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Impact of Conflict Management

Assessment of Social Responsibility

Highlights

Statistical Process Control (SPC)

An Empirical Study on Supervisors

Discovering Thoughts, Inventing Future

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Impact of Conflict Management Styles on Team Performance on Supervisors of Teams in Universities

By Dr. Rashid M. Alhamali
King Saud University

Abstract- This study investigates the impact of conflict management (CM) styles on team performance. Conflict Management was conceptualized in terms of five styles: avoiding, integrating, dominating, obliging and compromising. Team performance, on the other hand, was operationalized in terms of team cohesion, team communication, innovativeness, and quality. Five hypotheses regarding the impact of each dimension of CM on team performance were postulated. Gathering data via a questionnaire developed for this study from a sample consisted of 231 employees working at 40 teams in Twenty universities selected from 4 regions. Participants in the work sites were visited by the researcher's assistant to collect data and ensure a high response rate. Two hundred and fifty questionnaires were administered by hand, and 231 were returned completely. Using SPSS and AMOS, research data were entered, coded, analyzed and plotted. The results showed that three conflict management styles (integrating, obliging and compromising) had significant positive effects on team performance while two styles (avoiding and dominating) had significant negative effects on team performance.

Keywords: conflict management styles, team performance, university leadership, quality improvement.

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Dr. Rashid M. Alhamali

Abstract- This study investigates the impact of conflict management (CM) styles on team performance. Conflict Management was conceptualized in terms of five styles: avoiding, integrating, dominating, obliging and compromising. Team performance, on the other hand, was operationalized in terms of team cohesion, team communication, innovativeness, and quality. Five hypotheses regarding the impact of each dimension of CM on team performance were postulated. Gathering data via a questionnaire developed for this study from a sample consisted of 231 employees working at 40 teams in Twenty universities selected from 4 regions. Participants in the work sites were visited by the researcher's assistant to collect data and ensure a high response rate. Two hundred and fifty questionnaires were administered by hand, and 231 were returned completely. Using SPSS and AMOS, research data were entered, coded, analyzed and plotted. The results showed that three conflict management styles (integrating, obliging and compromising) had significant positive effects on team performance while two styles (avoiding and dominating) had significant negative effects on team performance. In light of these results, the study recommended that the conflict should not be ignored or resolved in a way that suits one of the parties to the conflict and at the expense of the other party. The interests of both parties must be taken into account.

Keywords: conflict management styles, team performance, university leadership, quality improvement.

I. Introduction

Organizations seek to improve their outcomes by eliminating some the negative phenomena that occur in the organization such as the conflict between team members (Somech et al., 2009). Teams were regarded and should be as a major block for organizations (Stewart and Barrick, 2000). The reason for the team's importance is to integrate resources and skills of team members (Guimera et al., 2005). Therefore, team performance must be the best. Conflict situations are one of the cases where the performance of a team must be evaluated. Hence, the aim of this study is to explore the effect of conflict management styles on team performance. Aritzeta et al. (2005) stressed that the conflict is very frequent in organizations that rely on teams. For this reason, how the conflict is conducted has an impact on the team's performance.

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Conflict management (CM) has received considerable attention from Researchers over the years. Examples of CM-related subjects involve studies on conflict management and group decision making (Kuhn et al., 2000), conflict management effect on group effectiveness (DeChurch and Marks, 2001), CM styles and leadership effectiveness (Barbuto Jr and Xu, 2006), differences in conflict management styles from different countries (Kim et al., 2007), exploring conflict management (Stanley and Algert, 2007), CM styles and employee attitudinal outcomes (Chan et al., 2008), conflict management and forgiveness (Rizkalla et al., 2008), team satisfaction and performance (Liu et al., 2008), conflict management between and within teams (Hempel et al., 2009), CM styles and team performance (Somech et al., 2009), the relationship between emotional intelligence and CM styles and job performance (Shih and Susanto, 2010), the influence of collectivism and CM styles (Ma et al., 2010), leadership styles and CM styles (Saeed et al., 2014), CM styles and workplace bullying (Baillien al., 2014), organizational power and CM styles (Riasi and Asadzadeh, 2015) as well as cultural orientation and CM styles (Caputo et al., 2018). Generally, the majority of studies that conducted on CM used five common styles which were avoiding, compromising, dominating, integrating, and obliging (Rahim, 2000; Rizkalla Et al., 2008; Riasi and Asadzadeh, 2015; Zaman and Saif, 2016).

On the other hand, team performance has been investigated as a dependent variable in relationships with numerous variables such as conflict management (Alper et al., 2000), organizational structure and information processing (Carley and Prietula, 2014), team empowerment (Kirkman et al., 2004), transformational leadership (Dionne et al., 2004), authentic leadership (Lyubovnikova et al., 2017), collective leadership (McAuliffe et al., 2017), team mental models (Gardner et al., 2017), team tenure diversity (Yi et al., 2018).

It is noted from previous research that studies on the relationship between conflict management styles and performance of teams are few. Therefore, the importance of the current study stems from the fact that it fills a gap in the theoretical literature, and it is hoped that organizations will benefit from its results, which show the role of good management of the conflict in the performance of the team work.

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II. Literature Review

a) Conflict management styles

CM style was defined as a common pattern or behavior that presented in a response to interaction with others in the context of conflict (Kuhn et al., 2000). It is a combination of personality trait, cultural background, and situations (Ting-Toomey eta l., 2001). Researches in general identified five styles of conflict handling, which were avoiding, dominating, integrating, obliging and compromising. Table 1 shows these dimensions and other dimensions.

Table 1: Styles of conflict management

Styles of conflict management	References
Avoiding, compromising, dominating, integrating, and obliging.	Rahim (2000)
Avoidance, distributive, integrative, and mixed.	Kuhn et al. (2000)
Avoiding, compromising, dominating, integrating, and obliging.	Rahim (2002)
Avoiding, competing, collaborating, compromising, and accommodating.	Slabbert (2004)
Avoiding, integrating, compromising, dominating, and obliging.	Barbuto Jr and Xu (2006)
Avoiding, integrating, compromising, dominating, and obliging.	Yu et al. (2006)
Avoiding, competing, compromising, collaborating, and accommodating.	Stanley and Algert (2007)
Collaboration and competition conflict management styles.	Liu et al. (2008)
Avoiding, integrating, obliging, compromising and dominating.	Chan et al. (2008)
Avoiding, fighting, yielding, compromising, and problem solving.	Rizkalla et al. (2008)
Cooperative conflict management and competitive conflict management.	Hempel et al. (2009)
Cooperative conflict management and competitive conflict management.	Somech et al. (2009)
Avoiding, problem-solving, yielding and forcing.	Baillien al. (2014)
Avoiding, integrating, obliging, compromising	Saeed et al. (2014)
Avoiding, accommodating, collaborating, competing and compromising.	Riasi and Asadzadeh (2015)
Avoiding, compromising, dominating, integrating, and obliging.	Abbas and Karage (2015)
Avoiding, compromising, dominating, integrating, and obliging.	Zaman and Saif (2016)
Avoiding, problem-solving, accommodating and asserting.	Zhang et al. (2017)
Avoiding, forcing and problem-solving	Caputo et al. (2018)

b) Dimensions of conflict management in the current study

Based on the review of conflict management styles, the following styles were selected for the current paper; avoidance, distributive, integrative, dominative conflict management styles. A closer look at conflict management patterns in Table 2 indicates that the pattern is the most effective type because it is based on finding the right solution that satisfies both parties (Rahim, 2002). Followed by a style of obliging that puts the interests of others first (Barbuto Jr and Xu, 2006), even at the expense of personal interest. We can call it generosity and kindness style. In the third place comes the style of not harming the other party to the conflict through compromise (Chan et al., 2008). It can be called a settlement style. On the other hand, dominating and avoiding are ineffective styles (Chan et al., 2008; Liu et al., 2008), where the former favors personal interests over others while The second avoids conflict without finding a solution to the conflict. This pattern represents a form of withdrawal or disregard of conflict, which means failure to deal with conflict. Differences between these styles can be observed through the definitions showed in Table 2.

Table 2: Conceptualization of CM styles selected for this paper

CM Styles	Conceptualization	References
• Avoidance style	A behavior of ignoring organizational conflict in which lose-lose outcome Emerged. It is a style with low concern For self and others. Therefore, it represents a failure to approach or withdrawal from conflict issues.	Kuhn et al. (2000), Rahim (2002), Barbuto Jr and Xu (2006), Liu et al. (2008) and Chan et al. (2008),
• Integrative style	A cooperative behavior to find a persuasive solution to both sides of the conflict in a win-win approach in which parties are collaborated through information and finding an acceptable the solution for the conflict issue. It is a style With high concern for self and others. It is called a problem solving style of conflict management.	Kuhn et al. (2000), Rahim (2002), Yu et al. (2006), Barbuto Jr and Xu (2006), Chan et al. (2008) and Zaman and Saif (2016)
• Dominative style	A behavior of using influences to get Ideas accepted in a win-lose scheme. It is a style with (high concern for self and Low concern for others. This style is called forcing conflict management style.	Rahim (2002), Barbuto Jr and Xu (2006), Chan et al. (2008), Baillien al. (2014)

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• Obliging style	A behavior of meeting others needs Based on the lose-win outcome. It is a style with high concern for others and low Concern for self. It also named yielding conflict management style	Rahim (2002), Barbuto Jr and Xu (2006), Chan et al. (2008), Baillien al. (2014)
• Compromising style	A conflict-handling behavior that based on finding an accepted solution based No win-no lose scheme. It is a style with high intermediate concern for self and others.	Rahim (2002), Liu et al. (2008), Chan et al. (2008); Zaman and Saif (2016)

c) Team performance

Teams have been defined in terms of two major elements: the number of members and goals, that is, a team consists of two or more members Seeking to achieve a common goal. Consequently, team performance was Defined as a team's ability to meet its goals (Bell, 2007). According to Dionne et al. (2004), team performance has been evaluated in the literature as a system of inputs, processes, and outputs, where the team processes Resources to reach the desired results. The authors conceptualized team performance in terms of three dimensions; team cohesion, team Communication and conflict management. Melita et al. (2003) added another Dimension of team performance which was team innovation. Researchers have identified many features that make the team effective such as team cohesiveness, effective team communication, team innovations, conflict management and the team overall performance (Melita et al., 2003; Dionne et al., 2004; Zhou et al., 2015). In a study on the teams of research and development projects, Keller (2006) used three dimensions to evaluate performance, schedule performance, technical quality, and cost performance. Less cohesive Teams have poor performance (Thompson et al., 2015). Adopting Pearce and Sims (2002) scale of team effectiveness, Zhou et al. (2015) evaluated team performance based on six dimensions comprised of output, quality, change, organizing and planning, interpersonal, and overall Effectiveness. Howard et al. (2002) used quantity and quality of output as well as the resource and administrative efficiency as four dimensions of team Performance dimensions. Table 3 displayed the most common dimensions of team performance.

