two control variables have significant effect on organizational performance.

The three control variables together explain about (35%) of the total variation in organizational performance. The additions of the five BPR factors in step two explain additional (19%) of organizational performance variance. This means that control variables and BPR factors cumulatively explain (54%) of the variance in organizational performance. Also the results disclosed the two regression models were significant ($F= 32.657$, $p<0.01$; $F= 27.381$, $p<0.01$).

Therefore, we do not accept null hypothesis that there is no significant relationship between BPR and organizational performance.

Table 4: The hierarchical regression equation analysis: The Relationships between BPR Factors and Efficiency of performance

Variables	DV: Efficiency	
	Step1 Std. Beta	Step2 Std. Beta
Control variables:		
Owner form	.303***	.157**
Number of employees	-.458***	-.234***
Business age	-.110*	-.084
Model variables:		
Organizational change		0.107
Information technology infrastructure		0.042
Top management commitment		0.147*
Change management systems and culture		0.273**
Management competence		0.121
F value	33.089***	25.832***
R^2	0.359	0.546
Adjusted R^2	0.348	0.525
R^2 change	0.359	0.186
F change	33.089***	14.120***

*Note: Level of significant: *p<0.10, **p<0.01.*

Furthermore, the results showed that the hypothesis was supported, i.e. *there is a positive relationships between BPR and efficiency of performance*.

These results give support to hypotheses:

1. (*There is a positive relationship between top management commitment and efficiency of performance).*
2. *(There is a positive relationship between change management systems and efficiency of performance).*

Table 5: The Moderating Effect of Learning Flows on the Relationship between Business Process Reengineering Factors and Performance Efficiency

Variables	DV: Efficiency			
	Step1 Std. Beta	Step2 Std. Beta	Step3 Std. Beta	Step4 Std. Beta
Control variables:				
Owner form	0.303***	0.157**	0.146**	0.105*
Number of employees	-.458***	-0.234***	-0.175**	-0.146**
Business age	-.110	-0.084	-0.065	-0.046
predictor variables:				
Organizational change		0.121*	0.039	-0.619**
Information technology		0.042	0.062	0.240
Top management commitment		0.147**	0.126*	0.708***
Change management systems and culture		0.273***	0.244***	0.283
Management competence		0.101	0.038	-0.092
Moderating variable flows			0.237***	0.223***
Interaction terms:				
orgachngmod				1.377***
infotechmod				-0.262
topmgtmod				-0.983**
systemchgmod				-0.117
mgtcommod				0.117
F value	33.089***	25.833***	25.670***	19.399***
R^2	0.359	0.546	0.563	0.596
Adjusted R^2	0.348	0.525	0.540	0.596
R^2 change	0.359	0.186	0.017	0.033
F change	33.089***	14.120***	6.624***	2.711***

*Note: Level of significant: , *p<0.10**p<0.05, ***p<0.01*

In terms of the moderating effect of learning flows on the relationship between business process reengineering factors and efficiency of performance. Figure (2) shows the moderating effect of learning flows on the relationship between business process reengineering factors and efficiency of performance. This result indicates thatfirms which have high level of learning flowshas positive impact of organizational change on efficiency of performance at a high level of organizational change.Furthermore, the results reveals that firms which has low level of learning flows has clearly low positive effect on relationship between organizational change and efficiency of performance, if comparing between the two effects of learning flows level. These indicate that there is a lower limit and higher limit to what organizational change can improve and enhance the efficiency of performance for firms that has high level of learning flows, on the other hand, organizational change wasfound to impact influence flexibility of performance at a low levels of organizational change.

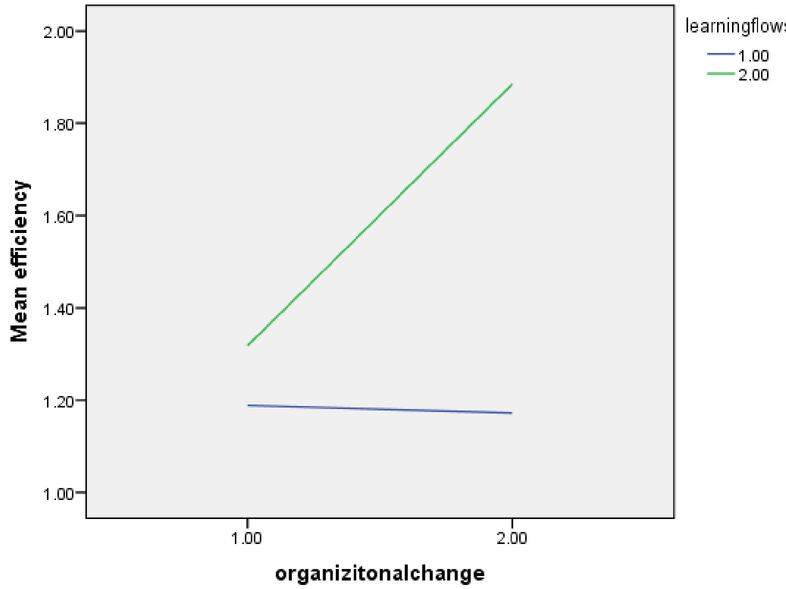


Figure 2: The moderating effect of learning flows on the relationship between business process reengineering factors and efficiency of performance

Regarding to moderating effect of learning flows on the relationship between top management commitment and efficiency of performance. Figure (2) shows the moderating effect of learning flows on the relationship between top management commitment and efficiency of performance. This result indicates thatfirms which have high level of learning flowshas positive impact of top management commitment on efficiency of performance at a high level of organizational change.Furthermore, the results shows that firms which also has low of learning flows has positive effect on relationship between top management commitment andefficiency of performance if comparing between the two effects of knowledge stocks level. These indicate that there is a lower limit and higher limit to what top management commitment can improve and enhance the flexibility of performance for firms that has high level of learning flows, on the other hand, top management commitment wasfound to influence continuously efficiency of performance at a low levels of organizational change.

