Online ISSN : 2249-4588
Print ISSN : 0975-5853

Global Journal

of Management and Business Research: A

Administration and Management



Barriers to Strategy

Credit Portfolio Management

Highlights

Effecting Organizational

Job Satisfaction of Indigenous

Discovering Thoughts, Inventing Future

VOLUME 13 ISSUE 12 VERSION 1.0

© 2001-2013 by Global Journal of Management and Business Research , USA

Volume 13 Issue 42 was originally issued as A12

Global Journal of Management and Business Research : A
Administration and Management

Volume 13 Issue 42
Originally issued as A12

Global Journal of Management and Business Research : A
Administration and Management

Volume 13 Issue 12 (Ver. 1.0)

Open Association of Research Society

© Global Journal of Management and Business Research.2013.

All rights reserved.

This is a special issue published in version 1.0 of "Global Journal of Management And Business Research." By Global Journals Inc.

All articles are open access articles distributed under "Global Journal of Management And Business Research"

Reading License, which permits restricted use. Entire contents are copyright by of "Global Journal of Management And Business Research" unless otherwise noted on specific articles.

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without written permission.

The opinions and statements made in this book are those of the authors concerned. Ultraculture has not verified and neither confirms nor denies any of the foregoing and no warranty or fitness is implied.

Engage with the contents herein at your own risk.

The use of this journal, and the terms and conditions for our providing information, is governed by our Disclaimer, Terms and Conditions and Privacy Policy given on our website http://globaljournals.us/terms-and-condition/menu-id-1463/.

By referring / using / reading / any type of association / referencing this journal, this signifies and you acknowledge that you have read them and that you accept and will be bound by the terms thereof.

All information, journals, this journal, activities undertaken, materials, services and our website, terms and conditions, privacy policy, and this journal is subject to change anytime without any prior notice.

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*

Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

Global Journals Inc., Headquarters Corporate Office, Cambridge Office Center, II Canal Park, Floor No. 5th, ***Cambridge (Massachusetts)***, Pin: MA 02141 United States
USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

Open Association of Research Society, Marsh Road, Rainham, Essex, London RM13 8EU
United Kingdom.

Packaging & Continental Dispatching

Global Journals, India

Find a correspondence nodal officer near you

To find nodal officer of your country, please email us at *local@globaljournals.org*

eContacts

Press Inquiries: *press@globaljournals.org*
Investor Inquiries: *investers@globaljournals.org*
Technical Support: *technology@globaljournals.org*
Media & Releases: *media@globaljournals.org*

Pricing (Including by Air Parcel Charges):

For Authors:
22 USD (B/W) & 50 USD (Color)
Yearly Subscription (Personal & Institutional):
200 USD (B/W) & 250 USD (Color)

Integrated Editorial Board
(Computer Science, Engineering, Medical, Management, Natural Science, Social Science)

John A. Hamilton,"Drew" Jr.,
Ph.D., Professor, Management
Computer Science and Software Engineering
Director, Information Assurance Laboratory
Auburn University

Dr. Henry Hexmoor
IEEE senior member since 2004
Ph.D. Computer Science, University at Buffalo
Department of Computer Science
Southern Illinois University at Carbondale

Dr. Osman Balci, Professor
Department of Computer Science
Virginia Tech, Virginia University
Ph.D.and M.S.Syracuse University, Syracuse, New York
M.S. and B.S. Bogazici University, Istanbul, Turkey

Yogita Bajpai
M.Sc. (Computer Science), FICCT
U.S.A.Email:
yogita@computerresearch.org

Dr. T. David A. Forbes
Associate Professor and Range Nutritionist
Ph.D. Edinburgh University - Animal Nutrition
M.S. Aberdeen University - Animal Nutrition
B.A. University of Dublin- Zoology

Dr. Wenying Feng
Professor, Department of Computing & Information Systems
Department of Mathematics
Trent University, Peterborough,
ON Canada K9J 7B8

Dr. Thomas Wischgoll
Computer Science and Engineering,
Wright State University, Dayton, Ohio
B.S., M.S., Ph.D.
(University of Kaiserslautern)

Dr. Abdurrahman Arslanyilmaz
Computer Science & Information Systems Department
Youngstown State University
Ph.D., Texas A&M University
University of Missouri, Columbia
Gazi University, Turkey

Dr. Xiaohong He
Professor of International Business
University of Quinnipiac
BS, Jilin Institute of Technology; MA, MS, PhD,. (University of Texas-Dallas)

Burcin Becerik-Gerber
University of Southern California
Ph.D. in Civil Engineering
DDes from Harvard University
M.S. from University of California, Berkeley & Istanbul University

Dr. Bart Lambrecht
Director of Research in Accounting and FinanceProfessor of Finance
Lancaster University Management School
BA (Antwerp); MPhil, MA, PhD (Cambridge)

Dr. Carlos García Pont
Associate Professor of Marketing
IESE Business School, University of Navarra
Doctor of Philosophy (Management), Massachusetts Institute of Technology (MIT)
Master in Business Administration, IESE, University of Navarra
Degree in Industrial Engineering, Universitat Politècnica de Catalunya

Dr. Fotini Labropulu
Mathematics - Luther College
University of ReginaPh.D., M.Sc. in Mathematics
B.A. (Honors) in Mathematics
University of Windso

Dr. Lynn Lim
Reader in Business and Marketing
Roehampton University, London
BCom, PGDip, MBA (Distinction), PhD, FHEA

Dr. Mihaly Mezei
ASSOCIATE PROFESSOR
Department of Structural and Chemical Biology, Mount Sinai School of Medical Center
Ph.D., Etvs Lornd University
Postdoctoral Training,
New York University

Dr. Söhnke M. Bartram
Department of Accounting and FinanceLancaster University Management SchoolPh.D. (WHU Koblenz)
MBA/BBA (University of Saarbrücken)

Dr. Miguel Angel Ariño
Professor of Decision Sciences
IESE Business School
Barcelona, Spain (Universidad de Navarra)
CEIBS (China Europe International Business School).
Beijing, Shanghai and Shenzhen
Ph.D. in Mathematics
University of Barcelona
BA in Mathematics (Licenciatura)
University of Barcelona

Philip G. Moscoso
Technology and Operations Management
IESE Business School, University of Navarra
Ph.D in Industrial Engineering and Management, ETH Zurich
M.Sc. in Chemical Engineering, ETH Zurich

Dr. Sanjay Dixit, M.D.
Director, EP Laboratories, Philadelphia VA Medical Center
Cardiovascular Medicine - Cardiac Arrhythmia
Univ of Penn School of Medicine

Dr. Han-Xiang Deng
MD., Ph.D
Associate Professor and Research
Department Division of Neuromuscular Medicine
Davee Department of Neurology and Clinical NeuroscienceNorthwestern University
Feinberg School of Medicine

Dr. Pina C. Sanelli
Associate Professor of Public Health
Weill Cornell Medical College
Associate Attending Radiologist
NewYork-Presbyterian Hospital
MRI, MRA, CT, and CTA
Neuroradiology and Diagnostic Radiology
M.D., State University of New York at Buffalo,School of Medicine and Biomedical Sciences

Dr. Roberto Sanchez
Associate Professor
Department of Structural and Chemical Biology
Mount Sinai School of Medicine
Ph.D., The Rockefeller University

Dr. Wen-Yih Sun
Professor of Earth and Atmospheric SciencesPurdue University Director
National Center for Typhoon and Flooding Research, Taiwan
University Chair Professor
Department of Atmospheric Sciences, National Central University, Chung-Li, TaiwanUniversity Chair Professor
Institute of Environmental Engineering, National Chiao Tung University, Hsin-chu, Taiwan.Ph.D., MS The University of Chicago, Geophysical Sciences
BS National Taiwan University, Atmospheric Sciences
Associate Professor of Radiology

Dr. Michael R. Rudnick
M.D., FACP
Associate Professor of Medicine
Chief, Renal Electrolyte and Hypertension Division (PMC)
Penn Medicine, University of Pennsylvania
Presbyterian Medical Center, Philadelphia
Nephrology and Internal Medicine
Certified by the American Board of Internal Medicine

Dr. Bassey Benjamin Esu
B.Sc. Marketing; MBA Marketing; Ph.D Marketing
Lecturer, Department of Marketing, University of Calabar
Tourism Consultant, Cross River State Tourism Development Department
Co-ordinator , Sustainable Tourism Initiative, Calabar, Nigeria

Dr. Aziz M. Barbar, Ph.D.
IEEE Senior Member
Chairperson, Department of Computer Science
AUST - American University of Science & Technology
Alfred Naccash Avenue – Ashrafieh

President Editor (HON.)

Dr. George Perry, (Neuroscientist)
Dean and Professor, College of Sciences
Denham Harman Research Award (American Aging Association)
ISI Highly Cited Researcher, Iberoamerican Molecular Biology Organization
AAAS Fellow, Correspondent Member of Spanish Royal Academy of Sciences
University of Texas at San Antonio
Postdoctoral Fellow (Department of Cell Biology)
Baylor College of Medicine
Houston, Texas, United States

Chief Author (HON.)

Dr. R.K. Dixit
M.Sc., Ph.D., FICCT
Chief Author, India
Email: authorind@computerresearch.org

Dean & Editor-in-Chief (HON.)

Vivek Dubey(HON.)
MS (Industrial Engineering),
MS (Mechanical Engineering)
University of Wisconsin, FICCT
Editor-in-Chief, USA
editorusa@computerresearch.org

Sangita Dixit
M.Sc., FICCT
Dean & Chancellor (Asia Pacific)
deanind@computerresearch.org

Suyash Dixit
(B.E., Computer Science Engineering), FICCTT
President, Web Administration and
Development , CEO at IOSRD
COO at GAOR & OSS

Er. Suyog Dixit
(M. Tech), BE (HONS. in CSE), FICCT
SAP Certified Consultant
CEO at IOSRD, GAOR & OSS
Technical Dean, Global Journals Inc. (US)
Website: www.suyogdixit.com
Email:suyog@suyogdixit.com

Pritesh Rajvaidya
(MS) Computer Science Department
California State University
BE (Computer Science), FICCT
Technical Dean, USA
Email: pritesh@computerresearch.org

Luis Galárraga
J!Research Project Leader
Saarbrücken, Germany

Contents of the Volume

i. Copyright Notice
ii. Editorial Board Members
iii. Chief Author and Dean
iv. Table of Contents
v. From the Chief Editor's Desk
vi. Research and Review Papers

1. The Lack of Leadership Leading to Misguided Organizational Change. *1-3*
2. Attitude to Work by Nigerian Workers: A Theoretical Perspective. *5-7*
3. Barriers to Strategy Implementation By Mid Sized Companies in Kenya. *9-13*
4. Credit Portfolio Management of Bangladesh Krishi Bank. *15-19*
5. Job Satisfaction of Indigenous Women – Working in the Beauty Parlors of Bangladesh. *21-25*
6. Level of Compliance of Core Construction Professionals to Ethical Standards in Nigeria. *27-36*
7. Strategic Management of Technology and Innovation. *37-43*
8. Empowering Front Office Professionals with Understanding of Guests' Personality Psychology. *45-50*
9. Rumors in the Workplace Affecting Organizational Change Readiness. *51-53*

vii. Auxiliary Memberships
viii. Process of Submission of Research Paper
ix. Preferred Author Guidelines
x. Index

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Lack of Leadership Leading to Misguided Organizational Change

By Orlando Rivero, D.B.A
Carlos Albizu University, United States

Abstract- Organizational change continues to be a focal point for most American organizations. Although, American firms have been successful in promoting organizational change in the workplace, unrealistic expectations continue to be endorsed in most organizational structures. Consequently, this organizational dilemma has led to misguided expectations resulting in dissatisfaction in the workplace, leading to dysfunctional organizational behavior. Additionally, studies have suggested that the lack of leadership is blamed for disproportioned organizational behavior issues leading to misguided organizational change in the workplace. In so doing, recommendations will be offered in an effort to streamline organizational change in the workplace, which will lead to improved work productivity.

Keywords: organizational development, learning organizations &training and development.

GJMBR-A Classification : FOR Code:150304 JEL Code: M10



Strictly as per the compliance and regulations of:

© 2013. Orlando Rivero, D.B.A. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

The Lack of Leadership Leading to Misguided Organizational Change

Orlando Rivero, D.B.A.

Abstract- Organizational change continues to be a focal point for most American organizations. Although, American firms have been successful in promoting organizational change in the workplace, unrealistic expectations continue to be endorsed in most organizational structures. Consequently, this organizational dilemma has led to misguided expectations resulting in dissatisfaction in the workplace, leading to dysfunctional organizational behavior. Additionally, studies have suggested that the lack of leadership is blamed for disproportioned organizational behavior issues leading to misguided organizational change in the workplace. In so doing, recommendations will be offered in an effort to streamline organizational change in the workplace, which will lead to improved work productivity.

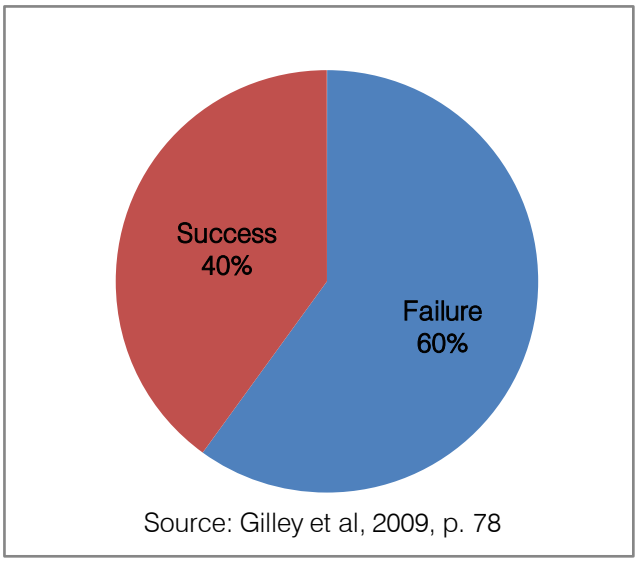
Keywords: organizational development, learning organizations & training and development.

I. Introduction

Organizational change is unavoidable and continues to be the focal point for most organizations in the United States. The organizational competitive nature continues to ignite new product lines and services; however, this has led to organizational expectations to be unreachable. The lack of leadership to support change in the workplace continues to hinder certain organizations to reach revenue expectations. In so doing, recommendations will be offered to promote positive leadership behavior that will coincide with seamless organizational change initiatives in the workplace.

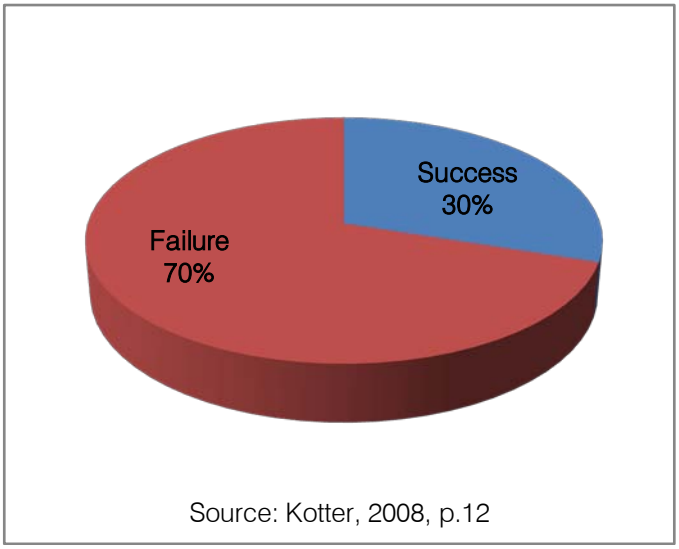
II. Cause and Effect – Reasons for Organizational Change Resistance

Organizational leaders are faced with tremendous challenges with minimum operational resources and increased work responsibilities, which have led to dysfunctional organizations. Unfortunately, this is a common trend that continues to be embraced by most mid/large organizations throughout the United States. Studies have suggested that communication breakdown is to blame for organizational change resistance (Ford, Ford and D'Amelio, 2008). Other studies have suggested that leaders who promote trust in the workplace are far more successful, as opposed to others who do not exhibit this behavior (Matthew, 2009). Unfortunately, this has led to unproductive work environments leading to disastrous results for certain organizations (Bass & Avolio, 1993). As listed in Figure 1, according to Gilley, Gilley, & McMillan (2009), 60% of organizational change will fail in some capacity. Most alarming in Figure 2, Kotter (2008) states that "it is estimated that 70 percent of needed change either fails to be launched or completed (p.12).



Source: Gilley et al, 2009, p. 78

Figure 1 : Organizational Change Effectiveness



Source: Kotter, 2008, p.12

Figure 2 : Organizational Change Effectiveness

Moreover, this has rooted surfaced a false sense of urgency among management personnel. This

Author: Carlos Albizu University e-mail: orivero01@yahoo.com

© 2013 Global Journals Inc. (US)

type of behavior (false sense of urgency) leads intangible battles among management and staff, which leads to a dysfunctional organizational setting (Rivero, 2013). In so doing, it is vital to understand that managers and employees must be able to exchange ideas, that transcend into a shared vision and respect for all parties involved during organizational transitional stages (Blau, 1964).

III. Understanding Historical Information – Organizational Cultural Changes

Prior to promoting changes in the workplace, it is vital to understand an organization's historical information. Knowing an organization's history can solidify the organization's vision which can contribute to a change to the organization's mission statement thus promoting change in the workplace. Bass and Avolio (1993) further state "…..promotions should be made to ensure that these older values can survive despite the necessary changes. …..values of trusting employees and respect will hopefully transcend over time" (p. 115). Consequently, this will reinforce innovative efforts, which will coincide with the new mission statement. The objective is that the founder's vision remains intact; but most importantly, should the founder's beliefs and values come into question, changes should be forthcoming and should not be considered as part of organizational change initiatives (Bass & Avolio, 1993).

IV. Organizational Change – Readiness

During organizational transition, employees are uncertain of the future, which can have an effect on the transitional stages of an organization. This is a critical stage that will determine how quickly the organization can transcend its business processes. This being said, it is important that an organization promotes organizational change readiness. This leads to successful change agents that promote a positive work environment. In most instances, employees are eager to understand the new forecasted changes to the organization. As Weiner (2009) points out, "….unfreeze the existing mindsets and develop a sense of urgency, before the change is actually set in motion for implementation." Moreover, the objective is to promote a seamless transition in an effort to make sense of organizational changes that will take place (Bercovitz & Feldman, 2008).

In an effort to promote organizational change readiness, it is important to understand employees' relationship initiatives with the organization. According to Bateh, Castaneda, & Farah (2013), "some employees are more loyal to relationships, while others are more loyal to structural components of an organization, which are often based on principles such as efficiency, tradition or creating an acceptable fit". This further validates the importance of being flexible during the transitional stages of an organization.

V. Leading Organizational Change

A seasoned transformational leader should be at the helm during major organizational overhaul initiatives. A transformational leader is able to promote a sense of urgency that encourages growth potential for subordinates to think critically when it comes to organizational changes in the workplace (Bass, 1999). In most cases, from an organizational strategic level, most organizational changes are too broad and are directed to a larger audience, which may be misinterpreted (Carter, Armenakis, Field, & Mossholder, 2012). This being said, it is vital that open dialogue remains intact among managers and employees, which will enhance the social exchange among parties involved for common goals and objectives (Blau, 1964).

VI. Recommendations for Streamlining Organizational Change

The author of this article proposes the following recommendations for the improvement of Organizational Change Initiatives:

1. Improve the communication gap between mid-management/managers and subordinates before\during\organizational change initiatives.
2. Defuse false sense of urgency stigma among staff/management by establishing an open dialogue among all parties involved. This will prevent this kind of behavior from ever taking place.
3. The organization's historical values/belief should be preserved and implemented as part of the organizational change initiatives. Moreover, should the founder's values/beliefs come into question, changes should be immediate.
4. Organizational change should be a seamless process and employees should be involved from its infancy to maturity stages. This will solidify loyalty among all parties involved during organizational change initiatives.
5. At times, an organizational strategic plan could be difficult to understand. With this being said, it is recommended that managers have informal meetings with staff in order to discuss the organization's strategic plan as it pertains to staff responsibilities in order to prevent an array of miscommunication.

VII. Conclusion

Organizational change initiatives will continue to be vital components among American firms. Competition is the driving force that supports change

© 2013 Global Journals Inc. (US)

within an organizational structure. It is important that the organization does not promote unrealistic expectations among staff members, which can later lead to a dysfunctional organizational setting. Certainly, change will not cease to exist and organizations throughout America need to be able streamline organizational change initiatives accordingly.

Moreover, it is vital that the organization appoints a transformational leader who is able to streamline organizational change initiatives by promoting an open dialogue with all parties involved. By doing so, the organization is better prepared for the new initiatives that will come to pass. Most importantly, employees should be involved during each transitional stage from beginning to the end. This will promote loyalty among employees and changes to the organizational structure will be acceptable by all parties involved.

References Références Referencias

1. Bateh, J., Castaneda, M. E., & Farah, J. E. (2013). Employee resistance to organizational change. International Journal of Management & Information Systems (IJMIS), 17(2), 113-116.
2. Bass, B.M. (1999). Two decades of research and development in transformational leadership. European Journal of Work & Organizational Psychology, 8(1), 9-32.
3. Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. Public Administration Quarterly, 17(1), 112-121.
4. Bercovitz, J., & Feldman, M. (2008). Academic entrepreneurs: Organizational change at the individual level. Organization Science, 19(1), 69-89.
5. Blau, P.M. (1964). Exchange and power social life. New York, Jossey-Bass.
6. Carter, M. Z.., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2012). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. Journal of Organizational Behavior. doi: 10.1002/job.1824.
7. Ford, J. D., Ford, L.W., & D'Amelio A. (2008). Resistance to change: The rest of the story. Academy of Management Review, 33(2), 362-377.
8. Gilley, A., Gilley, J. W., & McMillian, H. S. (2009). Organizational change: Motivation, communication, and leadership effectiveness. Performance Improvement Quarterly, 21(4), 75-94.
9. Kotter, J. P. (2008). A sense of urgency. Boston: Harvard Business School Press.
10. Matthew, C. T. (2009). Leader creativity as a predictor of leading change in organizations. Journal of Applied Social Psychology, 39(1), 1-41.
11. Rivero, O. (2013). Misguided organizational change initiatives and how it promotes a destructive work environment. International Journal of Management & Information Systems (IJMIS), 17(3), 169-174.
12. Weiner, B. J. (2009). A theory of organizational readiness for change. Implement Sci, 4(1), 67. doi: 10.1186/1748-5908-4-67.

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Attitude to Work by Nigerian Workers: A Theoretical Perspective

By Dr. Orok B. Arrey
Federal University Wukari, Nigeria

Abstract- The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for sometime now. The non-challant attitude to work of the Nigerian worker is independent of geopolitical divisions, rural urban residence, religious affiliation, sex and age. Nigerians generally have a poor attitude to work. Like most other general statements, the one about attitude to work in this country may be true without necessarily being an accurate assessment of the situations. Attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli; based on the understanding that they are relatively stable attitude of workers thus become very important to management in the discharge of their responsibilities and formulation of policies. Accountability, which has often been stressed should be given its due attention. This paper is focused on the attitude to work by Nigerians Workers.