Table 3: Dimensions of team performance

Team performance dimensions	References
Quantity and quality of output, resource and administrative efficiency.	Howard et al. (2002)
Team cohesion, team communication, and team innovations.	Melita et al. (2003)
Process improvement and customer satisfaction	Kirkman et al. (2004)
Team cohesion, team communication, and conflict management.	Dionne et al. (2004)
Schedule performance, technical quality, and cost performance	Keller (2006)
Efficiency, work excellence, innovativeness and quality.	Kostopoulos and Bozionelos (2011)
Output, quality, change, organizing and planning, Interpersonal, and overall effectiveness.	Zhou et al. (2015)

d) Hypotheses development

CM styles were used in previous studies as an independent variable about other dependent variables such as group decision making (Kuhn Et al., 2000), group effectiveness (DeChurch and Marks, 2001), employee attitudinal outcomes (Chan et al., 2008). In other studies, CM styles were used as the dependent variable (Yu et al., 2006). Table 4 shows examples of these studies. For this study, CM styles were used as independent variables to study their relationships with team performance. Paul et al. (2004) Found a positive impact of collaborative conflict style on team performance in terms of perceived quality and participation. Findings of DeChurch et al. (2013) Confirmed that collaborating, avoiding, and competing for conflict is positively related to team performance. According to Hempel et al. (2009), cooperative and competitive conflict handling styles have positive effects on trust which in turn affects team performance. Kim et al. (2007) conducted a study to explore conflict management styles using a sample of employees form different countries; e.g., China, Japan, and South Korea and found that the dominant conflict handling among Japanese employees was compromising while the dominant style among Chinese and Korean employees is obliging. Studying the effect of conflict management styles on team effectiveness, Gull et al. (2012) found a moderate influence on team effectiveness. Particularly, the results revealed positive effects of accommodating and collaborative styles on team effectiveness, while the competing style has no significant effect on team effectiveness. In contrast, avoiding and compromising styles have a negative relationship with team effectiveness.

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Table 4: Relationships between CM styles and other variables

Year	IV	DV	Results	References
2000	CM styles	Group decision making	Integrative CM style results in positive outcomes of group decision making.	Kuhn et al.
2001	CM styles	Group effectiveness	CM style positively related to group effectiveness.	DeChurch and Marks
2006	Emotional intelligence	CM styles	Emotional intelligence has significant effects on integrating and compromising	Yu et al.
2007	CM styles	-	The dominant CM among Chinese and Korean employees are obliging , while the dominant CM among Japanese employees are compromising	Kim et al.
2008	CM styles	Employee attitudinal outcomes	Integrating CM style significantly related to employees job satisfaction and turnover intention.	Chan et al.
2008	CM styles	Team satisfaction	Collaboration conflict management style has a significant effect on the team satisfaction	Liu et al.
2009	CM styles	Team performance	cooperative conflict style has a significant effect on a team performance	Somech Et al.
2010	CM styles	Job performance	Integrating CM style has a significant effect on job performance	Shih and Susanto
2014	Leadership styles	CM styles	Managers with transformational leadership style adopt integrating and obliging CM styles, managers with transactional leadership style adopt compromising CM style.	Saeed Et al.
2015	Organizational power	CM styles	Reward power is positively related to accommodating CM style	Riasi and Asadzadeh
2018	Cultural orientations	CM styles	Cultural orientations are positively influenced CM styles	Caputo et al.

Inconsistently, the results of Somech et al. (2009) who investigated the impact of conflict management styles on team effectiveness indicated that competing style was negatively associated with team effectiveness. Based on these studies, the following hypotheses were restated:

H1: Integrating conflict style has a positive significant effect on team performance.

H2: Obliging conflict style has a positive significant effect on team performance.

H3: Compromising conflict style has a positive significant effect on team performance.

H4: Avoiding conflict style has a negative significant effect on team performance.

H5: Dominating conflict style has a negative significant effect on team performance.

III. Methodology

a) Research sample and data collection

Using a multi-stage technique as introduced by Hair Jr. et al. (2015), a random sample of 4 regions were identified from which a random sample consisted 20 universities were selected, then a random sample comprised of 40 teams were chosen. The average number of members in these teams ranged from 3-10 members, specifically, there were 250 employees. Hence, data were collected from 250 employees using a questionnaire developed for this study. A total of 231 questionnaires were returned complete and valid for statistical analyses with a response rate of 92.4%. Responses of team members were used to conduct analyses, therefore, our data were not aggregated at the team level.

b) Measures

Conflict management styles were measured based on previous studies using three indicators for each style; avoiding (1-3), integrating (4-6), dominating (7-9), obliging (10-12) and compromising (13-15) (Kim et al., 2007; Hempel et al., 2009; Somech et al., 2009; Gull et al., 2012; DeChurch et al., 2013). Team performance was measured based on employees' ratings. Six dimensions were used to assess team performance, which was members commitment to the team, work quality, interpersonal skills, initiatives, knowledge of tasks and overall performance (Stewart and Barrick, 2000). Therefore, six items were used to measure team performance.

c) Exploratory Factor Analysis (EFA)

In order to ascertain the appropriateness of the data for exploratory factor analysis, two tests were performed: Kaiser-Meyer-Olkin (KMO) and Bartlett's test for Sphericity. The value of a KMO test ranges from 0 to 1, and the closer the test value of a KMO to 1, the more suitable the data for factor analysis. The test value is acceptable if it is greater than 0.05. The value of the Bartlett's test for Sphericity should be statistically significant. If these conditions are met, a factor analysis is possible. The results showed that the two previous conditions were met. The value of the KMO was greater

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than 0.05 (KMO = 0.874) and the value of the Bartlett's test was significant (P = 0.021). The results of EFA can be seen in Table 5. It was revealed that all items of CM styles were loaded on 5 factors with loadings greater than 0.71. A measurement model with factor loadings ≥ 0.70 is acceptable (Shook et al., 2004). In terms of reliability, the results indicated that composite reliability (CR) and Cronbach's coefficient alpha values were greater than 0.70 (Ogedegbe et al., 2003). Convergent validity values as measured by AVEs were greater than 0.50 (Hair et al., 2011).

Table 5: Results of exploratory factor analysis

CMS1	CMS2	CMS3	CMS4	CMS5	TMP	AVE	CR	α
0.879								
0.901						0.78	0.914	0.897
0.869								
	0.992							
	0.874					0.75	0.899	0.878
	0.710							
		0.828						
		0.864				0.69	0.870	0.850
		0.800						
			0.844					
			0.831			0.68	0.864	0.859
			0.796					
				0.841				
				0.821		0.66	0.853	0.849
				0.773				
					0.901			
					0.881			
					0.856	0.67	0.925	0.889
					0.763			
					0.742			
					7690.			

CMS1: avoiding, CMS2: integrating, CMS3: dominating, CMS4: obliging, CMS5: compromising, TMP: team performance.

d) Structural Equation Modeling (SEM)

Hempel et al. (2009) suggested two steps to examine the structural model: First, testing the postulated structural model in terms of goodness-of-fit indices in order to investigate the model ability to explain relationships between variables. If the fit of the model is confirmed, the second step starts, which is hypotheses testing in which the relationship between variables is investigated. Structural model fit was evaluated by chi-square to degree of freedom ratio (χ^2/df), the goodness of fit index (GFI), the comparative fit index (CFI), the root mean square error of approximation (RMSEA) and the non-normed fit index (NNFI) as suggested by Barbuto Jr and Xu (2006) and Kim et al. (2015). The results of structural model goodness-of-fit indices as shown in Table 6 indicated a satisfactory overall fit of the model.

Table 6: Results of structural model goodness-of-fit indices

Indices	Value	Result
Chi-square to degree of freedom ratio (χ^2/df)	1.59	Confirmed
The goodness of fit index (GFI)	0.921	Confirmed
The comparative fit index (CFI)	0.911	Confirmed
The root mean square error of approximation (RMSEA)	0.051	Confirmed
The non-normed fit index (NNFI)	0.961	Confirmed

Figure (1) shows the structural model of the study in which five CM styles and team performance were measured as observed variables. The results showed that conflict management styles exist in the different teams in the universities in a moderate degree in terms of the values of means for integrating (M = 3.64), obliging (M = 3.61), dominating (M = 3.60), compromising (M = 3.58) and avoiding (M = 3.55). The figure indicates that integrating style has a positive significant effect on team performance. This style is the most influential one on team performance (ß = 0.262, C.R = 7.011, P = 0.000), followed by compromising

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style (ß = 0.224, C.R = 5.73, P = 0.001) and obliging (ß = 0.190, C.R = 4.245, P = 0.024). These results confirm the acceptance of the three hypotheses: H1, H2 and H3 that assume positive effects of these variables on team performance. On the other hand, the results point out that avoiding style has a negative significant effect on team performance (ß = -0.130, C.R = 3.210, P = 0.031) and a negative significant effect of dominating style on team performance (ß = -0.220, C.R = 3.711, P = 0.021). These results indicate that H4 and H5 were supported. The CM style that has the most negative effect on team performance is the dominating style.

