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An Empirical Study

Cement Manufacturing Workers

Highlights

Demystifying Leadership

Importance of Organizational Culture

Discovering Thoughts, Inventing Future

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Work Stress among Cement Manufacturing Workers of Kashmir Division: An Empirical Study

By Rizwana Rafiq & Dr. Parvez Ahmad Shah

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Abstract- Cement Manufacturing Industry is being considered as one of the major sources of revenue in Kashmir division after the Tourism industry. But the performance of this industry has been equally under the threat because of rapidly increasing work stress which has become a huge challenge for the employers globally, as the increasing levels of stress results into the lower productivity, increased absenteeism and assortment of other employee tribulations at the work place. Aim: The aim of this paper was to investigate as to which extent the demographic variables (i.e. Qualification, Length of tenure and marital status) influence the work stress of cement manufacturing workers in Kashmir division. Methods: The sample size consists total of 300 workers, 150 workers were selected from JK Cements Ltd. and 150 from the Khyber Cements Pvt. Ltd.

Keywords: *work stress, qualifications, workers, cement industry.*

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Work Stress among Cement Manufacturing Workers of Kashmir Division: An Empirical Study

Rizwana Rafiq[α] & Dr. Parvez Ahmad Shah[σ]

Abstract- Cement Manufacturing Industry is being considered as one of the major sources of revenue in Kashmir division after the Tourism industry. But the performance of this industry has been equally under the threat because of rapidly increasing work stress which has become a huge challenge for the employers globally, as the increasing levels of stress results into the lower productivity, increased absenteeism and assortment of other employee tribulations at the work place. Aim: The aim of this paper was to investigate as to which extent the demographic variables (i.e. Qualification, Length of tenure and marital status) influence the work stress of cement manufacturing workers in Kashmir division. Methods: The sample size consists total of 300 workers, 150 workers were selected from JK Cements Ltd. and 150 from the Khyber Cements Pvt. Ltd. The data was analyzed with help of SPSS-20 software for testing of hypothesis. The correlation test was applied to measure the relationship between work stress and contents of job. Similarly, multiple regression tests were used for investigating the origin and effect relationship between predictor variables and reason variable and to check the impact of demographics t-test, f-test was used. Conclusions: Study revealed that among factory workers unmarried workers were experiencing relatively more stress as compared to their married counterparts. Also, workers possessing the least educational qualification experience the higher levels of stress as compared to the workers possessing relatively higher educational qualifications. Further study revealed that, Workers with tenure of 0-09 years were experiencing the higher levels of stress compared to those who were possessing the tenure of 30& above years.

Keywords: work stress, qualifications, workers, cement industry.

I. Introduction

Cement manufacturing industry of India is the second largest producer of cement in the world and its contribution is quite high in national GDP. India is producing 350 million tons of cement per year and it is expected to grow to 550 million tons by financial year 2020. India is a vast country, so the development of cities and rural areas will certainly starts from infrastructure and the demand of cement will also increase, Amy Saunders (2014).In Kashmir division also Cement industry plays a very significant role in generating revenue for the government after the Tourism industry. So, it is equally important to increase the productivity of the workers in this very manufacturing sector by increasing the efficiency of workers/employees. In today's competitive and technologically advanced business world it is also believed that , safe and healthy physical work environment will be a great support for the workers in order to carry out their work in a more effective and efficient manner. Moreover, recent studies on physical workplace environment revealed that, uncongenial physical work-environment do decrease the quality of work, especially among workers in industrial sector. The uncongeniality and misfit of physical work-environment indeed affects not only the motivation level of workers, but also the satisfaction level, social relations, performance and health of the workers. Physical work environment can be considered not only as a collection of physical stimuli (i.e. air, noise, temperature, light etc), but also as a physical structure (i.e. size, furniture, hallways, etc) and as a symbolic artifact (i.e. the work setting) Badayai (2010).

II. Review of Literature

Physical work environment also includes contents of job (i.e. Job Demand, control over the job and support from supervisor and co-workers). When the work environment is worse, because of poor work conditions workers will experience more distress, and eventually this will affect their productivity and physical as well as mental health. Researchers have focused their attention on causal factors of stress, stress manifestations, moderators, coping strategies and relaxation techniques adopted by the organizational participants. Work stress is rapidly increasing and has become challenge for the employers because high levels of stress results into low productivity, increased absenteeism and collection of other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems etc Meneze (2005).The study conducted by Parks (2002) reported that stress tends to cause damage that could make work environment to be less conducive for workers; stress results could jeopardize the workers performance and productivity at workplace. Kumar & Madhu (2011) found that factors responsible for work stress are more prominent among the workers. It was also noticed that lack of control among lower category of employees particularly among workers was more as compared to other categories of employees. Joy and Radhakrishnan (2013) found that factors like poor physical environment, no role in

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decision making, dual career, threat to job security, boring repetitive work, personal / family problems, social / physical isolation, etc are some of the major causes of stress at the work-place among the operational level workers. Pilar et.al (2013) revealed that, men have showed only one dimension i.e. Job demands as a significant stressor (quantitative demands), whose effect on job stress was weakened slightly by the direct effects of control and support. With women, in contrast, emotional and intellectual aspects (qualitative demands) and were also found statistically significant. Moreover, social support has a greater weakening result on the levels of work stress in women than in men and also suggests that, by applying the Job Demand Control and Support model in function of the gender will contribute to a superior perceptive of how to reduce the levels of job stress in both men and women, helping the design of more effective policies in this area.

The above studies go a long way in helping to understand the work environment of the manufacturing workers and the possible reasons behind their feelings of stress at work. Besides, this there is a great risk to health and other hazards, physical injuries etc because of low job control, high job demands and low social support at work. Since, the focus of our study is on cement industry so; in order to have a deeper insight into some important researches conducted over the years on the cement industry are reviewed as under.

III. Studies on Cement Industry

Today Cement industry has gained attention of the researchers throughout the world which in turn made the cement industry an important subject of the research endeavor, Rafiq et.al (2015). In line with this phenomenon a study conducted by IYAWE et.al (2000) to investigate the influence of age, nature of job and duration of employment on the blood pressure of the workers of a cement factory in Nigeria. The results revealed Blood pressure increased with age and increase in blood pressure was not influenced by "cement related jobs" in the factory. Newly employed workers were found to have higher mean systolic and diastolic pressures than others. Shields, (2006) revealed stress and depression in women was reported higher compared to the male counterparts, also low levels of Co-workers support were associated with higher causes of depression and stress among men. In the same way, Mahdad, (2002) and Saatchi (2008) declared that mental health problem of employees was the main hazard for organizational productivity in cement industry of Iran. Various studies conducted, for example (Ahola, 2009; Shields, 2006; Haslam et al.2005; Boya et al. 2008; Takada et al. 2009; Stoetzer et al.2009; Date et al .2009; Wieelaw et al. 2008) revealed that depression and anxiety of employees have a direct relationship with job stress, impaired work performance, safety, lifestyle factors, working environment, problematic interpersonal relationship at work, long working hours per day and finally psychological work exposures. Jungwee Park (2007), found that married workers were likely to have active and lower- job strains than never-married workers. But, this was contrary to the findings of Chandra Mohan et.al (2013) which inferred that married employees comparatively experience higher stress than unmarried.

IV. Need for the Study

In view of the extant research review cited above it is evident that, numerous studies have been conducted to identify the factors causing work stress among workers of manufacturing industries and Job Demand-Control-Support (JDCS) model is one of the most widely used work stress model related to the contents of work and helps to measure health problems especially, related to heart diseases, mental distress, physical injuries etc among the factory workers in various manufacturing industries. But, very few studies have been conducted on the manufacturing workers whether nationally or internationally and no study has been carried out so far by using the Karasek's (DCS) Model particularly over the Cement Industry workers to check the levels of stress in relation with demographic variables in Kashmir division of J&K State.

V. Objectives of the Study

The present study has been designed to find out the contributory factors leading to stress in relation to their demographic variables by using the work stress questionnaire developed by Lambert et.al. (2006) and Karasek's (JDCS) Model (1979) among the workers of Cement Industry of Kashmir Division with following set of objectives.

1. To critically review the extant literature available on the topic of research undertaken.
2. To study the demographic profile of the respondents.
3. To make a comparative assessment of work stress on the basis of demographic variables.
4. To determine the co-relation between work stress and Contents of work of the sample study respondents.
5. To provide suggestions on the basis of results of the study and the coping strategies in order to minimize the levels of stress among the respondents of the sample study organizations.

VI. Research Hypotheses

H1: "There is no significant difference between the levels of stress experienced by the sample respondents on the basis of their marital status"

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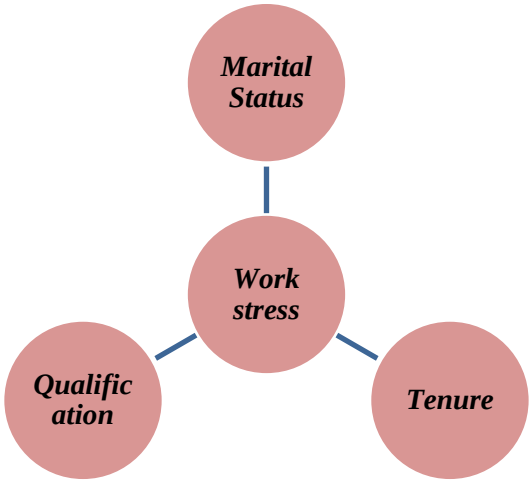
H2: "There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their qualification"

H3: "There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their work tenure"

VII. Conceptual Model of the Study



The diagram showing the hypothetical factors of work stress among manufacturing worker

VIII. Research Methodology

For the present study researcher adopted the Job Content Questionnaire which was developed by Karasek, (1979) & Johnson (1988) for measuring Job Demand, Control and Support and for measuring work Stress a Questionnaire developed by Lambert et.al (2006) was adopted. In the state of J&K two leading cement manufacturing organizations were selected for the present study namely JK Cements Ltd. and the other one namely Khyber cements Pvt. Ltd. Apart from convenience based sampling method the above mentioned two organizations have also been selected on the basis of their dominance in terms of their market share in the state of J&K.

a) Sample Design

Present study constitutes a sample selected at the operational level (factory workers). Proportionate sample method was chosen for the present study (i.e. Total population of workers in each organization/Total population of both the organizations*Sample size calculated by using sample size calculator). The sample size was restricted to300 workers which were selected from the sample organizations.

b) Instrument Reliability

In order to check the reliability of the Instrument in our settings, the responses were received from the (50) operational level workers, the correlation between the items of the various dimensions were calculated by using SPSS version 20. The Cronbach's alpha coefficient for all the dimensions are revealed in table (1) shown as under;

Table 1 : Cronbach's Alpha Coefficients (α) of the *JCQ Subscale (N=50)

Scale No. of Items	Cronbach's (α) coefficient
Stress (4)	0.863
Skill-Discretion (4)	0.749
Job-Authority (7)	0.875
Job-Demand (4)	0.756
Supervisory-Support (8)	0.734
Coworkers-Support (5)	0.854
Overall Realiablity	0.940

**JCQ=JOB CONTENT QUESTIONNAIRE*

Note: This indicates a good internal reliability, based on average inter-item correlation.