GJMBR-A Classification : FOR Code:150304 JEL Code: M16



Strictly as per the compliance and regulations of:

© 2013. Dr. Orok B. Arrey. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Attitude to Work by Nigerian Workers: A Theoretical Perspective

Dr. Orok B. Arrey

Abstract- The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for sometime now. The non-challant attitude to work of the Nigerian worker is independent of geopolitical divisions, rural urban residence, religious affiliation, sex and age. Nigerians generally have a poor attitude to work. Like most other general statements, the one about attitude to work in this country may be true without necessarily being an accurate assessment of the situations. Attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli; based on the understanding that they are relatively stable attitude of workers thus become very important to management in the discharge of their responsibilities and formulation of policies. Accountability, which has often been stressed should be given its due attention. This paper is focused on the attitude to work by Nigerians Workers.

I. Introduction

The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for quite a long time now.

In a speech at the University of Nigeria convocation of 7th March, 1982, former president Shehu Shagari described Nigerian workers as having one of the worst attitudes to work in the world. He is obviously not the only Nigerian who has talked about the attitude to work of the Nigerian worker. Many prominent Nigerians have talked on that.

II. What is Attitude?

The concept 'attitude' represents one of those social science concepts which lack a common definition. According to G. W. Allport (1985). It has come to signify many things to many writers with the inevitable result that, its meaning is somewhat indefinite and its scientific status called into question. He however defines it as a mental and neutral state of readiness, organized, through experience, exerting a directive or dynamic influence upon the individuals response to all objects and situations with which he is related.

This definition denotes that attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli.

The "effective" component of an individual's attitude is the feeling of this individual towards an object. This is seen on the basis of the kinds of behaviour which indicate an individual's feelings, since feeling as a concept is vague. Thus two behavioural manifestations of feelings are usually mentioned. The first is emotion e.g. rises in blood pressure and the second elates to verbal expressions e.g. saying that one takes or dislikes an object. We could therefore state that the effective component of attitude of an individual relates to the emotional reactions and verbal expressions of the individual to a given object.

The "cognitive", which is the second component refers to the individual's knowledge or beliefs about a particular object. Thus this describes the object in some way. For example, an individual might say that an object (a person in this case is wicked). He has made a statement relating to the bad aspects of quality of the object. The statement of belief may also be directed to the future. A worker could for instance say that he beliefs that the new factory manager will make things better for them the third and final component of attitude which is the "behavioural" consists of the individual's "overt" non verbal actions toward an object. Thus it is said that attitudes consist of the individuals "action tendencies" toward an object. Action tendency should be seen as the deposition to take action of some kind. It is simply a readiness to display particular behaviour towards specific object.

III. Background Literature

a) Relationship Between Attitudes and Behaviour

According to Chismall (1986), there is almost universal agreement that attitudes tends to have only a comparatively low relationship to actual behaviour towards the object of the attitude.

Attitudes and behaviour are complex. One holds a particular attitude does not really mean that certain types of behaviour will occur. Attitudes are useful as guides to what a worker, for instance, is likely to do in certain circumstances.

In the words of Schuman, Steeh and Bobo (1986), if attitudes and behavior existed in entirely separate spheres, learning about attitudes would be of little practical values, whatever their interest from the stand point of total intellectual understanding.

Attitude and behaviour are obviously not entirely on spheres after careful reviews of a wide range of past studies. The discrepancy between attitudes and behavior have been explained in the context of three arguments. The first is that the operational measure of

Author: Department of Business Aministration Federal University Wukari Taraba State Nigeria. e-mail: orokbonifacearrey@yahoo.com

© 2013 Global Journals Inc. (US)

attitude are inadequate since they do not take into consideration a multi-component conceptualization of attitudes. Secondly, variables other than attitudes may influence a person's behaviour, thereby making the attitude contract irrelevant to behavioural prediction. In the final argument, it is stated that the discrepancy is a consequence of the act of measuring attitudes towards performing the behaviour in question.

IV. Presentation

a) Understanding Behaviour

Understanding behaviour in work settings has been an area of interest and research among social scientists. Tim, Davis and Fred Luthans (1989), identified three major approaches in these attempts.

1. Beheviour is a function of the persons B = F (P). In this theoretical position, explanations are given as to why people behave the way they do by the use of internal psychological constructs such as motivation, perception, attitudes, expectancies and personality characteristics.
2. Behaviour is a function of the environment B = F (E). This theoretical perspective is particularly concerned with the role that reinforcing contingencies play in maintaining and changing beheviour. It is argued that behaviour is externally oriented and this is most closely associated with Skinner's operant conditioning. The work of Luthans and Kreitner and Miller are associated with this approach.
3. Beaviour is a function of a person and the environment B = F (PE). This framework recognizes both internal cognitive variables and external environmental variables and is the approach that is most widely stressed today by scholars of organizational behaviour. Porter and Lawler's Model is a good example of this approach.

Davis and Luthans have however seen these major approaches as inadequate in explaining human behaviour in organizations. The approach stresses the interactive nature of all the variables of organization behaviour. That is called social learning theory.

(a) The organization participant which includes internal cognition. It is thus suggested that organizational behaviour can be best understood in terms of interacting reciprocal determinism between the three variables.

Basically, the theory posits that learning does not only take place as a result of directly experienced response consequences, but also through observing the effects on the social environment of other people's behaviour.

The behaviour of the Nigerian worker can be obviously understood from this perspective. Two issues are central here these are:-

(a) Directly experienced response consequences, and observing the effects on the social environment of other people's behaviour. Our workers are active social participants and they are part of the wider social system. In their places of work, they would put up a behaviour, say discussing with co-workers when there is work to do, or leaving their seats for "essential" personal services like going to the bank. When their superior comes in and finds them discussing or 'not on seat' and does not act to correct the irresponsible behaviour, the net effect of this experience on the part of the workers is a continuation of these patterns of activity. When other workers realize the effect of their co-workers behaviour, they would equally indulge in such behaviour and become a cycle in which new entrants are socialized. This becomes worse where the worker superiors are seen to be involved in such practices.

Another aspect of this is that workers are much more likely to behave properly when their superior show not just good example; but expertise in their responsibilities. The (managers) will not only obtain obedience from their subordinates, but respect. Our researches in some industrial organizations have shown this to be case.

V. Recommendation

Accountability which has often been stressed should be given its due attention. The government has the power to question the sources of an individual's wealth and this should and ought to be done where an individual is seen to be living above his legitimate income. Managers or superior officers should punish erring workings and reward the hardworking ones, and this should be seen to be so by all sundry.

Also superior officers should show good example by doing their work diligently.

We really do not have to teach workers what to do and what not to do. Let them see us do what we preach.

VI. Conclusion

It is true that Nigerian workers has over the years been subjected to criticisms about his attitude to work and behaviour in the work situation. Care must be taken when labels are given, especially where properly designed empirical researches are need to give credence to labels.

Labels must be properly given not just to make comprehension possible but, more importantly, to create proper condition for worth-while explanation. The behaviour of a Nigeria worker is not his attitude. If his behaviour is really poor, that should be our central concern. We have to look not just within his work situation in understanding him; but also in the wider society. He can only behave properly if certain recommendations are put in to practice.

© 2013 Global Journals Inc. (US)

References Références Referencias

1. Chrismari F. P. (1986) Attitudes Psychology and the _Study of Public Opinion. Pennsylvania: Pennsylvania State University Press.
2. Ejiofor P. N. O. (1984). "Employee Welfare Under Unfavourable Economic condition". Vol II No. 1 January — June page 11
3. Kiuranov C. (1985). "Attitudes of Youth of Work. The Bulgarian Case". International Social Science Journal Vol. XXXVIL No. 4.
4. Kolade C. (1985). Productivity Vs. Retrenchment: The Dilemma of Personnel Management. "Perman, Vol. 12, No. 2 July — Dec. 1985 pp 33-34.
5. Oyaide W. J. (1985). "Management in an Austere Economy" management in Nigeria. Vol. 21, No 4, April, 1985, p. 39.

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Barriers to Strategy Implementation by Mid Sized Companies in Kenya

By Madegwa Andrew Lihalo K.

Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract- This paper builds on previous studies and examines the barriers to strategy implementation by mid sized companies in Kenya. The study looks closely at the barriers which can either be internal; management, communication, human factors such as resistance to change, leadership, organizational structure, information systems and technology or external factors; changes to the operating environment, un-anticipated competition or entrants by new players in the industry and changes in government policies. It further recommends ways on how to overcome these barriers.

Keywords: internal barriers, external barriers, strategy implementation, mid sized companies.

GJMBR-A Classification : FOR Code:150304 JEL Code: M00



Strictly as per the compliance and regulations of:

© 2013. Madegwa Andrew Lihalo K. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Barriers to Strategy Implementation by Mid sized Companies in Kenya

Madegwa Andrew Lihalo K.

Abstract- This paper builds on previous studies and examines the barriers to strategy implementation by mid sized companies in Kenya. The study looks closely at the barriers which can either be internal; management, communication, human factors such as resistance to change, leadership, organizational structure, information systems and technology or external factors; changes to the operating environment, un-anticipated competition or entrants by new players in the industry and changes in government policies. It further recommends ways on how to overcome these barriers.

Keywords: internal barriers, external barriers, strategy implementation, mid sized companies.

I. Introduction

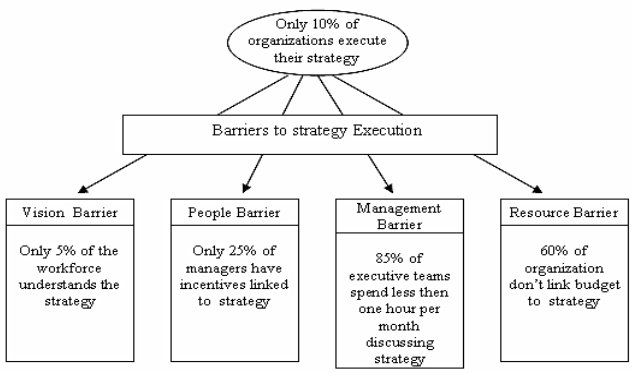
a) Concept of Strategy

All mid size companies in Kenya know where they are, where they want to be in some years to come and what actionsto take in order to get there. They have clear and elaborate plan of their vision and mission statement. According to Johnson and Scholes (2002), as quoted by Musyoka, (2011), strategy is the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations. In other words, strategy is about: where the business is trying to get to in the long-term; the markets it should invest in and the kind of activities involved in such markets; how the business can perform better than the competitors in those markets; the resources (skills, assets, finance, relationships, technical competence, facilities) required to enable it to compete; the external environmental factors that affect the business' ability to compete, and the values and expectations of those who have power in and around the business. She further state that strategy is often conceptualized as a term for operating at both the corporate and competitive level.

b) Strategy Implementation

Strategy implementation is process or paths that an organization takes in order to be or reach where it sees itself in the future. It's the process or path that leads to where the organization sees itself in the future. Musyoka, (2011)argues thatStrategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. She further argues that delicate and sensitive issues are involved in strategy implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry) (Byars et al., 1996).

c) Barriers to Strategy Implementation



Source: Niven (2002: 11)

Figure 1 : The Barriers to Implementing Strategy

Barriers are those factors that obstruct, prevent, block or hinder in the process of strategy implementation. These factors are an impediment or stumbling block thus making it hard for the organization to achieve or to realise its goals of being where it want to be in the years to come. The barriers to strategy implementation can either be by internal or external sources within an organization. These barriers are dependent on the type of strategy, type of organization and prevailing circumstances which can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation.

d) Internal Sources

This is the biggest barrier to strategy implementation in mid size companies in Kenya. The

Author: Jomo Kenyatta University of Agriculture and Technology, Mombasa CBD Campus. e-mail: amadegwa@gmail.com

© 2013 Global Journals Inc. (US)

staffs are complacent where they are and will resist any strategic changes being introduced by the organization. They would rather maintain the status quo than embrace the unknown changes introduced into the organization.

Systemic barriers results when the organization indirectly does not support a strategy thus leading to the process of strategy implementation lagging behind. Also issues such as unanticipated problems arising at the time of strategy implementation, when strategy implementation goes beyond the planned time, rigid and bureaucratic organizational structure and insufficient financial resources to execute the strategy form part of systemic barriers. For any strategy to be fully implemented, it requires well trained and competent manpower. But the cost of training the staff, lack of qualified people to train and limitation in time may act as a barrier to strategy implementation. A times strategy, implementation is resisted because it was introduced by certain managers and so the staff try to oppose him through resisting anything he introduces or when the staff realises they stand to loose if the existing structures are done away with. Resistance to change normally leads to delays, additional costs and destabilizes organization change process. People working in an organization sometimes resist change proposals and make strategy difficult to implement (Lynch, 2000).

Behavioural barriers may be exhibitedat an individual or group level in an organization. Mistrust, Narrow-mindedindividuals self interest, misunder-standing, intolerance and formed opinions give rise to the behavioural barriers. Lacks of direction from manager's leads to employees not knowing what the organization is expecting from them. Also apart of the employees could have built their own goals aligned to the organizational goals. However, the organization goals might be different from how the employee has understood them and set the goals.Motivation problems can also make some employees to put their own interest over the organization at the organization's expense. A motivational problem arises also when an organization favors other departments thus the departments not favored may boycott any strategic direction by the organization. Employees also compare what and how other organization are doing and expect at least the same level in their own organization.

Culture also can be a barrier to strategy implementation. Inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy implementation. Lack of leadership from top executivesarises when the top managers and leaders do not commit themselves to the process of strategy implementation in an organization.

Buluma1 et al., (2013), quotes Wright (2003) who indicated that the planning of strategies dictates the direction of an organization for a year or more. Therefore, for an organization to be able to achieve its targeted strategic objectives the entire organization should be involved. Strategic plans may fail to produce the desired results as noted by (Noble, 1999) who said that "organizations may have formulated the best strategies but the strategies may fail to produce the desired results if they are not implemented in the right way".

They cited various studies that have focused on institutional related factors that hinder the implementation of strategies in organizations such as Herbiniak and Snow (1982) findings which indicated that, the participation and the interventions among the **highest level of management** in an organization promotes greater commitment levels in the implementation of a firms vision and strategies which in turn promotes success in the implementation of a firms selected strategy. Smith and Kofron (1996) believed that the senior management played a major role not only in the formulation, but in the implementation of the strategy while Nutt (1986) suggested that the tactics used in leadership styles may play important roles in overcoming obstructions from the lower levels that sometimes my appear in the implementation strategies. Nutt (1987) noted that strategic decisions formulated by the top-managers of a firm may be administratively imposed on lower-level managers and non-managers while inadequately considering the resulting functional level perceptions. The implementation of strategies therefore, may not be successful if the lower level managers and the non-management employees are not adequately informed on issues concerning the implementation of strategies, moreover, where the information passes through several management levels in an organization may lead to lack of consensus concerning the information hence creation of a barrier that hinders the success of implementing a strategy (Noble, 1999).

According to Alexander (1985) findings, **communication** was among the most frequently mentioned item which was behind the promotion of successful implementation of a strategy. Therefore effective communication should explain clearly the new responsibilities, duties and tasks which are to be done by the targeted employees. Chimanzi and Morgan's (2005) study indicated that firms which focus their attention to marketing and involvement of all employees significantly realize higher percentages of strategy implementation. Therefore, Chimanzi and Morgan's (2005) proposed that managers in charge of marketing should focus on improving relationships with the their counterparts (human resource) by advocating for **communication** which is written and reward systems which are joint hence putting more emphasize on a two way process based dimension. Heide, Gronhaug and Johannessen (2002) other hand observed that there existed various communication related challenges. The communication related issues could have been brought

© 2013 Global Journals Inc. (US)

about by the structure of the organization which intern leads to the creation of a barrier to the implementation of the strategic activities which had been planned. Rapert, Velliquette and Garretson (2002) observed that shared communication and understanding among human resources is an important aspect in strategy implementation process. For instance, through communicating vertically, the shared understanding about the prioritized strategies are likely to be enhanced hence leading to improvements.

e) External Sources

These are sources which are external to the organization and include factors such as Economic, Politico-legal, social, technological and environmental. These barriers have adverse effect on strategy implementation.

Economic factors are the people purchasing power which depends on their current income, savings, prices and credit availability. Changes in the economic environment affect the overall financial performance of an organization.

Social environmental factors relates to the changes in social values, behaviours and attitudes regarding childbearing, marriage, lifestyle, work, ethics, sex roles, racial equality, and social responsibilities among others will have effects on firms' development (Pearce and Robinson, 2003).

Politico-legal relates to unanticipated changes in the government policies such as taxation, changes in legislation, incentives, environmental protection and education policies.

The entrance of important new competitors into the industry may throw an organization in tantrums. Anticipated new substitute or competing products may render the organization's products uncompetitive (Pearce and Robbinson, 2003). Operating environment changes, such as in the Customer profiles, need to be anticipated and strategies adjusted to match customer expectations (Pearce, and Robbinson, 2003).

The challenge of advances in innovation technology means an organization has to ensure that its staffs are up to date.The resources required in order to implement the strategy can be beyond the organizations capability thus leading to the strategy not being implemented.

According to Canhada (2011), the barriers to strategy implementation includeLack of consensus, understanding and transparency regarding the meaning of the enterprise mission and vision, Lack of relation between strategic content and strategic process, Lack of coherence between strategic planning and resource allocation, Lack of strategic feedback, A relatively inflexible formal structure due to IT, Lack of involvement of the organization's management and Using models that are ill-suited to organizational reality.

Table 1: Obstacles to effective strategy implementation (Hrebiniak 2005, 5-13)

Managers are trained to plan,not execute	Managers have been educated and trained to plan the strategy, not to execute. In major MBA programs strategy implementation is not kept to any level, but only formulation. Instead, execution is learned in on-the-job experience.
Top management task is to plan, let the operational level implement strategy	Top level management aim is to plan and think strategically, while action left to operational level employees. The sensitive subject here is also division in "smart" and "not quit as smart" or "doers" groups, which lead to separation.
Planning and implementation are separated processes	Planning and implementation has been separatedfrom each other. Planning affects execution, the execution, in return, affects changes to strategy and planning over time.
Faster is not always better, thus, implementation is a process that takes longer time than formulation	The execution of the strategy usually requires more time than formulation. The longer time frame can make harder to focus on and control the execution process.
Strategy communication becomes challenge execution involves more people than strategy formulation	This presents additional problems.Communication across different functions becomes a challenge. Linking strategic objectives with day-to-day activities at different organizational levels becomes a legitimate, but challenging task.
Execution is the process, not an action or step	Execution is not the result of a single decision oraction. It is a result of a series of integrated decisions of actions over time. Execution is a process that demands a great deal of attention to make it work.

II. Methodology

This study was conducted using a combination of secondary sources. It was therefore a desk study of an exploratory nature. In exploratory studies, important principles, hypotheses and solutions can easily be formulated. This study investigates the barriers to strategy implementation in mid sized companies in Kenya and recommends ways on how to overcome them.

III. Conclusions

The study sought to determine the barriers to strategy implementation in mid sized companies in Kenya. The barriers were found to be from external and internal environment to the organization. The major

© 2013 Global Journals Inc. (US)

barriers identified from the internal operating environment were behaviour resistance to change, inappropriate systems; specifically the structure, culture, leadership, systems used in the organization that did not have a strategic fit with the strategy. The inadequate human physical and financial resources were also a key challenge in implementation. Other major internal barriers were poor communication on the organization strategy, insufficiency in effectiveness of the employees involved, lack of proper training and instruction given to the lower employees, advocates and supporters of the strategic decision left the organization or did not play an active role in implementation and lack of staff motivation for executing the plan.

The external barriers were found to be business macro factors in the operating environment and they include factors such as stiff competition compounded by new entrance of important new competitors into the industry, un-anticipated new substitute or competing products, stakeholders in the operating environment such as customers, creditors, government and the politico-legal status of the organization in the operating environment.

IV. Recommendation

From the research, barriers that were found to be significantly strongsuggest the need to take certain action in order to overcome these barriers. The research suggests that during planning, more emphasis should be placed on the implementation. Most of these barriers can be overcome if they are accounted for during the formulation stage. It is obvious that many strategic plans fail to realize the anticipated benefits due to problems & difficulties faced during implementation. Managers aiming to overcome these barriers should:-

1. Have a visionary top management that has knowledge of the processes and also knows how to create an organization that works together, support, encourage and provide resources that will enable the organization fully implement its strategies.
2. Clarify the role of organizational structure and positions in the implementation of strategies.
3. Ensure that supportive structure is in place to provide staff employees with the needed training & instructions during implementation phase.
4. Involve strategic influencers in recommendations/ support of follow-through implementation tasks.
5. Spend more time and analysis on identification of problems in implementation.
6. Develop and evaluate strategies that expedite implementation.
7. Link employee performance during implementation phase with the overall reward and compensation system in the organization.
8. Develop a good information system where employees will be updated on implementation tasks.
9. Align its own organizational structure to what the strategy is calling for in order to enhance effectiveness of communication and coordination during implementation processes.
10. Ensure that the entire management is involved and maintain focus during the implementation processes.
11. Have higher involvement of lower level employees in strategic planning inputs and feedback.
12. Involve employees in the formulation of goals.



© 2013 Global Journals Inc. (US)

References Références Referencias

1. Al-Ghamdi, S. (1998). Obstacles to successful implementation of strategic decisions: The British experience. European Business Review, 98 (6).
2. Beer, M. &Eisenstat, R. (2000). The Silent Killers of Strategy Implementation and Learning. Sloan Management Review, 41 (4), pp. 29-40.
3. Buluma P, et al, (2013). Institutional Related Factors Affecting the Implementation of Strategic Plans in Local Authorities in Kenya: A Case of Municipal Council of Eldoret. International Journal of Business and Management; Vol. 8, No. 10; Canadian Center of Science and Education.
4. Canhada D. and R. N(2011). Implementing Strategies: Barriers and Facilitators in the Specialized Brazilian Literature. Future Studies Research Journal. São Paulo v. 3, n. 1, pp. 37 – 57.
5. Ceelman, J. (1998). Building and Implementing a Balanced Scorecard. Graphic Direct, Hampshire.
6. Harlem, M. S. (2004). Using the balanced scorecard to overcome barriers in strategy implementation. Göteborg University.
7. Johnson, P. (2002). The Top Five Reasons Why Strategic Plans Fail.
8. Kaplan, R.S. Norton, D.P. (1996 a). The Balanced Scorecard. Harvard Business School Press, Boston, Mass.
9. Meriam-Webster. (2013) Merriam-Webster Online Dictionary. http://www.merriamwebster.com/dictionary/barrier (accessed on 21 October 2013).
10. Musyoka, L. (2011). Challenges of strategy implementation in Jomo Kenyatta foundation. International Journal of Current Research, Vol. 3, Issue, 11, pp.301-308.
11. Rutan, S. (1999). Strategic Management: 3 Steps to the Cycle of Success.CompassPoints.
12. Speculand, R. (2006). The Great big Strategy Challenge. Strategic Direction, 22 (3) (March) pp. 3-6.

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Credit Portfolio Management of Bangladesh Krishi Bank

By Nushrat Nahida Afroz
Mawlana Bhashani Science and Technology, Bangladesh

Abstract- The study specifies and estimates the necessity of credit portfolio management of Bangladesh Krishi Bank. Portfolio management of any banking institution involves both liabilities and asset management. Estimating deposit and loan liabilities need in most efficient manner is the central point of portfolio management in a bank. Through portfolio management of banks in Bangladesh is considered by a number of factors, the recent introduction of financial sector reform measures has injected an element of dynamism and necessitated the need for diversification of credit in the portfolio management of banks. This article is an attempt to describe the present credit portfolio management practice of Bangladesh Krishi Bank and provide some suggestions to overcome those problems associated with credit port folio management.