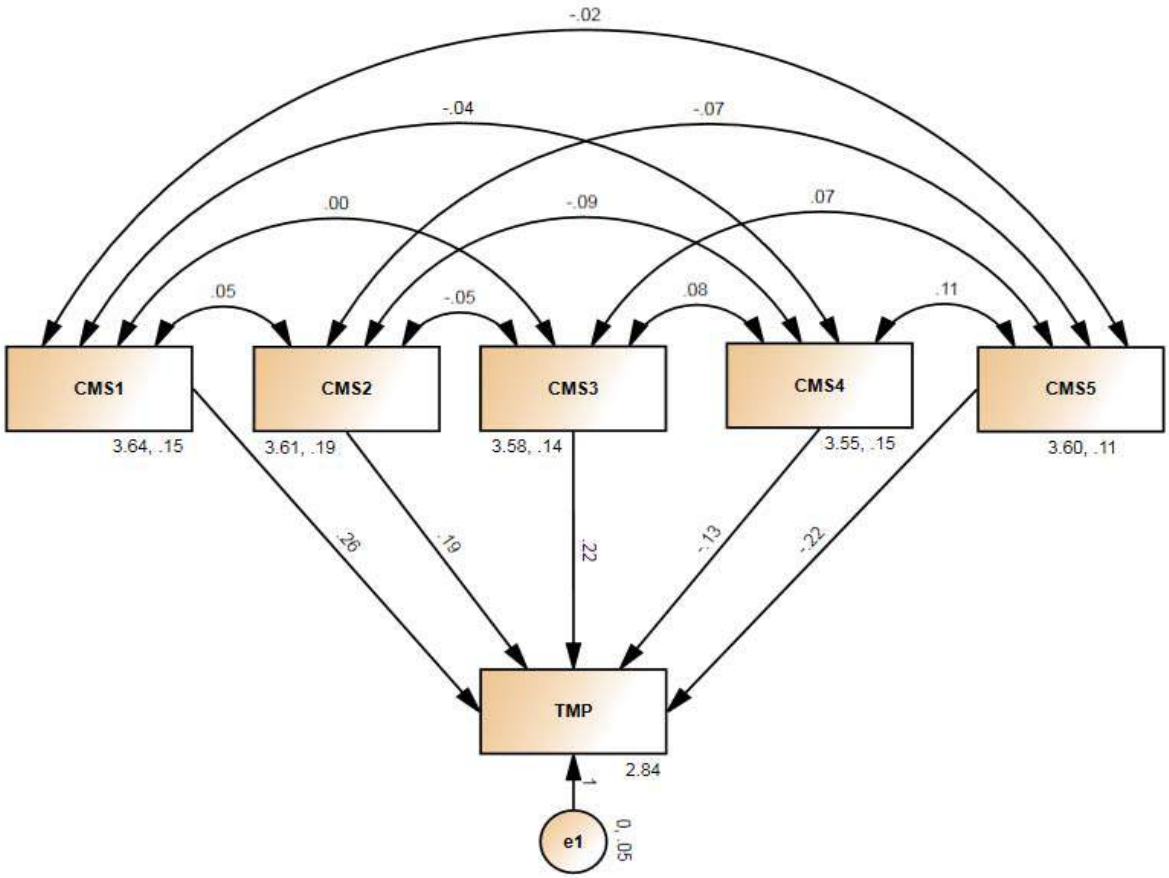

Figure 1: Results of structural model

IV. Discussion and Conclusion

The aim of this study was to determine the effects of five styles of conflict management on team performance using a sample chosen from members of teams working at twenty universities. The results showed that integrating, compromising and obliging styles had positive significant effects on team performance. While avoiding and dominating styles had negative significant effects on team performance. It is logical that the style of integration is the most style that had a positive impact on team performance. This style represents a cooperative behavior aimed at finding a suitable solution to the conflict so that the parties to the conflict are finally satisfied. This pattern was dubbed by researchers and practitioners as win-win style (Kuhn et al., 2000; Rahim, 2002; Yu et al., 2006; Barbuto Jr and Xu, 2006; Chan et al. (2008) and Zaman and Saif, 2016). The compassing style is conflict handling style that based on finding a settlement that does not cause loss to any party to the conflict (Rahim, 2002, Liu et al., 2008, Chan et al., 2008 and Zaman and Saif, 2016). On the other hand, the style of obliging means favoritism by one party to solve the conflict by taking care of the interests of others This is the most flexible mode of dealing with conflict situations (Rahim, 2002, Barbuto Jr and Xu , 2006, Chan et al., 2008 and Baillien al., 2014).

In contrast, the dominating style conflict management refers to indifference to others and a focus on personal interests, so this style has a significant negative impact on the performance of the team (Rahim, 2002, Barbuto Jr and Xu , 2006, Chan et al., 2008 and Baillien al., 2014). Finally, avoidance means ignoring the conflict and not providing any solutions. In many cases, the reason for ignoring the conflict is the inability to find an appropriate solution to the conflict

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(Kuhn et al., 2000, Rahim, 2002, Barbuto Jr and Xu, 2006, Liu et al., 2008 and Chan et al., 2008). In the light of the foregoing, it was concluded that conflict is a normal situation in organizations, but what is important is how to deal with it in the right way. There are, of course, a number of styles by which conflict can be addressed on the basis of the end result of using a specific style. For example, some styles offer suitable solutions for parties, some of which mean sacrificing one side to the other. The most negative styles are those that provide a solution and force others to comply with it. Moreover, ignoring the conflict also has a negative impact on team performance.

V. Recommendations, Limitations and Future Research

The study recommends that conflict parties and conflict resolution in organizations not to ignore conflict or provide a solution and force others to accept it because these two methods of dealing with conflict are the worst. Alternatively, the co-operative style, i.e., integrating style can be used as much as possible. If this is not possible, other methods can be used to satisfy conflict parties. The current study was conducted using data collected from team members to assess their performance. It is preferable to measure the performance of a team relying on a party other than the team members (D'Innocenzo et al., 2016). Tröster et al. (2014) rated the performance of self-managed teams via experts. Future research are recommended to evaluate team performance based on supervisors' ratings. In a study by Hempel et al. (2009), five control variables were suggested; team-size, organization-size and age, organization age and industry. In the current study, no control variables were used. Therefore, it is advisable to conduct a future study that takes into account of control variables such as organization size and age. Furthermore, demographic characteristics of participants played a significant role in adopting conflict handling style, Zhang et al. (2005) found differences between older and young participants in terms of conflict style; their results indicated that older participants prefer accommodating conflict style. In the same vein, Çetin and Hacifazlioğlu (2011) pointed out significant differences between means of estimates of CM styles used by a university academics in favor of title, experience, gender as well as university type. It is therefore useful to identify the role of personal characteristics of study participants in adopting a particular style of conflict management.

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Assessment of Social Responsibility in a Public Hospital in the City of Chihuahua through the Boston College Method

By Pedro Javier Martínez Ramos, Myrna Isela García Bencomo, José Gerardo Reyes López & Hilda Cecilia Escobedo Cisneros

Abstract- This paper addresses the assessment of corporate social responsibility in a public hospital through the Boston College method. The stated hypothesis was that, according to the procedure mentioned, where this measuring instrument was applied the public hospital is up to commitment level in at least three of its dimensions.

It was a qualitative, non-experimental transactional field research with bibliographic support. The sample selection was eight people of the following departments: Administrative Director, Head Nurse, Head of Emergency Department, Head of Gynecology and Obstetrics, Accountant, General Cashier, Head of Maintenance, Director's Secretary. On the second part, four patients, two suppliers and five neighbors of the hospital were interviewed. It was carried out in the city of Chihuahua, Chihuahua from September through December 2017.

In regards to the general hypothesis, rejected since only two indicators were found up to commitment, structure, and social affairs management levels.

Keywords: ethics, social responsibility, commitment, philanthropy, boston college method.

GJMBR-A Classification: JEL Code: M14



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In regards to the general hypothesis, rejected since only two indicators were found up to commitment, structure, and social affairs management levels. The most significant results of the interviews were produced in the second part of the research; it was lack of attention to the patient's family, the neighbors and suppliers. Therefore the perception of stakeholder son the hospitals CSR is not very good.

Keywords: ethics, social responsibility, commitment, philanthropy, boston college method.

I. Introduction

Corporate social responsibility arose in the year 1920 with the idea that, if companies in the development of their activities, create wealth or not, consume the natural resources available to humanity, they should pay them back, they should be responsible for their actions, going beyond the generation of economic benefit for the shareholder and creation of employment sources for society, they must also ensure the impact they may cause to the environment; Under this perspective, corporate social responsibility is not a philosophical discourse, rather it is a legal and social requirement.(Sangronis, Gonzalez G., & Otto, 2014)

The green book on social responsibility says:

Companies understand this concept (of social responsibility) as the voluntary integration, by the companies, of the social and environmental concerns in their commercial operations and their relations with their stakeholders. Being socially responsible does not only mean fully fulfilling legal obligations but also going beyond compliance by investing "more" in human capital, the environment and relations with the stakeholders. (Commission of the European Communities, 2001).

Events such as the Stockholm Conference in 1972, the Brundtland Report in 1987 or the Kyoto Protocol in 1997; the integration of groups such as Amnesty International, WWF, Greenpeace or Transparency International; formal corporate initiatives such as AA1000, SA8000, the OECD Guidelines or the Global Agreement itself; In addition to the emergence of organizations such as the Global Reporting Initiative or the Ethos Institute, these events have served as a basis for building the concept of Corporate Social Responsibility (History of Social Responsibility, 2009).

a) General Objective

To assess the corporate social responsibility in a public hospital through the Boston College method.

b) Specific Objectives

- Determine the knowledge of the hospital staff about corporate social responsibility.
- Identify the actions performed by the institution regarding social responsibility.
- Demonstrate that employees are not aware of the activities that the hospital performs regarding social, environmental matters.

c) General Hypothesis

According to the Boston College method the public hospital, where the measurement instrument applied, is up the level of commitment in at least three of its dimensions.

d) Specific Hypothesis

HT The knowledge of the hospital staff regarding social responsibility is broad.

HE The actions performed by the hospital with regards to social responsibility are 5.

H° The hospital does not perform social, environmental actions.

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II. Theoretical Framework

Trying to find a definition of social responsibility is hard, since every institution or author has one; However, to have a clear position, you can start with the proposal of the Mexican Center for Philanthropy (CEMEFI): Corporate Social Responsibility, is the conscious and consistent commitment to fulfill the mission and vision of the company. Companies must consider the economic, social and environmental expectations of all their stakeholders, showing respect for people, ethical values, the community and the environment, thus contributing to the construction of a common good.

The Secretary of Economy (2016) says: Corporate social responsibility (CSR) defined as the active and voluntary contribution to social, economic and environmental improvement by the companies, with the purpose of improving their competitive and evaluative situation, as well as their added value (Secretary of Economy, 2016).

Corporate Social Responsibility is to do business based on ethical principles in accordance with the law. The company (not the entrepreneur) has a role before society, before the environment in which it operates.

CSR is not philanthropy; the purpose is not that companies become charities since companies are made to be profitable. This implies that companies adopt an active and responsible posture based on the impact economic, social and environment of their operations. This culture is a way of doing business that guarantees greater sustainability and economic growth for the company over time. (World Bank Group U.S.A., 2006).

This way, it is understood that corporate responsibility is not something unrelated or added to the original function of the company. On the contrary, it implies complying with it being aware that it will have a positive or negative impact, in a director indirect manner, internally or externally, to groups and communities linked to its operation. It is the ability to respond to these challenges, seeking to maximize positive impacts and minimize negative ones, conducting better businesses when meeting these expectations (Cajiga C., N/D).

The commitment of the hospitals with CSR must start with an internal communication plan that makes all workers that depend on their area know the mission, vision, and values thereof. This should not be a simple internal note, but it must be performed with all the services and departments, reaching commitment in all of them. Also, hospitals cannot be limited to designing a strategy; they should also implement it, see how it works and of course, assess it to improve to face future actions. Hospitals and health centers are to evolve from a health care center into a sanitary professional–patient interaction center. In a world where good and bad quality information is at the reach of our fingertips, there are a lot of hospitals that should invest more in empowering patients through schools for patients and scientific dissemination actions in their community.

Definitely, there is a lot of work to do, both in the institution and with the staff and their main clients: the patients. (Diario Responsable, RSE Global, 2017).

III. Conceptual Framework

Ethics: The term ethics comes from the Greek word *ethos*, which meant "dwelling," "place where one lives" and which ended up indicating the peculiar and acquired "character" or the "way of being" of someone; the habit (*mos-more:* the moral). Ethics has an intimate relationship with morals, so much that they are often confused. (http://conceptodefinicion.de, N/D).