IX. Results and Discussions

a) Differences of Means Test on the basis of marital status

Independent sample t- test was conducted as reflected in Table (2), mean score of stress for married workers was 2.54 against their unmarried counterparts where mean score was 3.01, which revealed unmarried workers experience relatively more stress. And the difference of mean scores was statistically insignificant. This supports the work of Jungwee Park (2007), who found that married workers were likely to have active and lower- job strains than unmarried workers. But, was contrary to the findings of Chandra Mohan et.al (2013) which inferred that married employees comparatively experience higher stress than unmarried.

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Table 2 : Independent sample T-test for comparisons of stress in terms of Marital Status

Dimension	M. STATUS*	**N	Mean	t-value	Sig.
Stress	Married	275	2.5473	2.554	.016
	Unmarried	25	3.0100		

*M.STATUS= Marital Status, **N=Number of Workers in each category

* Significant at 5% level (P<0.05)

b) *One-way ANOVA for multiple comparisons of stress levels in terms of Qualification*

As revealed by Table (3) mean score 2.87, imply that workers possessing qualification between 1st -5th were most stressful, followed by workers who were non-educated with mean score 2.62. As compared to workers with high qualifications (i.e., PG & above) with mean score 2.39 were facing least work stress. Which supports the work of (Bano & Jha 2012; Finkelstein, et.al. 2007; Gallo & Matthews, 2003) who found that lower the levels of education, higher will be the levels of stress. The results of One-Way ANOVA revealed the difference was statistically insignificant.

Table 3 : One-way ANOVA for stress levels in terms of Qualification

Dimension	Qualifications	*N	Mean	Std. Deviation	f-value	Sig.
Stress	Non-educated	106	2.6294	.89321	1.515	0.198
	1st-5th	31	2.8710	.88240		
	6th-10th	114	2.5142	.73746		
	11th-final year	23	2.5326	.87355		
	P.G & above	26	2.3942	.93588		

*N=Number of Workers in each category,

* Significant at 5% level (P<0.05)

c) *One-way ANOVA for multiple comparisons of stress levels in terms of tenure*

Table (4) revealed that workers having tenure between 0-09 years were experiencing more levels of stress with mean score 2.78, reflected that newly joined workers or those who were in their initial years of service were experiencing higher levels of stress compared to workers having tenure of 30 & above years with mean score 2.45. This partly supports the findings of Gallo & Matthews, (2003) that as people grow older with their job they experience less levels of stress. Analysis of variance revealed that, difference was statistically significant.

Table 4 : One-way ANOVA for stress levels in terms of Tenure

Dimension	Tenure	*N	Mean	Std. Deviation	F-value	Sig.
Stress	0-9	47	2.7862	.91169	2.720	0.450
	10-19	143	2.6618	.74336		
	20-29	76	2.6064	.77800		
	30&above	34	2.4545	. 83689		
	Total	300	2.5858	.84522		

*N=Number of workers in each category

* Significant at 5% level (P<0.05)

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d) Research Hypotheses Testing Results

The Independent sample t-test and the One-way ANOVA test also helps to test the above set hypothesis as under:

H	*Hypothesis*	*P-Value*	*Supporting/Not-supporting*
1	*"There is no significant difference between the levels of stress experienced by the sample respondents on the basis of their marital status"*	*0.016*	*Supporting*
2	*"There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their qualification"*	*0.198*	*Not- supporting*
3	*"There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their work tenure"*	*0.450*	*Not- supporting*

e) Bivariate Correlation Analysis of various Dimensions

An analysis of data contained in Table (6) below revealed that work stress was positively associated with Job Authority (r = 0.200**), revealing increase in this factor will lead to increase in stress levels of workers and vice-versa, favoring the findings of Ben (2007). Whereas, Supervisory support (r = -0.295**) and Coworkers support (r = -0.191**) found to be negatively correlated with work stress which means that any decrease in social support will increase the levels of stress among the workers or vice-versa in proportion of their correlation. This supports the findings of Raeda, (2003) that stress is negatively associated with support from coworkers and supervisors. And, it was also found that Job Demand (r = -0.081) and Skill Discretion (r = 0.042) revealed no correlation of these two factors with the levels of stress, that does not support the findings of (Karasek & Theorell, 1990, Cox et.el, 2000 & WHO Report, 2007). Since all the independent variables except skill discretion & job demand were found to be associated with work Stress it becomes imperative to understand which variable is having a deeper and significant impact over the work stress. For this purpose it becomes necessary to perform the regression analysis of the data.

Table 6 : Correlations Matrix among various dimensions

Dimensions		*Stress*	*Skill Discretion*	*Job Demand*	*Supervisory Support*	*Coworker Support*	*Job Authority*
Stress	*Pearson Correlation*	*1*					
	Sig. (2-tailed)						
Skill Discretion	*Pearson Correlation*	*.042*	*1*				
	Sig. (2-tailed)	*.467*					
Job demand	*Pearson Correlation*	*-.081*	*.013*	*1*			
	Sig. (2-tailed)	*.162*	*.824*				
Supervisory Support	*Pearson Correlation*	*-.295***	*-.022*	*.089*	*1*		
	Sig. (2-tailed)	*.000*	*.700*	*.125*			
Coworker Support	*Pearson Correlation*	*-.191***	*.095*	*.132*	*.121*	*1*	

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	Sig. (2-tailed)	*.001*	*.101*	*.022*	*.037*		
Job Authority	*Pearson Correlation*	*.200***	*.016*	*-.110*	*-.021*	*-.194*	*1*
	Sig. (2-tailed)	*.001*	*.789*	*.058*	*.722*	*.001*	

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

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

f) Regression Analysis

Table (7) revealed that value of R2 shows that approximately 29% of the variation of work stress is explained by the job contents (i.e. Skill Discretion, Job Authority, Job Demand, Supervisory Support & Coworkers Support).The significance of model in terms of overall fit is expressed by F = 6.684 (Table 8). The Beta values of 0.166 (Table 9) revealed, Job authority shows there is a significant ($p<0.05$) and positive impact of this factors over the work stress. Whereas, Beta value of -0.273 & -0.127, reflects there is a significant ($p>0.05$) but negative impact of supervisory support & coworkers support over work stress. However, Beta value of skill discretion 0.046 & job demand -0.022 reveals there is no significant ($p>0.05$) impact of these two factors on work stress. In other words job authority; coworker support and supervisory support are much useful to predict the work stress of cement factory workers of Kashmir Division as compared to job demand & skill discretion.

Table 7 : Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	*.533[a]*	*.285*	*.242*	*.5167*

a) Predictors: (constant), job authority, skill discretion, supervisory support, job demand, coworker support.

Table 8 : ANOVA a

Model		Sum of Squares	Df	Mean Square	F Value	Sig.
1	Regression	*8.923*	*5*	*1.785*	*6.684*	*.000[b]*
	Residual	*22.427*	*84*	*.267*		
	Total	*31.350*	*89*			

a. Dependent Variable: STRESS

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b) *Predictors: (Constant), Job Authority, Skill Discretion, Supervisory Support, Job Demand, Coworker Support*

Table 9 : Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	*4.472*	*.919*		*4.865*	*.000*
	Skill – Discretion	*.126*	*.150*	*.046*	*.842*	*.400*
	Job – Demand	*-.043*	*.106*	*-.022*	*-.406*	*.685*
	Supervisory –Support	*-.892*	*.178*	*-.273*	*-5.007*	*.000*
	Coworker- Support	*-.209*	*.092*	*-.127*	*-2.270*	*.024*
	Job – Authority	*.524*	*.174*	*.166*	*3.006*	*.003*

X. Conclusions and Suggetions

The in-depth analysis of work stress, along with the contents of job which are Job Demand, Control & Support revealed the following findings:-

a) *Work-Stress*

- Unmarried workers were experiencing relatively more stress with the mean score of 3.01 compared to their married counterparts with the mean score of 2.54, and were found to be statistically in significant.
- Also, least qualified workers i.e. 1st-5th and non-educated ones were experiencing the higher levels of stress reflecting from the means score of 2.87 as compared to the workers possessing higher qualifications i.e.PG & above and difference was statistically insignificant.
- And, workers having tenure between 0-09 years were experiencing more levels of stress with mean score of 2.78, compared to the workers having tenure of 30&above years with mean score of 2.45 and was statistically significant.
- Whereas, supervisory support & coworkers support were negatively correlated with the job stress as reflected by the (Table 6) which means any decrease in these two factors will lead to increase in job stress and the other two factors namely, job demand and skill discretion did not showed any correlation with job stress at all.
- However regression analysis revealed that job stress was found to be significantly associated with job authority, supervisory support and coworkers support.
- Whereas in regression analysis no correlation was found for skill discretion and job demand with job stress.

b) *Suggestions of the Study*

It is evident from findings of the study that workers were experiencing the visible levels of work stress in both organizations. So, it is very important for the management to make proper use of Stress Management Programs available for the factory level workers in order to control the levels of stress on time.

- There was a high job control among older workers possessing very low qualifications or non-educated ones which should be addressed by the management through proper distribution of job authority on the basis of qualifications & work experience and not on the basis of favoritism and seniority only.
- Lack of social support was found higher among highly qualified workers and also among newly appointees, which means lack of well organized feedback system of organization and relationship gaps among the coworkers as well as with the supervisors.
- Work guidance programmes that could foster prevention of mental disorder, resulting from stress on the job on the part of workers, should also be introduced at the workplace.
- Technological changes, work organization, and job contents should be designed in a way that the workers are not exposed to physical or mental strain leading to illness or accidents.
- Forms of remuneration and the distribution of working hours should also be taken into account while assigning the tasks to the workers.

c) *Limitations of the Study*

As the other studies are not flawless similarly the present study also has certain limitations, which are as under:

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- The present study is specific to the selected organizations of Kashmir Division only.
- Additionally, data was collected from the operational or lower level workers only, while excluding the other levels of the organization.
- Also contents of job and stress were analyzed in relation of demographic variables only.

d) Suggestions for future studies

- It is suggested to carry out the study concerning this topic and industry with some more dimensions.
- It may also be impressed here that in order to enrich the study researcher should go for different levels within an organization.
- And, also the researcher has taken a limited number of demographic variables only, so it suggested add-up some more important variables.

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Demystifying Leadership

By Ashvini Chawla, R Sujatha & Balvinder Shukla

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Abstract- Leadership has been of interest from Greek philosophers Plato and Socrates to present day experts along with its associated illusions; complicated and difficult to comprehend – intrepid and decisive. Mystery continues on what leadership actually is – how to understand and demystify? People have perceived leadership in their own implicit ways with strong and lofty words used to describe human traits considered essential for leadership few can realistically achieve. Using a common leadership language and tools enables people work across boundaries and overcome organizational challenges limiting individual and organizational growth. In this conceptual paper amidst rise and fall of leadership attempt is made to demystify leadership for people to speak a common leadership language and achieve success.