Keywords: *credit portfolio management, deregulation, globalization, bangladesh krishi bank.*

GJMBR-A Classification : *FOR Code:150304 JEL Code: E59*



Strictly as per the compliance and regulations of:

© 2013. Nushrat Nahida Afroz. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Credit Portfolio Management of Bangladesh Krishi Bank

Nushrat Nahida Afroz

Abstract- The study specifies and estimates the necessity of credit portfolio management of Bangladesh Krishi Bank. Portfolio management of any banking institution involves both liabilities and asset management. Estimating deposit and loan liabilities need in most efficient manner is the central point of portfolio management in a bank. Through portfolio management of banks in Bangladesh is considered by a number of factors, the recent introduction of financial sector reform measures has injected an element of dynamism and necessitated the need for diversification of credit in the portfolio management of banks. This article is an attempt to describe the present credit portfolio management practice of Bangladesh Krishi Bank and provide some suggestions to overcome those problems associated with credit port folio management.

Keywords: credit portfolio management, deregulation, globalization, bangladesh krishi bank.

I. Introduction

Deregulation and globalization of economy are the two most talked subjects of the day. About 140 countries all over the world are now practicing these reform programs in the name of structural adjustments with financial and technical assistance from the World Bank. Bangladesh is one of them. A key element in the structural adjustment strategy is the adoption of far-reaching trade and financial reforms or adjustments based on economic liberalization. The liberalization measures are designed to eliminate distortions in the allocation of resources, increase competition and encourage productivity in order to achieve higher and sustainable rates of growth. A central component of such reforms is the restructuring of the portfolio through credit diversification with a view to increase the productivity and profitability of the organization.

Bangladesh Krishi Bank has moved a long way since liberation in the field of rural financing activities. It was committed to economic development with prime objective of ensuring social welfare, to bed assisted by an efficient and effective monetary and banking system. But prior to reform programs, government and Bangladesh Bank intervened extensively in credit allocation programs. These programs designated priority sectors imposed compulsory lending targets. Rapid credit expansion to priority sector delivered mainly through BKB, in response to government directives without due attention to the quality of loans have left the Bank unprofitable. The current financial distress position of BKB is partly responsible for inclusion of directed credit programs in its credit portfolio.

Following reforms in the financial sector, banks now enjoy freedom in the allocation of credit. Thus to make the organization profitable and sustainable it is essential to restructure its credit portfolio. Financing facilities need to be extended to diversified activities where from maximum profit to be earned. If we analyze, different variables of Bangladesh Krishi Bank, it will be clear to us why we must diversify our activities. After implementation of loan classification measures at BKB since, 1991, it could not make any profit. Rather it is losing each year and the figure is increasing which may be seen from the following table-I.

Table I : Showing profit and loss position of BKB since implementation of loan classification measures.

Year	Profit/Loss
2007-08	(-)144.42 crores
2008-09	(-)73.13
2009-10	(-)193.13
2010-11	(-)165.07
2011-12	(-)238.37

Source: Central Account and Fund Management Department, BKB, HO, Dhaka-2013

As we know current years invested funds become due to recovery in the next year .If we do not invest more than the recovered amount in the same year, the scope for recovery in the next year will be contracted. Thus, for business expansion, more investment is a must. But where to invest, Day by Day, the scope for investment in traditional items like farm activities are becoming very limited. Some are becoming defaulter and some are landless. Therefore, we are to look for alternative prospective activities.

Now the question comes, where to diversify and how to do it? Thus, for survivability and sustainability of BKB, we have to identify the potentiality of the branch area and diversify our financing activities irrespective of the heads of enterprises or economic activities and also develop appropriate mechanism effective for successful implementation of the credit programs.

Author: Assistant Professor Department of Business Administraion, Mawlana Bhashani Science and Technology University, Tangail-1902, Bangladesh. e-mail: nnafroz20@yahoo.com

© 2013 Global Journals Inc. (US)

II. Conceptual Framework of Credit Portfolio Diversification

Portfolio management of any banking institution involves both liabilities and asset management. Estimating deposit and loan liquidity needs in most efficient manner is the central point of portfolio management in a bank. Through portfolio management of banks in Bangladesh is considered by a number of factors, the recent introduction of financial sector reform measures has injected an element of dynamism and necessitated the need for diversification of credit in the portfolio management of banks. Banks try to influence the volume of certain kinds of deposits they receive in order to provide customers with credit and to conduct other elements of banking business at lowest cost.

Funds for short term uses can be provided through encashment of assets or by liability increases. Likewise, inflows of fund may lead to asset increase or liability decrease. A bank will choose the least cost method for fulfilling its needs. It is widely recognized that the activities or success of any organization depends upon its ability to establish and maintain a good fit between itself and its changing environment. Therefore, the process of diversification of credit portfolio of any banking institution implies what activities/enterprises it was financing, what activities/enterprises it is financing and what activities/enterprises it will need be financing and how to make necessary changes in the credit portfolio. The goal of diversification is to retain or improve comparative advantages in the emerging environmental changes. Since, diversification follows strategy, new strategies must be supported by appropriate policies and programs, which in turn will influence the performance the organization. Considering the continuous changed circumstances of socio-economic environment of the country different banks and financial institutions are taking steps in diversifying their credit portfolios.

Analysis of Bangladesh Krishi Bank's Credit portfolio Management: the past and the present:

Bangladesh Krishi Bank, a state owned specialized bank, since its birth acting as a pioneer credit institution in agricultural sector for the economy. In section 2(a)of the BKB's order, the term "Agriculture" has been defined to include the raising of crop of any kind, horticulture, forestry, animal husbandry, poultry farming, dairy farming, bee keeping and sericulture and other agro industries.

Bangladesh Krishi Bank was originally created with a view to cater the credit needs of the farmers. In order to rehabilitate the war ravaged agricultural sector, special measures were taken t grant loans to the poor farmers. The credit portfolio of BKB in addition to, Governments special credit programs (like Tarabi loan, Flood loan, Cyclone loan etc.) and crop financing programs including financing and development of agriculture and agricultural produce, horticulturwe, dairy, fishery, poultry, sericulture, tea plantation, irrigation equipment, farm machinery, processing and marketing of agricultural or fish produce, employment generation and poverty alleviation programs. In transacting the business, the board of director of the bank as far as possible gave preference to the credit need of the small and marginal farmers including share croppers (the Bargadar) and disadvantaged segment population of the country. Till 1976, BKB was almost a monopolistic organization in rural financing. The special agricultural credit program (SACP) was launched in 1977 with taka 100.00 cores in addition to normal agricultural credit program and six nationalized commercial banks were involved in financing agriculture sector. From 1982, Government introduced integrated irrigation credit program (IICP) and matidak credit program to boost up agricultural productivity through over the country. During that period BKB, started its credit diversification, with giving due importance to different channel or agricultural marketing. In addition, more importance was given to financing agro-based industries and small and cottage industries.

BKB has given due importance (more priority) in advancing loans to crop sector, tea plantation, working capital loans, marketing of agri products, export credit, dairy and poultry farming, small and cottage industries, tea development, project loans and loans against other ancillary business and at the same time reduced advances against traditional sectors like irrigation equipment, farm machinery, fishery and aquaculture and transport sectors. From above position it can be concluded that BKB has already started diversifying its activities from traditional sectors to commercial one's.

III. Objectives of the Study

- To provide the present credit portfolio management practice of Bangladesh Krishi Bank.
- To identify the problems associated with the credit portfolio management of Bangladesh Krishi Bank.
- To give some suggestions to overcome those problems.

IV. Methodology of the Study

This study is basically descriptive in nature and mainly based on secondary information. This study analyses published books, different published research work, newspapers, different government officials, various reports and websites. Different officials of Bangladesh Krishi Bank were interviewed to obtain relevant data.

V. Findings

1. Initially Bangladesh Krishi Bank was not established for earning profit. Ultimate goal was to ensure welfare of the rural people of the country.

© 2013 Global Journals Inc. (US)

2. The conceptual frame work of BKB's functioning is not yet clear to all. Some one term it as development financial institutions (DFIS), while others term it as a bank. First of all, it should be clear. If it is a DFI, then profit would not be the main motto. In that case, welfare would get priority over profitability. Here government should give subsidy if needed. On the other hand, if it to be termed as bank, it should be allowed to run on banking principles.
3. Agriculture and agro related activities financing are risky business.BKB has been restricts not to finance beyond eighteen heads of activities. To run the bank on commercial considerations, this restriction need be withdrawn, BKB should be allowed to finance irrespective of heads of activities.
4. Commercial activities like letter of credit(LC) business, purchase and sale of foreign currencies and other international business is very negligible at BKB, out 836 no. of branches only 10 no. of branches are involved with foreign exchange business, which is only 1.2% of total branches. This business need be expanded.
5. The performance of poverty alleviation credit programs of BKB has been found very successful. But its involvement is only (3-4) % of the total credit portfolio. This sector needs special attention.
6. Area approach credit programs ensuring marketing channel like BADC contract growers schemes depict a success story. This program may be intensified.
7. There are three parties in financing project/activities. The entrepreneur, the enterprise or project and the financer. The banker invests for the enterprise/project, invest for human resources development (HRD) of its staff and officers through imparting training, but do not invest proportionately for entrepreneurship development.
8. Mere diversification of loan port-folio may not fulfill the objectives of the bank if appraisal of the loan proposal remains defective.

VI. Suggestions

One the basis of the fore going discussion, the following suggestions are made:-

1. Bangladesh Krishi Bank has no alternatives but to diversify its credit port folio.
2. Off farm activities especially (microcredit) should be given top priority in the credit portfolio. Of the total credit budget at least (50to 60) % should be earn marked for this sector. Financing big size loans should be discouraged as far as possible.
3. Area approach credit program like, BADC contract growers program, sugar cane growing at Faridganj thana of Chandpur district, nut plantation at Noakhali, Battle leaf cultivation at Moheshkhali thana of Cox's bazaar district etc as for examples(That is specified enterprises at specific areas)may be planned and implemented. At initial stage these may be undertaken on model basis. If found successful may be multiplied later on.
4. More branches might be given foreign exchange business license to diversify business activities.
5. To reduce liquidity problem, and to encourage diversifying credit portfolio, foreign credit lines at low rate of interest might be explored. To do so project planning diversion of BKB head office, Dhaka might lined up foreign credit from different international agencies like ADB, IDA, IFAD, UNDP/FAO, Norad, etc.
6. Since, BKB is financing agro and agro related activities, which are very much risky business and it cannot realize the cost of fund as a result its loss figure is increasing year after year. Arrangement may be made to claim loss subsidy from the government for financing this sector.
7. To make credit diversification program successful man power planning must be re-structured.
   - Bank need to recruit fresh graduates.
   - They might be trained on the diversified activities financing. If needed specialized training programs might be imparted to fresh recruited.
   - Motivational training program in respect of change of attitude, leadership development and moral development may be organized for the in service personnel of the bank.
8. BKB has to develop entrepreneur class. In addition to conducting training programs for the bank officials, training programs for the entrepreneur must be organized. For this purpose long run training perspective plan must be developed and implemented properly.
9. Similar training programs may be organized regularly by training institute. Transparency of the work done by each officers/staff must be visualized and accountability might be fixed and get work done must be ensured. To ensure these, monitoring, follow-up and supervision system has to be reorganized. Field officials, engaged in the field work might maintain creditor contract register, where in they would maintain all records of the creditor.
10. For successful implementation of the credit programs, the field officials of each branch might do the following works.
    a) Conduct socio-economic survey of his allotted area (say a union) and to identify all business potentiality. All these data to be recorded and maintain in a source data register (Branch manager will maintain the same for the whole branch area).
    b) Should maintain creditors list/register (village and union wise).There should have identification mark for the classified loans showing SS, DF and BL.

© 2013 Global Journals Inc. (US)

c) Should maintain loan recommendation register, wherein he will keep records of recommending different types of loans in each month.

d) Should maintain performance register as per the pro-forma, Branch Manager will keep these records in a separate register for all the field officials month wise. For better monitoring and follow up of the activities of the field officials by regional office, branch manager should send this statement within 7th day of the following month to Regional manager's office.

11. To collect deposit from the Bangladeshi people working at abroad, field officials might be given monthly target to collect address (Both Bangladeshi local address and foreign address) of the person living abroad. Branch manager will record their address in a register and will send letters to the foreign address requesting him to open accounts in his branch. Account opening from including form including specimen card indicating places of his signature may be send to him. At chandpur region, by applying this technique BKB got better result. This practice may be implemented at all regions.
12. Mere diversification of credit portfolio will not be fruitful unless credit proposals are appraised properly. In present practice, for appraisal for a loan proposal more importance is given to the security and business potentiality aspect rather than behavioral aspect. The cause behind is that no systematic techniques for analyzing the behavior aspect has yet been developed. As it has been observed that among the three risk factors, the behavioral risk factor occupies the number one risk for non recovery of the loan.Thus, top priority should be given in analyzing tools might be developed and followed rationally. The responsibility for designing such a tool may be given to the research and statistics department of BKB, Head office, Dhaka.

    In designing the same, entrepreneurs address, age, health, education, training local reputation, financial dealing, sister concerned business, business condition, ownership position of assets, equity bearing ability, liability position, other sources of income, past history of his family background etc. may be taken into consideration. Rating system through applying number in each aspect may be introduced. Entrepreneurs, securing above 60% number may be treated eligible for getting selection as a banking entrepreneur.
13. Both over financing and under financing are to be avoided.
14. Valuation of security property especially at city areas might be increased on the basis of real market price and MCL to be fixed accordingly.
15. Diversified credit system is to be introduced even there should be provision for expanding credit facilities to meet the consumption need at lean period as well as to meet their socio culture needs in emergencies, so as to free them from the exploitation of money lenders.
16. There should be provision for adequate conveyance facility in every branch for proper follow-up and direct contact with the lenders when required, motor cycle may be supplied to each branch.
17. Different campaign through mass media and educational program should be carried on to develop positive attitude and sound motivational support of the people towards banks and its utilization.
18. A group fund may be created for each credit program which will reduce the volume of risk premium. Similarly emergency fund may also be created to take care of some of the needs of the target groups during post disaster period.
19. Gurantee scheme both for the lending institution and the rural farmers may be introduced.Gurantee fund should be created for the purpose of protecting the banks form losses due to administered by the central bank or the ministry concerned.

VII. Conclusion

Bangladesh Krishi Bank,is a development financial institution(DFIS)established with a view to ensure welfare of the rural people of the country through financing different agro and agro related and other activities. At the initial stage its main activities were concentrated to primary agriculture. Later on it has diversified its activities to secondary agriculture. During 1980's BKB has started diversifying its credit port folio in multifold aspect, through initiating foreign credit lines. During 1990, with the introduction of financial sector reform measures, especially classification measures, the real financial position of the bank became transparent to all concerned. Continuously, running on loss for the last six years, since introduction of classification measures, BKB has to rethink in respect of restructuring its credit portfolio. As a result it is felt need from all concern to further diversify the credit portfolio of BKB.

Under the existing socio economic condition of the country, BKB for its survivability and sustainability must diversify its credit portfolio and also restructure its operational procedure, including improvement of appraisal techniques. In the credit portfolio of BKB, in addition to agro and agro related activities of all types of commercial activities (both agricultural and non agricultural) need to be incorporated. Micro-credit especially off-farm activities financing should be the main head of financing. If fund possible, at least 50% of the total credit budget may be allocated for micro – credit. To implement the same, strict supervised credit system might be introduced and implemented properly. Monitoring, follow-up and supervision system need to be intensified and redesigned in such a manner so that

© 2013 Global Journals Inc. (US)

accountability can be fixed transparency is visualized and ensure get work done. The sooner, these may be ensured better result is expected. However, we are waiting for those good days.

References Références Referencias

1. W.M.H jaim and M.L. Rahman, (1990 &1991) Disbursement and recovery of agricultural credit in Bangladesh. A macro level analysis, Bank Parikrama, Vol .XV and XVI.
2. A.H.M Nurul Islam Chowdhury, (1987) Experience of Rural Financing in Bangladesh Bank Parikrama, Vol XII September and December, Dhaka.
3. Dr.A.F.M Mafizul Islam, (1993) Agricultural Development with Bank Credit, Bank Parikrama Vol. XVIII March and June.
4. A.Q.Siddiqui, (1993) Banks and agricultural development, an overview of policies and programmes in Bangladesh Bank Parikrama, Vol XVIII march and June.
5. Z. A. Dewan, Bank and agricultural development, some experience of Bangladesh Krishi Bank.
6. Dr. Mihir Kumar Roy, (1993) Bank finance, technological innovation and agricultural development, Bank parikrama, Vol XVII, March ND June.
7. Nural huda Chowdhury, (1996) lending risk analysis and recovery of bank dues, the experience of Bangladesh Krishi Bank. A seminar paper presented at training institute, Bangladesh Krishi Bank, Dhaka.
8. Nurul Huda Chowdhury, (1995) Legal reform measures and recovery of Bank dues, the experience of Bangladesh Krishi Bank. A seminar paper presented at BIBM, Dhaka.
9. Nurul Huda Chowdhury, (1994) Poverty alleviation credit programmes of BKB training institute, Dhaka.
10. Syed Shaikhul Imam, (1987) Supervision of Rural credit in Bangladesh. An observation, Bank parikrama,Vol.September and December.
11. Ataul Haq (1993) Financial Sector Reform in BangladeshBankParikramaVol.XVIII,Dhaka.

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Job Satisfaction of Indigenous Women – Working in the Beauty Parlors of Bangladesh

By Professor Feroz Ahmed, Mir Sohrab Hossain, Md. Mamunur Rashid & Prof. Nargis Akhter
Khulna University, Bangladesh

Abstract- The present study highlights the job satisfaction of indigenous women who work at the beauty parlors in Bangladesh. The study consists of 240 sample indigenous women workers of different beauty parlors situated in six divisional towns of Bangladesh. Judgment sampling technique was used to select the stated sample. A structured interview form was used to collect data from the indigenous women beauty parlor workers by using 27 factors to measure their job satisfaction. The study found that six factors which are 'the salary/wage paid by the beauty parlor is satisfactory', 'the beauty parlor authority provides money for sickness', 'there is no risk of sexual harassments while you are at the parlor', 'working condition like space, air, toilet etc. at the parlor is satisfactory', 'you do not being looked down by the employer/customers because you are a indigenous' and 'the beauty parlor authority allows to take leave during religious festival' are significantly and positively correlated.

Keywords: job satisfaction, indigenous women, beauty parlor, research, bangladesh.

GJMBR-A Classification : FOR Code:150304 JEL Code: J28



Strictly as per the compliance and regulations of:

© 2013. Professor Feroz Ahmed, Mir Sohrab Hossain, Md. Mamunur Rashid & Prof. Nargis Akhter. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Job Satisfaction of Indigenous Women – Working in the Beauty Parlors of Bangladesh

Professor Feroz Ahmed [α], Mir Sohrab Hossain [σ], Md. Mamunur Rashid [ρ] & Prof. Nargis Akhter [ω]

Abstract- The present study highlights the job satisfaction of indigenous women who work at the beauty parlors in Bangladesh. The study consists of 240 sample indigenous women workers of different beauty parlors situated in six divisional towns of Bangladesh. Judgment sampling technique was used to select the stated sample. A structured interview form was used to collect data from the indigenous women beauty parlor workers by using 27 factors to measure their job satisfaction. The study found that six factors which are 'the salary/wage paid by the beauty parlor is satisfactory', 'the beauty parlor authority provides money for sickness', 'there is no risk of sexual harassments while you are at the parlor', 'working condition like space, air, toilet etc. at the parlor is satisfactory', 'you do not being looked down by the employer/customers because you are a indigenous' and 'the beauty parlor authority allows to take leave during religious festival' are significantly and positively correlated.

Keywords: job satisfaction, indigenous women, beauty parlor, research, bangladesh.

I. Introduction

A substantial portion of human life is spent in work which is a social reality. It is of greater curiosity all the time to know why people work and how he or she satisfied with the job. Job satisfaction is an indicator of how well a person is doing his or her job. It is an emotional response toward various facets of job and also a psychological state of human being. Job satisfaction has brought higher employment opportunity which consequently amplifies earning level. The extent of job satisfaction among women is an imperative aspect of their work life. Here the key inputs are knowledge, skills, experience and time on job. The level of satisfaction among indigenous women is determined by the fraction outcomes against the desire of employees from their respective employments. In short, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization.

The new social demand has caused the tremendous growth of the beauty parlors in Dhaka City and the number of beauty parlors in other cities of Bangladesh. There is absence of documentation on the subject of the number of indigenous women workers of the beauty parlors in Bangladesh but it seems that majority of the women workers are indigenous women. Since the scope of income generation among indigenous communities is limited at their own locality, as a result push and pull factors are working to migrate the indigenous women to the urban and sub-urban areas. In addition, some of the ethnic communities in Bangladesh are matrilineal and the women members of matrilineal indigenous society are more economically conscientious and vigorous as mentioned by khaleque (1998). Besides, the interest to work at the beauty parlors which is still new as profession has not yet been developed among the main stream members of the society. All these factors played a vital role behind the major participation from the women indigenous communities to work at the beauty parlors in Bangladesh (Akhter, et.al. 2011).

II. Literature Review

Job satisfaction is one of the most extensively researched concepts within organizational behaviour, much of which is intended to enhance operations within the world of business (Judge, Heller, & Mount, 2002) though there is no universally accepted definition of job satisfaction. Different definitions about job satisfaction with different perspectives are used in various researches (Spector, 1997). Job satisfaction is generally defined in terms of how people feel about their jobs and different facets of their jobs (Rowden, 2002). Riketta (2008) defines this as "a cognitive and/or affective evaluation of one "s job as more or less positive or negative" (p. 472). According to Smith (1969), job satisfaction is defined as "the extent to which an employee has a positive, affective orientation or attitude towards his job, either in general or towards particular facets of it". According to Spector (1997) "Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Mohr & Puck (2007) refer to job satisfaction as the "manager"s level of happiness with his current work situation" (p.28), whereas Churchill et al. (1974) define the concept as "all characteristics of the job itself and the work environment which industrial salesmen find rewarding, fulfilling and satisfying; or frustrating and unsatisfying" (p. 255). Hart (2010)

Author α: Business Administration Discipline, Khulna University, Bangladesh.
Author σ: Business Administration Discipline, Khulna University, Bangladesh.
Author ρ: Faculty Member, BRAC Learning Division, BRAC, Bangladesh. e-mail:ewu.rashid@gmail.com
Author ω: Department of Business Administration, East West University, Bangladesh.

© 2013 Global Journals Inc. (US)

describes job satisfaction as: "People's emotional reactions to their jobs". According to Locke (1976), job satisfaction is "a pleasurable or emotional state resulting from an appraisal of one "s job or job experiences" (p. 1300). These authors all define job satisfaction differently, but they agree with each other that job satisfaction is about the positive feelings that employees experience during their job. All these definitions have in common the "more or less positive" feeling people have about their jobs. Employees are satisfied when they have a positive attitude towards their job.