Social Responsibility: Social responsibility is the commitment, obligation, and duty that individuals, members of a society or company have to contribute voluntarily for a more just company and to protect the environment. Social responsibility can comprise negative and positive; the former refers to abstaining from action; the latter to acting. (https://www.significados.com, N/D).

Commitment: It refers to a type of obligation or agreement of a human being towards others when facing an event or situation. Isan obligation that must be satisfied by the person that acquired it. Also, is the ability of a person to become aware of the importance of complying with something previously agreed. Being a person that complies with his/her commitments is considered a value and a virtue since this usually ensures success and fulfillment of future projects. (http://concepto.de.,N/D)

Philanthropy: The etymology of this word is Greek, under the name of "φιλανθρωπια" (philanthrōpia), formed by the prefix Philos (φίλος) meaning love and another Greek word Anthropos (άνθρωπος) referring to man, the human being. Philanthropy understood as an attitude of love attitude that individuals and institutions may have for humankind in general. (https://definicion.com.,N/D).

IV. Methodology Criteria

a) Nature

Qualitative or non-traditional investigation according to Bonilla and Rodriguez (2000) quoted by Bernal (2010), is oriented towards examining specific cases and not to generalization. It is concerned not with general measuring, but with qualification and description of the social phenomenon from determinant features, as perceived by the elements within a given situation. (Bernal, 2010).This was applied research since it used the Boston College method measurement instrument, was non-experimental research since the study

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variables were not manipulated; the method was applied and worked on already existent situations or events, was descriptive research since only one variable was included and it was measured through indicators.

b) Design

This research had a non-experimental, transactional, and descriptive. Research assessment was developed only during a specific time. Therefore it is transactional; the proposal included one variable, it was descriptive.

c) Method

Bernal (2010) defines the inductive method as using the reasoning to obtain conclusions that come from particular facts accepts as valid with a general application. (Bernal, 2010)

d) Mode

Fieldwork and with bibliographic support.

e) Place and time

The investigation work was carried out in the city of Chihuahua, Chihuahua, from September to December 2017.

f) The Population of Interest

The directors and staff of a public hospital of the city of Chihuahua and, during a second part, four patients, two suppliers and five neighbors of the hospital were interviewed, and they participated voluntarily.

g) Sample Framework

The measurement instrument was applied taking into consideration the information provided by each department of the hospital.

h) Analysis Unit

Management Director, medium and low-level staff from a public hospital in the city of Chihuahua. In the second part, four patients, two suppliers and five neighbors of the hospital were interviewed.

i) Kind of Sampling

Not probabilistic due to convenience.

j) Size of the Sample

- Management Director
- Head Nurse
- Head of Emergency Department
- Head of Gynecology and Obstetrics
- Accountant
- General Cashier
- Head of Maintenance
- Director's Secretary

2nd Part

– Four patients
– Two suppliers
– Five neighbors

Patients Profile:

– More than three days in the hospital
– Several hospitalizations
– Surgical patients

Suppliers Profile:

– Three years providing services to the hospital
– Several material deliveries per week
– Invoicing for more than $100,000.00 per month

Neighbors Profile:

– Living in the sector for more than five years
– Voluntary participation

The study variable that assessed was: The corporate social responsibility through the Boston College method.

The indicators that describe the variables were:

- Social responsibility concept
- Strategic attempt
- Leadership
- Structure
- Management of social affairs
- Relations with agents (stakeholders)
- Transparency

Data collection performed:

Through the instrument of the Boston College method to assess the level of corporate social responsibility. For the second part, six questions made for the structured interview.

Information codification:

It was performed using the division format of the Boston College method and the second part listing the answers obtained.

V. Results

The first part, the dimensions with support questions that used, as well as the answers and the conclusion relative to each dimension, are shown below.

Dimension 1

The concept of Corporate Social Responsibility. For you, what is the role of the hospital: to obtain profits or provide goods and services or provide jobs, or to promote regional development or to take care of the natural environment? All of the above, or only some in particular?

R1 (Management Director) The role is to give medical attention, to provide medical services to all kinds of patients, from government workers to the open population, with the same attention, as well as research and teaching, since we find doctors in training who will subsequently offered a job.

R3 (Head Nurse) The role of the hospital before society, is to generate a medical and hospital service, for patients who enter the hospital to obtain a benefit for their health. Also, the natural environment protected by separating the different types of residues and waste,

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placing them in ecological containers which have a specific color, always in compliance with the official Mexican regulation, which refers to this separation.

R2 (Head of Emergency Department) This responsibility has a lot of importance due to the fact that we are people specialized in the health field, the lessons obtained from school provide us a guideline to accept and learn responsibility from the moment the ambulance arrives up to taking the patient where he/she must assisted. The hospital seeks to generate medical attention more than any other option.

R4 (Head of Gynecology and Obstetrics) In our area the most important thing is the health of the mother and child, the economic aspect is not fundamental since it is a public hospital. On the other hand, a hospital is a training center, a space for the recovery of the individual's and the community's health. We think that health is part of the human being; it is a vision of the human being as social-biological being, where the recovery of the physical, emotional and integral state of the patient intervenes and the hospital works all those factors to benefit people.

R5 (Accountant) Particularly generating improvements in the hospital to benefit the populations and not obtaining economic benefits, as well as managing the resources ethically.

R6 (General Cashier) Almost all of them, since the objective of this hospital is to take care of the citizen's health, providing quality service, taking care of the environment, not so much generating profit.

R7 (Head of Maintenance) I think that all of them. In my case, taking care of the toxic waste or having them handled with proper care since we must take care of the environment, and worrying about the wellbeing of others.

*R8 (Director's Secretary)*I think that all of them, from the service to society in the aspect of health, since most of the times they don't pay all of the hospital services since they are unprivileged people. The creation of jobs, since doctors that come to do their internships, are being trained and prepared and they often offered with a job.

Conclusion: Due to the obtained answers, the development level of the Corporate Social Responsibility in dimension one, the concept of Social Responsibility, the hospital is at *stage 3. INNOVATION.* Since it has staff in training, committed with the society it serves, further education and infrastructure; there is a deep commitment to learning; regulations in the transparency indicator.

Dimension 2

Strategic attempt: What is the purpose of Social Responsibility in the Hospital? To what extent is the CSR present in the hospital plans, strategies, programs, goods and services, organizational culture? How does it serve as a guide for the hospital's actions? Is CSR followed as a moral commitment or as a result of a cost-benefit analysis?

R1 (Management Director) The extent is the greatest, since the highest standards held at a professional, technical and operational level, this work is about improving the health service for the community, it is the common goal of everyone working in this hospital, to shorten the times for the patients families, to try and give the internal patients the best service and that they feel comfortable.

R2 (Head Nurse) Every level of the hospital is concerned with this, from the Director to the staff in charge of each area, there is social responsibility towards the community, and it is perceived in the treatment of patients, in the services provided, with the best health attention possible for people. Regarding the organizational culture, we are all a family, there is a concern for people, from the management of biohazardous products, their transportation outside of the hospital, its administrative, cleaning, environmental care in the surrounding areas of the hospital.

R3 (Head of Emergency Department) We are all committed to providing a service, many times this is impossible, especially on a Friday or Saturday night, since many times patients outnumber us, but we try always assist them, especially those requiring urgent service. We have excellent general practitioners, internists, cardiologists, gynecologists, pneumologists, oncologists, in both shifts. The hospital works as a team, looking to give the best of us as a hospital. On the other hand, the hospital is always training us, and we have state of the art equipment and regulations that must observed at all times.

R4 (Head of Gynecology and Obstetrics) A common denominator is the support to economically disadvantaged people, that program to avoid the payment due to some discount or debt forgiveness is one of the programs that work best in this hospital. I consider social responsibility to be present mostly because we assist vulnerable people.

R5 (Accountant) Several topics are addressed, according to the programs, planning, organization, following the hierarchical lines and most importantly, the moral commitment to all of society.

R6 (General Cashier) Social responsibility is a moral responsibility, and that is how Corporate Social Responsibility is in our hospital, and that is how it should be. It can also combine with the cost-benefit the people who work here require payment. Doctors and nurses and administration staff, we all are a team, and somehow, we have that social responsibility.

R7 (Head of Maintenance) As Head of maintenance, I must always check the doctors' equipment and the staff under my control checks the facilities, services, the most

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sophisticated equipment so that the hospital can provide a service. I believe that the responsibility we have with society is always present in our work.

R8 (Director's Secretary) Part of my daily work is to follow up the training of Doctors, Nurses and Administration Staff. Also, the communication of the director with each person of the different areas is constant. Each year, a work plan performed to assist the population with the best quality. I believe that this allows us to see that Social Responsibility is the commitment of the hospital and in no way the economic aspect of it.

Conclusion: The analysis of these answers indicates that the hospital is at *STAGE 3: INNOVATION.* There is constant communication from Management; there is constant training in such hospital, as well as surveillance, which makes diverse matters related to Social Responsibility broader.

Dimension 3

Leadership: What is the management level to CSR? Are directors aware of the idea of CSR? How much commitment do they demonstrate and to what extent do they go from words to action?

R1 (Management Director) This hospital's management is efficient, so is the commitment, there are weekly meetings held with the Heads of every service to see the improvements of this commitment to society, and why not say it, to see the errors that can be improved, all of this makes us better employees and persons. Responsibility is very high, due to the meetings of the Heads, in which the information of the agreements is passed on. We have a quality department that supervises: services, regarding the times, paperwork that is managed and is very important because then the times in any area, service, room and emergency room can be shortened, which is a priority.

*R2 (Head Nurse),*The director, cares for everything; he is someone that has demonstrated his/her leadership, who observes everything and realizes what is missing and what hasn't been done, of social responsibility, of what is right and what is wrong, management shows one hundred percent commitment.

R3 (Head of Emergency Department), The managers, are aware since in every room there are containers for sharp instruments, utensils, red bags, every area has what it's necessary. Contaminated objects and all waste are separated and the companies that dispose of the trash know of the guidelines and rules.

R4 (Head of Gynecology and Obstetrics) It is pursued as a moral commitment, most of the staff working here are very humane people; there is a commitment with patients that predominate more than others. On the other side, we have performance measurements that we should always take into consideration, as well as goals in each of the departments.

R5 (Accountant) There is excellent communication with management since we have training courses, according to the needs of every department. The way of implementing and acting done in the quality area, where it assessed whether the topics learned actually acted.

R6 (General Cashier) Of course, senior management is committed with people: they are the motor of this hospital. There is communication between the operational and managerial part.

R7 (Head of Maintenance) The management is aware of the commitment and is checking that we are all working as we should because we should always fulfill the goals.

R8 (Director's Secretary), The responsibility of managers is at one hundred percent since it helps their certifications, both inside and outside the hospital, to fulfill their goals. The plans within the Hospital go from management to the lowest position, implemented immediately, and an assessment done of the results obtained in each level.