Keywords: *leadership, individual and organizational growth, demystifying leadership.*

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Demystifying Leadership

Regular and Intelligible Sequence of Essentials Discernible in the way in which Something Happens or is Done

Ashvini Chawla [α], R Sujatha [σ] & Balvinder Shukla [ρ]

Abstract- **Leadership has been of interest from Greek philosophers Plato and Socrates to present day experts along with its associated illusions; complicated and difficult to comprehend – intrepid and decisive. Mystery continues on what leadership actually is – how to understand and demystify? People have perceived leadership in their own implicit ways with strong and lofty words used to describe human traits considered essential for leadership few can realistically achieve. Using a common leadership language and tools enables people work across boundaries and overcome organizational challenges limiting individual and organizational growth. In this conceptual paper amidst rise and fall of leadership attempt is made to demystify leadership for people to speak a common leadership language and achieve success.**

Keywords: leadership, individual and organizational growth, demystifying leadership.

I. Introduction

Leadership has emerged as a unique pattern of - traits, feeling, thinking, intent, behaviour, actions, practice, situations, people, processes and practices. While leadership tenets exist always and in equal measure for everyone, pursuing a fit; self-aligned with organizational objectives translates in success. Leadership kaleidoscope generates multiple patterns with mindful and unmindful customization based on a leader's; knowledge, skills and abilities alongside challenges and these patterns become simple, small and/ or complex and elaborate because leadership is practiced differently –more than one perspective/ model/ theory exists. Research suggests leadership is person oriented, consequently, many believe mere mortals are unable to become great leaders and shun leadership because leaders are expected to instantaneously deliver extraordinary results.

II. Demystifying Leadership

The same old gets old fast and present day business landscape is asking for creative, innovative and out of box thinking; good governance. New leadership cannot be vertical; it has to be different with people functioning independently and responsibly in collaboration with people as participants/partners accountable in adding value to business. Leadership was always plural and misconstrued as individual capability; for the people, by the people and with the people, yet, never was about getting people to follow - it was about getting things done and continues to be, except things are now done less by lining up troops and more by generating movement around a common goal. Leadership is boundary less with large number of variables; always at tipping point. Culture is often talked about but rarely understood; fragile ecosystem with many interdependent mechanisms to be nurtured in order to succeed. Leaders cannot transform a culture they do not understand. A strong culture accelerates performance creating shifts in momentum. It's the glue that holds businesses together. Research suggests culture at Yahoo is fragmented if not altogether harmful and a not so good culture is an enigma for leadership failure. Volkswagen represented complete leadership failure especially w.r.t corporate social responsibility; deliberately setting out means to circumvent emissions control with the aim of giving an unfair advantage over competitors alongside impairing the environment – despite awareness of stratagem at the highest level sit was an intentional rejection of ethics and value system - leadership rise and fall is perpetual. While there is no denying that leaders have also shaped the course of history and the world, leadership is not about popularity or group-think, cohort mentality and/ or being right. Leadership is the ability to bring people and organizations into a newer better state and help see the world in a way that they never thought was possible before. Toyota automobiles was forced to recall almost nine million cars worldwide coupled with poor handling of the issue damaging brand reputation resulting in decline of sales for over one decade. Problems were not as a result of isolated mistakes by a single individual, rather, due series of inter-related mistakes; systemic management failure leading to crash of Toyota.2010 British petroleum oil spill case in the Gulf of Mexico suggested IT failure; more importantly deep state of failed leadership inside British Petroleum. The company stated accident was a result of failure of processes, practices, systems and equipment – leadership. Collapse of major financial companies bringing down Enron were also clear cases of leadership failure suggesting organizations and leaders keep making the

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same mistakes over generations with common ingredients – inability to unlearn, lack integrity, rigid culture, blocking creativity, absence of connect with people, inability to make an impact, influence because in doing of leadership leaders often tend to expect more money/ higher position/ personal gains and so on in return. On the contrary successful leaders remain flexible to adapt best possible style and approach required for different leadership scenarios; approach by paying attention to details, optimize risk with caution, display value, lead from the front and empower people. This allows leaders to step out and master any situation; Coca-Cola, Barkley's bank, South-west airlines, Starbucks, Microsoft, Apple are some examples of leadership with its form and shape but speaking the same language.Starbucks is reputed for exceptional treatment of employees; insurance for part-time workers. When tragedy struck the CEO was able to connect with the store and community. In 1997 three employees were killed in a bungled robbery and instead of issuing press release or seeking legal counsel, CEO reached on ground spending time with employees and their families displaying compassion and incredible leadership helping in healing people related to the tragedy.When business blogging was in its infancy and generally feared, IBM encouraged its 320,000 employees to start company blogs. IBM leadership evolved corporate blogging policy encouraging employees to be own self and respect co-workers. Company blogs emerged as most trusted technology blogs generating enormous page views and links providing feedback to IBM; IBM embraced as against fearing technology making both employees and customers happy. Performances are low/ high at the behest of leadership and leaders and organizational cultures need to speak one common leadership language. Is it possible to have one common language for leadership? When leaders start believing that people make profits, have passion and commitment – obsession for leadership and work hard – walk the talk they leave an imprint for others to follow, speak one common language and make leadership everlasting. **Literacy** is the first step; leaders do not unlearn before any new learning happens. Leaders come with their strong set of beliefs' and convictions; baggage of experience. To be able to discern right from wrong leaders cannot hold on to their baggage; need to unlearn to learn. Leaders cannot afford to act solely on what they know; they need to act on what they learn; shift leading from knowledge to leading from learning. Security, political, social and cultural milieu, economic growth, globalization, technology and workforce diversity have a direct impact on leadership. Leadership has not been a daily read for organizations to improve literacy. While leadership models help in understanding what makes leaders act the way they do, aim is not to lock in to a type of behavior and realize that every situation calls for a different approach. Leaders need to formulate strategies to invest in people and respond quickly to changing business demands; SOCS – *situation, options, consequences and solution*. **Ethics** is the alethiometer defining value system and leadership character; individuals believe their leadership style/ approach to be best when it works for them and believe it will work in future too brings different shades; patterns of my way or the high way, I know everything, the present generation is no match, subordinates should be clones, lack of concern, success is always because of the leader and failure due incompetency of team, onus based on outcome, attitude and values. While in almost all professions a code of conduct; formal code of behaviour is laid down, leadership is devoid of a universal code; absence of leadership laws. Ethical principles need to translate in how organizations integrate values into practices, policies and decision making. Ethics always need to be ahead of legal compliances, laws, rules and regulations. Leaders need to instill behavioural guidelines for self and others on the ethical spectrum. Leaders need to operate with a joint approach tying ethical codes with organizational values serving as a constant reminder on performance expectations; ethical leaders gain trust, respect and integrity and employee engagement. Leaders do not spend time in planning and focus more on implementation of business imperatives and/ or vice versa. Leadership needs to be **Aeonian**; everlasting-leaders need to focus on planning in a coherent and cohesive manner, adapting and customizing to achieve objectives – realize in driving results. Any business strategy sets the direction; individuals and teams enact leadership creating a sense of alignment and commitment to achieve an enduring performance. Leaders don't delay instead use their judgment to decide the best course of action, leadership style and communicate - feedback on threats, opportunities, weaknesses and strengths - making accomplishment possible. When leadership is ignored it translates into dealership. Leaders need to focus on objectives along with the team, build a team which is engaged and motivated and develop individuals from within the team leading by example; ceaseless by planning and implementing - making results happen. Leadership strength therefore demands passion and commitment – **Desire but deserve**; personal power in shaping the destiny by knowing, being and doing. Leadership is both science and art; research area and practical skill to modify and bring change. Leadership is a creative and disruptive discipline; IDEA –*institutionalized development of education and abilities*. It is not to be viewed in the same way every time in every situation. Leaders more often than not do not measure their desire against their capability; do I deserve and overcome fear due risk of being replaced! Leaders therefore need to work hard; first deserve then desire and leaders cannot afford to rest on past laurels but need to continually work on

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reinforcing beliefs, values, ethics, character, knowledge, skills and their abilities. Leaders cannot have imperial ambitions; leaders need to inspire others to learn more, do more, become more and dream more. Leadership is **Entrepreneurial**; triggers excitement and exploration; at times a radical shift. Technology has made work C^2I^3; challenging, complex, intuitive, immediate and informal. Content is becoming more concise and needs to connect with the context. Research suggests leaders need to shift focus from conventional concepts to creative web of abilities and experiences to widen leadership role and responsibilities. Arrival of Generation Z brings new set of values and expectations that prompt to re-examine how well organizations walk the talk in the realm of digital leadership. Millennia do not associate leadership with rigidity and autocracy but with purpose, learning and sharing. Collaborative learning significantly invigorates interest in newer approaches. Leaders do not make people and/ or work tedious and un-interesting. Beliefs of employees are the key to development of organizational values and culture. Leadership therefore is **Relationships**; human relationship where leaders set the stage and determine the moral climate in organizations. Senior leadership beliefs are more important because individuals learn practices more by seeing and experiencing in day to day life rather than re-visiting theories and text books. Leadership is defining roles and expectations, up scaling skill-base and capabilities across the organization and engaging employees at a deeper level. As leaders move up the ladder they need to be aware of the repercussions of outward display of character; self-awareness is important; move from rational to emotional effectiveness. Middle level managers need to focus on social awareness and integrity to build trust on their way up the ladder and top leaders need to focus on people and organization with highest degree of trust and integrity – reiterating fundamentals of leadership. Knowledge, skills and abilities are inseparable to leadership. Leadership therefore is to **Show the way forward**. Leadership strength comes from people, processes and practices for organizational effectiveness. Leadership is not a hard wired trait but disciplined and focused practice attained by learning, developing and applying. Leaders need to articulate and share an inspiring vision, align people and organizational goals as a complete package. Challenges necessitate building high uncertainty avoidance index and leadership becomes increasingly relevant; leaders need to think differently and show the way forward. Leaders need to apply new insights and expand their thinking; become bellwethers. While theories and models enable they also limit and it is the ability to understand the insights that incite leaders to think differently and bring new practical ways; realize thought into action - ignite ideas and stretch understanding for fresh insights. Leaders need to create own unique leadership practices and show the way forward. As organizations grow in leadership the next logical step is managing **Human responses**. Leaders need to practice trust and bring personal touch. Leaders need to be empathetic in roles with expanded responsibilities, new situations; greater 360° framework because leadership tends to get lonely at the top. Leaders need to make efforts to predict employee behaviour and responses. Leaders need to win trust, belief and confidence helping employees understand business strategy, how they contribute to achieving key business objectives, sharing information with employees on how business is doing and how an employee's own actions are relative to strategic business objectives by communicating across rank and file. Leadership therefore is **Influencing**. A person in an organization has no firsthand experience, carries forward own personality, experience and beliefs and/ or emulates others. There is an individual aspect and an organizational aspect. Culture creates an impact and the challenge is to claim it by having the right conversation and navigating through the impact. Leaders need to influence employees for achieving higher level of teamwork because leadership does not come naturally and is acquired through continual hard work. Leadership is fusion; integration in creating value system and formula for competence, understanding business and redefining work, recognizing and serving stakeholders, commitment and contribution - redesigning to deliver value with actions that embody organizational brand. Leadership needs to expand from profits to people because people make profits. While some leaders continue to choose a conventional leadership style and work in silo – a short lived scenario, leaders need to understand when to lead and when to hold back so that others can lead; proactive and systemic influence to bring lasting change; **Philanthropy**. Leaders need to practice altruism, humanity, generosity and benevolence. Pursuing a fit between one's own views aligned with organization ensures leaders continuously improve. Why things are hard for leaders? How can leaders make things happen even when they want to just give up; when one problem is solved a new one arises!When people across the organization use common leadership language and tools they work across boundaries and overcome challenges limiting growth; greater focus, flexibility and courage with an attitude of Nish Kama Karma.