Organizations should concern with job satisfaction because according to Beatty (1996) "Job satisfaction can lead to behavior by employees that affects organizational functioning, as well as reflecting on organization functioning". The management has to care about the employees. The management plays an important part in the degree employees are satisfied with their jobs. Hart (2010) suggested that an employee is satisfied when the management appreciates and give recognition the work the employee has done. On the other hand when employees are not satisfied, they will leave (Hart, 2010). When an employee has faith that management has the best interests of the employees at heart; this will lead to satisfaction with his job. An employee is also satisfied with his job when the task he has to do contains variety. When an employee has been treated fairly, this will result in positive satisfaction. According to Haccoun and Jeanrie (1995), "People deserve to be treated fairly and with respect". Buhler (1994) states that lots of difficulties could be arise when a company does not understand the significance of job satisfaction like higher training cost, hiring cost. A good communication system with little uncertainty leads to job satisfaction because through response he knows how he is performing (Hart, 2010). A good regular payment of remuneration positively influences job satisfaction (Hart, 2010). When employees have high job satisfaction, this can mean that the organization is functioning very well. So it is important for the management to be concerned with job satisfaction. Job satisfaction is an indication of how well a company is performing. It is connected with important work-related and general outcomes like lower levels of absenteeism, lateness and turnover as well as higher levels of job performance and organizational citizenship behaviour, life satisfaction and organizational commitment. (Hulin & Judge, 2003).

Bangladesh is a densely populated country of South East Asia that has a rich indigenous presence. There are about 58 tribes living in different parts of the country. Bangladesh has around 1.2 million indigenous people, which is about 1.13% percent of the total population (Khaleque, 1998). Although the population of indigenous people is very few compared to the total population of Bangladesh, they differ in their social organizations, marital customs, rites and rituals, food and other customs from the people of the rest of the country. The mother tongue of the most indigenous people is Tibeto-Burman tongues (Mullah et. al., 2007). There are about 51 indigenous communities lived in Bangladesh. The Population Census of 1991 puts indigenous population at around 1.21 million, and the current estimate is around 2 million. Chittagong, greater Mymensingh, greater Rajshahi, greater Sylhet, Patuakhali and Barguna are the places where indigenous people are mostly living but in Chittagong Hill Tracts is the place where most of indigenous people living. Chakma, Garo, Manipuri, Marma, Munda, Oraon, Santal, Khasi, Kuki, Tripura, Mro, Hajong and Rakhain are some of the well-known adivasi/ ethnic minority communities of Bangladesh.

Indigenous people have lesser opportunities in education and skill development than their mainstream counterparts which are very important for job satisfaction. There is a lack of committed individuals and skilled teachers to encourage the indigenous communities to appreciate the importance and benefits of education. The quality of teaching at the primary level is poor and teaching and learning aids are insufficient (ADB, 2006). Those who live in urban areas have comparatively higher income and the average income per month is Tk. 2279.00 (Mullah,et. al., 2007). The problems relate to various aspects of indigenous peoples viz. social, economical, educational, health, religion, land, law and order situation, self-centered tendency and so on cannot be well-understood due-to lack of necessary and adequate information (Mullah et. al., 2007) but these are very much necessary to understand to determine the level of job satisfaction of indigenous women. Women have been playing a key role in the upliftment of social, cultural, economic and political values since age-old in the mountainous region. The position of women in the study area is, by and large, equal to men; women work 14-16 hours a day and enjoy their life. They never feel bore in harsh and inhospitable geo-climatic conditions but they have molded themselves to contribute optimally through conducive functioning at different subsystem levels (Singh, 2005). Women in the hills, in general, spend more of their time in productive work in integrated manner than the women in the plains (Singh, 2005).

A large number of researches have been conducted in different countries including Bangladesh on job satisfaction. But no attempt has been made in case of measuring job satisfaction of the indigenous women working in beauty parlors of Bangladesh. No literature has been found by the researchers in this perspective. So this research will add a new dimension in existing literature and also will have practical implications.

© 2013 Global Journals Inc. (US)

III. Objective

The aim of this research study is to identify the factors that affect the job satisfaction of indigenous women who are working in beauty parlors of Bangladesh.

IV. Methodology

Indigenous women workers of the beauty parlors in Bangladesh are the target group of this study. Most of the data required for this study were collected from primary source. The study also used secondary source which includes the various studies conducted on the indigenous communities of Bangladesh. Six divisional towns were selected for collecting the primary data and the study took 240 indigenous women workers of the beauty parlors in Bangladesh as sample for the study. An interview form was prepared and used to collect data from the respondents. The interview form covered various aspects relating to the job satisfaction of the indigenous women workers of the beauty parlors in Bangladesh. The collected data were edited, analyzed and interpreted in line with the research objective. Collected data have been checked, verified and analyzed by using SPSS 16. It should be mentioned here that the researchers appointed ten (10) indigenous students from three universities of Bangladesh after taking a preliminary interview. These indigenous students were given clear ideas about the research issues regarding which they were asked to collect data. The reason behind appointing the students from indigenous communities is that the sample indigenous of beauty parlors will fill free and will be able to communicate properly to provide the required information regarding the research issues. As there is no formal list available, judgment sampling technique was applied to select the sample. The sample sizes of the six divisional towns were as follows:

Area	Number of Respondents
Dhaka	121
Chittagong	50
Rajshahi	21
Khulna	16
Barishal	12
Sylhet	20
Total	240

To identify the job satisfaction of the indigenous women workers of beauty parlors following factors have been considered:

1. Monetary benefits (like wage, fringe benefits, overtime etc.) received by the indigenous women from the beauty parlor owners.
2. Leave facilities like casual leave, maternity leave etc.
3. Motivational facilities like increase of wage, bonus, recognition for better performance etc.
4. Other facilities like job security, behaviors of the parlor owners etc.

The reliability test (Cronbach's Alpha) of this study is 0.651. As the alpha value of beauty parlors is acceptable, the data has internal consistency. Note that George and Mallery (2003) provide the following rules of thumb: "_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable")

Reliability test

Sample Size	Cronbach's Alpha
240	0.651

Survey: 2010

V. Results and Discussion

In this model researchers consider the change in economic condition as the dependent variable, which also represents the job satisfaction of the respondent. Researchers think about 27 factors which may affect the satisfaction level of the respondent. Among these factors only 6 factors significantly affect the dependent factor.

Factors Related to Job Satisfaction

Particulars	Beta	Std. Error	Sig.
(Constant)	1.229	.454	.007
One of the main reasons of working at beauty parlor is to support the family	-.054	.050	.438
The salary/wage paid by the beauty parlor is satisfactory	.145*	.029	.050
The beauty parlor authority provides money for sickness	.108*	.031	. 030
For earning profit or religious festival, allowance/bonus is being offered	.015	.025	.851
Whenever necessary the parlor owner provides maternity leave	.053	.036	.555
If required casual leave is being granted by the owner	.028	.010	.701
For working overtime, extra payment is being offered	.017	.025	.823
Behavior of the owner is satisfactory	.090	.009	.194
Parlor owners arrange proper training facilities	-.087	.028	.355

© 2013 Global Journals Inc. (US)

Security system in the parlor is good	-.028	.095	.833
There is no risk of sexual harassments while you are at the parlor	.136*	.024	.052
Working condition like space, air, toilet etc. at the parlor is satisfactory	.228*	.044	.027
There is always rest-pause(break) during working time	.107	.040	.198
You are allowed some time to go home and take launch	-.124	.027	.175
You are allowed to take your children home from school during working hour	.086	.031	.253
Your do not being looked down by the employer/customers because you are a indigenous	.162*	.048	.058
If you are sick for some long time, the owner don't sack you immediately	-.024	.008	.729
Your family is happy to see you as a parlor worker	-.056	.038	.572
Your family members help you to work at beauty parlor by taking care of your child	.109	.036	.197
Your husband and or other family members don't take away the salary of beauty parlor	-.045	.024	.599
There is arrangement for drinking water	-.018	.050	.835
There is fire extinguishing facilities at the beauty parlor	-.227	.028	.011
There is First Aid facilities at the beauty parlor	.039	.021	.649
There is child care facilities at the beauty parlor	.009	.027	.907
The beauty parlor authority allows to take leave during religious festival	.259*	.044	.007
The beauty parlor authority provides transport/transport allowance	.037	.030	.700
Overtime work is not mandatory at beauty parlor	-.106	.031	.225

Dependent Variable: By working at beauty parlor, your economic condition developed significantly
** Represents the 5% level of Significance*

The salary/wage paid by the beauty parlour is satisfactory, the management provides money for sickness, there is no risk of sexual harassments while they are at the parlor, working condition like space, air, toilet etc at the parlor is satisfactory, they are not being looked down by the employer/customers because you are indigenous and the beauty parlour authority allows to take leave during religious festival are significantly and positively correlated with the dependent factor. This implies if the authority can ensure these facilities the satisfaction level will be high among the employees. Among the six factors, the factor of 'beauty parlor authority allows taking leave during religious festival (B = .259)' contributes most than the other five factors for the job satisfaction of indigenous women worker at beauty parlor in Bangladesh. Then according to the Beta value, working condition contributes more than the other four factors. Then second most contribution has come from the 'working condition' where the B value of the variable is 0.228.

VI. Conclusion

This study has found that out of the 27 factors which were used to idenfy the level of job satisfaction of Bangladeshi indigenous women workers who are working in the beauty parlors of Bangladesh are positively and significantly correlated only with six factors which are 'the salary/wage paid by the beauty parlor is satisfactory', 'the beauty parlor authority provides money for sickness', 'there is no risk of sexual harassments while you are at the parlor', 'working condition like space, air, toilet etc. at the parlor is satisfactory', 'your do not being looked down by the employer/customers because you are a indigenous' and 'the beauty parlor authority allows to take leave during religious festival'. Among the six factors 'the beauty parlor authority allows taking leave during religious festival' plays an important role for the high level of job satisfaction.

References Références Referencias

1. ADB Report (October, 2006) - Indigenous Peoples Development Framework, Tribal Peoples Development Framework, Document Stage: Draft, Project Number: 37307
2. Beatty, C. (1996). The stress of managerial and professional women: is the price to high? Journal of Organizational Behavior, 17(3), 233-51.
3. Borman, Walter C. (Ed.); Ilgen, Daniel R. (Ed.); Klimoski, Richard J. (Ed.); Hoboken, NJ, US: John Wiley & Sons Inc, 2003. pp. 255-276.
4. Buhler, P. (1994). Motivating the employee of the 90s. Supervision, 55(7), 8-10.
5. Churchill, G.A. Jr., Ford, N.M., & Walker, O.C. Jr. (1974). Measuring the Job Satisfaction of Industrial Salesmen. Journal of Marketing Research, 11(3), 254-260
6. George, D., & Mallery, P. (2003). SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.). Boston: Allyn & Bacon.
7. Hart, G. (2010). Job Satisfaction in South African Academic Library in Transition. Journal of academic librarianship, 36(01), 53-62.

© 2013 Global Journals Inc. (US)

8. Haccoun, R. R., & Jeanrie, C. (1995). Self reports of work absence as a function of personal attitudes towards absence, and perceptions of the organisation. Applied Psychology: An International Review, 44(2), 155-170.
9. Hulin, C. L., Judge, T. A. (2003). Job attitudes. Industrial and organizational psychology, 12.
10. Judge, T. A., Heller, D., Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. Journal of Applied Psychology, 87(3), 530-541.
11. Khaleque, K., 1998. Ethnic Communities of Bangladesh. Bangladesh Land Forest and Forest People. In: Philip, G. (Ed.), Society for Environment and Human Development (SHED), Dhaka-1205, Bangladesh, pp: 1-26.
12. Locke, E.A. (1976). The nature and causes of job satisfaction. Handbook of industrial and organizational psychology. Chicago, IL: Rand McNally.
13. Mohr, A.T., & Puck, J.F. (2007). Role Conflict, General Manager Job Satisfaction and Stress and the Performance of IJVs. European Management Journal, 25(1), 25-35)
14. Mullah, M. A. S., Parveen, N. and Ahshanullah, M. (2007) Tribal People and their Socio-Economic Characteristics in Rangamati Sadar Thana- BRAC University Journal, Vol. IV, No. 1, pp. 47-58.
15. Riketta, M. (2008) the Causal Relation between Job Attitudes and Performance: A Meta-Analyis of Panel Studies. Journal of Applied Psychology, 2, 472-481
16. Rowden, R.W. (2002). The relationship between workplace learning and job satisfaction in U.S small to midsize businesses. Human resource development quarterly, 13(4), 407-425.
17. Singh, G. S. (2005) Functional Attributes of Tribal People of Western Himalaya: Need for Indigenous Knowledge Based Sustainable Planning - Department of Botany, Banaras Hindu University, Varanasi 221 005, Uttar Pradesh, India.
18. Smith, P. C. (1969). The Measurement of Satisfaction in Work and Retirement: A strategy for the Study of Attitudes. Rand McNally and Company, Chicago.
19. Spector, P.E. (1997). Job satisfaction: Application, Assessment, Cause, and Consequences. Thousand Oaks, CA: Sage.
20. Don Koo Lee (2008). Keep Asia Green Volume III "South Asia". IUFRO, Vienna 2008

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Level of Compliance of Core Construction Professionals to Ethical Standards in Nigeria

By Adeyinka Busayo Funmilola, Jagboro Godwin Onajite, Ojo Grace Kehinde & Odediran Sunday Julius

Obafemi Awolowo University, Ile-Ife, Nigeria

Abstract- The study assessed the level of compliance of construction professionals to ethical standards in the Nigerian construction industry. The study area was Lagos State and the target respondents were the registered professionals including architects, quantity surveyors, builders and engineers. A total of one hundred and seventy (170) questionnaire were randomly administered on the professionals and one hundred and thirty eight (138) were retrieved representing 81.18% response rate. Findings revealed that professionals displayed high level of compliance to clients service delivery with Mean Item Score (MIS) ranged between 3.22 to 3.79, educational and professional qualification MIS ranged 3.18 to 3.71 and standards of practice MIS ranged between 3.16 to 3.63. The overall rating revealed that professionals have highest level of compliance to standards of practice with 54.76%, while the least ranked ethical standards was fair compensation with 49.31%. ANOVA test established a statistical significant difference among the professionals view about compliance of the professionals to clients service delivery (F value=2.447, P value=0.020) and professional development (F value=3.774, P value = 0.001).

Keywords: compliance, core, construction industry, ethics, professionals, standards.

GJMBR-A Classification : FOR Code:150304 JEL Code: K23, M19



Strictly as per the compliance and regulations of:

© 2013. Adeyinka Busayo Funmilola, Jagboro Godwin Onajite, Ojo Grace Kehinde & Odediran Sunday Julius. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Level of Compliance of Core Construction Professionals to Ethical Standards in Nigeria

Adeyinka Busayo Funmilola [α], Jagboro Godwin Onajite [σ], Ojo Grace Kehinde [ρ] & Odediran Sunday Julius [ω]

Abstract- The study assessed the level of compliance of construction professionals to ethical standards in the Nigerian construction industry. The study area was Lagos State and the target respondents were the registered professionals including architects, quantity surveyors, builders and engineers. A total of one hundred and seventy (170) questionnaire were randomly administered on the professionals and one hundred and thirty eight (138) were retrieved representing 81.18% response rate. Findings revealed that professionals displayed high level of compliance to clients service delivery with Mean Item Score (MIS) ranged between 3.22 to 3.79, educational and professional qualification MIS ranged 3.18 to 3.71 and standards of practice MIS ranged between 3.16 to 3.63. The overall rating revealed that professionals have highest level of compliance to standards of practice with 54.76%, while the least ranked ethical standards was fair compensation with 49.31%. ANOVA test established a statistical significant difference among the professionals view about compliance of the professionals to clients service delivery (F value=2.447, P value=0.020) and professional development (F value=3.774, P value = 0.001). The overall level of compliance of construction professionals to ethical standards was 52.37%. The study concluded that professionals satisfactorily complied to the ethical standards. The study therefore recommended that professionals should continue to uphold good ethical conducts, for better project performance and delivery in the Nigerian construction industry.

Keywords: ethics, core, compliance construction industry, professionals, standards.

I. Background to the Study

The nature of construction industry is complex and dynamic. Besides, the industry is fragmented and thereby requires the involvement of various professionals and specialists that work together to achieve a common goal (Gray 2000; Gido, Kerzner and Meredith, 2003). Construction activities involves conceptualizing, designing, managing, organizing and coordinating project requirements including time, money resources, technology and methods. All these must be integrated in the most efficient manner possible to complete construction projects on schedule, within estimated budget, in accordance to the required quality and performance expected by the client Nadeem, Sohail and Muhammed (2009).

Authors α σ ρ ω: Adeyinka Busayo Funmilola, Department of Quantity Surveying, Obafemi Awolowo University, Ile-Ife, Nigeria.
e-mails: funmilola20074life@yahoo.com, gjagboro@yahoo.com, graceojo@yahoo.co.uk, sunnyodediran@yahoo.com

The industry's primary goal therefore focuses mainly on achieving value for the money the clients has paid for. This is achieved through good service delivery which centres on ethical standards displayed by the construction industry professionals. Construction industry has the sole responsibility of providing physical development through the provision of infrastructure, manpower development, resource employment, fixed capital formation and improvement of the gross domestic product (Omole, 2000; Hillebrandt, 2000). In the light of this, it is therefore expected that construction professionals should discharge their duties with utmost compliance to professional ethics and standards.

Professional ethics is the justification of standards of behaviour against practical tasks, which is not necessarily limited to technologies, transactions, activities, pursuits and assessment of institutions. It rather involves practical conceptualization of public expectations in the interest of responsibilities, willingness to serve public interest with high competencies (Chalkley, 1990; Fan et al., 2003; Poon, 2003; Poon, 2004a, 2004b). The strength of the link between the construction industry and the public therefore sustains its existence through overwhelming recourse to demand for the services of its practitioners and unique products such that the relationship is a function of the pride of professionalism.

However, the most important threat to the harmonious relationship between the public and the construction industry is the cultural misalignment between public expectations and the construction professional's conducts (Pollington, 1999). This has brought various criticisms and wrong perception of the public about the professionalism of construction professionals in relation to professional ethics. Based on this fact, it is quite evident that the industry needs to be dynamic and re-appraise the ethical conducts and perception of her professionals so that services provided by the industry can be improved. (Lam et al., 2001; Doree, 2004). In response to this, the study therefore appraised the level of compliance of construction professionals (focusing on some selected professionals that are engaged throughout the life cycle of any project) to ethical standards in the nation's quest for modality for combating the endemic and intractable monster of corruption.

© 2013 Global Journals Inc. (US)

II. The Theory and Practice of Ethics in Businesses Environment

Generally, business ethics involves two tasks. The normative task of defining standards of behaviour and the practical task of applying these standards to business conduct. This is interpreted to be the normative versus the positive approach. The normative approach is concerned with developing models of expected behaviour and seeking out example in the real world that validate the model. This simply means what ought to be done and what is actually done. The positive approach is about describing real world practices whereby prescriptions of the ideal are suspended until the characteristics of real world behaviour are ultimately understood. Normative and positive ethics can in some ways be considered in relation to the theory and practices of ethics and how they are combined (De - George, 1990). The normative definition of professional ethics is tied up with practical concepts and expectations from the public, such as competence and responsibility.

Allen and Davis (1993) established that combination of professional values and real life practice are not easy to combine in real life situations. It is therefore important for business consultants to be familiar with the field within which they operate if they are to determine whether an action in ethical choices made by consultants is influenced by their values and ideas. Actions may or not coincide with professional norms. However, economic and political considerations may override commitments to ethical values and responsible behaviour, particularly in those situations where individual is placed under pressure, or exposed to a set of opportunistic circumstances. The study of Yang (2000) supported and acknowledged the conflict between theory and practice. The study explained that consultants who maintain high personal and professional values in theory disintegrate in practice through actual ethical dilemmas.

III. Previous studies on Professional Ethics

Professional ethics are embodied in codes of practice which defines the roles and responsibilities of professionals. These professionals are expected to be the upholders of these virtues otherwise known as professional ethics (Harris et al., 1995; Calhoun and Wolitzer, 2001). Codes of practice addresses client service delivery, qualifications (both academic and professional), standards of practice among construction professionals, Terrenzio (2004). Professionals must therefore adhere strictly to these standards when discharging their duties. There have been several criticisms about construction professionals concerning adherence to ethical standards. Integrity of construction professionals have been questioned with many empirical studies that emphasized practices such as illegal agreements between tenderers that resulted in seemingly competitive bids, price fixing, or market distribution schemes that circumvent the spirit of free competition and defraud clients, bid-cutting, bid-shopping, cover pricing, hidden fees and commissions and compensation for unsuccessful tenderers after consultation with other tenderers Ray et al, (1999), Zarkada-Fraser and Skitmore, (2000), Zarkada-Fraser (2000) and May et al., (2001)

The study of Shankatu (2003) on forms, susceptibility and possible solutions on corruption in the industry noted that uniqueness of many projects made costs difficult to compare. The study revealed the prevalence of uncovered unethical practices such as bad workmanship which may not be easily detected. Vee and Skitmore (2003) examined professional ethics in the construction industry. Findings from the study revealed that various unethical issues surrounding construction activities include unfair conduct, negligence, conflict of interest, collusive tendering, fraud, bribery and violation of environmental ethics among others. The study concluded that all participants, regardless of professional allegiance require a common understanding of ethical and professional values to move the construction industry forward.

Competence of professionals was assessed in the South African construction industry by Nkado (2000) and Poon (2004a). The study found out that the industry's performance cannot only be measured with respects to meeting clients demands through the dynamism of technical competencies and innovative skills only. The behavioural pattern of professionals to protect clients' interest and sustain public industry harmony should be looked into. This shows that the attitude, behaviour and integrity by which professionals' handle matters are quite observed by the public.

As an extension of Poon (2004) study, Pearl, Bowen and Makanjee (2005) examined professional ethics in the South African construction industry. The study observed that several unethical conducts and ethical dilemmas in the construction industry such as corruption, negligence, bribery, conflict of interest, cover pricing, front loading among others were rampant. The study established significant areas of concern pertaining to the practice of ethical conduct among construction professionals. The research further established that 79% of construction professionals were involved in unethical behaviour, which is on increasing trend with adequate means of curbing the practices yet unavailable. Hamzah, Saipo, Mohd, Mohammed and Yap (2007) examined professional ethics as it affects construction quality by investigating the relationship between professional ethics and construction quality in Malaysian construction industry. The study found out that unethical practices among professionals have direct

© 2013 Global Journals Inc. (US)

negative consequences on the output of the construction industry. Despite the emphasis on the importance of ethical standards on the image of professionalism and practices of construction professionals, it appears little attention had been paid to examine the level of compliance of professionals to ethical standards in the Nigerian construction industry. Thus this research intends to fill this gap.

IV. Methodology

The study was conducted in Lagos State on the premise that 75% of construction firms in Nigeria are either based in Lagos States or have their branches located in Lagos (Fagbemi, 2008.) Data for the study were collected through one hundred and seventy (170) copies of questionnaire administered on the professionals in the Nigerian construction industry comprising architects, builders, quantity surveyors and engineers in this area. The choice of these core professionals as the target population was on the basis that these professionals are involved throughout the various stages of construction works. Also, they are involved in the procurement of building projects as established by Ameh and Odusami (2009).

Section A of the questionnaire consisted of the demographical information of the respondents, while section B focused on the study objectives. Fifteen (15) major ethical standards were identified from literature. Professionals ranked the level of compliance of professionals to these ethical standards, ranked themselves and also ranked their co-professionals on the level of compliance of professionals to ethical standards on a 5-point likert scale where 5=very high, 4=High, 3= Moderate, 2=Low and 1=very low. The overall level of compliance by professionals was rated from 0-10% to 91-100% where 0 is the lowest and 100 is the highest. A total of one hundred and thirty eight (138) questionnaire were retrieved which represents 81.18% response rate of the total 170 copies administered. Data collected were analysed using descriptive and inferential statistics which includes percentages, Mean Item Score (MIS) and Analysis of Variance (ANOVA). The results of the analysis are presented in tables below. Mean Item Score (MIS) was calculated from the formula given below:

$$\text{Mean} = \frac{5_{n5} + 4_{n4} + 3_{n3} + 2_{n2} + 1_{n1}}{(n_5 + n_4 + n_3 + n_2 + n_1}$$

Where,

n^5= number of respondents who picked 5
n^4= number of respondents who picked 4
n^3 =number of respondents who picked 3
n^2 = number of respondents who picked 2
n^1 = number of respondents who picked 1

V. Results and Discussion

Table 1 shows the type of organisation of the respondents. The result revealed that 24.27% are in the contracting firms, while 33.33% are in consulting firms while 34.78% are in the government organisations. This formed a good representation of construction industry stakeholders as their various wealth of experience at different sector will provide a reliable data for this study.