Conclusion: Regarding the answers obtained, the Hospital is at *stage 4. INTEGRATION,* due to the coordination, collaboration, innovation and everything related to Social responsibility, it tries to manage it as part of each of the strategies implemented in the levels, performance goals and indicators established, results are evaluated for the measurement of quality and obtaining the certifications and they are in continuous training in environmental matters.

Dimension 4

Structure: How are the responsibilities and tasks of CSR distributed in the hospital's organization? Is there a person, group, area or department formally responsible for CSR?

R1 (Management Director) Yes, there is a department in charge, it is conducted individually through each Head, by department, and periodic meetings are held, where the department improvements and faults had by the department are evaluated along with the quality staff; they are the ones in charge of determining the social benefits that have achieved, also the safety and hygiene commission participates, they review potentially unsafe conditions within the hospital.

R2 (Head Nurse) There are people in charge in the nursing department, of general services as well; there's people who oversee social responsibility.

R3 (Head of Emergency Department) To be honest I don't have know of this as a formal area, but I think the quality department is in charge of this aspect.

R4 (Head of Gynecology and Obstetrics) Social work, emergencies and each area have their respective Heads, in charge of it.

R5 (Accountant) No, I do not know anything about it.

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R6 (General Cashier) I do not know if there is any department linked to CSR because this link was lost, there is no area responsible.

R7 (Head of Maintenance) Each level has a Head responsible for the area that is in charge of social responsibility, and that is defined by management by day, afternoon and night shifts.

R8 (Director's Secretary) There are nursing and medical teaching areas, immediate supervisors are in charge of these; the quality department does its performance assessments according to programs. The quality department is the one in charge of evaluating the implementations of CSR programs.

Conclusion: As a consequence of the preceding opinions, the hospital is at *stage 2. COMMITMENT*, where senior management increases the expectations of society towards the hospital, starts monitoring what happens outside in matters of Social Responsibility and adopts the visions about their roles and responsibilities. Meanwhile, the policies regarding jobs, health, safety, and environmental practices are adapted. In this regard, the Heads of each level are in charge of the evaluation, monitoring, and results that they wish to obtain.

Dimension 5

Management of social affairs: How does the hospital addresses social-environmental matters? How proactive is the company in social-environmental? To what extent they are included in their policies, plans and programs and considered part of their performance?

R1 (Management Director) Yes, the hospital is governed by the Mexican Official Regulation of Environmental Safety, the hospital holds very high standards in that regard, as well as the separation of sharp materials, the ones impregnated with blood, common trash, all of that has a delimited area, an equipped person in charge, who is also in charge of the collection and final disposal of such biohazardous waste, the colored diamond is used, with following and coordination with the maintenance area to know the degree of priority and preference. A person through a car performs the periodic collection two to three times each shift; there is a space in the patio, which is constituted before the law as storage, while a specialized external supplier, evaluates its final disposal.

R2 (Head Nurse) Everything is under control since we have restaurant areas around here. Therefore there must be a responsibility about to toxic waste and also because there are organizations that are always supervising.

R3 (Head of Emergency Department) We have very strong regulations regarding our responsibility, both for society, meaning the zone where we are, as well as the environment, not contaminating with our waste.

R4 (Head of Gynecology and Obstetrics) One hundred percent, social-environmental matters are managed in this hospital, aside from the environmental, which done through the separation of trash, biological waste, cleaning of bedding. There are training for these topics of waste and trash separation. There are also notices posted for employees, patients, etc.

R5 (Accountant) I don't know any environmental improvement plan, only the standardization of biohazardous waste management, which were included in the policies and programs, which are part of the hospital quality evaluations.

R6 (General Cashier) There are waste and trash management and other courses to which we attend.

R7 (Head of Maintenance) Continually, checking that the procedures of the medical service were carried out, as well as the cleaning ones, since there is a constant assessment, because if something goes wrong, it affects both the staff and patients, meaning everyone is affected.

R8 (Director's Secretary) So far, there is a project that is being worked on, especially in the environmental matters to recreate internal patios for patients to go out and be more connected with the outside, with the environment, in the social aspects due to the attention given, a maternity corridor was also planned.

Conclusion: In regard to the answers received, the hospital is at *stage 2: COMMITMENT* strongly committed with health, safety and environmental practices under the ecologic procedures of the Official Mexican Regulation of Environmental Safety.

Dimension 6

Relationship with stakeholders: Which is the level of commitment with stakeholders? How many stakeholders (clients, suppliers, workers, government, non-governmental bodies, etc.) does the company communicate with? How broad is the communication of the hospital with the stakeholders? How committed is the company with stakeholders?

R1 (Management Director) There is a high and effective communication from the hospital's managers towards the employees, information about social development programs, of improvements for external population, for the staff. The commitment from the government is very high. The agencies we communicate with are: companies, patients, suppliers, workers, federal, state and municipal government; all of this is done to have a very high number of users to offered service. The hospital is in excellent condition, with equipment and the processes that are already established are carried out, as in the nursing department, their direct bosses are in continuous communication, the quality department continuously checks and verifies, there is a very high commitment, since, at the end of the day, the patient and their families are the ones who benefit the most.

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R2 (Head Nurse) There are several governmental organizations, volunteers, students, that are involved here in the hospital and with whom the hospital has excellent communication, we have always supported each other in whatever is needed.

R3 (Head of Emergency Department), The relationship of commitment, is towards the patient. However, there are other groups such as students who come to trained and the open population who are our clients, and I consider there is a good relationship with them.

R4 (Head of Gynecology and Obstetrics) The relationship is excellent, it managed by levels, patients given preference, but it depends on the patient's conditions. Communication is adequate, all the information necessary provided, and if they want to further their education, even more, it is authorized. The commitment level is very intense; any fault solved immediately.

R5 (Accountant) The hospital has relations with stakeholders and medication suppliers. The hospital attention quality is humane, and communication is broad. There is a harmonious environment with the workers; practically everyone has a congruent relationship with the different levels and the different areas.

R6 (General Cashier) The hospital receives lots of support, not only from the government sector but also from other people that are interested in participating in the development of this hospital, such as volunteers and interns. There is a commitment to stakeholders, and most of the employees are committed.

R7 (Head of Maintenance) There is communication, through a suggestion box from both parties, which provides the necessary feedback to make corrections. The extent of this communication is good, essential. The hospital is 100% committed with the stakeholders, especially the patients, to provide a better service.

R8 (Director's Secretary) The guidelines establish how the treatment with different suppliers is going to be carried out according to the official regulation, supervising, taking courses with suppliers, etc. Everything that provided is regulated, and we have special care since it can affect or benefit both the hospital and the clients. The hospital is morally committed to its stakeholders.

Conclusion: In this regard, the hospital is at *stage 4: INTEGRATION* since the hospital has a relation with various stakeholders to provide and control the output of different materials, equipment, and waste.

Dimension 7

Transparency: How open is the hospital regarding its financial, social and environmental performance? Does the hospital have policies and practices in terms of transparency? In what topics and since when does the company maintain transparency practices? How open is the hospital in regards to transparency?

R1 (Management Director) The openness in terms of transparency is total since we have a webpage where the general population informed of all the financial statements and movements. On the other hand, there are economic and political transparency programs because, we notify through informative sheets and memos posted in core points of the building, such as the time clock, the information comes from the senior management, where we can check any inner and outer inquiry. This practice has been accentuated and maintained during the last ten years.

R2 (Head Nurse) To be honest I do not know. I know there is a webpage where they inform of the financial situation of the hospital, but I haven't kept up with that; we worry more about the health of the patient in here.

R3 (Head of Emergency Department) It is my understanding that there is a webpage since a long time ago, and the environmental programs are known through this means, but I haven't seen anything.

R4 (Head of Gynecology and Obstetrics) I do not know how we are, but I believe there is a medium degree of transparency with everything in general.

R5 (Accountant) With the audits, we achieve that transparency, and it covers all topics, including financial, human resources, material, equipment, services, visit times, economic, moral and social topics. The degree of openness that the hospital maintains regarding transparency is one hundred percent; all departments are open and available for auditors to do their job.

R6 (General Cashier) We permanently have auditors that check the efficient economic operation, on the other hand, we have a webpage, and if there is a person who is not satisfied with what posted there, we can respond to him personally.

R7 (Head of Maintenance) Regarding transparency I do not know, I imagine there must be, I haven't checked, but the managers that govern this organization are very accessible, kind and honest people, so I believe that showing the matter of transparency would not be any problem. I consider the hospital to be open.

R8 (Director's Secretary) The government itself establishes the policies, since we are an extension, audits are being permanently performed for several years, and we are accountable to the government.

Conclusion: According to the answers given by the respondents, the hospital is at *stage 4, INTEGRATION,* as is observed in table 1, due to the fact that it is periodically monitored in quality aspects that result in the certifications necessary for exemplary operation and appreciation of society for the health service provided and thus, being able to give it in an excellent way.

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Table 1: The grid with the obtained results

	Stage 1 Elemental	Stage 2 Commitment	Stage 3 Innovation	Stage 4 Integration	Stage 5 Transformation
Social Responsibility Concept	The health and hospital service. Complying with regulations and standards.	Policies and programs. Bilateral communication and training. Environment.	High technology, Commitment, Innovation and knowledge.	Collaboration, strategies, follows up, internal and external reports.	Coordination, values, benefit to open population.
Strategic Attempt	Social responsibility, plans, programs, policies and values.	Vulnerable community. New visions, evaluation.	Vigilant role, growing communication and training.	Internal reports, analysis, prevention.	Radical changes, transformation, active, internal and passive participation.
Leadership	High commitment, normative responsibility.	Monitoring, active leader, constant communication and surveillance.	Update with agents, staff and infrastructure.	Team work, coordination, periodical reports.	Practice of values. External evaluations.
Structure	Work, health, safety and environmental practices.	Renovation of infrastructure, coordination of responsibilities.	General training and growing communication.	Indicators, reports, monitoring and new strategies.	Ambition to stand out in health services.
Management of Social Matters	Standard compliance, high-awareness in SR.	Commitment, evaluation, constant information.	Deepening the commitment, learning and innovation.	Proactive.	Defined integration.
Relationship with Stakeholders	Unilateral, assumes responsibility.	Bilateral, safety and hygiene programs.	Growing commitment.	Responsible alliance.	Mutual participation.
Transparency	High-openness position.	High expectations.	External regulations.	Statistical reports.	Constant dissemination.

Second Part

In addition to asking the employees of the hospital, the researchers asked patients, suppliers, and neighbors, their perception about how the hospital acts as a socially responsible entity, then their main points of view are shown.

Patients

1. How is the treatment you have received in the hospital?

P1: Well, what I do not like is that the visits are very short and only one person can enter at a time, and all my family stays outside.

P2: The same as in all hospitals, they are all sad and one wouldn't want to be here.

P3: Good, I have been here several times, so I think one gets used to it.

P4: Good, I believe no one likes hospitals.

2. You have been in this hospital several times, has there been a change in the treatment you received here?

P1: I have been here several times, the first one I thought the nurses were very strict, but then I realized that we are a lot of patients and they don't have a lot of time for each of us.