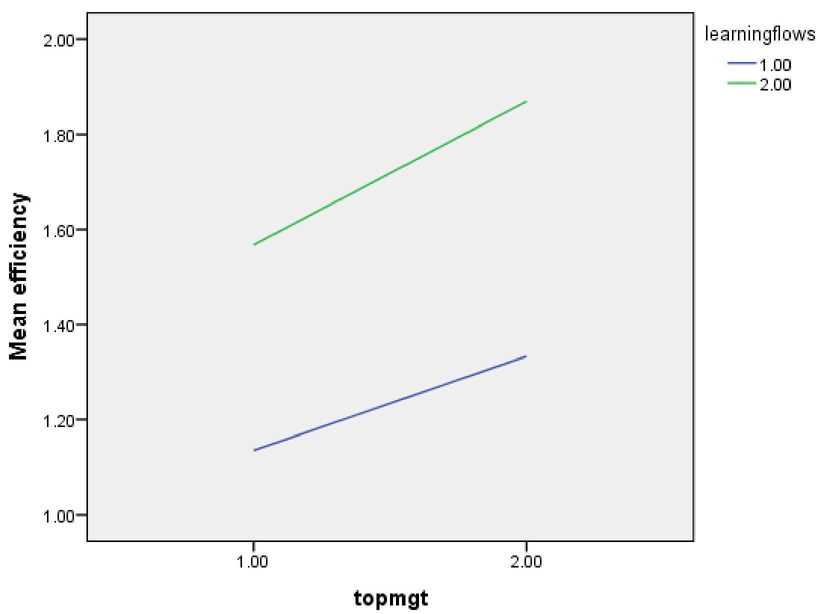


Figure 3: Moderating effect of learning flows on the relationship between top management commitment and efficiency of performance

m) The Moderating Effect of Learning Flows on the Relationship between Business Process Reengineering Factors and Performance Flexibility

Table (5) summarized the results of moderating effect of Learning Flows on the relationship between business process reengineering factors and flexibility.

The results showed that the F change was significant in all four steps. The results showed that the learning flows moderates the relationship between two of five components of business process reengineering namely: organizational change: ß= 1.074, p<0.05 and change management systems and culture: ß= -1.126, p<0.05.The introduction of the interaction terms in step four increase R square about 6% and the model as a whole is significant. However, learning flows show no moderating effect between remaining components of business process reengineering information; technology infrastructure, top management commitment and management competence on flexibility. Further inspection reveals that the coefficient of the learning flows effect was not significant, which indicate that it is pure-moderating.

Table 6: The Moderating Effect of Learning Flows on the Relationship between Business Process Reengineering Factors and Flexibility of Performance

Variables	DV: Efficiency			
	Step1 Std. Beta	Step2 Std. Beta	Step3 Std. Beta	Step4 Std. Beta
Control variables:				
Owner form	0.337***	0.171**	0154**	0.144**
Number of employees	-0.402***	-0.187**	-0.142**	-0.168**
Business age	-0.066	-0.041	-0.026	-0.015
predictor variables:				
Organizational change		0.273***	0.246**	-0.280*
Information technology		0.154**	0.153**	0.311
Top management commitment		-0.033	0.043	-0.078
Change management systems and culture		0.210**	0.192**	0.600**
Management competence		0.150**	0.113*	0.317*
Moderating variable				
flows			0.135*	0.208
Interaction terms:				
orgachngmod				1.060*
infotechmod				-0.261
topmgtmod				0.050
systemchgmod				-0.728*
mgtcommod				-0.359
F value	26.542***	21.838***	19.910***	17.068***
R^2	0.310	0.504	0.553	0.603
Adjusted R^2	0.299	0.481	0.530	0.575
R^2 change	0.310	0.194	0.049	0.055
F change	26.542***	13.426***	18.920***	4.675***

Concerning to the moderating effect of learning flows on the relationship between top management commitment and flexibility of performance.to Figure (3) shows the moderating effect of learning flows on the relationship between top management commitment and flexibility of performance. This result indicates thatfirms which have high level of learning flows capabilityhas positive impact of top management commitment on flexibility of performance at a high level of organizational change.Furthermore, the results also reveals that firms which has low level of learning flows capability has positive effect on relationship between top management commitment andflexibility of performance if comparing between the two effects of learning flows level. These indicate that there is a lower limit and higher limit to what top management commitment can improve and enhance the efficiency of performance for firms that has high level of learning flows, on the other hand, top management commitment wasfound to influence continuously flexibility of performance at any levels of organizational change.

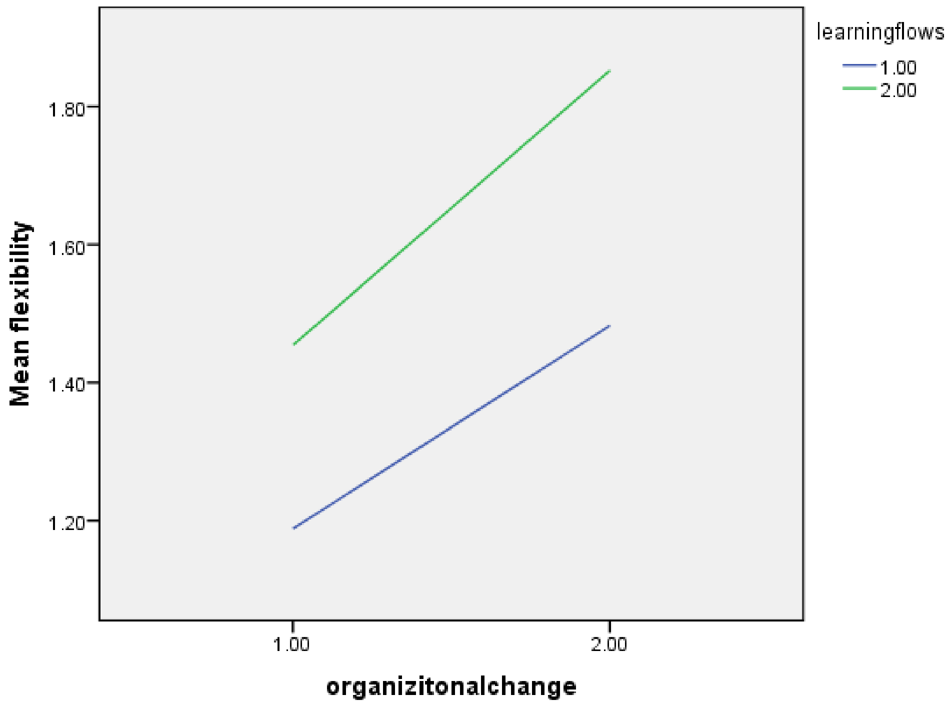


Figure: 4

IV. Discussion

a) The Relationship between BPR Factors and Efficiency Organizational Performance

The first research's objective was to look into the relationship between the relationship between BPR factors and organizational performance. The results revealed that BPR factors has strong positive and significant association with organizational performance.

b) BPR Factors and Efficiency Organizational Performance.