Table 1: Type of Organisation

Type of Organization	Frequency	Percentage (%)
Contracting	35	24.27
Consulting	46	33.33
Government	48	34.78
No response	9	6.52
Total	**138**	**100**

Table 2 shows the year of establishments of firms, the average years of establishments of these firms is approximately 19.06 years. The result showed that these professionals were experienced in construction activities, therefore their responses could be relied upon.

Table 2 : Year of Establishment of Firms

Years of Firms	Frequency	Mid-Point	Fx	Percentage(%)
0-10 years	28	**5**	140	20.28
11-20 years	37	**15.5**	573.5	26.81
21-30 years	29	**25.5**	739.5	21.01
31-40 years	5	**35.5**	177.5	3.62
40 -49 years	18	**44.5**	801	13.04
Above 50	4	**50**	200	2.89
No response	17	-	-	12.31
Total	**138**		**2,631.5**	**100**

Mean=19.06 years

© 2013 Global Journals Inc. (US)

Table 3 presented the profession of the respondents. The result shows that 29.70% of the respondents are Architects, 18.10% are Builders, and 23.91% are Quantity Surveyors while only 28.26% are engineers. Responses from these different categories of professionals will assist this study to evaluate different perspectives of the professionals as regards ethical standards.

Table 3: Profession of the Respondents

Professional	Frequency	Percentage (%)
Architects	41	29.70
Builders	25	18.10
Quantity Surveyors	33	23.91
Engineers	39	28.26
Total	**138**	**100**

Table 4 shows the highest academic qualification of the respondents. The results indicated that 48.50% are holders of B. Sc/ B. Tech, 7.24% are holders of M. Sc, 2. 89% are holders of Ph.D. Only 8.69% are holders of PGD while 28.97% of the respondents had academic qualification not less than HND. From the results, 58.63% of the respondents had the minimum qualification of B. Sc/B. Tech. This indicated that the respondents had the required academic qualifications that could assist to provide a meaningful data from which inferences could be drawn for the study.

Table 4: Highest Academic Qualification of the Respondents

Professional Qualification	Frequency	Percentage (%)
OND	8	5.79
HND	32	23.18
B.Sc./B.Tech.	67	48.55
M.Sc.	10	7.24
Ph.D	4	2.89
PGD	12	8.69
No response	5	3.62
Total	**138**	**100.0**

Table 5 shows that 86. 16% of the respondents belong to various professional bodies in construction industry while only 13. 76% of the respondents were not professionally qualified. This shows the ability of these professionals to provide and supply reliable information for the study.

Table 5 : Professional Qualification of Respondents

Professional Qualification	Frequency	Percentage (%)
Nigerian Institute of Architects (NIA)	37	26.80
Nigerian Institute of Builders (NIOB)	22	15.90
Nigerian Institute of Quantity Surveyors (NIQS)	29	21.0
Nigerian Society of Engineers (NSE)	31	22.46
No response	19	13.76
Total	**138**	**100**

Table 6 shows the number of years of work experience of respondents. The results indicated that the respondents have mean of 20.9 years working experience. The professionals would have been exposed to various ethical issues in construction projects during this period. This implied that the respondents have adequate professional experiences to supply adequate and meaningful information for this study.

Table 6 : Respondents' Work Experience

Years	Frequency	Mid-Point	Fx	%
0-10 years	39	5.5	214.5	28.26
11-20 years	32	15.5	496	23.18
21-30 years	28	25.5	714	20.28
31-40 years	21	35.5	745.5	15.21
>40 years and above	18	40	720	13.04
Total	**138**	**122**	**2,890**	**100**

Mean=20.9

© 2013 Global Journals Inc. (US)

Table 7 presented the nature of projects the respondents have undertaken during the course of their professional practices. The results indicated that 93.46% of the respondents have undertaken projects ranging from residential, commercial and engineering. This shows that the professionals must have accumulated wealth of experience based on their exposures to various practical ethical issues on the project, which would have being gathered both from the management and administration of projects. Therefore responses from these professionals could be relied upon in achieving the objectives of this study.

Table 7: Nature of Projects Executed by Respondents between 2001-2010

Nature of Projects	Frequency	Percentage (%)
Residential	46	33.33
Commercial	35	25.36
Educational	9	6.52
Engineering	25	18.11
Service installation (mechanical & electrical)	14	10.14
No response	9	6.52
Total	138	100.0

Table 8 shows the mean item score (MIS) for the level of compliance of ethical practices as perceived and ranked by each professional. From the result of the analysis, all the fifteen (15) ethical standards identified by the study were highly ranked with MIS ranged between 3.79≤ 2.93 which showed ranking above average. Three ethical standards were ranked 1st, 2nd, & 3rd that is client's service delivery, educational training and professional qualification and standards of practice respectively indicating client service delivery as the most significant ethical standard. The MIS ranking shows the ranking of Architects (MIS=3.79, Rank=1st); Builders (MIS=3.38, Rank=1st), Quantity surveyors (MIS=3.29, Rank=1st) and Engineers (Mean=3.22, Rank=1st). In construction works, architects prepare both the sketch and final drawings. They also have the general knowledge of planning, designing and oversight of a building construction. Simson and Atkins (2006) established that architects must have standard of care and should be responsible to the client by discovering and reporting works that are not in conformity to clients' taste. It is crystal clear that client service delivery is paramount in all professions. In most construction projects, architects are usually the clients' representatives to protect the clients' interest. Builders also ranked this ethical standard as 1st which shows they are also in agreement that client service delivery is very important for construction professionals. In most cases, builders are the contractors that execute construction projects. They are therefore liable and responsible to the clients directly. In all the stages of the contracts ranging from contract award, procurement of materials, site operations and up to completion, they should therefore ensure that clients receive value for the work paid for. The quantity surveyors were also in agreement to client service delivery as the first ethical standard that construction professionals should consider when performing their professional obligations. Quantity surveyors can either be working for the contractor or for the client organization. Whichever the case, they are saddled with the responsibilities of preparing the cost estimate of any proposed project, preparation of interim valuation and physical measurement of works to enable payment to the contractor etc. They are to monitor the clients' resources to ensure services are delivered with the best standards and at minimum cost which is the major service delivered by quantity surveyors.

The engineers ranking also supported other professionals ranking on client service delivery as one of the ethical standards professionals must comply with. Engineers are at the helm of providing the structural design details of the projects and thereby hold the duty of care to the client or whosoever appoints them. Jackson and Powell (1992) established that an engineer is a person in the engineering construction contract performing the same function as an architect under the traditional construction contract. The nature of their profession makes them to have direct impact on the lives of people, and as professionals must therefore owe special moral responsibilities John (1991). Due to their knowledge and importance in society, they should have standard of conducts to attend to all issues regarding the construction activities and thereby provide answers to ethical questions Belis and Impe (2001).

This shows that as much as engineer stays in the same role with the architects as a member of design team, they must be versatile, experienced, dynamic and well trained to be suitable for the diverse roles expected in the construction activities.

Also, they should adapt to the changing environment and client service delivery should be paramount to them. The results indicated that majority of the professionals have high level of compliance to this ethical standards. This shows the need for professionals in the construction industry to discharge their duties in a way to satisfy and protects the client's interest. This is contrary to the work of Yakub 2005; Masidah and Khairudeen (2005) which affirmed that professional

© 2013 Global Journals Inc. (US)

services and opinions are under chronic criticism as they are mostly unnecessary and unsatisfactory.

The 2nd highly ranked ethical standards were educational and professional qualification. The MIS values are as follows: Architects (MIS=3.71, Rank=2nd), Builders (MIS = 3.26, Rank= 2nd), Quantity Surveyors (MIS = 3.24, Rank = 2nd) and Engineers (MIS = 3.18, Rank = 2nd). The MIS values of the four professionals ranged 3.71≦3.18. This shows a correlation in the ranking and a level of agreement in the professionals' opinion with respect to educational and professional qualification as one ofs the ethical standards the professionals must put into consideration. Architects ranked this ethical standard highest with MIS value (3.71), while other professionals' rankings were between 3.26 ≤ 3.18. This shows that Architects believed that educational training & professional qualification is a cogent criterion for professionals to dutifully discharge their professional duties. This result is expected because majorly in most of the construction sites, Architects are majorly the clients' representative or the site manager (lay men refers to architects as "site engineer"). Educational training is therefore needed to relate with other professionals and to communicate well with the semi-skilled artisans who might not understand the technical terms used on site. Generally, apart from the academic and professional training acquired while in school, some core values such as human relations are taught in tertiary institutions. These core values are equally important in all fields of learning to successfully relate with people from different families, cultural backgrounds and also to perform the expected roles by each professional.

The rankings by the Builders, Quantity Surveyors and Engineers were similar which shows their perceptions about educational training and professional qualifications as ethical standards are correlated. These rankings also supported that professionals should be academically and professionally qualified in their respective fields. Moreover, educational training and professional qualification is of great importance, because this is where professionals acquire academic training, technical competence and skills about a particular profession. It is therefore important for professionals to have sound educational background to be able to cope with the projects challenges. This finding conformed to Chan and Chan (2002) that professionals need to be placed in appropriate educational framework to ensure their continuous relevance. Professionals should only accept to offer services for which they are qualified by education, training and professional experience.

The third ranked ethical standard by the professionals is standard of service. This ethical standard was ranked 3rd by two professionals, that is Architects (MIS = 3.63, Ranking = 3rd) and Engineers (MIS = 3.16, Ranking =3rd). The rankings showed agreement between architects and engineers on standards of practice as the 3rd important ethical standards for professionals in discharging their duties. This correlation is not farfetched as their roles are interchangeable as earlier established. Therefore a level of agreement is expected in their responses, this established the fact that they have the same perception on the subject matter. Also, builders and quantity surveyors ranked standards of practice as the 4th ethical standards with MIS = 3.19 and 3.17 respectively. The closeness in their mean ranking could be interpreted that they share the same view on this ethical standard.

The Builders (as in most cases the contractors) believed that confidentiality was more important than standards of practice as it was ranked 3rd (MIS = 3.20). On the contrary, quantity surveyors ranked integrity as the 3rd (MIS=3.18) important ethical standards. Contractors' perspective on confidentiality is expected to be high as they are involved in several monetary issues which is the backbone of ethical issues in the construction industry. Money is a strong sager in construction industry and centres so much on the contractors, ranging from the pre-contract stage to post contract period. Contractors wish to win contract at all cost and also maximise profit as much as possible. In the quest to win at all cost, some contractors might engage in bid shopping from careless consultants so as to have an idea of the tender figures of other contractors, they also engage in front and back loading of items and rates in bills of quantities. All these acts are unethical standards with respect to confidentiality of information. The position of information confidentiality have been established by Vee and Skitmore (2003) that unless otherwise stated should a professional release public statements that are truthful and objective. Information and records that are confidential should be kept when appropriate. Improper information flow both internally and externally within should be discouraged.

Confidentiality as ranked 3rd by the Builders (contractors) cannot be compared with other professionals' ranking because contractors are not mostly professionals in quote. Architects ranked confidentiality 5th; Quantity Surveyors ranked it 6th while Engineers ranked it 9th. The view and perception of different professionals on each ethical standard are indicated and revealed in their respective rankings. Quantity Surveyors ranked integrity as the 3rd (MIS=3.39) significant ethical standard in the construction industry. Architects ranked it 4th, while Builders ranked 5th, and Engineers ranked it 6th. Quantity surveyors deals basically with financial management of the contracts and this is the area where the integrity of most professionals are put into the mud especially if there is a conflict between personal and professional values. The moral standing and upbringing of each individual professional appears on how they

© 2013 Global Journals Inc. (US)

protect their own integrity in dealing with clients rather than being mindful of their personal gain.

In the case of safety as an ethical standard, Architect ranked it 8th (MIS=3.31), Builders ranked 10th (MIS = 3.07), Quantity surveyors ranked 11th (MIS=3.04) while engineers ranked 5th (MIS=3.04). The 5th ranking of safety by engineers shows they see safety both on human resources and equipment as core due to the technicalities involved in construction projects. This even manifested in the safety precautionary measures usually taken on construction sites to safeguard dangers and accidents such as wearing of helmet, restricting unnecessary visitation to site, employing safety/heath personnel among others. Little lapses could lead to great human and financial losses that might not be regained easily, and this will not be cost effective for the client. This is also manifested in engineers ranking of cost effective as 4th (MIS= 3.06) most significant ethical standard. Architect ranked 11th (MIS = 3.27), Builders ranked 8th (MIS= 3.14) and quantity surveyors ranked 7th (MIS=3.12).

Table 8 showed, the overall rating of professionals regarding ethical standards. Standards of practice (MIS=2.73) was ranked 1st, educational & professional qualification and clients service delivery (MIS=2.71) were both ranked 2nd, while clients service delivery & professional development were both ranked 4th. The least ranked was fair compensation (MIS=2.46), which indicated that these ethical standards are important for professionals in their professional services.

The overall rating of all the professionals also corroborated the importance of these ethical standards for professionals to discharge their duties with greatest professionalism and integrity. Quality services are expected by the clients for all the services paid for. The professionals should therefore note that good value for money is of utmost importance. Furthermore, clients create markets for the construction industry, and so should be placed at the centre of the construction process as established by Latham (1994); Langford and Male (2001). Professionals should clearly define project performance in the services they render as the achievement of fitness-for-purpose in construction and also as the absolute realization of the client's satisfaction of his requirements as established by Male and Mitrovic (2005). In addition to this, the findings also corroborated Cardammone (2011) that established that professionals are linked with notion of services they provide. Professionals should therefore focus more on their personal professional development so as to provide services that are of high quality for all that needed their services.

Table 8 : Level of Compliance of Professionals to Ethical Standards

Ethical Standards	Arc.		Bldr.(Cont)		QS		Engr.		All Professionals	
	Mn.	Rk	Mn.	Rk.	Mn.	Rk	Mn.	Rk	Mn.	Rk.
Standards of practice	3.63	3	3.19	4	3.17	4	3.16	3	2.73	1
Education& Professional Qualification	3.71	**2**	3.26	**2**	3.24	**2**	3.18	**2**	2.71	2
Safety	3.31	8	3.07	10	3.04	11	3.04	5	2.71	2
Clients' Service Delivery	3.79	**1**	3.38	**1**	3.29	**1**	3.22	**1**	2.68	4
Professional Development	3.36	5	3.16	6	3.15	5	3.03	6	2.68	4
Integrity	3.39	4	3.17	5	3.18	3	3.03	6	2.64	6
Sustainability	3.25	12	3.06	11	3.00	13	3.03	6	2.63	7
Confidentiality of information	3.36	5	3.20	3	3.14	6	2.97	9	2.62	8
Environmental Friendliness	3.30	9	3.03	13	3.02	12	3.03	6	2.60	9
Cost Effectiveness	3.27	11	3.14	8	3.12	7	3.06	4	2.58	10
Fair Competition	3.35	7	3.09	9	3.10	8	3.03	6	2.58	10
Maintenance Culture	3.25	12	3.03	13	3.01	9	3.00	8	2.56	12
Public Welfare	3.24	14	3.05	12	2.98	14	3.02	7	2.54	13
Conflict of Interest	3.29	10	3.16	6	3.01	9	2.98	10	2.50	14
Fair Compensation	3.23	15	3.03	13	2.96	15	2.93	11	2.46	15

Source: Authors Survey 2012

Legend
Rk. : Ranking
Mn. :Mean
Arc: Architects
Bldr: Builder
Cont: Contractor
QS: Quantity Surveyors
Engr: Engineer

© 2013 Global Journals Inc. (US)

Table 9 : ANOVA Test of Level of Significance of Ethical Standards

Ethical Standards	ANOVA		Overall Rating of Professionals
	F – Value	P- Value	%
Standards of practice	0.431	0.882	54.76
Educational& professional qualification	1.824	0.084	54.33
Safety	1.193	0.307	54.03
Clients' service delivery	2.447	**0.020***	53.73
Professional development	3.774	**0.001***	53.61
Integrity	2.146	0.400	52.83
Sustainability	1.475	0.177	52.79
Confidentiality of information	1.707	0.108	52.45
Environmental friendliness	1.422	0.197	52.10
Cost effectiveness	1.184	0.313	51.72
Fair competition	1.686	0.113	51.63
Maintenance culture	0.351	0.929	51.29
Public welfare	0.779	0.630	50.94
Conflict of interest	1.024	0.415	50.04
Fair compensation	1.561	0.148	49.31

Source: Authors Survey 2012

Significant at P≤0.05

$$\text{Mean} = \frac{54.76 + 54.33 + 54.03 + 53.73 + 53.61 + 52.83 + 52.79 + 52.45 + 52.10 + 51.72 + 51.63 + 51.29 + 50.94 + 50.04 + 49.31}{15}$$

$$\text{Mean: Level of compliance} = \frac{785.56}{15}$$

$$= 52.37\%$$

VI. Research Hypothesis: Anova Test

In order to determine the professionals' perception on the level of compliance to ethical standards identified in this study, two hypotheses were drawn below;

H0: There is no statistically significant difference in professionals' perception of the level of all professionals' compliance to ethical practices.

H1: There is statistically significant difference in professionals' perception of the level of all professionals' compliance to ethical practices.

The hypothesis was tested using ANOVA. The results showed that, only two (2) out of all the fifteen (15) ethical standards were significant, which indicated a different opinion on the two ethical standards with P value < 0.05).The two ethical standards were clients service delivery (F value=2.447, P value=0.020) and professional development (F value=3.774, P value = 0.001). This implies that the null hypothesis could not be accepted. The result established a statistically significant difference between all the professionals view about compliance of all the professionals to these two ethical standards. It means all the professionals were of the opinion that the entire professionals have different views and perception to compliance. While some professionals believed that some ethical standards were significant, other professionals are of the opinion that other elements are more important and significant than others.

From Table 9, the result showed the overall general rating of all professionals, as rated by the professionals themselves in percentages (0% - 100%). The percentage rating of respondents ranged from 49.30% ≤ 54.70%, which indicated that professionals ranked themselves on average. It can therefore be concluded that the professionals have average of 52.37% level of compliance to all ethical standards identified by the study. From this result, there is an indication that professionals in the industry know the importance of conformity with ethical standards. The construction industry in Nigeria is gradually coming up to change the perception of the public against the notion that the construction industry is the most corrupt industry due to high frequency of construction failures that have challenged the integrity of the professionals in the sector as asserted by Nduese (2010). Improving compliance to the ethical standard of the industry would not only come from individual professional and the industry, but would also require inputs from governments as opined by John(2006) that governments have responsibilities in ethical matters relating to the construction industry

VII. Conclusion and Recommendation

This study appraised the compliance of construction professionals to ethical standards in the Nigerian construction industry. The study concluded that clients service delivery; educational training and professional qualification as well as standards of practices are the most significant ethical standards among construction professionals in Nigeria. The ethical standards that had the least professionals' compliance was fair compensation. The study recommended that

© 2013 Global Journals Inc. (US)

professionals should pay more attention to all ethical standards in the industry while discharging their duties to satisfy clients. If professionals continually uphold ethical standards, the perception of the public about the image of the construction industry would be changed and project performance and delivery be enhanced.

References Références Referencias

1. Allen J. & Davis D., (1993) Assessing Some Determinant Effects of Ethical Consulting Behaviour: the case of Personal and Professional Values in Journals of Business Ethics 12(6): 449-459.www.springerlink.com/index/kt06x726v570751k.pdf.Accessed on 17/3/2011.
2. Ameh J., and Odusami K. (2009). Nigerian Building Professionals Ethical Ideology and Perceived Ethical Judgement. Construction Research Journal, Bi-Annual Journal of Department of Building , University of Lagos, Akoka Lagos Nigeria, vol 2. No. 1 March 2009.
3. Belis, J. and R. V. Impe. (2001). Ethics in engineering today. Creative system in structural and construction engineering. p 21-25.
4. Cardamone (2010). Cardamone Construction Management Association of America www.cmaanet.or/files/shared/sop.sampelpdf.Accessed on 20/4/2011.
5. Chan, E.H.H., and Chan A.T.S., (2002). Developing of Professional System in the Construction Industry in China, Journal of construction Research, 3 (21, 271-284).
6. Chalkley, R., (1990). Professional Conducts: A Handbook for Chartered Surveyors In Olatunji O. A: Conflict of Interest within Construction Practitioners: Quantity Surveying and Built Environment vol 18(1), 35-50 June 2007.
7. De George R. T., (1990). Business Ethics Macmillan publishing company, USA.www.flipkart.com/business-ethics-richard-t-degeorge-book o20573 1937india. Accessed on 17/3/2011.
8. Doree, A. G (2004). Collusion in the Dutch Construction Industry. An Industrial Organization Perspective. Building Research and Information 32 (2) 145 -156.
9. Egan, J. (1998), Rethinking Construction. Department of the Environment, Transport and the Regions, London. Constructing excellence.org.uk/search/link.jsp?id=309 &. Accessed on 17/3/2011.
10. Calhoun, C.H., Wolitzer, P., (2001). Ethics as a Value Added Service, The CPA Journal, 71(1), Jan, 71–3
11. Fan, L.C.N., Fox, PW and Wan, J.C.Y., (2003). An Investigation of Ethical Behaviour of Construction Professionals in Quality Management. Second International conference on construction in the 21st century (CITC-II) 'Sustainability and Innovation in Management and Technology' 10-12 December, Hong Kong.
12. Fagbemi, A. O., (2008). Assessment of Quantity Surveyors' Service Quality in Lagos State, Nigeria. An unpublished M. Tech. thesis submitted to Department of Quantity Surveying, Federal University of Technology, Akure, Nigeria.
13. Gido, J., and Clement, J.P. (2003). Successful Project Management Mason, OH: Thomson South Western.
14. Gray, C.F., AND Larson, E. W. (2000). Project Management: The Managerial Process. New York; Irwin McGraw-Hill.
15. Harris Jr, C.E., Pritchard, M.S., Rabins, M.J., (1995). Engineering Ethics: Concepts and Cases, Wadsworth Publishing Company, USA
16. Hillebrandt, P. (2000). Economic Theory and the Construction Industry, Macmillan, London.
17. John O., (2006). Ethical Behaviour in the Construction Procurement Process. Report no 2002 -62A CRC Construction Innovation. February 2006 page 5-6, 7-8.wwwdeakin.edu.au> Deakin Research online. Accessed on 17/3/2011
18. Johnson, D.G., (1991), Ethical issues in engineering, Prentice Hall, New jersey: USA
19. Kerzner, H. (2003). Project Management: A Systems Approach to Planning, Scheduling and Controlling (7th ed.) New York; John Wiley and Sons.
20. Lam, K. C, Hu, T., Ng, S. T, Skitmore, M., Cheung, S. O. (2001). A Fuzzy Neural Network Approach For Contractor Prequalification. Construction Management And Economics. 19 175 – 188
21. Latham M., (1994). Constructing the Team Joint: Review of Procurement and Contractual Arrangements in the UK Construction industry. Ministry of Environment, Transport and the Regions, London.Catalogue.nla.gov.au/Record/830825. Accessed on 17/3/2011.
22. Longford D., & Male S., (2001). Strategic Management in Construction. Oxford Blackwell science.books.google.comng/books?isbn=063204 9995. Accessed on 17/3/2011.
23. Male S. P., and Mitrovic D., (2005). The Project Value Chain: Models for Procuring Supply Chains in Construction Proceedings, Royal institution of Chattered Surveyors (RICS) Conference July 4-8 Queensland University of TechnologyAustralian.www.valuesolutions.co.uk/Managing%20%value%20as%20a%20Mnagement%20for%proj .Accessed on 17/3/2011.
24. Masidah, A., and Khairudeen A., (2005). Expectation of Clients, Architects and Engineers on the Roles and Functions of Quantity Surveyors in Relation to Cost Control of Buildings Projects. Proceedings, Quantity surveyor's (Biennial) Convention University