III. Analysis

Present day business landscape requires leaders to understand more than one perspective because leaders tend to get caught in their own dilemmas; rigidity and/ or lack of leadership literacy. Andy Haldane, Executive Director for Financial Stability, Bank of England asked in his speech; is catching a

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Frisbee difficult? Doing so successfully requires the catcher to weigh a complex array of physical and atmospheric factors, among them wind speed and Frisbee rotation understanding and applying Newton's Law of Gravity. Yet despite this complexity catching a Frisbee is remarkably common. It is a task that an average person can master. The answer lies in keeping focus and applying gut feeling; basic common universal knowledge and then every person can achieve success. Leaders too need to focus and use their knowledge, skills and abilities to achieve success. A leader can choose to be a carrot, egg and/ or coffee beans. After putting all three through the same condition, same adversity; boiling water, yet, each react differently. Carrot which was strong, hard and unrelenting becomes soft and weak. Egg which was fragile with its thin outer shell protecting the interior becomes hard. Coffee beans were always unique and change the water itself. What kind of leader one needs to be in business today; carrot that appears strong and becomes soft losing strength, egg that becomes hardened and stiff or coffee beans that change the circumstances by releasing own fragrance and flavour.

IV. Conclusion

Demystifying leadership enables leaders and organizations understand, improve and do better; trigger a culture of unlearning and sharing for strengthening leadership literacy. Leaders need to get better and change the situation around them resourcefully even when things are at their worst, create an everlasting impact constructively engaging with people and organization; work from inside to outside with clarity, honesty, compassion, resilience and selflessness - unique pattern for success.

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Redefined and Importance of Organizational Culture

By Ashok Kumar

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Abstract- This paper focuses on the defining organizational culture and sheds the light on the important studies on the topic. It sheds the light on the organizational culture. This paper also throw light on the definition, importance and elements of Organizational Culture. In current scenario organizational culture is increasingly understood as a company asset that can be used to increase business performance and job performance, while important, organizational culture is a slippery concept to concretely define. This paper deals with the historical development and foundational understandings of the term organizational culture.

Keywords: *organizational culture, organizational culture and leadership, organizational culture change.*

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Redefined and Importance of Organizational Culture

Ashok Kumar

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Keywords: organizational culture, organizational culture and leadership, organizational culture change.

I. Introduction

The word culture has been derived from idea of cultivation which means the patterns of development. This pattern differs from country to country and society to society. The field of organizational behaviour and the related discipline of management science began investigating organizations in terms of culture as early as the 1930s. Hawthorne studies at the Western Electric Company marked the first systematic attempt to use a concept of culture to understand the work environment. Organizational Culture is a Human Resource Management concept which is used to improve the general culture within a company and organization. The culture creates good working relationships and promotes ethical communication between employees. It also help employees in making decisions in the situations where there are no formal rules or policies, situations that haven't been experienced yet. Brice (2009) also stated that an organization's cultural norms strongly affect all who are involved in the organization. Organizational culture includes an organization's expectations, experiences, philosophy, values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world as well as future expectations. It is moral and ethical norms that have been developed in an organization and are considered valid. For example how power and information flow in organization and how committed employees are towards collective objective. It affects the organization's productivity, performance and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, concern for the environment. Each organization has it's own unique organizational culture. However, the Organizational culture is not a separate, self sufficient entity in itself, but rather one part of a whole.

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II. Review of Literature

Definitions of organizational culture are almost as numerous as those of "culture"- a 1998 study identified 54 different definitions within the academic literature between 1960 and 1993. One helpful, though general, definition offered by Edgar Schein of MIT's Sloan School of Management is that organizational culture is: In general sense organizational culture may be termed as a way of life in an organization in existing in the long run. 'Way of life' includes everything which has been happening in the organization since long... punctually in attending office or performing given assignment, abservance of dress codes, bearing of company logo on dress, behavior of boss with the subordinate and vice-versa, behavior of staff towards customers, clarity in rules, regulations and procedures and strictness in its observance, attitude of management towards worker welfare, openness in communication system in the organization or any other thing which one can think of in the working of organization.

A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Delivering deeper, three common attributes seem to arise across the varying perspectives within sociology, psychology, anthropology, and management science. One is that the concept of shared meaning is critical. Second is the notion that organizational culture is constructed socially and is affected by environment and history. The third common feature among the many definitions is that organizational culture has many symbolic and cognitive layers-culture is thick and resides at all levels.

To help understand these symbolic and cognitive layers, Schein has categorized the places where culture is found into three fundamental categories: observable artifacts, espoused values and basic underlying assumptions.

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Observable artifacts represent an organization's attitudes, behaviours and beliefs- how it sees things, what is important and meaningful. These include the architecture and physical surroundings; its products; its technologies; its style (shown through clothing, art, publications, etc.); its published values and mission statement; its language, gossip, jargon and humor; its myths and stories; and its practices, rituals, ceremonies, and taboos.

Espoused values are those championed by a company's leadership and management. They are distinguished from enacted values which are those that employees' actual behavior reflects (just because the CEO claim that company values, its customers does not mean that the employees necessarily act accordingly). While the role that values play in organizational culture is undeniable, many scholars claim that it is erroneous to ascribe values, which are inherently human and located only in individuals, to a corporate entity or to a group of individuals. Such a position maintains that the values of a few influential leaders are what rally other employees and subsequently influences company behaviour. Basic assumptions are underlying, often unconscious, determinants of an organization's attitudes, thought processes and actions. These assumptions are central to its culture. Values that gain long term acceptance often become so ingrained and taken for granted that individuals are usually unaware of their influence. They usually provide a tacit sense of security and an unquestioned impetus for perceptions and behavior.

Scholarly understanding the social and symbolic processes of the workplace continues to expand in breadth and refine in depth as organizational behavior and organizational management scholars build upon social scientific theories and methodologies. A function of industry type, national culture, environmental factors as well as the vision, goals, strategy an organization's culture affects its structure, practices, policies, and routines. Evaluating and understanding organizational culture holds perhaps the best promise for corporate leadership being able to influence individual and group performance facilities performance, organizational performance and ultimately the ever-important financial components of business performance.

Organizational culture can be viewed as an important concept in organizational psychology and social psychology. There are many possible definitions of organizational culture. One organizational culture definition: ***Organizational culture reflects the values, beliefs, and norms that characterize an organization an organization as a whole.*** This definition suggests that organizational culture reflects what is common, typical and general for the organization. Values, beliefs and behaviors that are uncommon in the organization or specific to a particular subgroup within an organization, would not be considered to be part of the culture of the organization.

Thus, organizational culture refers to the values, philosophy, ethics, trust and believes as well as common behavior and actions in the organization.

III. Elements of Organizational Culture

There are many possible elements of organizational culture. The above definition include following the elements of organizational culture.

a) Organizational Values

Values reflect what we feel is important. Organizations may have core values that reflect what is important in the organization. These values may be guiding principles of behaviour for all members in the organization. The core values may be stated on the organization's website. For example, an organization could state that their core values are creativity, humor, integrity, dedication, mutual respect, kindness and contribution to society. However, the true values can only be tested within the organization, through the employees, based on their collective opinion about the experience of the values.

b) Ethics

It is the code of moral principles and values that distinguishes the right behavior from wrong. Ethical values are different from rule of law which is dictated by the legal system of the country and have to be followed anyway. However, the laws themselves are based on some moral principles and thus there is some natural overlap between ethics and the laws. The geographic location of the organization and the culture of the place also influence the ethics, this is particularly important for multi-national organization as well as domestic organization. Irrespective how an organization depicts its ethical values, they can be tested by the two criteria.

Commitment: Whether the organization views its employees as resources required for business activities or it intends to invest in long term relationship with its employees; reflects the organization's commitment to its employees. Commitment can be in various forms, maternity leave, life-work balance, unpaid leaves, it's strategies for downsizing or globalization; are some example.

Career: The ethical values are also echoed in organization's interest and investment in the career development of its employees. Whether it values specialization and narrow career paths that runs the risk of being outdated along with technology or it values broad skill development and offers training in new technologies at its own cost.

c) Organizational Beliefs

Beliefs that are part of an organization's culture may include beliefs about the best ways to achieve

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certain goals such as increasing productivity and job motivation. For example, an organization may convey the belief that the expression of humor in the workplace is an effective way to increase productivity and job motivation.

d) Empowerment

The social culture and the structure of the organization influences the underlying values related to the amount of employee empowerment.

e) Control/Decision

Management by nature is about control, the difference is how it enforces it. Well defined guidance, job description and authority of taking decisions are formal methods of control, while team or collective decision making is a social or cultural method of control. The functional or divisional structure encourages formal control while process or network structures promote a culture of employee empowerment.

f) Responsibility

The authority of decision making is closely related to issue of responsibilities. The culture of responsibility is measured by observing whether the individuals are expected to take responsibility of their decisions or there is a collective responsibility in case of team decisions.

g) Organizational Norms

Norms reflect the typical and accepted behaviours in an organization. They may reflect the values and beliefs of the organization. They may reflect how certain tasks are generally expected to be accomplished, the attributes of the work environment, the typical ways that people communicate in the organization and the typical leadership styles in the organization. For example, the work environment of a company may be described as relaxed, cheerful, and pleasant. Moreover, the organization may have a participative decision making processes in which many people in the organization are able to express their views concerning important decisions. Also, an organization may have many meetings to discuss ideas.

IV. Importance of the Organizational Culture Concept

Organizational culture occupies an important concept for a few reasons. First, understanding the culture of an organization may be helpful for applicants. They may have a better idea about whether they would like to work for a company. Second, understanding the culture of an organization may help in training new employees. Third, understanding organizational culture may help leaders to identify possible sources of problems in the organization. Further organizational cultural signification be elaborated as under.

1. Organizational culture motivates to employees for new innovation, good product quality and creative thinking.
2. Responsiveness to customer needs and extraordinary devotion to customer services, so organizational culture is important for organization.
3. Organizational culture helps to face global competition, changing patterns of technology and environment.
4. Organizational culture teaches every members of organization how behave to stakeholder of organization through organizational behaviour.
5. A strong organizational culture provides many fruitful point of any organization. For example high moral in the employees, create a competitive environment in the organization.
6. Employees have company loyalty and give unmatched services to customers.

Further, the importance of organizational culture may be dealt with leadership and change too.