The results showed that two factors of BPR Factors namely; top management and change management systems and culture have positive relationship with organizational performance (efficiency).

The results revealed that the coefficient of top management commitment is positive and statistically significant and had a positive significant relationship with organizational efficiency. This indicates that management commitment has a significant influence on the redeployment, and distribution organizational resources, and integration of IT within the organization (Smaltz& et al., 2006). This finding consistent with the result of Yonnedi, (2010). The key finding of his research is cross-sectional analysis shows that there had been a statistical significant relationship between organizational change and organizational efficiency.

c) The Moderating Effects of learning flows on the Relationship between BPR and Organizational Performance efficiency

The results showed that the learning flows a quasi-moderating the relationship between one components of business process reengineering; organizational change and change management systems and culture. Key challenges for successful BPR implementation are changing attitudes and culture, ensuring extensive communications and dealing with resistance to change from middle management. This study finding in line with (Terziovski and Others, 2003; Dennis et al, (2003); James and He, (2005)

d) Limitation and Future Research and Conclusions

1. The perceived biasness may occur if a person with a high reputation strongly believes that their management practices are more advanced compared to other organizations. This point constituted one of the main challenges to present research.
2. This research depends on a questionnaire survey at one point time.
3. This research focuses only on an effect of BPR on organizational performance
4. Using only one respondent per firm, which might be a cause of possible response bias, caution should be taken in results interpreting.

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The Impact of Race on Employment during the 2005-2011 Recession

By Jeremy Bennett
The Citadel University

Abstract- Following the recent US Recession and global financial meltdown, many Americans lost their jobs and many more queuing for jobs in the labor market significantly lost their initial prospects of being employed. Even before the onset of the financial turmoil, the labor market was still not equally receptive of persons of different colors, with the African Americans being the worst affected. The Critical Race Theory (CRT) and the Life Course Theory (LCT) are both made up of crucial tenets that were used to explain the disparities observed in awarding of job opportunities in various states across the US. The study used data collected through the Current Population Survey (CPS) administered by the US Census Bureau and the Bureau of Labor and Statistics; surveys from December 2005, December 2008, and December 2011.

Indexwords: race, workforce, unemployment, employment opportunities.

GJMBR-A Classification: JEL Code: M51

THEIMPACTOFRACEONEMPLOYMENTDURINGTHE20052011RECESSION

Strictly as per the compliance and regulations of:

The Impact of Race on Employment During The 2005-2011 Recession

Jeremy Bennett

Abstract- Following the recent US Recession and global financial meltdown, many Americans lost their jobs and many more queuing for jobs in the labor market significantly lost their initial prospects of being employed. Even before the onset of the financial turmoil, the labor market was still not equally receptive of persons of different colors, with the African Americans being the worst affected. The Critical Race Theory (CRT) and the Life Course Theory (LCT) are both made up of crucial tenets that were used to explain the disparities observed in awarding of job opportunities in various states across the US. The study used data collected through the Current Population Survey (CPS) administered by the US Census Bureau and the Bureau of Labor and Statistics; surveys from December 2005, December 2008, and December 2011.

Indexwords: race, workforce, unemployment, employment opportunities.

I. Introduction

In 2012, there were 12.5 million unemployed persons in the United States, according to the Congressional Budget Office (CBO) (Elmendorf, 2012). At that time, the CBO projected that the unemployment rate would not return to the more favorable 5% mark until the year 2016 they offered no forecast of a return to the pre-2008 level of 4%. Despite unfavorable unemployment rates for all racial and age groups, some groups are impacted much more harshly than others. The social inequality underlying these disproportionate unemployment rates can only be discovered by further examination of the racial/ethnic groups affected most. The current situation is characterized by a hugely favored majority White population against highly disfavored minority groups, most notably African-Americans. Studying the racial, ethnic, and age groups that are more harshly affected – and controlling for level of education, and sex is one way to uniquely contribute the discourse on the problem of inequitable employment.

The year 2005 marks the beginning of a prolonged period characterized with heightened economic and financial distress to most parts of the world, with the U.S. feeling the effects most immediately. This period followed the burst of the real estate bubble after years of flourishing business and preceded the collapse of the financial banking liquidity in late 2007 (Constance-Huggins, 2012; Jensen, 2011). Both events were of such magnitude the recession quickly spread to all states, and eventually to the international financial and real estate markets, a testament to the great significance of the US economy within the world economy. During the recession, many states experienced heightened unemployment rates and rising probabilities of unemployment.

Sociologically, the crisis presented a critical period during which the risk factors for unemployment multiplied as a result of joblessness, hopelessness, financial instability among family members, a lack of social support, and loss of social class. Presented with an overwhelming situation with a hard to anticipate magnitude, the government failed to offer adequate protective measures to caution its population (Constance-Huggins, 2012). Collectively, all racial-ethnic groups were affected to a large extent by this situation, but data presented by the US Bureau of Labor Statistics (2009) shows that the effects had both racial-ethnic and age dimensions.

An overview of literature on employment shows a relationship between race/ethnicity and age (e.g., the racial differences in unemployment between Whites, Blacks, and Hispanics). Studies show that Whites between the ages of 18 and 65 years have traditionally had more advantages, with approximately 2.3% of White college graduates registered as unemployed in 2008 (Bureau of Labor Statistics, 2009). Meanwhile, Black people between the ages of 18 and 65 years were the most disadvantaged, with a 7.3% unemployment rate among college graduates registered as unemployed in 2008 (Bureau of Labor Statistics, 2009). Although originally not as disadvantaged as other minority groups. Hispanic people between the ages of 18 and 65 years have become the group with the second highest unemployment rate: up to 11.4% in 2008 (Elmendorf, 2012).

Persistent reasons for social discontent and social-structural evaluations include societal perceptions developed along racial-ethnic lines and age-related trends for employment and labor compensation. Bridging the interracial and inter-age employment and wage differentials stands out as America's longest outstanding problem. Minority groups majorly comprise immigrants who entered the country from the 15th Century to the late 20th Century (Farley, 1987).

Upon review of the literature, I identified evidence of different unemployment rates among racial/ethnic and age groups. Ultimately, findings regarding unemployment rates may be causally related

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as barriers to labor market entry, premarket skills acquisition, wage differentials, and education levels either increase or reduce the impact of racial disparities. This helps narrow down the object of the current study to identifying occupational segregation while providing potential explanations for the disparities in jobs with lower levels of stability and job opportunities.