© 2013 Global Journals Inc. (US)

of Malaya, Malaysia 19-29.www.scribd.com/doc /5078646818/8- Accessed on 17/3/2010.
25. May, D., Wilson, O.J., Skitmore, R.M., (2001). Bid Cutting: An Empirical Study of Practice in South
26. East Queensland. Construction, Engineering and Architectural Management (in press).
27. Meredith, J. R., and Mantel, S.J. (2003). Project Management: A Managerial Approach (5thed). New York; John Wiley and Sons
28. Nadeem, E., Sohail A., Muhammed T., (2009) Professional Ethics in Construction Industry of Pakistan – Proceedings of the world congress on Engineering 2009 vol 1 WCE 2009, July 1-3 2009, London, U.K. www/aeng.org/publication/WCE2009-pp729-733.pdf. Accessed on 17/3/2011.
29. Nduese E., (2010). Cement Producer, Builders Seek Solutions to Building Collapse. Peoples daily, December 1.www.peoplesdaily-online.com/.../1120-cement-producers-builders-seek-solutions-to-building-cpllapse. Accessed on 26/4/2011.
30. Nkado, R. W., and Kotze, M., (2000). Competency – Based Assessment of Professional Quantity Surveying, a South African Perspective – Proceeding of COBRA 2000 University of Greenwich,UK.wwwinformalworld.com/index/93034 1872.pdf.Accessed on 17/3/2011.
31. Omole. A. O (2000). Surveying Input into Engineering Projects; Need for professionalism. The Quantity Surveyor. 30. Jan/March pp10 – 18.
32. Olatunji O. A., and Ogunsemi D. R., (2006a). Exploring the Ethical Perceptions of Various Levels of Quantity Surveying Staffing in Nigeria. Accepted for Presentation at AUBEN conference Sydney
33. Poon J., (2003). Professional Ethics for Surveyors and Construction Project Performance' What We Need to Know. Proceedings, RICS
34. Poon, J. (2004a). The Study of Ethical Perceptions of Construction Managers Proceedings of Association of Researchers in Construction Management (ARCOM) Conference, Edinburgh, Heriot-Watt University, UK, 973-983.
35. Poon, J. (2004b). An Investigation of the Differences in Ethical Perceptions among Construction Managers and their Peers: Proceedings of Association of Researchers in Construction Management (ARCOM) Conference, Edinburgh, Heriot-Watt University, UK, 985-993.
36. Pollington C., (1999). Legal Procurement Practices for Sustainable Development Building Research and information 27, (2) In: Olatunji O. A: Conflict of Interest within Construction Practitioners Quantity Surveying Case Study. Surveying and Built Environment vol 18(1) 35-50 June.www.hks.org.hk/hks/html/upload/journal/jn146 -0pdf. Accessed on 17/3/2011
37. Ray, R. S., Hornibrook J., Skitmore, M. and Zarkada F. A. (1999). Ethics in Tendering. A Survey of Australian Opinion and Practice". Construction Management Economics 17(2) 139-153.
38. Shakantu, W.M.W., (2003) "Corruption in the Construction Industry; Forms Susceptibility and Possible Solutions" CIDB 1st Postgraduate Conf. CIDB Ruth Elizabeth, South African www.cidbwg.za/CIDB. Accessed on 20/7/2010.
39. Terrezio E. J., (2004). Codes of Professional Ethics of Construction Managers
40. Yakub. A, (2005). Keynotes Address. Quantity Surveyors Biennial Convention on Sustaining the Profession-Towards Diversification. University of Malaya, Malaysia.
41. Yang, T. (2000).Toward a Deep Environmentalism: The Basic Ideas of Environmental Ethics. Chengdu, Sichuan People's Press.
42. Vee, C. and Skitmore, M., (2003). Professional Ethics in the Construction Industry. Engineering, Construction and Architectural Management, 19(21, 117-127). eprints.qut.edu.au/4119. Accessed on 5/3/2011.
43. Zarkada–Fraser, A., (2000). A Classification of Factors Influencing Participating to Collusive Tendering Agreements, Journal of Business Ethics, 23(3), Feb, 269-82.
44. Zarkada-Fraser, A., Skitmore, R.M., (2000). Decisions with Moral Content: Collusion. Construction Management and Economics 18(1) 101-11.

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Strategic Management of Technology and Innovation

By Z. Mahmood, A. Amir, S. Javied & Dr. F. Zafar
University of Derby, Pakistan

Abstract- This paper discusses the importance and need of incorporating technology and innovation strategy into business strategy to achieve overall competitive advantage for the company. The use of technology and innovation in value creation system is highlighted in a way that it plays a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Strategy formation and execution in the context of technology is discussed that technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company.

Furthermore, concepts like technology strategy, forces affecting technology strategy formation and execution, technology management, innovation management, and what benefits companies can get from these are highlighted and discussed in relation to corporate business strategy.

Keywords: *innovation management, technology management.*

GJMBR-A Classification : *FOR Code:150304 JEL Code: N70, O31*



Strictly as per the compliance and regulations of:

© 2013. Z. Mahmood, A. Amir, S. Javied & Dr. F. Zafar. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Strategic Management of Technology and Innovation

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

Abstract- This paper discusses the importance and need of incorporating technology and innovation strategy into business strategy to achieve overall competitive advantage for the company. The use of technology and innovation in value creation system is highlighted in a way that it plays a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Strategy formation and execution in the context of technology is discussed that technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company.

Furthermore, concepts like technology strategy, forces affecting technology strategy formation and execution, technology management, innovation management, and what benefits companies can get from these are highlighted and discussed in relation to corporate business strategy. As an example, Wal-Mart's case in becoming a market leader using technology strategy has also been discussed in this paper. All above highlighted aspects are justified with the help of literature findings already did by other researchers and provides guidelines for practitioners or companies to better understand the problem in hand. It will allow them to better incorporate technology and innovation management into their business model. This paper provides the basics of technology and innovation management in practice, and provides a need for further research to better understand the rationale.

Keywords: innovation management, technology management

I. Introduction

Rapid flow of information and accelerating technological advancements during the past century has made economy and social environments very complex and competitive. In 1911, Schumpeter (1961) concluded that technological advancements have brought about drastic changes in form of emergence, fusion, disruption and evolution of industries over time. Especially in highly technology-oriented industries, technological competition on global scale makes a significant managerial challenge for firms or organizations. The basic and absolute question is how firms can manage strategically their product offering, value chain system, product strategies and technology, competences and capabilities in complex changing business and technological environment.

Operating environment for businesses is considered as complex and ever changing, and technology plays a pivotal role in managing such environment for better productivity, innovation and business model development. Companies do struggle in adapting to new technological trends, and investments optimization process to cater for new opportunities in the market place. Therefore, fundamental need for companies is to be capable of creating and executing business and technology level strategies side by side to achieve sustained competiveness and value creation. Enterprises who had been managing and optimizing single function of the company at a time now manages multiple functions strategically. In order to achieve high return on investments and better performance as a whole, enterprises need to have strategic management capabilities. (Ansoff 1979, Ansoff 1987).

Strategic technology management is expected to provide means or ways to manage complexity, ambiguity and dynamic nature of businesses, caused by the technology. In this article, the term 'strategic' in relation to technology management emphasises the linkage of strategic management with technology management. Strategic management is a big umbrella, in which strategic technology management is one colour and food for thought in this article for various audiences. Furthermore, strategic refers to strategic technology management as being separate own disciple itself apart from other managements like innovation management and R&D management which surrounds technology management activities. Thus, strategic technology management is placed or considered apart from other types of management in practice. (Bleicher 2004).

II. Strategic Management

Company strategy as defined by Chandler (1962: 7), *"determination of the basic, long-term goals and objectives of an enterprise andthe adoption of courses of action and the allocation of resources necessary forthose goals"*. Strategic management is concerned with the policy that a company adopts to create, enhance and sustain its capabilities based on its environment and in achieving its objectives (Ansoff 1979). The concept of strategy and strategic management has evolved and matured over the years (Whittington 2001, Drejer 2004, Bigler 2009). Nag *et al.* (2007), amongst other scholars concluded the definition of strategic management as, *"The field of strategicmanagement deals with the major intended and emergent initiatives taken bygeneral managers, on behalf of owners involving utilization of resources,*

Authors α σ: M.Phil.Business Administration Kinnaird College for Women, zaish. e-mail: mahmood@gmail.com
Authors ρ ω: University of Derby, UK, Currently working at GCU. e-mail: Dr.f.zafar@gcu.edu.pk

© 2013 Global Journals Inc. (US)

toenhance the performance of firms in their external environments". The strategic manager of an organization develops and suggests company initiatives to be undertaken on behalf of its owner. This plan involves the efficient utilization of the available resources and enhancing the firm capabilities to meet the demands of its environment. According to this definition, strategic management covers aspects such as the current environment, society, organization, enterprise, management, people, knowledge, outcomes and value creation.

a) Value Creation And Business Model

An enterprise targets to create value throughout the value chain for customers, owners, personnel and society (Ansoff 1979). Considering economy on macro-economic level, the use of technology and innovation in value creation system play a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Apart from this, continuous change in technology and innovation has affected companies in changing their value creation systems, thus leading to evolution of entire new industries. The companies have to plan, define, and execute strategy in a way to develop required capabilities to meet customer and stakeholders' desires. The strategy creation and execution would eventually define the position of a company in the market and its value chain (Porter 1985). This position of the company is rooted from business model that a company pursues in completing its mission (Chesbrough 2006). If simply said, business model consists of value chain systems, product, offerings, and revenue model but existence of such models in practice in quite rare to be seen (Suikki et al. 2006, Makinen&Seppanen 2007).

The use of technology in elements of each business model defines the objects and aspects of a strategic management in an enterprise context. In both micro and macro levels, use of strategic technological management is concerned with the proactive use of technology of an enterprise to achieve sustained value creation and survival amongst business models changes and the industry evolutions enabled by advancements in technology.

b) Strategy Formation And Execution

For companies survival, value creation, and to achieve long-term success strategy formation and execution is very crucial. However, it is not sure what corporate strategy would be and how a successful strategy would be established in such a dynamic environment now a days. Strategy formation constitutes distinctive characteristics related to strategy creation process, its rationale, and the direction of its focus. Whittington, (2001) stated that meta-schools of strategy are coherent, evolutionary, and systemic in nature. Minztberg et al. (2005) gave different school of thoughts for strategy in relation to prescriptive and descriptive sense. According to him, there exist three prescriptive (design, planning and positioning) and seven descriptive (entrepreneurial, cognitive, learning, power, cultural, environmental, configuration) schools of strategy. However, there exists no observed evidence which strategy formation technique best meets the requirement of a company in terms of outcome and how company can actually create a better strategy for them.

Porter (1985) stated that technology is involved in all activities of value creation process of a company so technology aspects must be considered properly during strategy formation. Therefore, companies do need to cater for technology matters in line to product and business strategy. For instance, technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company, or the other way, technology strategy is to be derived from corporate strategy (Mei &Nie 2008, Dodgson et al. 2008). Creating a successful business strategy is a complex managerial milestone to achieve for a company. And yet adding the abstract element of technology in strategy formation makes complexity and uncertainty even more. Companies' main concern in strategy formation related to technology is to deal with complex and dynamic nature of technological developments. Another challenge faced by companies is management control of firms' technological evolution in such fast changing and unpredictable technology and business environment (Ansoff 1987). Considering the expansion of technology and innovation, as well as strict involvement of these in every business process of a company, conduct and role of strategic technology management is inevitable.

c) Technology Strategy

Technology strategy is one of the basic ingredients in strategic technology management. Characteristics and capabilities of a technology need to be developed and evaluated across the company. Considering the importance and relation of technology with the firms' broad competitive strategy, technology should be connected and aligned to business strategy. Moreover, firms' strategy on products, services and processes must be devised in relation to technology throughout the value chain process (Dodgson et al. 2008).

In current era, technology strategy has become a key factor in devising business strategy and to sustain a competitive advantage. Burgelman et al. (2001), studied this fact and concluded that it helps to answer questions such as, which competences and technologies are to be adopted for competitive advantage, what should be the investment level on technology development, and how to organize technology development and its management etc. Although, scope and importance of technology strategy is defined in companies, but the extent to which such strategy is incorporated into business strategy and the

© 2013 Global Journals Inc. (US)

existence of an explicit technology strategy varies even in technology oriented firms (Kropsu-Vehkapera et al. 2009). Moreover, there exist forces, both internal and external that do shape the formation and execution of technology strategy and these forces are integrative and generative in nature. In this regard, Determinants of technology strategy are presented in the Figure 1, showing different forces affecting the formation and execution of technology strategy.

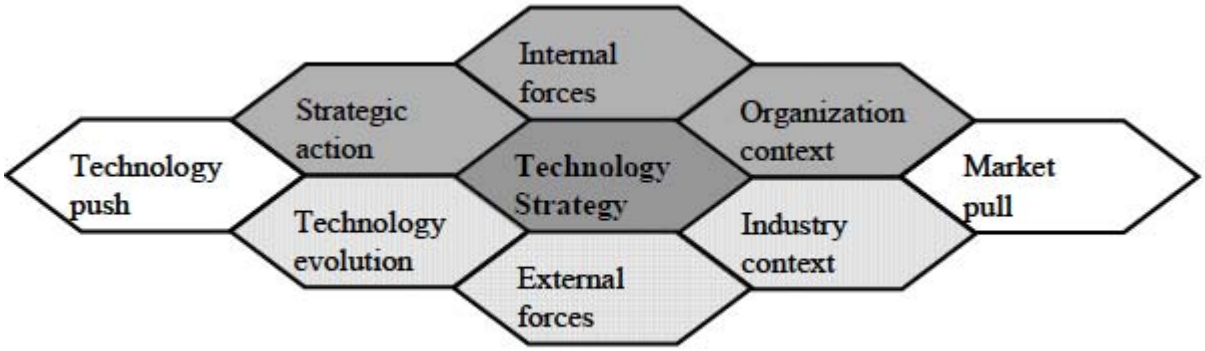


Figure 1 : Determinants of Technology Strategy (Sahlman k. 2010)

III. Management of Technology and Innovation

Technology management is essentially concerned with the interface of the organization and the external technological environment. Technological items include licensing, acquisition, technological status, R&D and technological policies. While innovation management areas are new product development, new process development and innovation policies.

a) Technology Management

Burgelman*et al.* (2001: 4) defines technology as*"technology refers to theoretical and practical knowledge, skills and artifacts thatcan be used to develop products and services as well their production anddelivery systems. Technology can be embodied in people, materials, cognitive andphysical processes, plant, equipment, and tools".*

Figure 2 demonstrates the variousdisciplines that can influence the management of technology andinnovation.

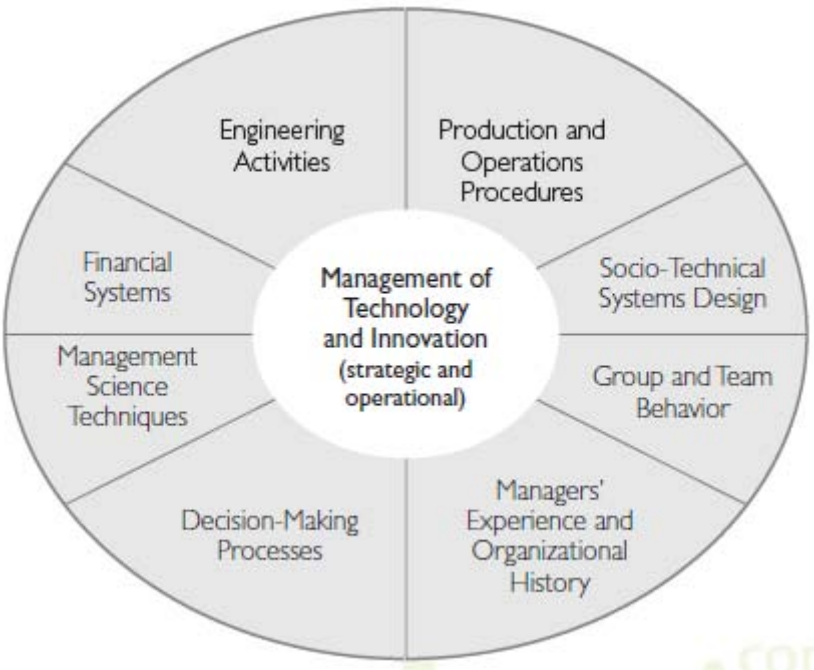


Figure 2 : Areas Influencing the Management of Technology and Innovation
(Margaret A. White & Garry D. Bruton.2007)

© 2013 Global Journals Inc. (US)

b) Innovation Management

Innovation management is defined as a "*comprehensive approach to managerial problem solving andaction based on an integrative problem-solving framework, andan understanding of the linkages among innovation streams, organizational teams, and organization evolution".* It is aboutimplementation—handling politics, control, and individualresistance to change. The manager is an architect/engineer, politician/network builder, and artist/scientist. (Margaret A. White & Garry D. Bruton.2007)

Effective innovationmanagement depends on the organization's top managementinclination to commit the resources to allow individuals and groups torecognize "newness" and respond accordingly. This commitment by thetop management to innovation, in turn, requires their recognition ofseveral realities. These realities are as follows:

1. Management of technology incorporates the management of innovation.
2. It requires encouraging an environment where innovative thought and work are encouraged.
3. It involves leading a firm from existing processes and products to something that is "better" and more valuable.
4. It is proactive and encourages creativity and risk taking.

IV. Importance of Technology and Innovation to Business

In many industries technological innovation is most important driver to gain competitive advantage. The companies are adopting new technology advancements and innovations due to the globalization of markets. Not only are innovation and technology imperative to the economy, but they are clearly worth arguing over. This can be illustrated by fact ten years ago pricing on many machinery and commodity products were done very inefficiently. It was very hard to know exactly what each firm would charge for its product and what the other firm would charge for the same product.

The result was that widely different firms charge different prices for the same product. Purchasing agents found so different and spent a lot of time looking for the best price. However, new technological advancements have eliminated this inefficiency. Especially the Internet has resulted in more transparent and efficient means of pricing for both capital goods and commodity products.

The influence of technology on business typically is not one-dimensional but rather new technology has a cascading effect within firms. To illustrate consider the previous example; in economic theory price is a function of supply and demand. But the technology resulted in both more demand and lower prices. Advancements in technology have made consumers more knowledgeable and they are more aware of opportunities to obtain and use products. This leads to greater demand and precise information leads to pricing being more systematic. As a result, technology leads to better pricing. A similar cycle has taken place in other markets, people use internet to buy automobiles, books and other products. This leads to greater number of buyers but also building pressure on firms in terms of lower prices.

V. Wal-Mart - Case Study

a) Wal-Mart and IT

Wal-Mart is the largest retail company around the world, using information technology to improve its operations and to gain competitive advantage. Wal-Mart is designed on a strategy to provide a broad assortment of quality merchandise and services at everyday low price. Information technology plays an important role in Wal-Mart's business success and they must pay continual attention to technological advancement to sustain competitive advantage. Wal-Mart looked into RFID technology to improve its operations and make further progression such as reducing labour cost, improving inventory control and evolving marketing intelligence. In the mid 1980s, Wal Mart invested in Central database, store-level POS systems and a satellite network. Wal-Mart developed Retail Link, was a largest civilian database in the world. Retail Link contained every data of sale that a company made over a past two-decade period. In 1990, Wal-Mart was an early adopter of Collaborative Planning, Forecasting and Replenishment (CPFR), an integrated approach to planning and forecasting in which they share the critical information regarding Supply Chain.

b) Benefits Wal-Mart experienced by RFID

In June 2009, the CEO of Wal-Mart announced that company had decided to deploy RFID (Radio Frequency Identification) along its supply chain and revealed that its top 100 supplies would be required to put RFID tags carrying EPC on pallets. In 2005, Wal-Mart employed more than 1.6 million associates in more than 6200 facilities around the world which included 3800 US stores and 3800 international units and in that year Wal-Mart makes US$ 418,952 billion. Heinrich (2005, p.25) states that RFID systems improve the flow

© 2013 Global Journals Inc. (US)

of supply chain. The author states that RFID provides many benefits to Wal-Mart such as in logistics operations, it enables supply chain visibility and its impact on Supply chain facilities such as warehouses is foreseeable. This new technology will place a small tag on each item at the manufacturer and will allow the product to be tracked from the time it leaves the manufacturer until it leaves the store. This ability helped the Wal-Mart to have a better control of shrinkage or loss. This also helped the Wal-Mart to improve inventory in the stores because Wal-Mart will know immediately if there is a shortage of any product in any store or a surplus in another store. And Wal-Mart will be able to know if the transfer of goods will be possible and profitable to them.

The RFID technology helped the suppliers to better manage their production to serve Wal-Mart more efficiently and effectively. For example, RFID is used by Wal-Mart suppliers, Procter & Gamble to obtain instant data on what is sold and where is sold. This information helped the suppliers to adjust their production according to the needs of Wal-Mart. It is estimated that RFID implementation could save Wal-Mart US$ 8.4 billion a year in costs when it is fully deployed. Wang et al. (2011, p.571) mentioned research conducted by University of Arkansas on 24 retailers of Wal-Mart and divided into two groups. The one group consisted of 12 retailers, the one not using RFID and the other using RFID technology. The results of this research showed that the group that used RFID along supply chain had a 16% decrease in the OOS rate compared to the other group not using RFID technology into supply chain system. (Massuod O & Hassan S. 2012)

c) Drivers of Implementing RFID

The main drivers that persuaded Wal-Mart to deploy RFID technology were following:

- Getting high visibility, accuracy and efficient productivity of supply chain operations;
- Optimizing Inventory levels, minimize stock levels;
- Creating more value to customers;
- Optimizing promotion management competences;
- Increasing Product availability.