Organizational Culture and Leadership: There may be at least three ways in which leadership is important with respect to organizational culture. First, a leader of an organization may play an important role in identifying the elements of the organization's culture. The leader could make a list of the organization's current values, beliefs and norms. Second, after identifying the current elements of the organization's culture, the leader can make evaluations of the elements of organizational culture that may be negative. The leader could make a list of the specific values, beliefs, and norms that may contribute to major problems in the organization (e.g., a lack of job motivation). Third, after identifying the possible negative elements, the leader could develop strategies to foster a positive organizational culture change. The leader could make a list of the elements of a more ideal culture, develop specific ways to communicate the changes and develop techniques to motivate people to adopt the new culture.

Organizational Culture Change: There may be many reasons that is why the culture of an organization needs to be changed. These reasons may include lack of morale, lack of job motivation, lack of job meaning and changes in the business (e.g., the development of a new product) that would require a change in the way things are done in the organization. For example, there may be too much micro-management in a company. It may be better if employees had more autonomy. This may increase morale. Sherman (1989) found that unit morale was positively correlated with automony. Because this finding is correlation, we cannot make causal conclusions. This process of culture change should involve all members of the organization. This process of culture change could involve surveys in

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which members describe specific elements of the organizational culture that members view as negative.

V. Conclusion

Organizational culture directly affects organization and its employees and its helpful in to determine and devolve employee turnover and job-performance. Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. The culture gives a sense of collective identity to all the employees in the organization, it creates values and beliefs that go beyond the personal aspirations of the employees. When employee behaviour and decisions are guided by the culture, their actions are better understood by the management. Organizational Culture factor are important to establish a strong working environment, a better human relation which motivates employees to perform duties and put their maximum output towards achievement of organizational goal along with their personal objective. A strong work culture and organizational culture play a major role in devolvement of any organization and provide strength to faces global challenges, changing environment and cut-throat competition. A healthy culture is the sign of healthy organization.

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Centralidades Urbanas E Oferta De Transporte Público Coletivo Em Goiânia – Go, 2014

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Abstract- The aim of this study is the identification of urban centralities and analysis of public transportation supply in these areas, in Goiania. To identify centralities were used some tools, as the Exploratory Analysis of Spatial Variables, statistical analyzes and investigations of outliers. The operationalization of the procedures was performed through the use of Geographic Information Systems focused on four variables: average income, population density, density of public transportation lines and density of public transportation supply. Infographics gathering graphs, statistical summaries and boxplots and thematic maps were generated. Spatial analysis was performed by generating maps of scattering Moran (BoxMap). The results showed centralities with high and low supply of PT and, also, allowed to conclude that there is a large gap between mobility policies with policies of urban expansion, on the studied case.

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Centralidades Urbanas E Oferta De Transporte Público Coletivo Em Goiânia – Go, 2014

Wilson Lopes M. Neto [α] & Érika Cristine Kneib [σ]

Resumo- O objetivo desse trabalho consiste na identificação de centralidades urbanas e posterior análise da oferta de transporte público coletivo (TPC) nessas áreas, em Goiânia. Para a identificação de centralidades utilizou-se a Análise Exploratória de Variáveis Espaciais, análises estatísticas e investigações sobre *outliers.* A operacionalização dos procedimentos foi realizada por meio da utilização de ferramentas de Sistemas de Informações Geográficas que tiveram como foco quatro variáveis: média de renda, densidade populacional, densidade de linhas e densidade de oferta de transporte coletivo. Foram gerados gráficos, resumos estatísticos, *BoxPlots* e mapas temáticos agregados em infográficos. A análise espacial foi realizada por meio da geração de mapas de espalhamento de Moran (*BoxMap*). Os resultados permitiram identificar centralidades com alta e baixa oferta de TPC e, também, concluir que existe grande descompasso entre políticas de mobilidade com políticas de expansão urbana no caso analisado.

Abstract - The aim of this study is the identification of urban centralities and analysis of public transportation supply in these areas, in Goiania. To identify centralities were used some tools, as the Exploratory Analysis of Spatial Variables, statistical analyzes and investigations of outliers. The operationalization of the procedures was performed through the use of Geographic Information Systems focused on four variables: average income, population density, density of public transportation lines and density of public transportation supply. Infographics gathering graphs, statistical summaries and boxplots and thematic maps were generated. Spatial analysis was performed by generating maps of scattering Moran (BoxMap). The results showed centralities with high and low supply of PT and, also, allowed to conclude that there is a large gap between mobility policies with policies of urban expansion, on the studied case.

I. Introdução

As cidades estão enfrentando problemas cada vez mais desafiadores relacionados à mobilidade das pessoas como, por exemplo, congestionamentos, aumento da poluição e degradação ambiental, dentre outros aspectos. Questões relacionadas à mobilidade afetam diretamente a qualidade de vida principalmente em grandes centros urbanos e acabam criando dificuldades crescentes de deslocamentos cenário é observado em Goiânia, capital objeto do presente estudo, cuja divisão modal revela a priorização do deslocamento motorizado individual.

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A rápida expansão urbana observada em Goiânia resulta na constituição de espaços diferenciados em vários sentidos, seja considerando questões de ordem econômica e de segregação socioespacial, seja pelos adensamentos populacionais ou, ainda, a disponibilidade de infraestrutura como vias de circulação e outros equipamentos urbanos. Nesse cenário o uso dos espaços públicos é permeado de conflitos existentes entre as pessoas de diferentes níveis de renda e, também, pelo uso das vias por meio dos diferentes modos de transporte (PASQUALETTO, 2013).

O Ministério das Cidades (2007) define a mobilidade como expressão dos deslocamentos das pessoas que se dão por diversos meios de transporte (modos) e diversos motivos. Se a mobilidade é uma expressão dos deslocamentos de pessoas e/ou cargas, a fim de se planejar ações ou políticas de mobilidade urbana, é primordial a identificação, a localização e o diagnóstico da estrutura socioespacial urbana. Nesse sentido é possível questionar: onde estão as concentrações populacionais em Goiânia? Quais são os polos geradores de viagens? E, ainda, quais são os níveis de oferta de transporte coletivo disponíveis para população em diferentes localidades de Goiânia?

Nesse trabalho atribui-se as áreas centrais (centralidades) de Goiânia a condição de polos geradores de viagens. O Ministério das Cidades (2007) define áreas centrais como lugares de concentração de atividades econômicas incluindo, além dos centros tradicionais das cidades, os polos regionais secundários e as novas centralidades que a dinâmica da expansão urbana gera. Por meio da aplicação de técnicas de Análise Exploratória de Dados Espaciais – AEDE e investigações sobre *outliers* através da utilização de ferramentas de Sistemas de Informações Geográficas – SIG, foram desenvolvidas análises para quatro variáveis: densidade populacional, média de renda, densidade de linhas de ônibus e densidade de oferta de transporte coletivo. Destarte, apresenta-se como objetivo, deste trabalho, a identificação de centralidades e a análise da oferta de TPC nessas áreas em Goiânia.

A AEDE consiste em um conjunto de técnicas voltadas para descrição da distribuição dos dados espaciais, identificando localizações atípicas (*outliers)*, ou procurando descobrir padrões de associação espacial (*clusters*). Para Druck *et al.* (2004), a análise

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exploratória é realizada geralmente por meio de mapas e gráficos e deve permitir descrever a distribuição dos valores das variáveis em estudo. A escolha das variáveis se deu pela importância atribuída as mesmas por autores como McDonald e Prather (1994), Ojima (2007) e Kneib (2008) ao realizarem estudos sobre centralidades e identificação hierárquica de subcentros e, também, pela disponibilidade de dados para Goiânia.

Por meio da análise dos resultados foi possível identificar diferenças de concentrações populacionais no espaço urbano de Goiânia, padrões espaciais para diferentes classes de renda, diferenças na distribuição de serviços de mobilidade (densidade de linhas de TPC) e distintos níveis de acessibilidade (densidade de oferta de TPC). Os resultados permitiram a identificação de áreas centrais com baixa oferta de TPC, o que reflete, na prática, em problemas cotidianos relacionados a dificuldade de deslocamento dos cidadãos em Goiânia e, também, em desafios para o planejamento e gestão de políticas e ações voltadas à mobilidade urbana.

II. Referencial, Materiais e Métodos

O arcabouço teórico precípuo do presente trabalho baseia-se em três temas: centralidades; mobilidade e transporte público coletivo; e análise espacial. Com relação às centralidades, adota-se o conceito desenvolvido por Kneib (2008), no qual os subcentros constituem-se em áreas com significativa geração de viagens, complementado pelos conceitos de Rodrigue (2006), segundo o qual as centralidades funcionam como pontos nodais de uma rede espacial urbana.

O Ministério das Cidades (2007) define a mobilidade como expressão dos deslocamentos das pessoas que se dão por diversos modos de transporte e diversos motivos. Também relaciona mobilidade com acessibilidade na medida em que existem diferenças nas possibilidades de acessar as infraestruturas urbanas destinadas a deslocamentos de pessoas e cargas tais como o sistema viário ou as redes de transporte público coletivo - TPC, o que define condições maiores ou menores de mobilidade para os indivíduos isoladamente ou, ainda, para partes inteiras do território.

Sobre o modelo espacial adotado em Goiânia, Kneib (2012) ressalta que somente no últimoPlano Diretor (Prefeitura Municipal de Goiânia, 2007) é que se verificam abordagens sobre pedestres, ciclovias e acessibilidade, no âmbito da mobilidade urbana. Este Plano Diretor aposta em um modelo espacial preconizado pelo Novo Urbanismo, que baseia-se na estratégia da cidade compacta, com foco no adensamento em corredores estruturantes da cidade, dotados de infraestrutura adequada para prover grande oferta de transporte coletivo, com prioridade para os ônibus. Porém, segundo a autora, apesar de ser repleto de boas intenções, pouco do planejado foi aplicado desde então para garantir a eficiência do serviço de transporte público. Tais fatos corroboram a importância das análises pretendidas por este trabalho, inclusive para contribuir com a análise do modelo espacial da capital.

As análises espaciais de Goiânia foram fundamentadas em informações da Pesquisa Nacional por Amostra de Domicílios – PNAD realizada pelo Instituto Brasileiro de Geografia e Estatística – IBGE no ano de 2011 e, também, dados disponibilizados pela Rede Metropolitana de Transportes Coletivos – RMTC com informações (em formato *shapefile* e tabelas *.xlsx*) sobre o número e a frequência das linhas, pontos e terminais de ônibus em Goiânia, para o ano de 2014 (RMTC, 2014).

Como suporte para elaboração dos produtos cartográficos apresentados, foram utilizados arquivos vetoriais no formato *shapefile* disponibilizados pela Companhia de Processamento de Dados do Município de Goiânia – COMDATA na forma de banco de dados espaciais, denominado de Mapa Urbano Básico Digital de Goiânia – MUBDG em sua versão 22.