This leads to the overarching research question of the current study: "How do race, ethnicity, and age (controlling for gender and education) affect access to employment?" Framed within life course theory, this research examines how the effects of race and ethnicity may vary at different periods of the life course in regards to employment.

II. Methods

a) Data Source

The data used for the current study was retrieved from the Current Population Survey(CPS) administered by the US Census Bureau and the Bureau of Labor and Statistics; surveys from December 2005, December 2008, and December 2011 were used. This allows the study to frame the start and decline of the recession. In 2003 the CPS modified their questions concerning classification of Hispanics; this included allowing respondents to choose more than one race and directly asking if the respondent was Hispanic (Bowler, Ilg, Robison, and Polivka, 2003). The CPS includes employment information by age, race, ethnicity, gender, level of education, and geographic location.

The CPS is used by the US Department of Labor to examine employment patterns in the United States and is the primary source of labor statistics in the United States. Another benefit to the CPS is that county level information is provided for by the Current Population Survey using Federal Information Processing Standards (FIPS) codes

The Current Population Survey uses a systematic probability sample designed to provide estimates of the labor force characteristics of the civilian non-institutional labor force. Data is gathered from a scientifically selected sample of 60,000 households. Households are in the survey for 4 months, removed for 8 months, and then reinserted for 4 months to ensure continuity. The survey does not account for institutionalized individuals, who would be considered out of the workforce. The CPS reports on the following information:

- How many people are unemployed;
- How they became unemployed;
- How long they have been unemployed;
- Whether their numbers are growing or declining;
- Whether they are men or women, young or old;
- Whether they are White, Black, Asian, or of Hispanic ethnicity;
- Whether they are more concentrated in one area of the country than another;
- The age distribution of people employed in different jobs;
- Whether more or fewer people are participating in the labor force (both working and looking for work);
- The amount of education the workforce has attained;
- The labor force status of veterans;
- Characteristics of the self-employed;
- Employment and unemployment of people with a disability; and
- Earnings by educational attainment.

b) Dependent Variable

Use of "employment status" as the dependent variable shows how unemployment impacts a group within a specific period of time. Employed (at work) and employed (absent) will be recoded to 1 and represent the total number of people employed. Unemployed (laid off) and unemployed (looking) will be recoded to 0 and represent the total number of people unemployed. Retired, disabled (not in workforce), and other (not in workforce) were recoded to system missing, so that only individuals in the labor force were counted and this group was assigned no value. Discouraged worker is not a status and was therefore not used in this research

c) Independent Variable

For purposes of the current study, the independent variable of "age groups" was recoded into the following age ranges: 25–34, 35–44, 45–54, 55–64 and over 65. The age groups are based on cohorts used by throughout various studies including the U.S, Census Bureau, Current Population Survey, and Annual Social and Economic Supplements, 2010. Each age group was assigned a dummy variable that is equal to 1. The age group of 24 and under was excluded and is used as the reference category.

The race variable allowed me to identify the differences between Whites and Blacks in terms of unemployment. This variable was recoded to show White Non-Hispanics and Black Non-Hispanics as two individual dummy variables, where each race will be equal to 1 for its dummy variable. All other racial groups were removed from the study.

The variable ethnicity allowed me to identify differences between Hispanics, White Non-Hispanics and Black Non-Hispanics in terms of unemployment. The Current Population Survey uses self-identification as either Hispanic or not Hispanic. This variable indicates if a respondent is Hispanic or not; Hispanic was set to 1 and not Hispanic was recoded to 0. Anyone classified as Hispanic was separately classified as White-Hispanic or Black-Hispanic in addition to the general categorization. This also informs us of whether Hispanic people's unemployment rates align with their race or ethnicity.

d) Control Variables

Sex was used as a control variable to remove any effect of its association. Sex is being used instead of gender due to the fact that this is the terminology used by Current Population Survey. Males were recoded as 0, and females were recoded as 1.

Level of education was used as a control variable to remove any effect of its association. Sixteen levels of education, ranging from kindergarten through doctorate, were coded. The original coding of 31—47 was recoded to 1—16, with 47 (unknown) being recoded to system missing.

e) Analysis

The primary analysis method was binary logistic regression. This technique was chosen because the study uses a dichotomous dependent variable. Binary logistic regression enables use of significance tests and relationship strengths between variables. Data from each year was separately analyzed in models in relation to the dependent variable of unemployment, which makes "employment status" the dependent variable. Independent variables include age, race, and ethnicity, with control variables sex and level of education. This method allowed me to answer to the research question "How do race/ethnicity and age (controlling for gender and education) affect employment?"

III. Results

a) 2005 Binary Logistic Regression Results

The binary logistic regression results for 2005 revealed existing differences in employment of individuals based on age. Employees below 25 years of age were excluded in the analysis and used as the reference category. This was done in order to avoid multi-collinearity issues, also known as the dummy variable trap. The probability of employment for a Non-Hispanic Whites in 2005 was 85.5%. Individuals in the age group 25 – 34 were better positioned to be employed compared to Non-Hispanics below 25 years (92.4%). Persons between 35 and 44 years also had better chances of getting employed (94.3%), as well as those between 45 and 54 years (94.6%), and 55 – 64 years (94.9%). Compared to Non-Hispanic Whites below 25 years, persons above 64 years had the greatest advantage in terms of probability of getting employed with a rate at 95.3%.

Controlling for the dummy variables of the race groups in one model, Non-Hispanic Blacks, White-Hispanics and Black-Hispanics had significant negative impact on the model. When controlled individually, each ethnic group had significant negative impact on the model. Compared to Non-Hispanic Whites below 25 years, the 25 – 34 age group was 2.1 times more likely to be employed, while the 35 -44 age group was 3.2 times better positioned to be employed. The 45 – 54 age group was 3.2 times more likely to be employed, which placed them close to the 55 – 64 age group, which was 3.15 times better positioned than the Non-Hispanic Whites aged below 25 years. The over 65 age group was the most likely to be employed (95.3%), and were 3.5 times more likely to get a job at the expense of the Non-Hispanic Whites below 25 years. When all dummy variables of ethnicity and race were controlled for alongside sex and education, Non-Hispanic Whites appeared 2.4 times more likely to be employed than Non-Hispanic Blacks. White-Hispanics were equally likely to be employed as Non-Hispanic Whites below 25 years, and Black-Hispanics were 0.75 times as likely to be hired compared to the reference group. Males were 2.2 times more likely to be hired for a job than females. Each educational level advanced secured the candidate a 2.8 better chance of getting employed.

b) 2008 Binary Logistic Regression Results

The probability that a Non-Hispanic White aged below 25 years got employed in 2008 was 86.9%, lower than any other age group comprising the Hispanic, Non-Hispanic White, and Non-Hispanic Black racial-ethnic composition. Those between 35 and 44 years performed even better (94.3%), but slightly poorer than the age group 45 – 54 years (94.7%). The highest probability of employment was observed among persons between 55 - 64 years (95.5%), 0.3% higher than individuals aged over 64 years (95.2%).