P2: Yes, there have been several changes, at the beginning they didn't rapidly identify us, but now they come in with some papers, and there is more control of everything, even visits.

P3: Yes, there have been good changes, now everything is cleaner, and patients are better treated.

P4: This is the sixth time I've been here; I'm always getting sick. Everything has changed, the beds are different, the doctors now come to see us, and that's very good, I just hope this is the last time I'm here.

3. Have the operation, curation and appointments date been met?

P1: Now they do, but before, they gave us a date, and when the day came, they changed it again. My operation date was changed three times the first time I was here. Now they give out an appointment, and they respect it.

P2: That has actually changed a lot, before, one honestly never knew when the operation or the

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appointment would be, and now they don't change them.

P3: They have changed my operation date thrice, this last time I had the operation, though.

P4: Yes, that is the most common thing, having your operation date changed, especially the appointments. But I believe that is already changing.

4. Have your relatives been receiving the information they requested, about your situation as a patient?

P1: No, neither them nor me, when I ask them they tell me to wait for the doctor to arrive and when he does, he doesn't say anything.

P2: No, my family never knows who to ask.

P3: It is very hard to get information because we are a lot of patients.

P4: I don't know why but it is very problematic for them to get information.

5. Do you think that the service, in general, is good?

P1: Yes

P2: It is a hospital for us, it is okay.

P3: Well, in general terms, yes.

P4: Yes

6. If you could recommend something to the hospital, what would it be?

P1: To stop leaving our families with no information of when our operation was, how it went, in what room we are, all of that, it is very necessary them and for me

P2: I believe that everything should be free because we have no money and what they charge is a lot for us.

P3: I don't know what I could recommend, but maybe that all our family could visit us at whatever time they can come.

P4: To help us, until we heal.

Suppliers

1. How is the treatment that you have received from the hospital staff?

P1: Good, no problem I have been delivering material for this hospital for more than eight years and everything are fine in general terms.

P2: They have changed their staff, and when they are getting to know us, treatment is not very good. It later is, without issues.

2. In this last year, has there been any change in the treatment that you have received in the hospital?

P1: It has changed, in the previous management, we had problems for the payment of invoices, but now it has changed. On the other hand, with the social responsibility program, I believe they are paying attention to everything, even us suppliers.

P2: They have had a lot of changes, from the treatment to patients to cleanliness, schedules, everything has changed.

3. Have they respected your dates for invoice revision, invoice payment, and inventory revision?

P1: Yes, this has been very good for us, because now we can schedule when they will do their order due to the constant revision that they are doing to the inventories, on the other hand, they now respect the invoice revision and the payment schedule.

P2: Well, respecting dates has been relatively recent because before, one had to come up to 5 times and often, they were changed against receipt because they had no resources.

4. If you could make any recommendation to the hospital, what would you recommend?

P1: Well, I believe that training all the staff, especially those that are in customer's care, because I have witnessed how rude they are to people.

P2: Keeping on paying all outstanding debts from the previous administration.

Neighbors:

1. What benefits have you had to live near to a hospital?

N1: I have never thought about that, but I believe that the fact of feeling that if in case of a health problem, you are one step away from the hospital.

N2: When we moved, the hospital was already there, and we thought that, precisely because of that, it would be a very safe sector, due to all the movement during the day and night.

N3: Knowing that you have doctors nearby and that in case of an emergency, well, you count on that.

N4: When we bought the house we didn't think of which could the benefits be, we liked it, and it had an affordable price for us.

N5: I don't know. I don't know which could be the benefits of living near a public hospital.

2. How has your relationship with the hospital managers been?

N1: Very difficult, because we go and complain because they don't listen to the problems we have with them and they don't receive us.

N2: We don't look for them a lot because they don't mind about the problems brought by that the fact that they do not control people that are outside of the hospital day and night and who invade our sidewalks and garages.

N3: We are tired of having the hospital as a neighbor. Unfortunately, we have not been able to move to another house.

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N4: What can I tell you? If we had known about the problems of living near to a hospital, we wouldn't have bought that house.

N5: There is no relationship with them.

3. Which are the main problems that you have faced due to the fact of being a neighbor of the hospital?

N1: I believe there are several, but the main one is the trash which accumulates because of all the street vendors around the hospital and who never clean, leaving the front of the house dirty.

N2: The main ones are having our garages invaded, that there are people day and night and we don't feel safe because of that much people.

N3: There are a lot, but mainly the trash which accumulates because the hospital throws it away every eight days, attracting a lot of animals, not only street dogs and cats but worse: rats!

N4: The street vendors and the trash left by all the people buying their products. I believe they should removed from outside of the hospital.

N5: We are already tired of having someone blocking our garage every time we want to go out, no matter how many signals we place, how many big rocks we put outside, they don't move and on the side, all the trash gathering everywhere.

4. What recommendations would you make to the hospital?

N1: Simple, having cleaning staff that is sweeping the surrounding streets day and night, only for them to realize the amount of trash we have to throw away every day.

N2: That they would lease a wide area to use as a parking lot so that people don't have to invade our garages. I believe that it wouldn't be so costly and it would be beneficial for everyone.

N3: Simple, for them to clean and be held accountable for all the trash that they have around the hospital.

N4: To take the street vendors away, imagine all the diseases that the people are buying their products get.

N5: We have spoken to the neighbors about garages, and we believe that the best thing would be for them to hire parking lots for the patient families.

VI. Conclusions

According to the answers obtained, it concluded that the managerial and operational staff of the hospital is committed to their patients, suppliers, and the environment. They are aware of the commitment of individual and collective Social Responsibility, according to the regulations that govern the hospital.

The structure and management of social matters are in the Commitment stage

In this regard, the Director is a proactive, committed and responsible leader in the compliance of regulations and standards, safety and service which implements strategies, coordinates responsibilities properly to increase awareness in their staff and follow up the measurements and obtained results. The commitment in all was verified through the answers, as well as the constant information in all hierarchical levels.

The concept of social responsibility and strategic intent are in stage 3 of Innovation.

The hospital has permanently been acquiring state of the art equipment, it is committed because it seeks to increase awareness of the staff on the care and management of toxic and harmful materials for the environment, its control and surveillance, as well as the communication with them, they are open to learning and to uphold the law in order to comply with certifications.

The leadership, transparency, and relationship with the stakeholders are in the Integration stage

According to the analyzed results, the hospital is in a stage of teamwork where they include strategies, goals, analyses, and indicators, training from the operational levels, which are in direct contact with the patient, everything in order to integrate the service, the improvement, the innovation and the practice of standards and policies established by external agents. Similarly, statistics reports are being submitted, monthly, others semiannually and those that have to be yearly, although there is no dissemination of financial activities.

About the objectives. Assessing the corporate social responsibility in a public hospital through the Boston College method. It was achieved by applying the Boston College measurement instrument, which allowed seeing that the highest stage the hospital found in is stage 4 of integration of the dimensions of leadership, relationship with stakeholders and transparency. In regards to the first specific objective: determining the knowledge of hospital staff about social responsibility. The fact that they are in the dimension of innovation in the aspect of social responsibility allows us to see that there is knowledge, but it is not enough. About the specific objective, identifying the actions that the institution conducts in matter of social responsibility, according to the responses of the interviewees, the following are being made: training, professional training, and efforts are being made to have transparency, such as the webpage.

Showing that the employees ignore the activities that the hospital conducts in social-environmental matters, this was also very evident with the responses of some of the interviewees.

Regarding the general hypothesis: according to the Boston College method, the public hospital where the measurement instrument was applied, which is in a commitment level of at least three dimensions, is rejected because there were only two indicators found at

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the commitment level, the structure and social affairs management.

About the specific hypothesis that the knowledge of the hospital staff about social responsibility is broad, is rejected according to the results because it is evident that exist a lack of information among the personnel. The second hypothesis that there are five fundamental actions that the hospital conducts in a matter of social responsibility is rejected since it found that there are only: the proper management of toxic waste, the application of the standard, monitoring of guidelines. The last hypothesis that the hospital does not conduct social-environmental actions is rejected because there was no evidence found.

Out of the results of the interview conducted in the second part of the research, the most significant was the lack of attention towards the patient's family. About the hospital's neighbors, they are extremely upset with the hospital because they accumulate a lot of trash and they aren't careful with it and on the other hand because of all the street vendors around the hospital.

VII. Recommendations

Since the higher stage in which the hospital is at is stage four of integration and only in three dimensions: leadership, relationships with stakeholders and transparency, the following recommendations were made:

- Dissemination of social responsibility and each of its dimensions to get all the staff involved.
- Developing programs, strategies and organizational culture, activities that foster and engage different stakeholders,
- Having spaces where the families of patients can rest and with this achieving a cleaner hospital.
- Providing information about the patient to families.

On the other hand, in relation to the second part of this research, several recommendations were made:

- Mainly, handling trash with more protection, since most of the times it is toxic and they have no care with its management.
- Similarly, removing the street vendors that also generate a lot of trash and a lot of insecurity for neighbors around the hospital,
- To consider the possibility of a public parking lot to avoid the invasion of the parking spaces of the homes around the hospital.
- About suppliers, they recommend training the staff in patient care, for them to provide an efficient service.

On the other hand, it is fundamental training the staff on toxic waste management and train them on social responsibility, it is not a simple concept, nor easy to understand, it implies the care of the environment, the care of the stakeholders, respect for the private property of the neighbors, sustainability, and the adequate treatment of the patient so that all the staff knows fully the commitment that they have as a health institution.

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Performance Analysis of Women in Central Bank Monetary System using Business Intelligence

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Abstract- Gender diversity is a great concern in the globe. Women's have multidimensional skills and they are able to execute multiple tasks concurrently. But the representation of women's are very less as per literatures available in the globe. In the same line Central bank women's participation is not known completely and many questions are unanswered yet. In this paper we are trying to get the solution of the problem.

Keywords: gender parity, central banking, business intelligence, women's participation in federal body.

GJMBR-A Classification: JEL Code: P27



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Performance Analysis of Women in Central Bank Monetary System using Business Intelligence

Shrutika Mishra

Abstract- Gender diversity is a great concern in the globe. Women's have multidimensional skills and they are able to execute multiple tasks concurrently. But the representation of women's are very less as per literatures available in the globe. In the same line Central bank women's participation is not known completely and many questions are unanswered yet. In this paper we are trying to get the solution of the problem.