Para fins de planejamento e execução da PNAD o IBGE definiu a divisão do município de Goiânia em 1.636 setores censitários dos quais 12 são classificados como rurais e 1.624 como urbanos. O setor censitário é a menor unidade territorial, formada por área contínua, contida em área urbana ou rural com dimensões adequadas à operação de pesquisas cujas amostragens tendem a abarcar a totalidade do Território Nacional (IBGE, 2011). Pensar em nível de setor censitário em Goiânia, cidade central de sua região metropolitana, implica considerar unidades espaciais menores que o bairro. Dessa forma, um bairro pode conter diversos setores censitários.

Foram utilizadas as variáveis de média de renda e densidade populacional da PNAD (2011) e, também, densidade de linhas de ônibus e densidade de oferta de transporte coletivo, elaboradas a partir de dados disponibilizados pela RMTC (2014).

Os valores da média de renda correspondem aos valores médios da renda domiciliar das pessoas responsáveis pelo domicílio em um dado setor censitário. A densidade populacional foi calculada dividindo-se o número total de moradores de um dado setor censitário por sua área. A densidade de linhas foi calculada dividindo-se o número de linhas de ônibus que passam por determinado setor censitário por sua área. A densidade de oferta de transporte coletivo (ônibus) foi calculada somando-se a frequência diária de cada linha de ônibus que passa por determinado setor censitário e dividindo o resultado pela área do setor. A frequência corresponde ao número de viagens realizadas em cada linha do transporte coletivo em dias úteis.

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O tratamento inicial das variáveis consistiu na elaboração de planilhas de cálculo a partir das quais foram organizados *BoxPlots*, uma tabela com resumo estatístico dos valores das variáveis e um gráfico com as porcentagens de *clusters* e *outliers* para cada variável analisada. As tabelas foram vinculadas a base cartográfica por meio do *software ArcGis v.10.0* que foi utilizado para o desenvolvimento e geração de mapas temáticos. Os *BoxPlots*, os resumos estatísticos, o gráfico e os mapas foram reunidos em infográficos para cada uma das variáveis.

Em seguida as variáveis foram normalizadas de tal forma que a soma de seus valores correspondesse a 1. Não havendo valores negativos, todos os valores ficaram entre 0-1. Foi calculada a média simples da soma dos valores de cada variável por setor censitário que também foi normalizado.

A média normalizada foi considerada como uma expressão da relação de centralidade entre áreas. Valores mais altos indicam concentração de renda, de população, de linhas de ônibus e de oferta de transporte coletivo, sendo interpretados como possíveis áreas centrais. Valores mais baixos indicam baixa concentração de renda, de população, de linhas de ônibus e de oferta de transporte coletivo, sendo interpretados como possíveis áreas periféricas.

A tabela foi vinculada ao arquivo *shapefile* com os polígonos dos setores censitários. O programa *TerraView v.4.2.2* foi utilizado como subsídio a realização da análise espacial da média normalizada por meio do cálculo do Diagrama de Espalhamento de Moran que foi analisado e apresentado na forma de um *BoxMap*.

O *BoxPlot* é um gráfico construído a partir de medidas da distribuição do conjunto de valores de uma dada variável. As cinco medidas utilizadas na composição do gráfico são importantes para analisar a posição, dispersão e assimetria da distribuição dos dados. São elas: valor mínimo, primeiro quartil (Q1), mediana (segundo quartil Q2), terceiro quartil (Q3) e valor máximo.

O gráfico é formado por uma caixa construída paralelamente a escala dos dados e representa os valores centrais da amostra (50% dos valores de toda a amostra). O primeiro quartil corresponde ao percentil 25 e o terceiro quartil corresponde ao percentil 75. O valor mínimo corresponde ao menor valor da amostra que esteja entre Q1 e {Q1-1,5*AIQ}, sendo AIQ a distância interquartílica obtida pela diferença entre Q3 e Q1 (Q3-Q1). O valor máximo corresponde ao maior valor da amostra que esteja entre Q3 e {Q3+1,5*AIQ}. Os valores das variáveis maiores que o valor máximo (expressos nos *BoxPlots* pela letra x) e menores que o valor mínimo (para as variáveis analisadas não foram identificados *outliers* menores que o valor mínimo) são consideradas *outliers*, ou seja, valores que não obedecem ao padrão do conjunto de dados ao qual eles pertencem, sendo encarados como valores extremos (NEPOMUCENA; CIRILLO, 2001).

Para Soares *et al.* (2011) determinar valores *outliers* é subjetivo. A definição de *outliers* é sujeita a análise e interpretação de resultados e decisões sobre a identificação devem ser dependentes dos experimentos dos quais emanam. O tratamento dado a valores *outliers* e sua interpretação também é subjetivo. No presente trabalho optou-se por não desconsidera-los, ao contrário, optou-se por espacializá-los para melhor analisa-los. Seria possível identificar fenômenos socioespaciais por meio da análise dos *outliers* das variáveis definidas? Tendo como preocupação a dimensão espacial das variáveis, o que significam os valores *outliers*?

O Diagrama de Espalhamento de Moran corresponde a uma forma de visualizar a dependência espacial. A ideia fundamental do diagrama é comparar valores de um dado atributo de uma área com os valores de seus vizinhos. Seu desenvolvimento resulta na geração de um gráfico bidimensional de z (valores normalizados) e wz (média dos vizinhos). O gráfico é divido em quatro quadrantes; Q1 representa valores positivos e associados a médias positivas, Q2 representa valores negativos associados a médias negativas. Esses dois quadrantes indicam associação espacial positiva levando em conta que numa localização há vizinhos com valores semelhantes. Q3 representa valores positivos associados a médias negativas e Q4 representa valores negativos associados a médias positivas que indicam associação espacial negativa considerando que numa localização há vizinhos com valores distintos (fig. 01).

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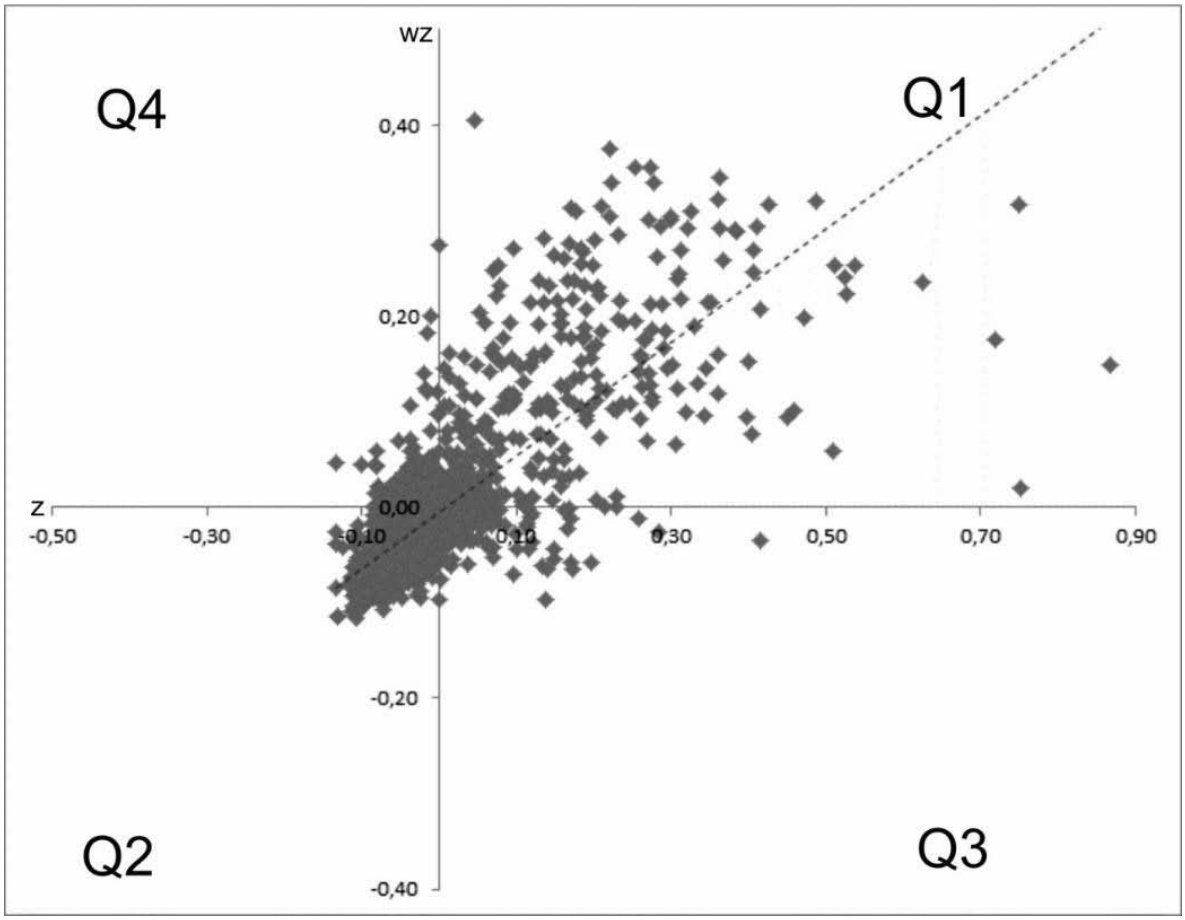

Figura 1: Diagrama de Espalhamento de Moran para a Média Normalizada da soma dos valores das variáveis
Nota: Dados trabalhados pelos autores

Dessa forma, no diagrama de espalhamento de Moran os setores censitários localizados nos quadrantes Q1 e Q2 indicam associação espacial positiva, que corresponde à dependência espacial dos valores assumidos. A noção de dependência espacial parte de Waldo Tobler (1970) apud Druck et al. (2004) que enuncia "*todas as coisas são parecidas, mas coisas mais próximas se parecem mais que coisas mais distantes*". Para Druck *et al.* (2004) a maior parte das ocorrências naturais ou sociais apresenta entre si uma relação que depende da distância. Os setores censitários localizados nos quadrantes Q3 e Q4 podem ser interpretados como localidades que não seguem os mesmos padrões espaciais de seus vizinhos.

Cada setor censitário foi, então, vinculado a um quadrante que indica uma relação de associação espacial positiva ou negativa. Esse vínculo foi expresso em um mapa de espalhamento de Moran (*BoxMap*) no qual cada setor censitário foi representado por uma cor relacionada ao quadrante ocupado. Os setores censitários que apresentaram os maiores valores da média normalizada calculada foram considerados como áreas com fortes relações de centralidade.

Após a identificação das centralidades urbanas, o próximo passo consistiu em identificar as áreas de alta e baixa oferta de TPC, o que foi feito por meio da geração de um *BoxMap* para variável densidade de oferta de transporte público coletivo. Dessa forma, os valores da referida variável foram vinculadas a um dos quadrantes do diagrama de espalhamento de Moran. Os valores alocados nos quadrantes 1 e 3 foram considerados como alta oferta de TPC e, os valores alocados nos quadrantes 2 e 4 foram considerados como baixa oferta de TPC. A alta e a baixa oferta foram, então, sobrepostos ao *shapefile* de centralidades o que permitiu a identificação de déficits de TPC em áreas centrais.