Compared to Non-Hispanic White job seekers below 25 years of age, those between 25 and 34 years were twice as likely to be employed, while the 35 – 44 year age group was 2.5 times more likely to be employed. With the odds 17.94, the 45 – 54 age group was 2.7 more likely to be employed while the 55 – 64 age group was thrice as likely to be employed vis-à-vis the reference group. The most senior group (above 64 years) was 3 times more likely to be employed compared to the Non-Hispanic Whites below 25 years.

Controlled for alone, Non-Hispanic Blacks, White-Hispanics affected the model significantly negatively, as were Black-Hispanics. When all the race and ethnicity variables were controlled for, Non-Hispanic Blacks, Black-Hispanics and White-Hispanics affected the employment model significantly negatively.

Controlling for all race and ethnicity variables alongside age and gender, male candidates appeared 1.6 times more likely to be employed compared to the women. Each level of academic advancement was found to give a candidate 2.1 times better chances of getting employed than those in their previous qualifications. Non-Hispanic Whites were 2.3 times more likely to be employed compared to the least likely group (Blacks), and 1.2 times as likely compared to Black-Hispanics. Non-Hispanic Whites were 1.5 times more likely to be employed compared to White-Hispanics.

c) 2011 Binary Logistic Regression Results

In 2011, Non-Hispanic Whites below 25 years of age were the least likely to be employed (85.1%), as observed in the two earlier periods (2005 and 2008). Members of the age group 25 - 34 years were 91.4% likely to be employed, and those between 35 and 44 years were 93.6% as much. The group 45 – 54 years was 93.8% likely to secure a job, while persons in the age groups 55 – 64 and those above 64 years of age were equally likely to be employed at 94.4%.

Over this period, persons aged 25 – 34 years were 1.86 times better placed to secure employment slots than Non-Hispanic Whites below 25 years. The age group 35 – 44 was 2.56 times more likely to be employed. Job seekers in the age group 45 – 54 years were 2.65 times more likely to be employed, while those between 55 and 64 years were 2.96 times likely to be employed. Those over 64 years were also 2.96 times more likely to be employed compared to Non-Hispanic Whites below 25 years.

Controlling for individual dummies of race and ethnicity, Non-Hispanic Blacks, White-Hispanics, and Black-Hispanics had a significantly negative impact on the model. When the variables were controlled for together, each group (Black-Hispanics, White-Hispanics and Non-Hispanic Blacks) had a significant negative impact on the model.

When age and education variables were introduced alongside the race and ethnicity variables, Non-Hispanic Whites under 25 years were 2.3 times more likely to be employed than Non-Hispanic Blacks, and 1.2 and 1.45 times better positioned to secure employment than White-Hispanics and Black-Hispanics. Males were 1.4 times better positioned to acquire a new job while each new progressive level of education guaranteed the candidate a 1.9 times advantage at a job compared to those in their immediate, previous academic level.

IV. Discussion

I hypothesized that disparities in employment statuses were more evident among the younger cohorts, with specific bias towards Black males. Overall, individuals below 25 years of age were found to be least likely to be employed across the three study periods (2005, 2008, and 2011). The research presents evidence regarding on discriminatory unemployment of minority groups, particularly African Americans. From the 2005 data, the group aged below 25 years was least likely to be employed. Alongside White-Hispanics and Black-Hispanics, Non-Hispanic Blacks had a significant negative impact on the employment model.

Non-Hispanic Whites aged below 25 years were more likely to be employed than both Black-Hispanics and Non-Hispanic African-Americans. However, they were equally likely to be employed as were White-Hispanics. Acknowledging that the reference group was Whites below 25 years of age, and that this age group has the largest percentage of unemployed individuals among Non-Hispanic Whites, these results show that two of the groups (Non-Hispanic African-Americans and Black-Hispanics) had lower employment rates than the worst-performing group of the Non-Hispanic Whites. Compared to other groups, Non-Hispanic Blacks are the group with minimal employment rates.

Being 2.4 times less likely to be employed against Non-Hispanic Whites aged below 25 years, their performance compares more dismally vis-à-vis those of Black-Hispanics (who are 0.75 times less likely to be employed compared to Non-Hispanic Whites below 25 years), and White-Hispanics who were as likely to be employed as the Non-Hispanic Whites. Commenting on similar observations, Agyemang and Delorme (2010) remarked that being White is treasured in American society, and that White persons' ideals form the yardstick against which persons of all other racial-ethnic heritages are evaluated. By this argument, and in terms of the current study, it is fair to further suggest that mistakes committed by Whites easily pass for "normal, forgivable" errors, while those done by Blacks, Hispanics and persons of other racial backgrounds are overrated to represent a social-cultural weakness with members of the particular race/ethnicity. This amounts to stereotypical inequality, so referred by Asch (2001) because the source of the phenomenon is historic stereotyping that is not supported by any retrievable evidence.

The concept of equity in light of life course theory suggests that there is more to inequality than genetic makeup and personal choices (US Department of Health and Human Sciences, 2010). In context of the current study, for Blacks failing to secure employment is seen both as a factor of fear among potential employers as hypothesized in this study, and entrenched tradition where this group has historically been alienated to a varying degree both in the provision of essential social privileges and accordance of fundamental human rights (Solorzano, Ceja &Yosso, 2010).

This notion appears to also affect Black Hispanics, who in the 2005 data appeared second most unlikely to be employed. Solorzano et al. (2010) took on the issue of social branding and its implications where clear distinctions cannot be drawn against particular members or sections of the society marked for specific discriminate acts. In particular, Blacks are traditionally branded as having better physique and inferior mental capacity (Agyemang & Delorme, 2010). This has technically knocked out many aspiring Black contenders from rising to deserved positions, both in the world of sport management and general, mental-oriented roles (Asch, 2001).