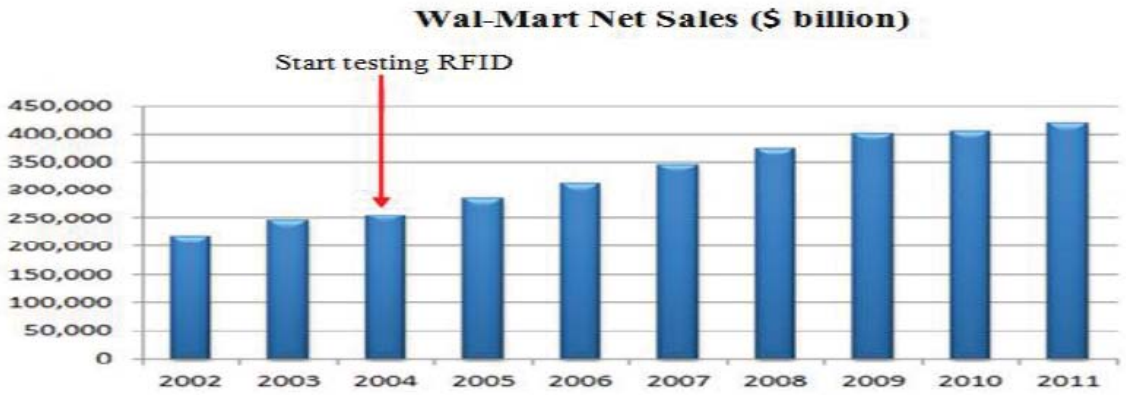


Figure 3 : Wal-Mart Net Sales (Wal-Mart Annual Reports 2002-2011)

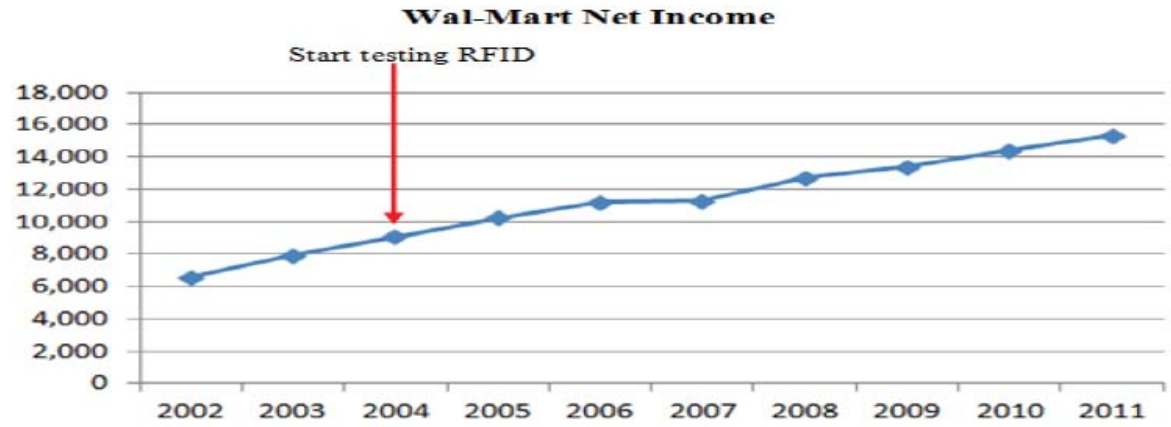


Figure 4 : Wal-Mart Net Income (Wal-Mart Annual Reports 2002-2011)

© 2013 Global Journals Inc. (US)

As shown in above figures, with the implementation of RFID the net sales and net income raised this means that implementing RFID technology had key role in increasing net sales and net profit. (Massuod O & Hassan S. 2012)

VI. Conclusion

In today's era, roots of a business are derived from technology and innovation. In near future, business success will be largely dependent or driven by these two salient factors. Companies would have to take technology and innovation as a strategic objective of the company to sustain their competitive advantage. Moreover, technology and innovation causes a cascading effect on an organization, meaning use of technology in one domain will eventually lead an organization to make greater changes in technology in other areas. Technology and innovation has not only affected the businesses but the society as a whole. It is a process of push and pull i.e. technology is pulled by society or society is pushed by technology. So, organizations do have to undergo technological developments and innovations to cater for economically complex and dynamically changing social environments. In order to achieve such objectives, need for strategic technological and innovation management becomes inevitable.

Technology strategy in being a key ingredient in technology management has become a primary factor in devising business strategy and to sustain a competitive advantage, so companies do need to connect and align technology strategy with business strategy. Portfolio of technological evolution in a company should be managed strategically by taking into account technology during strategy formation and execution process of a company. Companies have to plan, define, and execute strategy in a way to develop required capabilities to meet customer and stakeholders' desires. And for this to happen, technology and innovation management should be incorporated into value chain system of a company.

No commonly agreed frameworks are available that can define how technology and innovation can be integrated into value chain model of a business. Reason might be due to complex and dynamic nature of economy, and globalization effect on business processes as a whole. So, it is important to highlight basic aspects related to value creation and business model, strategy formation and execution, technology strategy, technology management, innovation management, and interface between technology and innovation strategy. This would allow companies to better understand concepts and intermediary steps, required to formulate a technology and innovation framework for them to develop and sustain technological capabilities. With this, organizations will be able to benefit from their internal strengths, overcome their weaknesses, exploit external opportunities and minimize their external threats.

References Références Referencias

1. Ansoff, I. 1979. Strategic Management.London, UK, McMillan.
2. Ansoff, I. 1987.Strategic management of technology. The Journal of Business Strategy 7(3): 28–39
3. Bigler, W. 2009.Strategy execution through executive process innovation: a longitudinal case example and research model. International Journal of Management and Enterprise Development 7(1): 98–123.
4. Burgelman, RA., Maidique, A.& Wheelwright, SC. 2001 Strategic Management of Technology and Innovation.New York, USA, McGraw-Hill.
5. Chandler, AD. 1962. Strategy and Structure - Chapters in the History of the American Industrial Enterprise. Cambridge, MA, MIT Press
6. Chesbrough, H. 2006. Open Business Models. Boston, USA, Harvard Business School Press.
7. Drejer, A. 2004. Back to basics and beyond: strategic management - an area where practice and theory are poorly related. Management Decision 22(3-4): 508–520.
8. Dodgson, M., Gann, D.& Salter, A. 2008.The Management of Technological Innovation: Strategy and Practice; UK, Oxford University Press.
9. Kropsu-Vehkaperä H, Haapasalo, H.&Rusanen, J. 2009. Analysis of technology management functions in finnish high tech companies. The Open Management Journal 2: 1–10.
10. Nag, R., Hambrick,DC.,& Chen, MJ. 2007. What is strategic management really? Inductive derivation of a consensus definition of the field. Strategic Management Journal 28(9): 935–955
11. Massuod, O.,& Hassan, S. 2012. Improved supply chain performance through RFID technology: comparative case analysis of Metro Group and Wal-Mart. Master of Information Systems Technology-Research thesis.Faculty of Informatics, University of Waollongong.
12. Margaret, A. W.,& Garry, D. B. 2007.The Management of Technology and Innovation: A Strategic Approach.
13. Mäkinen, S.,&Seppänen M. 2007.Assessing business model concepts with taxonomical research criteria - A preliminary study. Management Research News 30(10): 735-748.
14. Mintzberg H, Ahlstrand B &Lampel J (2005) Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. USA, Free Press.
15. Mei, S.,&Nie, M. 2008.An empirical investigation into the impact of firm's capabilities on competitiveness and performance. International Journal of Management and Enterprise Development 5(5): 574–589
16. Mintzberg, H. 1978.Patterns in strategy formation. Management Science 24(9): 934–948.

© 2013 Global Journals Inc. (US)

17. Porter, ME. 1980. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York, USA, The Free Press.
18. Porter, ME.1985. Competitive Advantage: Creating and Sustaining Superior Performance. New York, USA, The Free Press.
19. Sahlman, K. 2010. Elements of Strategic Technology Management. Faculty of Technology, Department of Industrial Engineering and Management, University of Oulu.
20. Suikki, R. M., Goman,AMJ.,&Haapasalo, HJO. 2006 A framework for creating business models – a challenge in convergence of high clock speed industry. International Journal of Business Environment 1(2): 211–233.
21. Whittington, R. 2001. What is Strategy and Does it Matter?.2nd edition, London, UK, Thomson Learning.

© 2013 Global Journals Inc. (US)

This page is intentionally left blank

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Empowering Front Office Professionals with Understanding of Guests' Personality Psychology

By Mr. Rajiv Mishra & Dr. Kulwinder Pal
Manipal University, India

Abstract- *Purpose:* To become a successful front office professional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively, a front office manager needs to understand and apply appropriate findings of psychology. Personality psychology is a branch of psychology that studies personality and individual differences. For years, practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these. By understanding the personality styles of guests, front office managers can easily accommodate the needs of each type. This conceptual paper analyses some of the findings of personality psychology which have direct implications for front office managers and professionals.

Keywords: *front office professionals, personality psychology, guests' personality types.*

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



Strictly as per the compliance and regulations of:

© 2013. Mr. Rajiv Mishra & Dr. Kulwinder Pal. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Empowering Front Office Professionals with Understanding of Guests' Personality Psychology

Mr. Rajiv Mishra [α] & Dr. Kulwinder Pal [σ]

Abstract- ***Purpose:*** **To become a successful front office professional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively, a front office manager needs to understand and apply appropriate findings of psychology. Personality psychology is a branch of psychology that studies personality and individual differences. For years, practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these. By understanding the personality styles of guests, front office managers can easily accommodate the needs of each type. This conceptual paper analyses some of the findings of personality psychology which have direct implications for front office managers and professionals.**

Design/methodology/approach: **The types of personality and the principles discussed in the paper are arrived at through review of related literature and by interacting with the successful hospitality professionals and practitioners of applied psychology.**

Findings: **Along with the notable Big Five model of the personality, the paper enlists the characteristic of various sub-categories of the guests after broadly classifying them into various heads in relation to their planning, booking, pricing, lodging and complaining habits and discusses their implications for front office professionals.**

Value: **The knowledge and understanding of various personality types of guests would guide the front office professionals to plan their strategy to deal effectively with different types of guests in all of their job functions.**

Keywords: front office professionals, personality psychology, guests' personality types.

I. Introduction

The front office is the heart of any hotel organization. According to H.E. Heldenbrand (1944), "To the guest, the manager is largely represented by the front office, and the unseen head will be judged favorably or otherwise by the guest treatment there." As such the duties and functions of a front office manager or professionalare very much crucial since he/she is responsible for overall customer service, reservations, billing, and personnel management. To become a successful front officeprofessional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively,a front office professional need to understand and apply appropriate findings of psychology. Applied psychologists have developed principles and methods for dealing with human behavior at all of the following levels: people as individuals, people as interpersonal entities (in leadership and team roles), and people as the key to understanding the way organizations look and behave (Schneider, 1991).So much research work has been done in studying the personality characteristics of the people that it has resulted into the creation of a separate branch of psychology known as Personality Psychology. Personality psychology is a branch of psychology that studies personality and individual differences. Its areas of focus include - constructing a coherent picture of a person and his or her major psychological processes (Bradberry, 2007); investigating individual differences, that is, how people can differ from one another and; investigating human nature, that is, how people's behavior is similar (Wikipedia, 2010).For years practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these types. By understanding the personality styles of guests,front office managers can easily accommodate the needs of each type. The central idea is that one can relate and work with people well if one knows them well. This paper analyses some of the findings of personality psychology which have direct implications for front office managers/ professionals.

II. Personality Defined

The word "personality" originates from the Latin word 'persona', which means mask. In the theatre of the ancient Latin-speaking world, the mask was not used as a plot device to disguise the identity of a character, but rather was a convention employed to represent or typify that character (Wikipedia, 2010). Although the term "personality" has different meanings to different people, one definition describes it as a set of characteristics or traits that are relatively enduring and differentiate one person from another (Guilford, 1959). It represents an

Author α: Assoc. Professor (Front Office) with Welcomgroup Graduate School of Hotel Administration, Manipal University, Manipal, Karnataka, India. e-mail: call.rajiv@yahoo.co.in

Author σ: Senior Project Officer with Directorate of Distance Education, Lovely Professional University, Phagwara, Punjab, India. e-mail: pal.kulwinder@gmail.com

© 2013 Global Journals Inc. (US)

individual's distinctive psychological characteristics that lead to relatively consistent responses to his or her environment (Reid and Bojanic, 2010). Itmayalso be defined as dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations (Ryckman, 2004).

The various types of guests with whom front office professionals interact on a regular basis, are psychologically programmed in a highly similar fashion. This means that people analyze and use certain types of information in very predictable ways. This "every day" predictable elements of people constitute their personality, the understanding of which can help front office professionals toknow and work with others personally and professionally much more effectively (Houran, 2009).

III. Using Principles of Personality Psychology for Building Customer-Centric Mindset in Front Office Managers

Hospitality is about a "customer-centric" mindset (Houran, 2009). Knowledge and practice of relevant principles of personality psychology can help front office professionals to live this mindset. The types of personality and the principles discussed in the paper are arrived at through review of related literature and by interacting with the successful hospitality professionals and practitioners of applied psychology.

a) "Big Five" model of personality

We will start our discussion with the famous "Big Five" model of personality given by Lewis Goldberg who proposed a five-dimension personality model, nicknamed the "Big Five" (Wikipedia, 2010) and can be easily remembered by the acronymn OCEAN. These dimensions along with their implications for front office managers as given by J.W. Santrock (2008) and Jim Houran (2009) are listed below:

1. *Openness to Experience:* This dimension represents tendency to be imaginative, independent, and interested in variety. People like this are eager to learn more and ask many questions. They are motivated to seek stimulation and to learn things in general. While dealing with these guests, front office professionalshould emphasize hotel's new, novel or innovative approach, as well as leading-edge and proprietary information that gives it a competitive edge.
2. *Conscientiousness:* It represents the tendency to be organized, careful, and disciplined. People like this are very cautious, deliberate in word and deed, pragmatic, non-committal and sometimes downright skeptical. They are motivated to understand details and practical application of products and services. To deal with them,front office professional should emphasize detail in reports and presentations and explain how that detail is derived from careful and authenticate information. Also, they should be precise in their language leaving nothingvague or irresolute for guests.
3. *Extraversion:* It reflects the tendency to be sociable, fun-loving, and affectionate.People like this make small talk and are very friendly. Their motivation is relationship-building. While responding to these,front office professionalcan emphasize the ongoing relationship the hotel organization has with client's company, e.g., past projects hotel organization has done for the company, success stories about collaboration and partnership, testimonials etc.
4. *Agreeableness:* Thisis the tendency to be softhearted, trusting, and helpful.People like this are good listeners, respectful, polite and amenable to the suggestions. They are motivated to avoid conflict and to please others. Front office professional while interacting with them should emphasize the powerful reputation hotel organization has in the market, along with mentioning how much he/she enjoys talking with them and wants to continue the discussion. Front office professional must act fast with highly agreeable people, because their views can easily change over time as they attempt to please the person of authority at the moment.
5. *Neuroticism:* It represents the tendency to be calm, secure, and self-satisfied. People like this are quick talkers and thinkers, who can come across as dominant, passionate, and narcissistic persons. They want to control circumstances, establish authority and assert their own expertise. While dealing with them, front office professional should emphasize the reputation and high standards of the guest's company and how hotelorganization complements that brand and fits in with their innovative agenda or plans.

The way that people express themselves is related to their personality make up. Often one of these five traits will be dominant in a specific person.By listening to them and observing their mannerisms one can comprehend the dominant dimension of one's personality and respond to itaccordingly. Information will be better understood and received by a guest when information is messaged in a way consistent to the guest's dominant personality (Houran, 2009).

b) Guests' personality types in terms of their planning habits

Irina von Bentheim (2009) has reflected upon the significance of the hotel choice and what it says about the character of the hotel guest. She has categorized the guests into following four types

© 2013 Global Journals Inc. (US)

depending upon the accommodation planning done by them:

The cautious guest: The cautious guest plans their accommodation right down to the last detail weeks, and even months, in advance. They maintain daily email contact with the hotelier. They belong to the most fearing yet adorable set of people. To build a good customer relationship with one of these types, front office professional should never dodge their endless search for perfection. Playing a tolerant partner at their side, front office professional can let them happily experience harmony.

The cunning guest: The cunning guest compares prices, furnishings and locations months in advance, and rings up their chosen hotel every day under a different name to ensure their hosts will still welcome them even if their demands are unfair. As these types of guests are generally in possession of the strongest of egos, front office professionals should be mentally prepared to face more confrontations and act according to the situation keeping their cool.

The lucky beggar: These types of guests do not doany planning, but always manage to have luck on their side and end up in a top hotel. They enter into every relationship with "Yes I can" attitude but their loud self-appreciation doesn't always result in as much as it promises. They like others to indulge more often in self-criticism which should be kept in mind by the front office professionals while interacting with them.

The jinxed traveller: The jinxed traveller never plans ahead, always seems to encounter bad luck and does not have sufficient self-belief. The front office professionals dealing with them must be well organized and accustomed to taking matters into their own hands. (Bentheim, 2009)

c) Guests' Personality types pertaining to booking/reservation process

Bryan Eisenberg (2009) categorizes the personalities into four groupson the basis of theirqueries while making bookings. The characteristics and aspirations of each group as explained below should be kept in mind by the front office professionals while handling their bookings:

Competitive personality: This type of person is decisive and looks for the bottom line. This personality asks 'what' questions. Regarding the hotel, this person will want to know location, comparison to other hotels, and star rating systems.

Humanistic personality: A person with this type of personality appreciates a hotel with friendly, helpful and polite staff. This personality asks 'who' questions. He/She wants to feel good about a hotel and values learning about the experience of others who have stayed there.

Spontaneous personality: A person who has this personality is impulsive and appreciates a personal touch. This personality asks 'why' questions. He/She avoids cold, hard facts and wants to know if the staff will help him/her, or if there is a restaurant or nightclub. This personality type will be impressed by silky sheets, quality toiletries and special touches.

Methodical personality: A methodical person likes to see the hard facts and wants to see the information presented in a logical manner. This personality type asks 'how' questions. He/She is not impressed with the personal touch and will look for things such as check-out times, prices, and what comes with the room. (Eisenberg, 2009)

d) Personality variables relevant for understanding consumerbehavior related to pricing and currency usage

Front office professionals should also be familiarized with the pricing and currency usage related behavior of the guest as a consumer. Two personality variables seem to offer a great deal of promise in understanding consumer behavior (Haugtvedtet al., 1992). These personality variables are: need for cognition and self-monitoring. The understanding of these variables would help front office professionals to be more insightful and considerate while dealing with guests in pricing related matters.

i. *Need for Cognition*

According toCacioppoand Petty (1982), need forcognition refers to an individual's tendency to engage in and enjoy effortful cognitiveendeavors. Based on need for cognition, individuals can be divided into cognitive spenders and cognitive misers.

a. *Cognitive spenders:* Individuals whopossess high need for cognition are more highly motivated to think about the giveninformation than individuals with low need for cognition (Cacioppoand Petty, 1982). In other words, individualswith high need for cognition are viewed as cognitive spenders, and they report greater enjoymentof complex tasks.They are morecurious, enjoy mental activities, seek out additional stimulus information, differentiatebetween strong and weak arguments, and recall more information from an event (Hu, 2005).

b. *Cognitive misers:* Incontrast to cognitive spenders, low need-for-cognition individuals are viewed as cognitivemisers (Taylor, 1981), and they dislike effortful cognitive activities.

The results of the study by Imman, McAlister, and Hoyer (1990) demonstrated that for cognitivemisers, promotion signal alone represent a sufficiently significant change in the choicecondition to induce a shift in choice behavior toward the promoted brand. For cognitivespenders, however, a concomitant price cue is needed. This implies that cognitive misersmight employ less complex decision rules than do cognitive spenders.Chatterjee and Basu-Roy (1998) investigated

© 2013 Global Journals Inc. (US)

the role of need for cognition onconsumers' reactions to price-matching offers. Cognitive misers are unlikely to devotemuch thought to any situation. Hence they are more prone to use price-matching signalsas a heuristic to simplify choice. Cognitive spenders, on the other hand, are more likely toconsider both the competition as well as the collusion aspects of price-matching offers,and base their choice on more substantive cues. Whereas cognitive spenders arepersuaded by price reduction, cognitive misers are persuaded by discount signals evenwhen the price of the promoted brands is not actually reduced (Immanet al., 1990 and 1997). The study byBurman and Biswas (2004) suggested that the cognitive spenders scrutinize the information more and thereforeenter the correction stage to either reject or discount an implausible reference price. On the other hand, cognitive misers remain in the characterization stage due to their lack of motivation to assess the information thoroughly and therefore will be more vulnerable to implausible reference price claims.

Since need for cognitionappears to be a primary individual-difference variable identified as influencingmotivation to think, it should also influence individuals' preference ofcurrency usage. Cognitive spenders may prefer to usecombined currency at high-end restaurant to maximize their savings. To avoid thecomplexity of dealing with two or more currencies, cognitive misers, in contrast, are mostlikely to pay with a single currency while visiting restaurants of their choice (Hu, 2005).

ii. *Self-Monitoring*

According to Snyder (1979, 1987), people differ in theextent to which their behavior is susceptible to situational or interpersonal cues, asopposed to inner states or dispositions. With regard to the level of self-monitoring, individuals can be classified as low self-monitors and high self-monitors.

a. *Low self-monitors:* Low self-monitoring individuals are especiallysensitive and responsive to inner dealings, attitudes, andbeliefs. Thebehaviors of low self-monitors reflect their feelings and attitudes without regard tosituational or interpersonal consequences of those behaviors (Snyder, 1979; Ajzenet. al.,1982).

b. *High self-monitors:* In contrast to low self-monitors, high self-monitors are much less sensitive to internal beliefs and values. Instead, they view their behaviors as stemming primarily form a pragmatic view of whatexternal, situational cues define as socially appropriate action (Snyder, 1974).

High self-monitors tend tojudge a product's quality higher if it is advertised with an image orientation (DeBono andPacker, 1991).Low self-monitors, on the other hand, tend to be influenced by advertisements thatstress the performance of the product. Empirical evidence has shown that high self-monitoring individualsprefer brands in congruence with social situations while self-image congruence andutilitarianism dominate the brand preference of low self-monitors (DeBono, 2000; Hogget al., 2000). Also, high self-monitors respond more favorably tostatus-oriented advertising claims while low self-monitors are more sensitive to thequality and functional performance of products (Shavittet al., 1992; DeBono, 2000).

Individuals' preferences of payments (currency usage) may also be influenced byself-monitoring (Hu, 2005). High self-monitors view their behaviors as stemming primarily from apragmatic view of what external and situational cues define as socially appropriate actionand use these cues as guidelines for monitoring their own verbal and nonverbal self-presentation (Snyder, 1979). Since combined-currency price is a signal of price discount,high self-monitors may be less likely to use it in contrast to low self-monitors and hence may choose single currency to show their social status (Hu, 2005).

e) Guests' personality types in terms of lodging habits

Embassy Suites Hotels (2000) commissioned a proprietary surveyof more than 300 frequent travelers and found that there are two distinct personality types in travelers: Upstairs andDownstairs guests. This classification provides good insight about the lodging habits of the guests.

Upstairs guests: These personalities are defined by actions andcharacteristics of more introverted people who spend less time in public areasand prefer private spaces such as bedrooms over more social spaces such aslobbies and lounges. While the findings indicate that nearly two out of threefemale respondents generally classify themselves as extroverts, more than halfof these same women travelers changed attitudes when traveling for business,describing their behavior as more upstairs and introverted on a businesstrip. For example, female business travelers might opt for room service, in-suite wet-bar, and the spaciousness of a two-room suite that allows aseparation of work and sleep areas.

Downstairs guests: Unlike their female counterparts, men overwhelming maintained the downstairs personality when traveling for business or pleasure. Travelerswith downstairs personalities are considered to be more extroverted and tendto use concierge services more often, dine out of their rooms and prefersocial spaces to private areas. Downstairs personalitiesmight enjoy a nightly manager's reception, dining in the on-site restaurantand relaxing in open lobby areas.

The survey also found that while upstairs personalities enjoy staying upstairs, downstairs personalities also appreciate a spacious hotel room like a two-room suite. Depending on their personality, travelers seek specific comfortzones which front office managers should aim to provide.