III. Resultados e Discussões

Os infográficos resultantes das análises de cada uma das variáveis são apresentados a seguir. A Figura 2 apresenta o infográfico da variável densidade populacional. São perceptíveis os adensamentos no entorno dos núcleos pioneiros orientados a partir da região centro-sul, entre o St. Central e Aparecida de Goiânia, e no sentido noroeste na direção de Trindade e Goianira. 8% dos setores censitários foram identificados como *outliers*. Destaca-se a região do St. Bela Vista e a parte sul do St. Bueno enquanto áreas com as maiores densidades populacionais que ultrapassam 16.000

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hab./km². Esses números representam quase o dobro da média do conjunto de dados que fica em torno de 7.650 hab./km². O desvio padrão calculado em 7.491,90 indica alto nível de dispersão dos valores em relação à média.

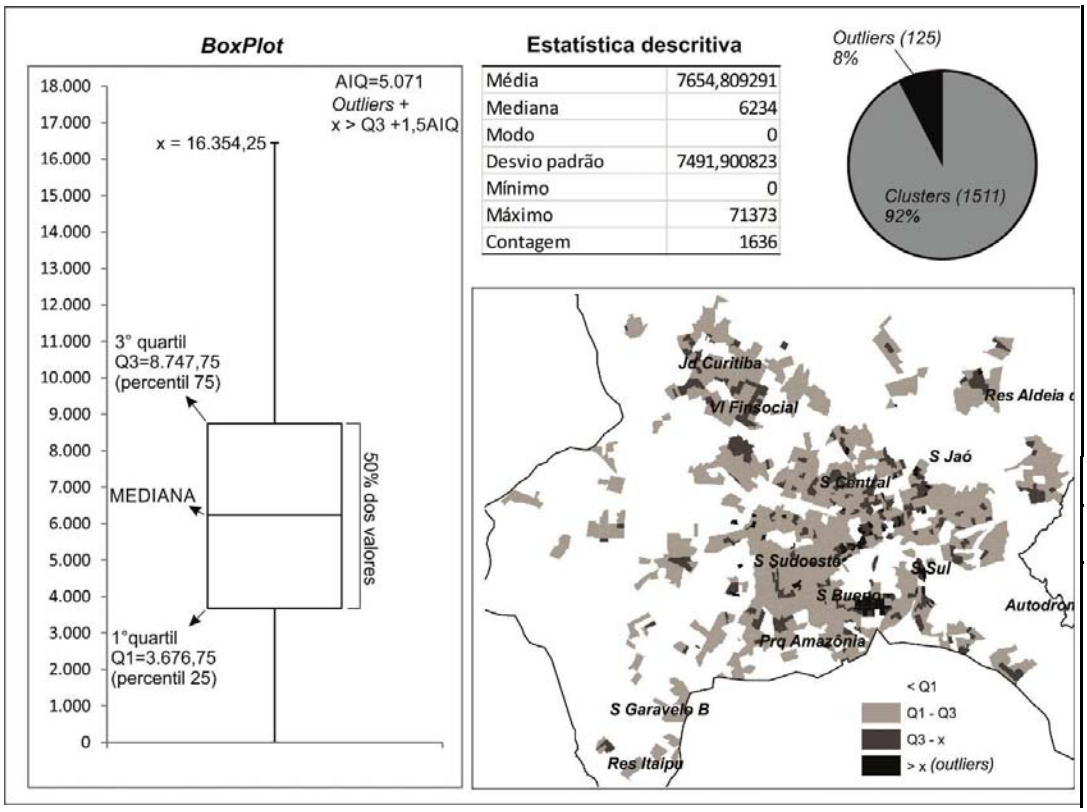

Figura 2 : Infográfico da variável densidade populacional

Nota: Dados trabalhados pelos autores.

A Figura 3 apresenta o infográfico da variável média de renda. Essa variável apresentou um nítido padrão espacial. Os valores menores que Q1, estão dispostos nas regiões periféricas, principalmente no extremo oeste e no extremo leste. Há uma grande concentração de renda na região entre o St. Central, o St. Sul, o St. Bueno e o S. Sudoeste e no entorno do St. Jaó, com valores superiores a Q3. Os *outliers* representam 11% dos setores censitários nos quais a concentração de renda é extrema com valores superiores a R$ 4.097,00 e localizados em regiões nobres próximas ao centro tradicional ou, em regiões periféricas. Nesse último caso é preciso ressaltar essas regiões periféricas que apresentam alta concentração de renda nada tem a ver com as periferias proletárias, são regiões que demonstram uma nova dinâmica iniciada principalmente na década de 1990 em Goiânia, caracterizada por loteamentos de alto padrão para construção de condomínios fechados de luxo, como o Aldeia do Vale e o Alphaville. Destaca-se também o St. Jaó pela alta concentração de renda.

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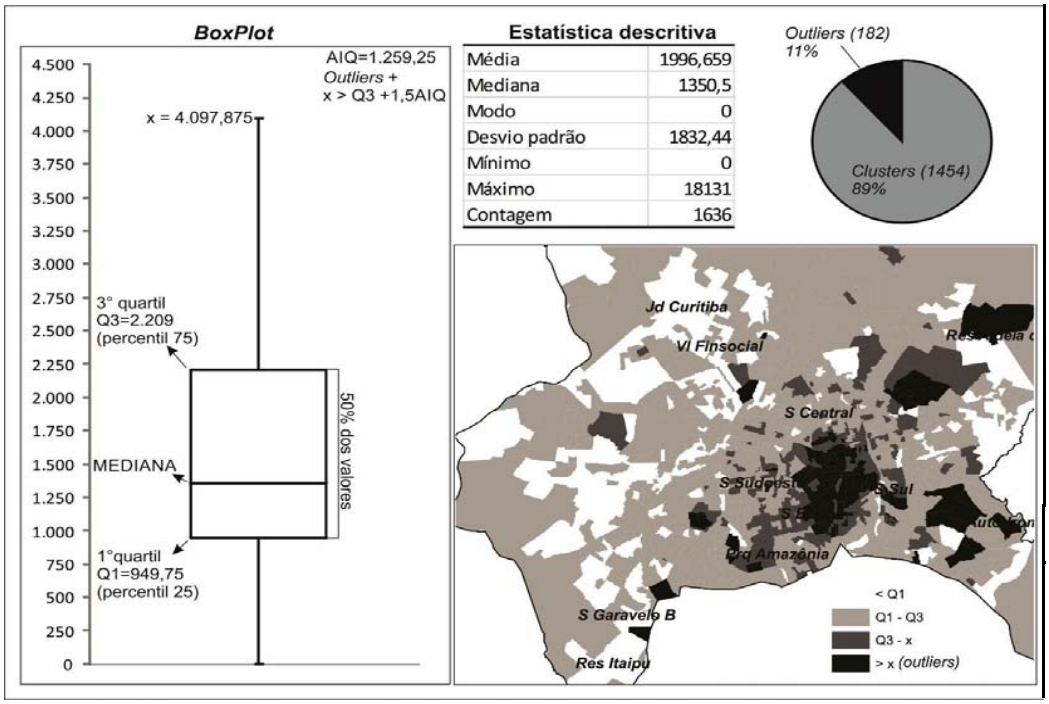

Figura 3 : Infográfico da variável média de renda.

Nota: Dados trabalhados pelos autores.

A Figura 4 apresenta o infográfico da variável densidade de linhas de TPC. As regiões que apresentaram valores *outliers* de densidade de linhas de transporte público coletivo correspondem a 11% do total e estão concentradas entre o Setor Central de Goiânia até o Setor Bueno. Há alta concentração de linhas ao longo da Av. 85 e Mutirão na região do Setor Bueno, que fazem conexões no sentido norte-sul e, da Av. Anhanguera e Av. T-7 passando pelo Setor Oeste e Setor Sudoeste, fazendo conexões no sentido leste-oeste. A diferença entre média e mediana e o alto valor apresentado de desvio padrão apontam para a grande dispersão dos valores.

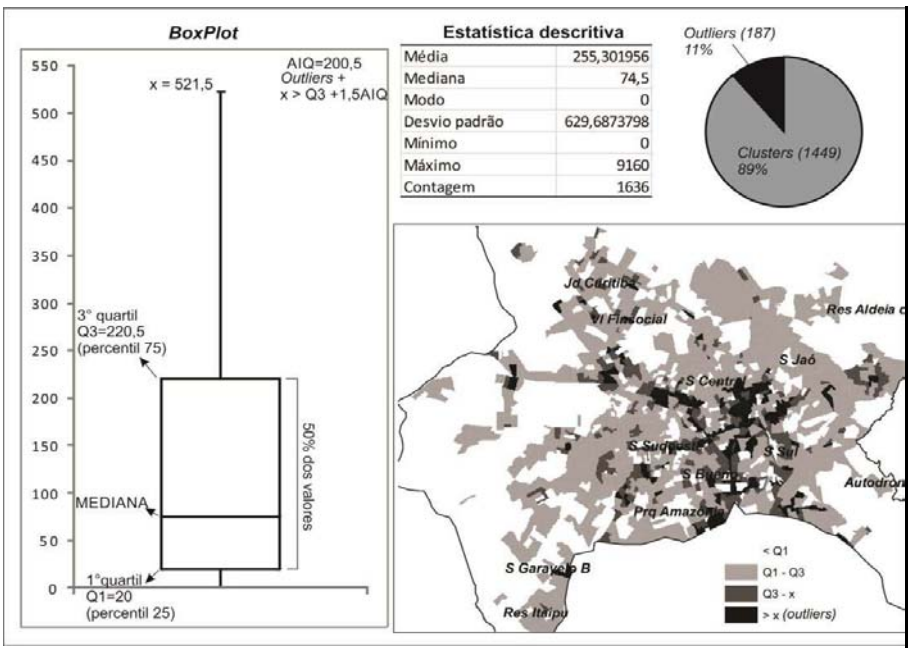

Figura 4 : Infográfico da variável densidade de linhas de TPC

Nota: Dados trabalhados pelos autores.

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A Figura 5 apresenta o infográfico da variável densidade de oferta de TPC. Os valores de densidade de oferta de transporte coletivo apresentaram padrão espacial muito próximo da densidade de linhas. As diferenças ocorreram em virtude da frequência das linhas de ônibus computadas para o cálculo da oferta. Essas duas variáveis são uma expressão direta da possibilidade dos citadinos de circular por meio do transporte público pelos espaços urbanos de Goiânia se vinculando com questões de acessibilidade e mobilidade, já que se deslocar envolve tempo e custos diferenciados para os diferentes sujeitos que habitam as diversas localidades que compõem o urbano goianiense. Essa variável apresentou os maiores valores de desvio padrão e, também, de número de *outliers* (13%), o que significa que algumas regiões são muito mais acessíveis por transporte público coletivo do que outras.