Despite the fact that Hispanics also bore the consequences of racial discrimination in appointments to employment positions, this appears to be much the product of the Black-Hispanics being seen to share a Black heritage. It is possible that with prior interrogation of the target employees, the employers would possibly employ more from this group after learning that they are partly Hispanic. This seems to be the case, especially when trying to make sense of the higher employment rates of White-Hispanics against the Black-Hispanics. As of 2005, the rising segregation is apparent and without proper warning to the system for reformation of this trend this appears to be a likely point of discontent amongst members of Hispanic heritage, majorly because of those among them with Black coloration.

The year 2008 presented much the same findings, with a stepwise pattern emerging on the age-groups' employment statuses. Again, individuals below 25 years of age were least employed compared to all other age groups. Individuals from the age group 25 - 34 years were twice as likely to be employed compared to the Whites below 25 years. Imitating a staircase arrangement, individuals in the age groups 35 – 44 years, 45 – 54 years, and 55 – 64 years were 2.5, 2.7, and 3 times more likely to be employed compared to Non-Hispanic Whites aged below 25 years. At this point we draw an obvious comparison: having already observed that African-Americans and Hispanics of all age groups combined had significant negative impact on the employment model, it follows that in every age group, their employment rates are lower than those of Non-Hispanic Whites. Furthermore, Non-Hispanic Blacks are the overall least rated group in employment compared to the Non-Hispanic Whites below 25 years, implying that they have higher unemployment rates across all the age groups.

As of 2008, a Non-Hispanic White was 2.3 times more likely to be employed compared to Non-Hispanic Blacks, 1.2 more than the Black-Hispanics and 1.5 times more than the White-Hispanics. This period presents lowered employment prospects almost similar to those of 2005. However, the advantages accorded the Non-Hispanic Whites remained. The dominance of Whites against the Blacks was again displayed, presenting a marginal drop from 2.4 to 2.3 times in advantage to employment. Meanwhile, their dominance over both White-Hispanics and Black-Hispanics intensified. Notably, towards 2008, White-Hispanics were worse position to be employed than Black-Hispanics. This is a reversal of their initial position in 2005 when the White-Hispanics enjoyed equal employment rates as Non-Hispanic Whites below 25 years.

While the advantage of Non-Hispanic Whites over Non-Hispanic Blacks at employment did not increase over the three years, their advantage over both Black-Hispanics and White-Hispanics increased. This means that if the 2005 trend had remained, Non-Hispanic Whites took up some more of the employment slots supposedly due for Hispanics. Clearly, the developments between 2005 and 2008 represent a reversal of the doctrine of equality. Such factors as attitude and personality are important pillars of the doctrine of equality. Again, a higher percentage of African-Americans being unable to secure employment in equal proportions across the age groups implies that the bulk of those affected by unemployment was primarily young Blacks, particularly in the lowest age group examined. This stretches the trend observed in the previous study period (2005) and cements an observation either around inaction or ineffectiveness of the efforts to bridge the racial gap in employment statuses.

In both situations, Non-Hispanic Whites are the benefactors of the ineffectiveness of government's programs to secure equal employment for persons of all racial groups. White supremacy is a doctrine that has long been perpetuated across generations in America, and is a leading tenet of the concept of critical race theory. Its exertion and sustenance is the result of the observed inequity in employment privileges. While pressing for equal treatment is often met with opposition and misunderstanding, many potential employers hide behind the veil of White superiority to wrongfully deny Black and Hispanic job seekers employment opportunities (Asch, 2001; Young, 2012). However, Blacks and other underrepresented races continue to press on, believing that the wide web of discrimination is not at play at every employment station (Wilson, 1979).

Mentioned earlier, timing as a concept of life course theory appears as the top aspect in action at this point in time. Timing, as described in the introduction section of this research, is loosely the "oncoming of a new event in the life of an individual at a critical phase of their lives, such that it sufficiently alters their trajectories." Such an event could be in the form of a physical injury that affects their ability to cope with financial demands, entry into college increasing their employment prospects in future, or, among many other examples, a crisis like witnessed during the 2008 financial meltdown. Therefore, timing as explained here has a basis in the critical financial meltdown that occasioned the period immediately before and after 2008.

It is against this background that employment opportunities were particularly narrowed to pave way for smoother managerial operations and effective productivity (Wilson, 1979; Kuehn, 2013). As is the case when Black persons present themselves for employment, a similar spectacle was observed when employers were presented with the inevitable option to lay off some of their staff. Around this time, the ratio of Black persons losing their positions to that of other races was remarkably higher (Kuehn, 2013). Inevitably, Non-Hispanic Blacks were more discriminated against, despite their academic or gender superiority; questioningly, the employment sphere has remained

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more receptive of male employees compared to their female colleagues (Kuehn, 2013).

While controlling for education and gender did not portray a significant decline in the employment rates of Non-Hispanic Blacks, it is worth noting that the group is still featured as the most discriminated against, achieving the lowest rates among the three racial groups examined. Despite the fact that the crisis affected employees across the board, the decline in employment rates for the Hispanics (both Black and White) represents a severe trend in the concept of timing. As Elder (1998) noted, the developmental impact of a life transition or event is contingent on when it occurs in a person's life. This means that the age at which a person is exposed to a social change, such as employment or unemployment, shapes their future. In this case, disproportional laying off of Hispanic employees represents a sudden ethnically-driven turn that breaks the social classes of the group, and effectively relegates them into lesser privileged social classes based on their emerging financial handicaps. This translates to more confounded problems, including an inability to join college, which effectively alters the life trajectories of affected members of the group. While the increased inability of the three ethnic groups was higher for the Blacks and Hispanics, the racial dimension to it is that Blacks' employment levels remained highest, even for the initially fair-rating Black-Hispanics. Equally, this implies that the life trajectories of the Non-Hispanic Blacks were hardly altered, and continued on their undeservedly poor path of fewer chances (e.g. in education slots and business setups) and little or no socio-economic improvement.

However, a more cogent explanation as to why the younger groups were much more affected could rely on ability to pay for and acquire necessary knowledge and employment skills following the financial crisis. This inability to learn to high levels could have been due to long term deprivation of social equality, rendering the young Blacks as the least capable to save, and in effect least capable to respond to a crisis requiring deep reliance on previous savings (Sum, Khatiwada, McLaughlin &Tobar, 2007; Ladson-Billings, 2005).