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I. Introduction

*Brainpower pooling has the great impact in the society (Bellavite et al., 2011). The men and women's ratio in industry, academic sector, employee's domain and even students representation in Universities and Institute affect the atmosphere of the ecosystem. The monetary and financial sector is also not untouched with this proposition. The women's representation in banking sector is less compared to other sector (Charelety et al., 2017). On the globe women's representation is less than 20% in executive positions (Charelety et al., 2017, Kuehnen 2012). As per IMF report in 2010-2011 graduates of Management, Business and Humanities representation of women's is almost 50% while economics graduates is only 30%in US and UK.In recent study very few women reach the top in the public sector banking industry (Kuehnen, 2012). Women started joining public and private sector bank in late 1970s as low level executives and clerical positions. The representation of women in higher position is negligible at that period(Charelety et al., 2017).*Many European states leading gender shares for large and listed companies (*Masciandaroai et al., 2015, 2016*). Employee diversity across the line of gender, origin, culture, civilization, society, age, education etc. has become a sizzling boardroom topic across the sphere. It is now a crucial part of executive strategy and become a critical issue for executives (*Oxford Economics, 2016, Seker et al., 2018*). Some nation like Norway, and France started to legislate on diversity issues such as genders quota in federal states. Minimum number of women's quota is fixed in the company executives positions. Recently, Govt. of India also introduces at least one women director among three directors must be kept in the executive board of Institute of Company Secretary of India (ICSI). Securities Exchange Board of India (SEBI) also introduces the same model. Recently in India 2017 & 2018, IIT council introduced supernumerary seats especially for girls to balance the gender representation in top technical institution of India (*The Telegraph, 2017*). We expect more country to follow this model.

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II. Research Problem

Gender multiplicity is a great debate among the society in various respects. Does this attribute make the monetary policy system more efficient? It is a big debate also in the financial domain and policy and planning manufacturer. But the dilemma always exists in the monetary system and planning. Women's are multitasked as revealed by the various studies (Diouf et al., 2017). So a question arises among the economist that does gender diversity exist in international financial domain? Is the ratio of women's representation is adequate in the central bank? Does the good number of representation of women's in economic sector of central bank boost the economy and efficiency and culture of the central bank? What would be the impact if large number of women's will dominate the central bank functioning? Will the economic system of the country will result changes in the behavior of working pattern of men and women? Does the gender parity make the monetary policy system more efficient? Today it's a need of the policy makers and society for any noble organizations to keep the data alive and process these data with high precision business intelligence tools and use the talent gender biased. *It is very important to federal body and senate should look into this argument and appoint qualified female candidate in the top level of executive to see the gender parity consequences. These are the some questions that are unanswered which we have reveal from the research.*

III. Tools Required for Analysis

However, there are so many and new tools available that help us to discover our research goals. These tools, known as Business intelligence (Kimball, 1998). Some of the intelligent tools are incorporating cloud based solutions and services (Golfarelli et al. 2016). Just plug the data and get the required cloud based solution and services on your convenience. Customer and business partners have freedom to be a part of online environment (Parker et al. 2017). Some of the well-known tools which is useful for analysis and better executive decisions purposes: Digital Ecosystem

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Management (DEM) Solutions, DEM solutions are the market leader simulation, Open-source mobile digital platforms, Matlab Econometric tool kits, SPSS, R Programming, BIRT, Pentaho, SpagoBI, ReportServer, OLAP analytics etc (Golfarelli et al. 2016).

IV. Methodology

We plan to our study in two ways. First we will study compressive data for women's in central bank and then categorize with attributes. Then we analyses the data with various econometric tools. Second, we discuss and argue about the new results that reveals the women on central bank and their role and efficiency in central bank across the globe. We will also discuss the possible effect on central bank stability, through optimum representation of women in the system. The Entropy index will be calculated with the help of following formula:

$$Entropy\ \ Index = \sum_{i=1}^{N} S_i\, ln\left(\frac{1}{S_i}\right) = -\sum_{i=1}^{n} S_i\, ln(S_i)$$

Where N= Number of segments, S_i= Share of economic activity in i^{th} industry, ln= $\log_e$ natural logarithm. Entropy is useful for measure the comparison of employment distribution among central bank in a region with equal proportional distributions. High level of entropy index suggests much relative diversification and low level of index suggests more specializations (Leeper, 1991, Alexander et al., 1993, Huddy et al., 1993, Burell, 1994).

V. Literature Review

The female talent is diversified from country to country (*Oxford Economic, 2017, Charlety, 2017,*Leeper, 1991, Alexander et al., 1993, Huddy et al., 1993, Burrell, 1994*)*. Even in countries where women ascended to chief director status fluctuates greatly from country to country (*Charlety, 2017*). From last three centuries no Women's representation was assigned to US Federal Bank. US President Barak Obama in October, 2013 nominated Janet L. Yellen to the Head of the US Federal Reserve Board. Yellen is to be considered as a dovish behavior as she preferred looser policy such as low interest rate that meant to stimulate economic growth. In her tenure she achieved 2% US economic growth and 4.1% unemployment growth. No one achieve this lowest final rate since 1970. Elvira Nabiullina took the position of Governor in Central Bank of Russia in June 2013 and she helped to make bad situation to better in economic position(Wikipedia, 2018).She brought the inflation level of 7% to 3-4%.According to Validimer Putin, President of Russia, the Russian economy is in bad line but Elvira has saved it from shoddier situation. Following table shows the difference in GDP rate of Russia and USA with gender discrimination between 2002-2018 (Wikipedia, 2018).

Table 1

Tenure(In Years)	Russia(GDP RATE)		USA(GDP RATE)	
	Men	Women	Men	Women
2002	4.7	-	-	-
2003	7.3	-	-	-
2004	7.2	-	-	-
2005	6.4	-	-	-
2006	8.2	-	2.7	-
2007	8.5	-	1.8	-
2008	5.2	-	-0.3	-
2009	-7.8	-	-2.8	-
2010	4.5	-	2.5	-
2011	4.3	-	1.6	-
2012	3.4	-	2.2	-
2013	1.3	1.3	1.7	-
2014	-	0.7	2.6	2.6
2015	-	-3.7	-	2.9
2016	-	-0.6	-	1.5
2017	-	1.5	-	2.3
2018	-	PRESENT	-	2.6

From the above table it is obvious that the difference in GDP rate of Russia and USA has good impact with it women's Central bank governors namely Elvira Nabiullina and Janet L. Yellen with 1.3 in 2014 ending with 1.5 in 2017,where in USA there seems a stability with growth rate at 2.6. There is a comparison to Serge Lgnatyev and Ben Bernanke it's men's governors achieving a diminishing rate from 4.7(2002) to 1.3(2013), where in USA fall of 0.1% is recorded. It is to be noted that this tenure was having maximum of deficit than compared to any other women governors.

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All-in-all we can have a better perspective with comparison of two most powerful nations working style and pattern of having a strong women leading governors in comparison to men to have a better economic stability and growth.

This led to women's dovish conduct and growth of economy. The highest female representation on corporate board is as belowworldwide.Norway-36 %, Philippines -23%, Sweden-23%, Lativa-22% and Slovakia-22% (Seker et al., 2018). In this regard Norway is in the top ranking on measures of diversity. Gender equality is vital to whether and how economics and societies flourish (*Oxford Economics, 2017*). Warranting the bursting enlargement and applicable placement of 50% of the world's total talent pool has a gigantic attitude on the evolution, effectiveness and future inclination of economies and professional worldwide. The Global Gender Gap Report benchmarks of 144 countries on their growth towards gender equality across four thematic dimensions: Economic Involvement and Opening, Educational attainment, Health and Survival, and Political Enablement. In addition this year's issue also investigates the dynamics of gender gaps across industry talent pool and occupations.

The following is the Global Gender Gap as reported in Global Gender Gap Index, 2017.

Global Top 10

The Global Gender Gap Index	Global rank*
Iceland	1
Finland	2
Norway	3
Sweden	4
Rwanda	5
Ireland	6
Philippines	7
Slovenia	8
New Zealand	9
Nicaragua	10

Source: The Global Gender Gap Report 2016
Note: *2016 rank out of 144 countries

Figure 1

The lowest female executive board representation in Portugal is 0.4%, Japan 0.9%, UAE 0.9%, Korea 1.0% and Chile is 2.4 % (*Oxford Economics, 2016*). The US ranks 9th on the index, the UK is on 17th, Germany is on 23rd and Brazil ranks on 30th. In this way US has sensibly good score but David Roman in Bloomberg reported that Women in Central Bank bosses outnumber men in Southeast Asia, and they are doing much better than US and Europe (*Roman D, 2017*).But then again the most diverse labor in the globe is Norway, New Zealand, Iceland, Australia, Switzerland, the Netherlands and Canada. Towards the bottom of the ranking are Italy, Japan and France, placed slightly ahead the least diverse labor in the Czech Republic, Turkey and Pakistan. India has attained good place in the ranking in respect of Pakistan and Turkey. But India dipped 27% globally. In this way gender diversity is scattered around the globe. The financial movements for women are usually below the benchmark in developing economies but it has been observed that in the developing country like Italy female activity growths are also stumpy. It might be due to socio economic factor or federal policy. The female Chief Executive Officer has augmented suddenly from 18.8 % since 2002 (*Tsang, 2013*).

Some of the researcher like Blinder (Blinder, 2007, Blinder et al., 2005, 2008) have discussed about the heterogeneity disfavor and diversity in the central bank. The researcher in the filed argues that the diversity and gender heterogeneity is triggered with monetary policy and regulations (Besley et al., 2008, Hansen et al., 2008, Gerlach-Kristen et al., 2009, Masciandaroai et al. 2016). Gender heterogeneity also affects the decision making process and consequently affect the profit of the central bank (Eijffinger et al., 2013, 2015, Masciandaroai et al., 2016). The gender multiplicity in central bank governing board also upset the monetary strategy and macroeconomics effects (Hix et al., 2010, Romelli *D, 2016*). But there is no evidence on the fact that women's participation in the monetary policy making affect the inflation. Currently most of the central bank applying monetary policymaking through committees (Fry et al., 2000, Masciandaroai, 2016, 2017, 2018). This led diversified behavior of gender heterogeneity. A recent research shows that female voters tend with dovish behavior while men are perceived to be more belligerent

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on policy areas (Masciandaroai et al., 2016, 2017; 2018, Matland, 1994, Kahn, 1996, Sanbonmastu, 2002, Lawless, 2004; Dolan, 2010; Thompson 2011, Tsang, 2013). Hence dovishness can be assumed as a gender characteristics and attribute. So in broad spectrum if women care more about social problems in the field of monetary strategy they can be used as a monetary gears to fix recurring macroeconomic glitches (Pollard, 2004, Lybek at al., 2004).Studies show that gender representation is contrariwise linked with inflation rate and money evolution (Masciandaroai et al., 2017). Masciandaroai et al. argues about the gender and monetary policymaking and found that the presence of women's in Central Bank Executive Boards gives the impression with more pugnacious approach to monetary policy decision (Masciandaroai et al., 2017, Tsang, 2013, Diouf et al., 2017).The following is the data of Central bank published in the Bloomberg literature (*Roman D, 2017*).