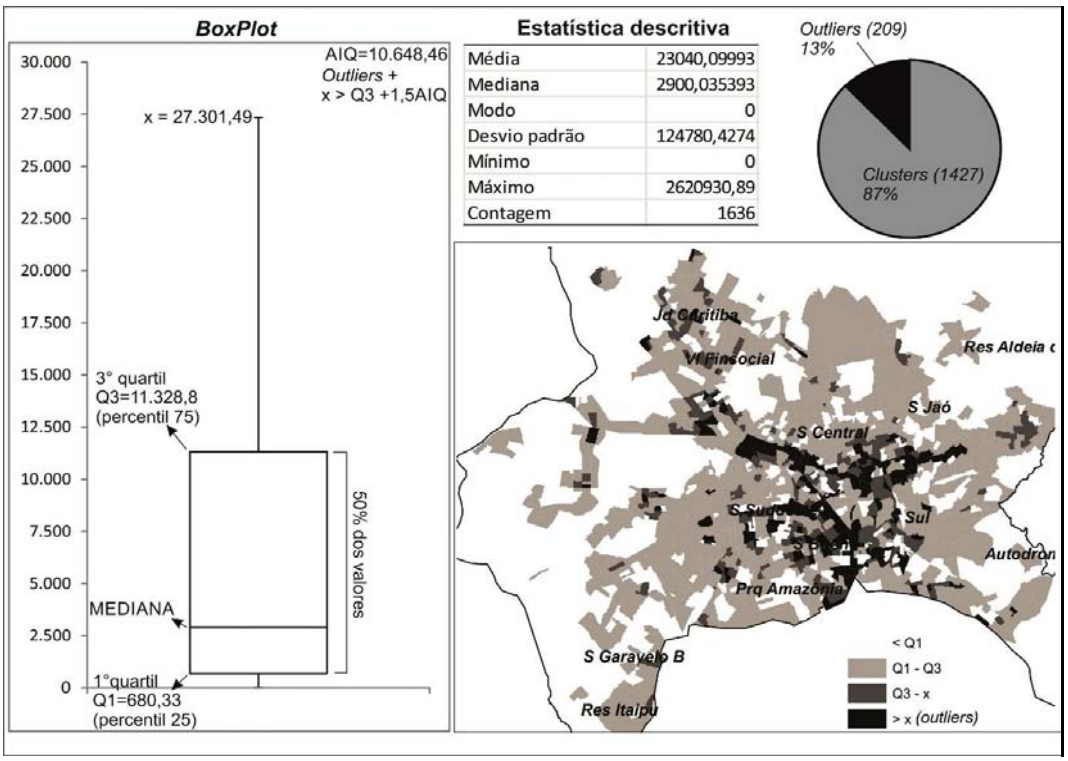

Figura 5 : Infográfico da variável densidade de oferta de TPC

Nota: Dados trabalhados pelos autores.

As diferenças entre as variáveis densidade de oferta e densidade de linhas suscitaram uma questão interessante que perpassa pela diferença entre acesso e acessibilidade. Percebe-se, por exemplo, que a região próxima ao St. Garavelo apresenta um valor extremo de densidade de linhas, mas, não apresenta um valor extremo de densidade de oferta. Ora, possuir um número elevado de linhas significa ter acesso, contudo, isso pode não significar acessibilidade adequada, na medida em que há indícios de que não há frequência satisfatória dos ônibus que circulam por essas linhas. Esses indícios residem no fato da densidade de linhas nessa região possuir um alto valor e, ao mesmo tempo, a mesma região, apresenta uma densidade de oferta com um valor mais baixo.

Esse fato traduz a seguinte realidade: é possível acessar a infraestrutura de TPC que liga a diferentes pontos da cidade, contudo, a frequência de passagem dos ônibus parece não ser suficiente, o que implica em elevado tempo de espera nos pontos de parada. Dessa foram, pode-se afirmar que existe acesso ao sistema de TPC, porém, com acessibilidade reduzida. Todavia, para que se tenha um diagnóstico mais preciso sobre a falta de acessibilidade em localidades como o exemplo ressaltado, seria necessário um aprofundamento da análise relacionando mais precisamente demanda e oferta do transporte público em diferentes dias e horários, com foco, principalmente, para os horários de pico.

A Figura 6 apresenta o mapa que sintetiza as informações geradas a partir da sobreposição da alta e baixa oferta de TPC às áreas centrais. Dos 1.636 setores censitários considerados para análise, 462 (28,28%) foram classificados enquanto centralidades urbanas e 1.174 (71,76%) foram considerados enquanto áreas periféricas. Das centralidades urbanas, 172 foram identificadas com alta oferta de TPC e 290 foram consideradas com baixa oferta de TPC.

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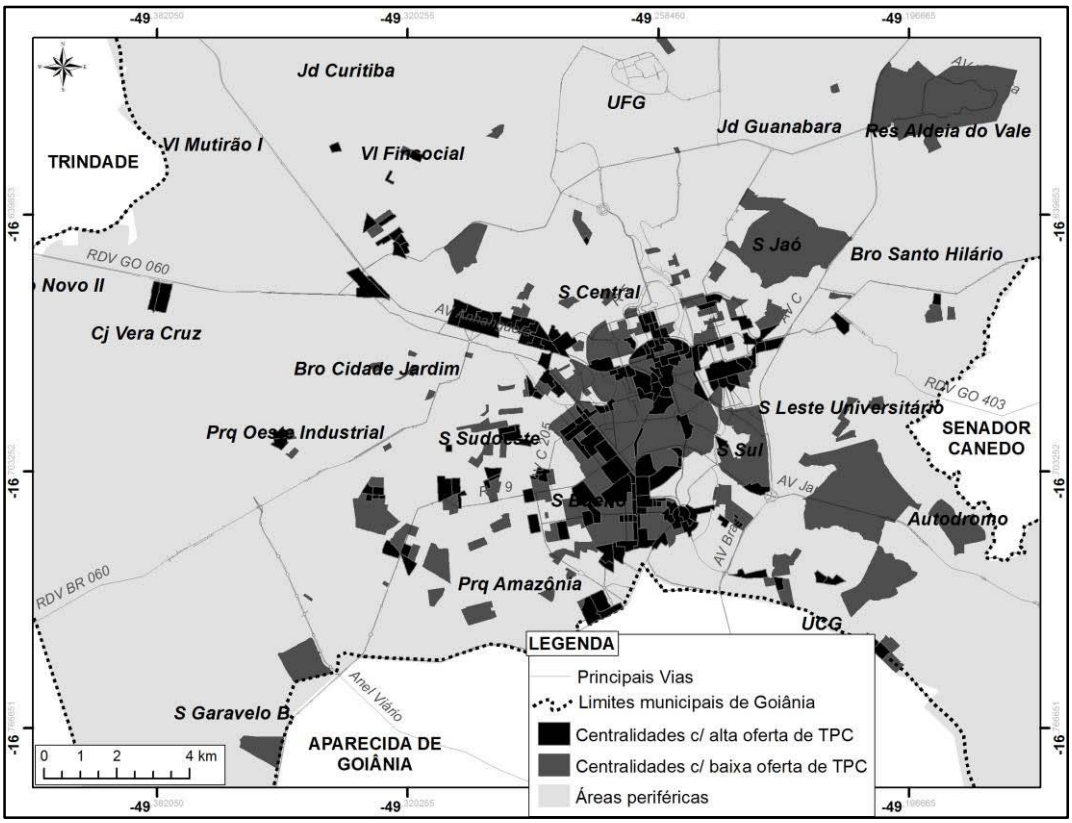

Figura 6 : Mapa síntese das informações geradas a partir da sobreposição da alta e baixa oferta de TPC e centralidades

Nota: Dados trabalhados pelos autores

IV. Considerações Finais

A análise dos resumos estatísticos e dos *BoxPlots* e a espacialização dos *outliers* foram procedimentos que subsidiaram a análise das variáveis permitindo a identificação de padrões de comportamento espacial. Nesse sentido, a análise conjunta das variáveis permitiu a identificação de áreas de adensamentos populacionais, diferenças e padrões espaciais da distribuição de renda, diferenças na distribuição do quantitativo de linhas de ônibus e diferenças nos níveis de acessibilidade.

A grande quantidade (62,77%) de centralidades identificadas com baixa oferta de TPC indica áreas prioritárias para receberem estudos operacionais mais aprofundados sobre oferta e demanda, de modo a proporcionar melhorias ao usuário e mitigar possíveis dificuldades relacionados aos deslocamentos dos citadinos e, também, entraves referentes a mobilidade urbana de forma geral. Esse cenário reflete em custos mais altos envolvidos aos usuários do TPC e maior tempo gasto para realização dos deslocamentos.

Já as informações aqui produzidas, que revelam as áreas com grande oferta de TPC (37,23% das centralidades), podem subsidiar políticas de adensamento, fomento às tais centralidades ou mesmo indicar áreas propícias à implantação de empreendimentos geradores de viagens, para melhor aproveitar a alta oferta de TPC já disponível nessas áreas.

A metodologia utilizada para identificação das centralidades – AEDE – demonstrou ser pertinente para a realização de uma análise ampla da estrutura socioespacial de Goiânia em escala de setor censitário. Contudo, conforme já ressaltado, os resultados obtidos carecem de maiores investigações que envolvam outros dados, principalmente, relacionados à demanda e oferta de TPC, com foco para horários de pico, envolvendo variáveis como principais pontos de origem e destino dos deslocamentos em diferentes regiões de Goiânia. Investigações mais aprofundadas sobre as centralidades, consideradas nesse trabalho como polos geradores de viagens, também seriam pertinentes e, nesse sentido, estudos sobre os principais motivos e modos de viagens constituiriam bons complementos para as análises apresentadas.

Os resultados obtidos corroboram com a ideia de Moysés *et al* (2007). Para os autores a construção de Goiânia está marcada por conflitos de interesse e a força do capital imobiliário, ao criar e recriar novas centralidades, empurra grandes levas da população para espaços distantes da malha urbanizada, longe do mercado de trabalho e com baixos níveis de acessibilidade aos equipamentos urbanos, o que

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compromete, inclusive, o atendimento da população por transporte coletivo e impacta diretamente a mobilidade urbana.

Os níveis mais baixos de acessibilidade foram identificados nas áreas periféricas, por meio da análise das variáveis densidade de linhas e densidade de oferta de transporte coletivo e são, também, as áreas com as menores médias de renda, o que revela um cenário de segregação socioespacial. Esse cenário, por certo, se constrói no contrassenso entre as políticas de planejamento urbano que tem priorizado áreas de alta densidade, que deveriam ser acompanhadas de grande oferta de transporte público coletivo - por meio de corredores conhecidos como Bus Rapid Transit (BRT), ou corredores preferenciais, conhecidos como Bus Rapid Service (BRS), que deveriam perpassar, circundar e conectar áreas centrais - baseando-se num modelo de cidade compacta; e a força econômica e política do capital imobiliário que cria mecanismos de valorização de áreas próximas a centralidades, empurrando grandes levas da população para áreas mais longínquas nas quais, somente depois da ocupação, o transporte público precisa se adequar.

A divergência entre o modelo idealizado em Goiânia - de cidade compacta com grande oferta de transporte coletivo - e a realidade revelada no presente estudo revela fortes indícios que há uma grave ausência de integração entre políticas de mobilidade e transporte público com políticas de uso e ocupação do solo, merecendo este tema uma análise detalhada, a partir da continuação da presente pesquisa.

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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.
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"

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1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

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Content

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

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