Unlike the trend in 2005, Non-Hispanic Whites and Non-Hispanic Blacks seemed to have been adequately cushioned against the shock effects and appeared unaffected by soaring unemployment. This sudden change for one target group and subsequent static displays by members of other groups is likely to have been the result of the much criticized front-loading policy (US Dept. of Health and Human Sciences, 2010). Front-loading is explained as a strategy by which society transforms to prepare for devastating occurrences/ events by putting in place effective measures (Pager, 2003; Esposito, 2012). The consequences were remarkably positive in light of employment status for the groups, but also appear to have widened the gap between persons of Non-Hispanic White and Hispanic origins, while closing the gap between Non-Hispanic Blacks and Hispanics. In solving the observed 2005 alienation of the Non-Hispanic Blacks, another problem was created through racial division.

The whole period of study (2005 – 2011) represents a phase still marked with unending White supremacy across employment windows. The period has presented little or no visible opportunities for convergence of interests of Blacks, Hispanics and Whites. Interest convergence is sometimes the product of misfortune in society, for those enjoying special privileges in society will hardly consider trading them for equality with other less privileged members of society (Rollock&Gillborn, 2011; Hylton, 2006). The initiatives put in place to counter this lack of desire by elitist White communities to retain undeserved privileges seem to be yielding quite slowly. At the rate witnessed between 2005 and 2011, the overall target envisaged is bound to take decades.

When the dummy variables for the race groups were introduced in a single model, Non-Hispanic Blacks, White-Hispanics and Black-Hispanics had a significant negative effect on the 2005 employment model. Females had lower employment rates compared to males while higher education levels were a catalyst for higher employment probabilities. Combination of these factors shows that males could have certain advantages over females, advantages equally enjoyed by Whites against other races/ethnicities. This dominance of males over females represents a phase through which males acquired most essential characteristics that employers preferred more during this period, or a shift in the industries that were hiring the larger portions of the population. This could be based on one of the long-held beliefs that persons of opposite gender are at times more efficient in different types of jobs (Darity& Mason, 1998; Castano& Webster, 2012). For instance, nursing and hospitality have been traditionally viewed as women's preferred roles.

Clearly, Hispanics, Whites and Blacks appear to lead significantly different employment lives in terms of selection to such positions in the work places. This is despite the fact that education had positive impact on employment. The effects of successive educational achievements influenced the success of employees. This could also have been an influential factor in the gender preference shift, indicating a possible improvement in educational attainments of males in society.

Educational attainment can explain the lower employment rates among younger cohorts. Each succeeding education level improved individual's employment chances regardless of their age or race. This could hardly be achieved by employees within the youngest age group, most of who only have a first or second degree, as observed by the Bureau of Labor

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Statistics reports (2009). Controlling for education to determine the employment rates of persons of different racial/ethnic backgrounds brings out the bias in attainment of certain levels of education.

There is also a degree of "natural influence" on the subject of educational levels vis-à-vis age. For instance, there is a certain highest level of education that a person of a certain age group could have attained. This is coupled with the properly-advised notion that a person with a certain educational level cannot perform job specifications up to a certain complexity only achievable by a member of a higher educational achievement.

The basis of this observation is on issues of technical knowledge acquired at specific levels of education and accumulated experience at lower, preparatory levels of the system (Solorzano et al, 2010; Hammack, 2005). In life course theory, this assertion is fatalistic but irreversible. The developmental impact of a life transition or event is contingent on when it occurs in a person's life (Elder, 1998; Constance-Huggins, 2012). This implies that the age at which a person is exposed to a social change, such as employment or unemployment, shapes their future statuses (life trajectories).

The fatalistic edge to it is that there does not appear to be a workable route around this barrier whenever any action is guided by the foundations of the educational system. It is in the educational system that the workforce is trained and sharpened for the future role of economic development, which translates into a high interdependence between the two (Miech& Shanahan, 2010; Borjas, Grogger& Hanson, 2010). Male dominance in the job market also benefits from the disadvantages accorded the female population.

These results are a pointer to the existence of more barriers to a group's attainment of a higher social status. For instance, it can be seen that both Black and White Hispanics were highly affected by the introduction of the controlling factors. This could further point to a possible disparity between the distribution of academic achievements amongst the Hispanics themselves, or even the dummies within the group. These could include uneven distribution of educational opportunities among other factors of social suppression.

Imminently, lower literacy rates among Blacks and other minorities in the US are easily interpreted in light of CRT explanation of White gains (Burton et al, 2010). The White gains stance posits that for every gain that did not trickle down to the deserved minority population, which largely comprises non-Whites, a proportional advantage is experienced by a section of majority groups, largely Whites. This is one centuries-old act of intent that has intentionally locked the minority groups out of employment.

Naturally, the thinking is that when a people do not acquire the knowledge and skills that help them to step boldly into the employment sphere, they remain inferior and the majority can retain their superiority as intended (Carbado & Gulati, 2003). The White gains explanation, in this case, retraces a path of socio-economic oppression perpetuated intentionally down generations. While the state of the situation looks grim from the analysis, with little possibility for betterment, CRT presents an avenue for a counter narrative for killing off this continued injustice by establishing common goals in society that will enhance convergence of interest of groups pulling in opposite directions.

For many years, the main goal of minority groups in the US has been to gain equal leverage with their majority colleagues, while majority groups are consistently working for personal development, including creation of wealth, and enhancement of educational standards, among many other pursuits (Burton et al, 2010). When this balance is achieved, the extra benefits extended to the White majority will be equally enjoyed by the entire population, without the feeling of race-born inadequacy.

V. Conclusion

Delving into the impact of race/ethnicity and age provided substantial insight into the exposure of each recognized working age-group to the total employment opportunities available. As hypothesized, race and age work simultaneously in influencing individuals' employment. For instance, individuals at a lower age group are less likely to be employed compared to older individuals.

I investigated the claim that young Black males are more often likely to miss out on employment than any other persons. Recent research indicates that members of this group are more likely to be involved in crime, and that fewer from this group than any other group are in employment today. This research confirms the assertion that African-Americans, especially the younger ones, have the lowest employment rates in the country. Americans of all walks of life experienced a heightened risk of unemployment after the 2008 recession, which saw a massive rise in retrenchments so that entities could sustain profitable streaks. This study established that for the period occasioning the recession, employment rates among members of the different age groups studied decreased

The results showed that older adults from the more disadvantaged racial ethnic groups were more likely to secure employment opportunities than their younger colleagues sharing similar racial backgrounds. In particular, Blacks and Hispanics compared more favorably with their White colleagues as age advanced. The rates of change were attributed to the number of individuals of advanced age groups seeking employment, and the Bureau of Labor Statistics' findings that there were more elderly individuals of non-

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White racial-ethnic background seeking employment. This corroborates the observations in studies by Devers (2011) and Abrams and Moio (2009) that explained the influence of the cultural competence model is at play when weighing factors that lead to racial discrimination. Partly, the competence of racial groups at work and in job search is attributable to the Life Course concepts of timeline and environmental setups, and the two played a vital role in explaining the results of this research, especially with reference to African-Americans and Non-Hispanic Whites. The environmental factors that an individual is exposed to eventually shape their personality and ability to steer through complex situations. The interaction of age and ethnicity in determining individual groups' employment rates can be attributed to the concept of timeline. This remark was prompted by Elder (1998), who separately explained the role of timeline as affected both by age and racial-ethnic affiliations of individuals.