Early View

© 2013 Global Journals Inc. (US)

f) Guests' personality types in terms of their complaints

Amy Bradley-Hole (2008) believed that the best way to please a guest is to understand his/her needs and motivations and the psychology behind their complaints. In her effort to better understand the psychology behind complaining, she began studying disgruntled customers, and noticed certain "types" of complainers.

People with ruined dreams: The seare the people who have been dreaming of the most breathtaking vacations for years. They have got this perfect vision in their head of exactly how the entire trip, including hotel experience, should be. This type of persons may complain because they have major problems, but they often complain about minor things that may not really matter, simply because they are facing the reality that there is no such thing as a perfect vacation.

Face-savers: Face-savers complain because they think acting irate will camouflage their shortcomings. For example they knowthat they only made their reservationsfor two nights but insist it was three.Face-savers can often be identified by their low self-esteems and their beliefs that belittling other people makethem look good. They are the one who complain really loudly.

Freebie-lovers: These people love bargaining. They complain even when nothing is wrong just to get a lower rate or a refund. Freebie-lovers have one motivation: saving money

Wounded warriors: The wounded warriors once had everything going for them. But then many unfortunate incidents happened in their life. They often complain because it's the only way to regain control of their life and become masters of the situation, if only for a brief shining moment.Instead of standing up for themselves and taking control of their life, they may also complain as they feel forced to do so by someone else.

Martyrs/passive-aggressives: Martyrs and passive-aggressives are the worst complainers because they don't complain at all, at least not to the hotel. These are the people who have the worst stay ever, and yet never breathe a word about their numerous issues to hotel staff. Instead, they wait until they return home to tell everyone they know and the local news station about how horribly they were treated. In fact, martyrs love to be mistreated, because it gives them something new to complain about.

The loyal customers: The loyal customers don't really complain at all. Instead, they provide constructive criticism. They let managers know when things are wrong simply because they love a hotel or chain and they want to make sure it's a nice place to stay for a long time. This type of complainer is the one who becomes good friends with the staff members at various hotels and gets all kinds of perks when he/she comes to stay.

The truly injured: The truly injured guests complain for a valid, important reason. They do so calmly, rationally and politely. They understand that no one is perfect, and that mistakes happen. They do not place blame or pass judgment. They ask for appropriate compensation for their problems, and are never demanding.

Categorizing complainers seem to help the front office professionals better please these customers, because they better understand what each guest want. (Bradley-Hole, 2008)

IV. Conclusion

Front office professions are always at the frontline to face all types of customers with their diverseattitudes, needs and aspirations.The knowledge and understanding of various personality types of guests would help them to plan their strategies to deal effectively with different types of guests in all of their job functions. The process of analyzing the guests in terms of their personality characteristics assists the professionals to know their guests in a better way. Once you know the prominent dimension of a guest's personality and their temperament in terms of their planning, reservation making, spending, lodging and complaining habits, you can very well devise the apt strategies to meet their expectations and increase the customer satisfaction. The hotel organization can use the findings of personality psychology to apply innovative strategies for boosting their trade name. One such strategy is adopted by OPUS Hotel, Vancouver where the guest rooms are grouped by "room personality". Room types are assigned randomly unless guests make a specific request. The hotel's website has a feature to help guests determine their personality type, and if a guest lets the hotel know which "type" they are, the staff will kick in with specific local dining and other recommendations (Travel &Leisure, 2010). The concept like this would definitely add more personal touch to the comfort of the guests leading to greater customer satisfaction and increased business.

References Références Referencias

1. Ajzen, I., Timko, C., & White, J. B. (1982).Self-monitoring and the attitude-behavior relation. *Journal of Personality and Social Psychogy, 42,* 426-435.
2. Bentheim, I. (2009). Test: Which type of hotel guest am I? Escapio Blog. Lifestyle. Travel. Hotels. Retrieved July 15, 2010, from: http://en.escapio.com/blog/2009/05/test-welcher-hoteltyp-bin-ichtest-which-type-of-hotel-guest-am-i/
3. Bradberry, T. (2007).Self-Awareness. New York: Putnam.
4. Bradley-Hole, A. (2008). 7 types of hotel complainers - which one are you? Consumer Traveler. Retrieved August1, 2010, from:

© 2013 Global Journals Inc. (US)

http://www.consumertraveler.com/columns/7-types-of-hotel-complainers-which-one-are-you/
5. Burman, B., & Biswas, A. (2004). Reference prices in retail advertisements: Moderating effects of market price dispersion and need for cognition on consumer value perception and shopping intention. Journal of Product and Brand Management, 13 (6), 379-389.
6. Cacioppo, J. T., & Petty, R. E. (1982).The need for cognition.Journal of Personality and Social Psychology, 42 (1), 116-131.
7. Chatterjee, S. &Basu-Roy, S. (1998). Interpreting unilateral and competitive price signals: The moderating role of need for cognition. Advances in Consumer Research, 25 (1), 151-155.
8. DeBono, K. G. (2000). Attitude functions and consumer psychology: Understanding perceptions of product quality, in why we evaluate. In G. R. Maio& J. M. Olson (Eds.).Functions of attitudes. New York: Lawrence Erlbaum.
9. DeBono, K. G., & Packer, M. (1991). The effects of advertising appeal on perceptions of product quality. Personality and Social Psychology Bulletin, 17, 194-200.
10. Eisenberg, B. (2009). Secrets of top-converting websites and how they can boost your hotel bookings. O'Rourke Hospitality Marketing, LLC. Retrieved July 29, 2010, from: http://blog.orourkehospitality.com/2009/12/20-secrets-of-top-converting-websites-and-how-they-can-boost-your-hotel-bookings/
11. Embassy Suites Hotels (2000).Embassy suites hotels survey uncovers travel personality types. Hilton Hospitality, Inc. Retrieved July 5, 2010, from: http://www.hotelnewsresource.com/article2585.html
12. Guilford, J. P. (1959). Personality.New York: McGraw-Hill.
13. Haugtvedt, C., Petty, R., &Cacioppo, J. (1992). Need for cognition and advertising: Understanding the role of personality variables in consumer behavior. Journal of Consumer Psychology, 1, 239-260.
14. Heldenbrand, H. V. W. (1944). Front Office Psychology. Chicago: Hotel Monthly Press.
15. Hogg, M. K., Cox, A. J., & Keeling, K. (2000). The impact of self-monitoring on image congruence and product/brand evaluation. European Journal of Marketing, 34, (5/6), 641-666
16. Houran, J. (2009). Five psychological principles everyone should know and use.HVS. Retrieved July 5, 2010, from: http://www.hvs.com/article/4076/five-psychological-principles-everyone-should-know-and-use/
17. Hu, H. H. (2005). Personality types and consumer preferences for multiple currency usages: A study of the restaurant industry, pp 35-57. Dissertation Presented to the Graduate School of the Ohio State University. Retrieved July 20, 2010, from: http://etd.ohiolink.edu/send-pdf.cgi?osu1123254977
18. Imman, J. J., McAlister, L., & Hoyer, W.D. (1990). Promotion signal: Proxy for a price cut. Journal of Consumer Research, 17 (1), 74-82.
19. Imman, J. J., Peter, A.C., & Raghubir, P. (1997).Framing the deal: The role of restrictions in accentuating deal value. Journal of Consumer Research, 24 (1), 68-80.
20. Reid, R. D., & Bojanic, D. C. (2010).Hospitality Marketing Management (5th Ed.), pp 99-102. New Jersey: John Wiley & Sons, Inc.
21. Ryckman, R. (2004). Theories of Personality. Belmont, CA: Thomson/Wadsworth.
22. Santrock, J.W. (2008). The self, identity, and personality.In Mike Ryan (Ed.).A topical approach to life-span development, pp 411-412. New York: McGraw-Hill.
23. Schneider, B. (1991). Applied psychology in business: A multilevel overview. In John W. Jones, Brian D. Steffy & Douglas W. Bray (Ed.). Applying psychology in business: The handbook for managers and human resource professionals. NY: Lexington Books, Macmillan, Inc.
24. Shavitt, S., Lowrey, T. M., & Han, S. P. (1992). Attitude functions in advertising: The interactive role of products and self-monitoring. Journal of Consumer Psychology, 1(4), 337-364.
25. Snyder, M. (1974).Self-monitoring of expressive behavior. Journal of Personality and Social Psychology, 30, 526-537.
26. Snyder, M. (1979). Self-monitoring processes. In L. Berkowitz (Ed.).Advances in Experimental Social Psychology, 12, pp 85-125. New York: Academic Press.
27. Snyder, M. (1987). Public appearances, Private realities: The psychology of self-monitoring. New York: W. H. Freeman.
28. Taylor, S. E. (1981). The interface of cognitive and social psychology. In J. H. Harvey (Ed.).Cognition, Social Behavior, and the Environment. Hillsdale, NJ: Lawrence Erlbaum Associates.
29. Travel + Leisure (n.d.).OPUS Hotel Vancouver. American Express Publishing Corporation. Retrieved August 1, 2010, from: http://www.travelandleisure.com/hotels/opus-hotel-vancouver
30. Wikipedia (2010).Personality Psychology. Wikimedia Foundation Inc. Retrieved August 5, 2010, from: http://en.wikipedia.org/wiki/Personality_psychology

© 2013 Global Journals Inc. (US)

Global Journal of Management and Business Research
Administration and Management
Volume 13 Issue 12 Version 1.0 Year 2013
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Rumors in the Workplace Affecting Organizational Change Readiness

By Orlando Rivero, D.B.A.
Carlos Albizu University, United States

Abstract- The spread of Rumors/Grapevines/Rumor-mills continues to be an issue for most mid\large organizations throughout the United States. Rumors have been an integral part of American political views and have had an effect on most organizational change initiatives. The notion of not knowing something provokes human instincts to seek the truth among employees by spreading rumors. In so doing, rumor-mills have the potential to penetrate most organizational structures, which could lead to organizational change derailment if not addressed accordingly.

Keywords: public administration; public service; management; leadership organizational development; learning organizations; organizational learning; organizational development interventions; organizational change; workplace rumors\grapvines\rumor mills; policies and procedures; evaluation of human resources; structure and design;training and development; human resources; communication; and leadership.

GJMBR-A Classification : FOR Code:150304 JEL Code: H83



Strictly as per the compliance and regulations of:

© 2013. Orlando Rivero, D.B.A. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Rumors in the Workplace Affecting Organizational Change Readiness

Orlando Rivero, D.B.A.

Abstract- The spread of Rumors/Grapevines/Rumor-mills continues to be an issue for most mid\large organizations throughout the United States. Rumors have been an integral part of American political views and have had an effect on most organizational change initiatives. The notion of not knowing something provokes human instincts to seek the truth among employees by spreading rumors. In so doing, rumor-mills have the potential to penetrate most organizational structures, which could lead to organizational change derailment if not addressed accordingly. Moreover, studies have suggested that most business related rumors are accurate. Most importantly, organizational immunity is not recommended. This can intensify rumors in the workplace. Consequently, this leads to a negative work environment that will ultimately affect work productivity. Although the spread of rumors cannot be completely eliminated, suggestions will be provided to streamline organizational change initiatives that can alleviate rumors in the workplace.

Keywords: public administration; public service; management; leadership organizational development; learning organizations; organizational learning; organizational development interventions; organizational change; workplace rumors\grapvines\rumor mills; policies and procedures; evaluation of human resources; structure and design;training and development; human resources; communication; and leadership.

I. Introduction

A sense of urgency among employees arises when organizational change initiatives are not communicated accordingly. In some cases, organizational change may not have been officially announced, which leads to employees seeking the truth. Most rumors have the potential to creep into most organizational settings. Consequently, if rumors are not addressed by the organization, this lack of action can be seen as validation by the employees, which can drain work productivity leading to profit reductions and ultimately damaging the organization's image.

II. Rumors/Grapevines/Rumor-Mills

It is commonly known that Rumors /Grapevines/ Rumor-mills have had an effect on most mid/large organizational settings throughout the years. According to Moulin (2010), "rumors are performances of border languages or an expression of how the sense of others is revealed for the political endeavors" (p. 350). Moulin (2010) further states that rumors are mechanisms used from a humanistic point of view by employees to understand the ambiguous and to make meaning of what is the truth. Unfortunately, American organizations have pushed employees to the outer limits and do not share the most accurate information when it comes to change, which leads to misunderstanding and the surge of organizational rumors that ignites curiosity (Rivero, 2013). Part of the problem occurs when the organization develops a powerful "immune system" similar to immunities developed in the human body. As a result, this immunity of resistance defends the status quo and resists changes that are unrecognizable to mid-management and staff alike (Gilley, Gilley, & Godek, 2009). This could lead to miscommunication among staff thus causing rumors to spread within an organizational setting. At times, organizations do not address rumors in the workplace and dismiss it as a common occurrence. "Rumors do not just fill up time around the water fountain. They can drain productivity, reduce profits, create stress in the workplace (Bordia, DiFonso, & Rosnow, 1994, p. 47).

Unfortunately, rumors in the workplace are prevalent in most organizational settings (Michelson & Mouly, 2002). Additionally, rumors relating to organizational change can actually predict where the organization is heading (Isabella, 1990). Workplace rumors are a symbolic verbal mechanism reflecting the state of the organization's climate. If unaddressed, this could lead to counter productivity among staff members.

III. Workplace Rumors – Causes and Effects

For years, researchers have attempted to have a better understanding of rumors in the workplace and their potential to derail an organization. Knapp (1944) suggests that rumors are shared attitudes, concerns and anxieties, which create mistrust among the organization's shareholders. Additionally, Voas (2002) suggests that false rumors are due to poor communication between management and subordinates and others who desire to seek the truth about inside information relating to the organizational setting. Voas (2002) further states that, "closed –door meetings spawn more incorrect assumptions than any other reason for rumors. Employees are suspicious of senior

Author: Carlos Albizu University. e-mail: orivero01@yahoo.com

© 2013 Global Journals Inc. (US)

managers and assume they are only out for themselves" (p. 62).

IV. Management – Choosing to Ignore Workplace Rumors

At times, management may choose to ignore rumors in the workplace, leading to the spreading of rumors. Studies have suggested that rumors prosper when not addressed accordingly (Moulin, 2010). According to Koening (1985), "in a poorly managed organization, they can chip away at morale and fuel anxiety, conflicts and misunderstanding" (p. 55). Most interesting, another study suggests that rumors have the potential to enhance employees' status, filling gaps in social conversation within an organizational setting (Hicks, 1971). Moreover, workplace rumors are systematic and can be spread faster than the organization's formal communication channels. Mishra (1990) further states, "the grapevine is also capable of penetrating even the tightest security because it cuts across organizational lines and deals directly with people in the know" (p. 52). Organizations should not ignore rumors in the workplace that have the potential to harm its brand/image. This being said, organizations need to take responsibility and address rumors in the workplace before the situation becomes out of control.

Organizations have a choice to either address/ignore rumors in the workplace. It is highly recommended that managers address rumors accordingly. It is also recommended that rumor policies and procedures be established alongside a comprehensive ethics training program to address how to report/deal with workplace rumor mills from both perspectives – employer and employees. Moreover, rumors cannot be abolished or hidden away or even stopped. Trying to do so can only lead to the further spreading of rumors leading to negative organizational results (Mishra, 1990).

V. Recommendations – Damage Control Measures

The author of this article proposes the following recommendations for addressing rumors in the workplace.

1. Establish an open dialogue with employees, particularly when organizational change is taking place.
2. Management should address rumors that have the potential to damage the organization's image. It is recommended that management communicates publicly to "clear the air."
3. Management should also act quickly to address rumors in the workplace to avoid the further spreading of rumors in the workplace.
4. Establish workplace rumors procedures and a rumors training program that coincides with the organization's ethics training program or a similar type of training program.
5. Hold "Town Hall" meetings to address organizational change initiatives and the latest information to the general public/employee population.
6. If applicable, attempt to identity and neutralize all relentless people who promote a negative work environment by spreading false rumors in the workplace.
7. Managers should pay attention to patterns or subtle disruption of the organization's climate. This will provide an indication of lurking rumors that have the potential to surface.

VI. Conclusion

Although research has suggested that miscommunication among employers\employees is the root cause of organizational failure leading to the spread of rumors, not enough evidence has been offered cementing this as the main source of the cause. Rumors are similar to bacteria; the longer they linger, the greater potential there is for them to spread. It is highly recommended that managers address rumors in the workplace. Also, establishing workplace policies and procedures/training programs for both employer/employee can be helpful. Most importantly, rumors are unavoidable and cannot be prevented and organizations must be able to address them on a case-by-case basis. Moreover, it is an organizational dilemma that must be addressed to avoid additional workplace related rumor-mill contamination.

References Références Referencias

1. Bordia, P., DiFonso, N., & Rosnow, R. L. (1994). Reining in rumors. Organizational Dynamics, 23(1), 47-62... Retrieved from http://go.galegroup.com.prx-warner.lirn.net/ps/i.do?id=GALE%7CA15717365&v=2.1&u=lirn_main&it=r&p=AONE&sw=w&asid=6b417813b7800997a01d56eb6137e007
2. Gilley, A., Gilley, J. W., & Godek, M. (2009). Change, resistance, and the organizational immune system. SAM Advanced Management Journal, 74(4), 4-10. Retrieved from http://go.galegroup.com.prx-warner.lirn.net/ps/i.do?id=GALE%7CA222313523&v=2.1&u=lirn_main&it=r&p=AONE&sw=w&asid=df46328658d3341667d748dce801bcc2
3. Hicks, F. (1971). Interpersonal relationships and caudillismo in Paraguay. Journal of Interamerican Studies and World Affairs, 13(1), 89-111.
4. Isabella, L. A. (1990). Evolving interpretations as a change unfolds: How managers construe key organizational events. Academy of Management Journal, 33(1), 7-41.
5. Koenig, F., & Koenig, F. (1985). Rumor in the marketplace: The social psychology of commercial hearsay. Boston: Auburn House Publishing Company.

© 2013 Global Journals Inc. (US)

6. Knapp, R. H. (1944). A psychology of rumor. Public Opinion Quarterly, 8(1), 22-37.
7. Mishra, J. (1990). Managing the grapevine. Public Personnel Management, 19(2), 213-228.
8. Moulin, C. (2010). Border languages: Rumors and (dis)placements of (inter)national politics. Alternatives: Global, Local, Political, 35(4), 347-371. Retrieved from http://search.ebscohost.com.prx-warner.lirn.net/login. asp x?direct=true&db= a9h&AN=58513390&site=ehost-live
9. Michelson, G., & Mouly, V. S. (2002). `You didn't hear it from us but..': towards an understanding of rumour and gossip in organisations. Australian Journal of Management, 27(2), S57-65. Retrieved from http://go.galegroup.com.prx-warner.lirn.net/ps/ i.do?id=GALE%7CA98541950&v=2.1&u=lim_main& it=r&p=AONE&sw=w&asid=97370ced9c267fd277 a2c879dd76686c
10. Rivero, O. (2013). Misguided organizational change initiatives and how it promotes a destructive work environment. International Journal of Management & Information Systems (IJMIS), 17(3), 169-174. Retrieved from ttp://journals.cluteonline.com/ index.php/IJMIS/ article/view/7865/7924
11. Voas, J. M. (2002). Corporate rumors and conspiracy theories. IT Professional, 4(2), 64, 62-63. http://dx.doi.org.prx-warner.lirn.net/10.1109/MITP.2002.1000472

© 2013 Global Journals Inc. (US)

Global Journals Inc. (US) Guidelines Handbook 2013

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSB" title to individuals. The 'FARSB' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.



- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSB or William Walldroff, M.S., FARSB.

FARSB accrediting is an honor. It authenticates your research activities. After recognition as FARSB, you can add 'FARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSB designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSB title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.





You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

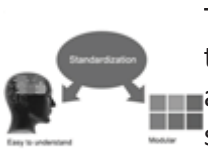


© Copyright by Global Journals Inc.(US) | Guidelines Handbook

The FARSB can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSB, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





The FARSB will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSB member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.



The FARSB members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.



The FARSB member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook



The FARSB is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSB can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSB member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.



MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSB)

The ' MARSB ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.



The "MARSB" is a dignified ornament which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., MARSB or William Walldroff, M.S., MARSB.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSB, you can add 'MARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.



MARSB designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSB, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



© Copyright by Global Journals Inc.(US) | Guidelines Handbook



We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



The MARSB member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.



Once you are designated as MARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook

AUXILIARY MEMBERSHIPS

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).



The "FARSC" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as "Institutional Board of Open Association of Research Society"-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.





The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

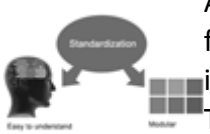
The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of "Open Association of Research Society, U.S.A (OARS)" so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.



The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

© Copyright by Global Journals Inc.(US) | Guidelines Handbook

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:



Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.



Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

"

- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.

"

Process of submission of Research Paper

The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (*.DOC,*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.Online Submission: There are three ways to submit your paper:

(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.

(II) Choose corresponding Journal.

(III) Click 'Submit Manuscript'. Fill required information and Upload the paper.

(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.

(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Preferred Author Guidelines

MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11'"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

You can use your own standard format also.
Author Guidelines:

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.

2) Drafting the paper and revising it critically regarding important academic content.

3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

Appeal of Decision: The Editorial Board's decision on publication of the paper is final and cannot be appealed elsewhere.

Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

3. SUBMISSION OF MANUSCRIPTS

Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.



To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

5.STRUCTURE AND FORMAT OF MANUSCRIPT

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

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

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

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

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

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

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

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

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

(h) Brief Acknowledgements.

(i) References in the proper form.

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

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

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

Format

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

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

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

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

Structure

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

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

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

Key Words

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

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

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

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

- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

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

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

Acknowledgements: Please make these as concise as possible.

References

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

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

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

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

Tables, Figures and Figure Legends

Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.

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

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.

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

6. AFTER ACCEPTANCE

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

6.1 Proof Corrections

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

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

(Free of charge) from the following website:

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

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

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

6.3 Author Services

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

6.4 Author Material Archive Policy

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

6.5 Offprint and Extra Copies

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: editor@globaljournals.org .

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.



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

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

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

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

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

4. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final Points:

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

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

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

General style:

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

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

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

In every sections of your document

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

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

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

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

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

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

Title Page:

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



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

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

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

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

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

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

Procedures (Methods and Materials):

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

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

Methods:

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

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

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

Results:

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

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

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

What to stay away from

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

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

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

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

Administration Rules Listed Before Submitting Your Research Paper to Global Journals Inc. (US)

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

Segment Draft and Final Research Paper: You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.

- Do not give permission to anyone else to "PROOFREAD" your manuscript.

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

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

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 Inc. (US).

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

INDEX

A

Absenteeism · 14, 31
Aftermath · 18, 21, 22
Archdiocese · 4

B

Bartlett's · 8

C

Cependant · 32, 34, 35

Considertenants · 7

Counteract · 28

D

Demeurent · 33, 34
Dualismes · 33

E

Éloignées · 35
Exacerbate · 5
Exogenous · 37, 44, 45, 47
Expatriates · 4

F

Fondamentaux · 32, 33

G

Gbadegesin · 1, 11

K

Kalman · 20, 23
Keynesian · 43

M

Multicollinearity · 8

P

Penseurs · 32, 33
Perpétuel · 32
Plagued · 29, 30
Politiquement · 33





Global Journal of Management and Business Research

Visit us on the Web at www.GlobalJournals.org | www.JournalofBusiness.Org
or email us at helpdesk@globaljournals.org



ISSN 9755853

© Global Journals