The position of Hispanics seemed to contrast at different study periods. The group was on average disadvantaged in terms of job acquisition, but seemed to fare relatively worse towards the height and end of the economic recession compared to the preceding periods. The group, however, had higher employment rates than Non-Hispanic Blacks across the study periods. The results also indicated that Hispanics of mixed origins experienced employment rates different from their respective ethnic backgrounds. For instance, White-Hispanics had significantly different employment rates than Non-Hispanic Whites, while Black-Hispanics had significantly different employment rates than Non-Hispanic Blacks. Remarkably, as the advantages enjoyed by Whites increased over time, Hispanics appear to be losing even further. The study period (2005 – 2011) presented continued decline in the employment rates of Hispanics. The essence of these results is born in the earlier realization that for a particular group to gain, another is bound to lose, in line with the White gains explanation for social inequality (Solorzano et al, 2010).

The study went beyond the levels of other studies to investigate the implications of age and race/ethnicity. Though not entirely new, this study went ahead to incorporate other controlling factors: sex and education. This improved the versatility of the models, on top of enabling a multi-level view of the various implications of introducing each dummy variable at a time and a combination of dummies and other variables at once.

The response of the models enabled for varied views, including a tri-dimensional response by the dummy variables of race. For instance, the effects of introducing the controlling factors were clearly visible in a way many studies have not been able to do. The range of variables presented a view beyond what ordinary studies have been able to achieve, since the introduction of gender and age was relatively peripheral. The choice of the analysis approach was largely informed by the need to have step-by-step examinations of the introduction of different variables at different stages, and the binary logistic regression models were the most powerful tools especially since the result also provides an odds-ratio result from the SPSS output.

Largely for the reason that the actual contributions of the controlling variables age and sex of individuals were not deeply explored on their own paves the way for future studies closely knit around these implications. The two could also provide new fields of exploration that could partly mask away the issue of whole races segregation into an age and gender problem, thereby dismantling the core of racialism and replacing it with other relative easy-to-solve perspectives.

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Appendix

Table A.1: Binary logistic regression estimates for the data SPSS December 2005

Variables	Model 1	Model 3	Model 4	Model 5	Model 6	Model 7
Black Non-Hispanic	-.975**			-.952**	-.961**	-.861**
Hispanic			-.437**			
White Hispanic	-.547**			-.424**	-.417**	.020
Black Hispanic	-.740**			-.550*	-.555*	-.273
Age (25-34)		.723**	.740**	.746**	.747**	.506**
Age (35-44)		1.039**	.955**	1.009**	1.009**	.779**
Age (45-54)		1.163**	1.128**	1.166**	1.166**	.940**
Age (55-64)		1.154**	1.051**	1.106**	1.107**	.896**
Age (Age ≥65)		1.246**	1.067**	1.184**	1.189**	1.097**
Sex (Male =1)					-.118**	-.058
Education						.179**
Constant	3.283**	1.772**	2.496**	2.466**	2.529**	.863**
Race/Ethnicity Reference Category is White Non-Hispanic Age Reference Category is Under 25 Dependent Variable is Employment						

***p<.01 *p<.05*

Table A.2: Binary logistic regression estimates for the data SPSS December 2008

Variables	Model 1	Model 3	Model 4	Model 5	Model 6	Model 7
Black Non-Hispanic	-.773**			-.696**	-.721**	-.884**
Hispanic			-.443**			
White Hispanic	-.539**			-.433**	-.416**	-.232
Black Hispanic	-.666**			-.530*	-.536**	-.404
Age (25-34)		.685**	.668**	.655**	.664**	.431**
Age (35-44)		.905**	.845**	.880**	.888**	.774**
Age (45-54)		.994**	.920**	.952**	.955**	.781**
Age (55-64)		1.151**	1.042**	1.076**	1.084**	.845**
Age (Age ≥65)		1.085**	.928**	.982**	1.000**	.829**
Sex (Male =1)					-.322**	-.132**
Education						.153**
Constant	2.814**	1.893**	2.092**	2.074**	2.529**	.606**
Race/Ethnicity Reference Category is White Non-Hispanic Age Reference Category is Under 25 Dependent Variable is Employment						

***p<.01 *p<.05*

Table A.3: Binary logistic regression estimates for the data SPSS December 2011

Variables	Model 1	Model 3	Model 4	Model 5	Model 6	Model 7
Black Non-Hispanic	-.988**			-.964**	-.975**	-.884**
Hispanic			-.612**			
White Hispanic	-.672**			-.593**	-.586**	-.232**
Black Hispanic	-.864**			-.749**	-.750**	-.404*
Age (25-34)		.620**	.588**	.594**	.597**	.431**
Age (35-44)		.940**	.903**	.925**	.929**	.774**
Age (45-54)		.973**	.835**	.905**	.906**	.781**
Age (55-64)		1.084**	.905**	.988**	.989**	.845**
Age (Age ≥65)		1.084**	.821**	.936**	.945**	.829**
Sex (Male =1)					.-187**	-.132**
Education						.153**
Constant	2.740**	1.742**	2.060**	2.021**	1.933**	.474**
Race/Ethnicity Reference Category is White Non-Hispanic Age Reference Category is Under 25 Dependent Variable is Employment						

***p<.01 *p<.05*

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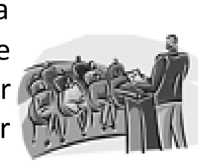

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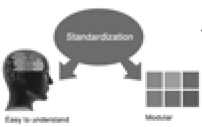

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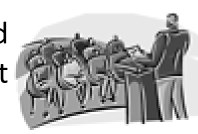

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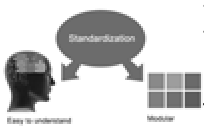

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- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality 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.

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

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

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

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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