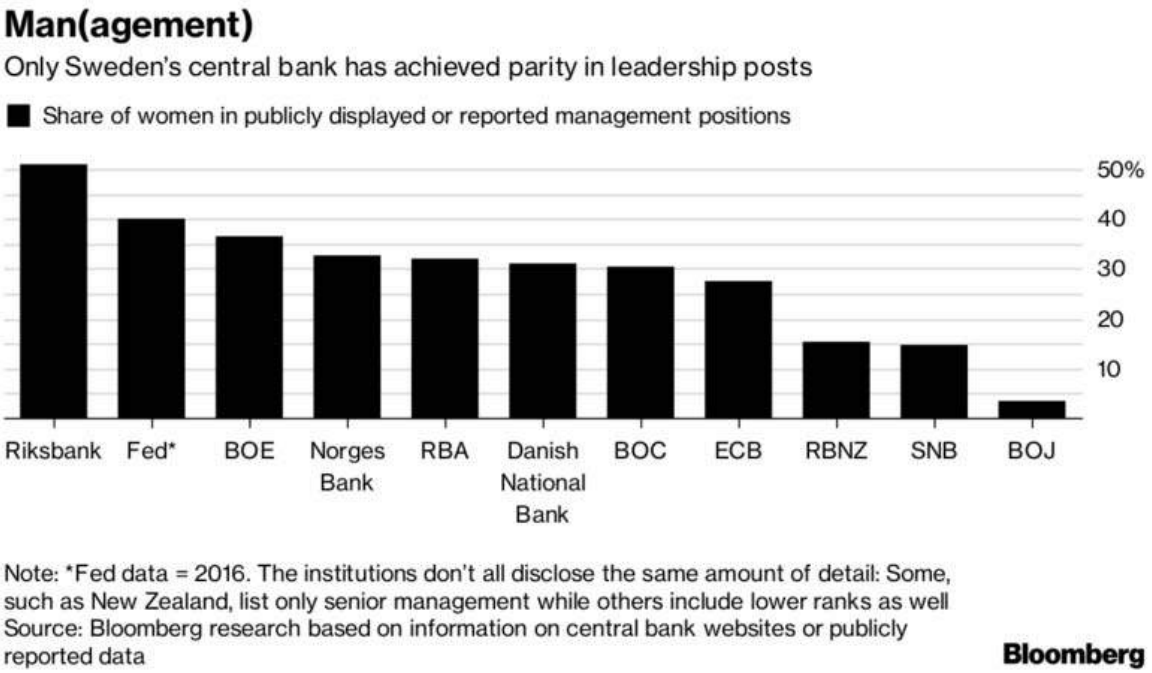
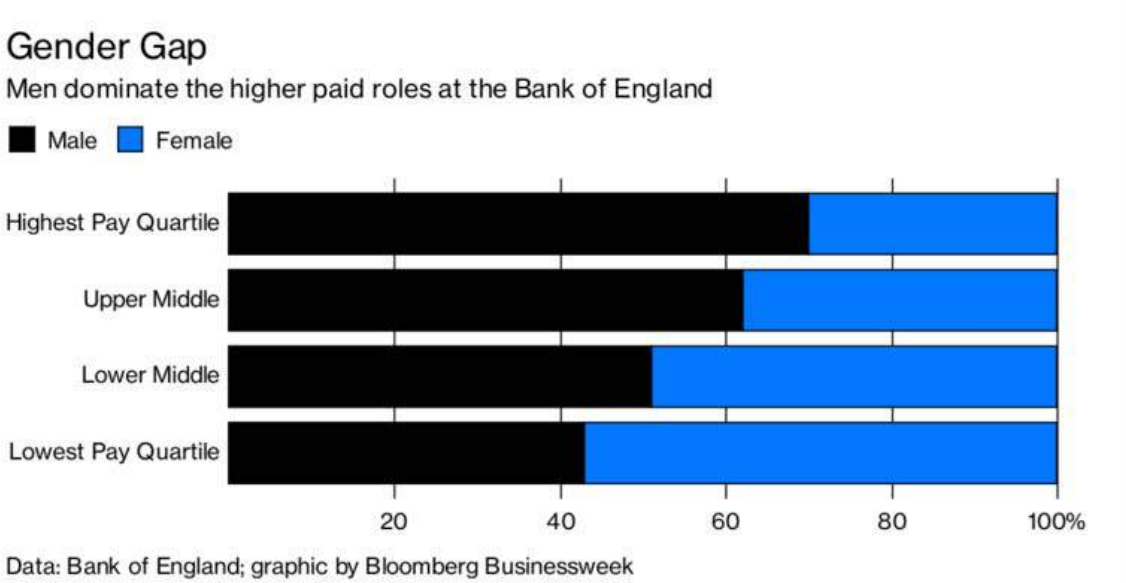


Figure 2

The below graph represents the gender gap in the bank of England as per source of Bloomberg (*Roman D, 2017, Diouf et al., 2017*).



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The study of women's representation in Central Bank is still not done completely and efficiently. The following is the data collected from the central bank directory (*Roman D, 2017, Diouf et al., 2017*).

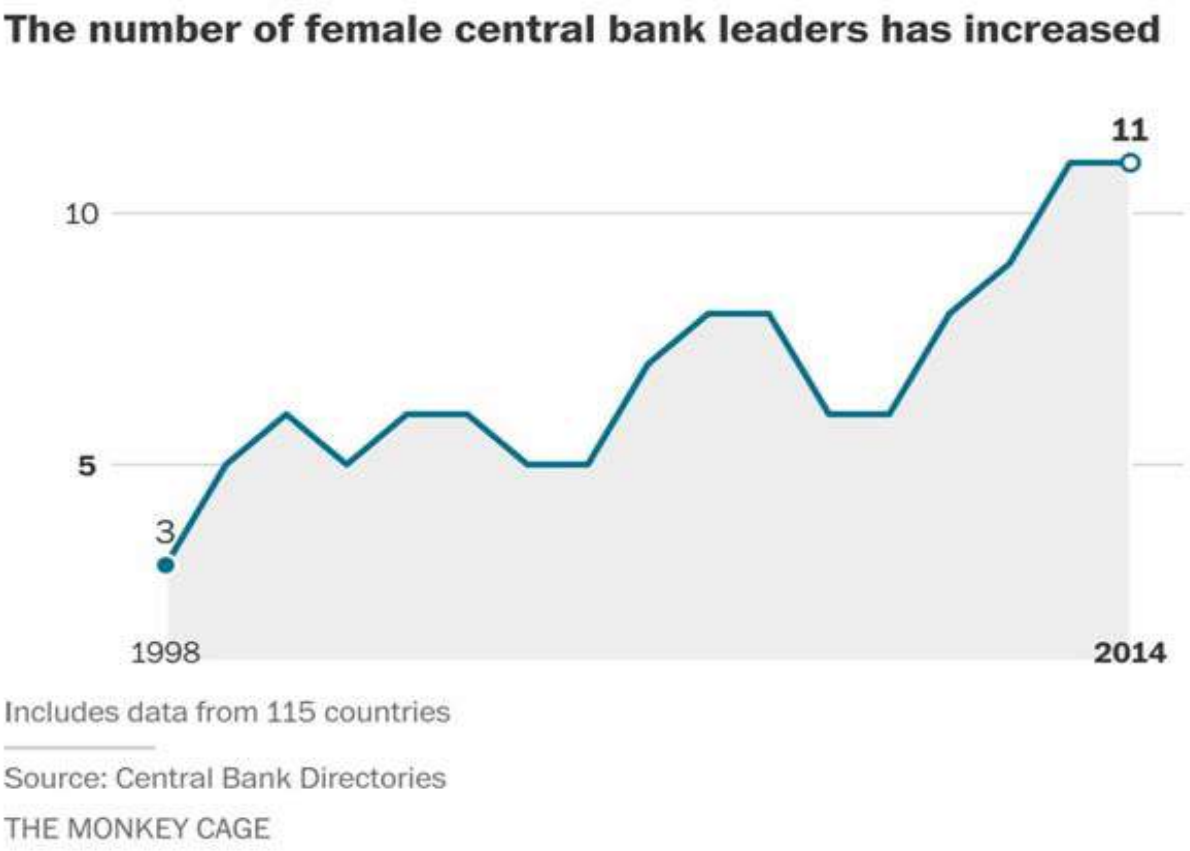

Figure 4

VI. Conclusions

By nature Women's have multidimensional skills and they are able to execute multiple tasks concurrently. But the participation of women's is very less as per literatures available in the globe. In the same line Central bank women's participation is not known completely and many questions are unanswered yet. Today it's a need of the frontrunners and society for any noble organizations to keep the data alive and process these data with high precision business intelligence tools and use the talent gender biased. Women's multidimensional skills can contribute the central bank efficiency in the term of work culture and financial growth of the system. *Women are understated in the field of economics profession, especially in finance and accounts, macroeconomics which is the spine of central banking. It is very important to federal body and senate should look into this argument and to research this problem and appoint qualified female candidate in the top level of executive to see the gender parity consequences.*

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Statistical Process Control (SPC) as a tool for Measuring Customer Dissatisfaction Level and Service Process Improvement

By Muhammed Zakir Hossain & Sayaka Zaman
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Abstract- The purpose of this paper is to identify assignable causes of the problem in the service process and eliminating them using Statistical Process Control (SPC) to achieve some improvement in the process quality. Closed-ended questionnaire is utilized to find out the vital causes that may lead to customer´s dissatisfaction, to do that 110 target customers asked through a questionnaire to choose one of the five options that expected may produce customer dissatisfaction then analyzed all the collected data by using some improvement tools such as, data collection, histogram, Pareto chart, cause and effect diagram, and control chart. Systematically review the literature and using the SPC tools it is concluded that SPC is a versatile tool which can help to measure customer dissatisfactions and service process improvement.

Keywords: statistical process control (SPC), histogram, pareto chart, cause and effect diagram, and control chart.

GJMBR-A Classification: JEL Code: M19



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Statistical Process Control (SPC) as a tool for Measuring Customer Dissatisfaction Level and Service Process Improvement

Muhammed Zakir Hossain [1] & Sayaka Zaman [2]

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Keywords: statistical process control (SPC), histogram, pareto chart, cause and effect diagram, and control chart.

I. Introduction

In today's world, it is evident that whenever the needs to improvement also need to change, but always not all change results in an improvement (Berwick, 1996). The key to identifying beneficial change is measurement. The vital components of measurement include: (1) determining (problem) and defining (process) key indicators; (2) collecting an appropriate amount of data; and (3) analyzing and interpreting these data (Benneyan et. Al., 2003). This paper focuses on to solve a Statistical Process Control (SPC) problem by defining problem and process, exploring output data from this process, proposing ways to present the data and reflection. But more focusing on the analysis and interpretation of data as we know SPC technique can help both researchers and practitioners of quality improvement to determine whether changes in processes are making a real difference in outcomes.

a) Purpose And Execution

To fulfill the aim of the paper researchers selected the Shwapno, which is the top retail brand in Bangladesh, customer´s dissatisfaction as a problem, and the customer´s waiting time on queue as a process to analyze, and then they explored two types of data, one to find out the main reasons for customer´s dissatisfaction, and another to analyze the waiting time process. Then they analyzed all the data by using some improvement tools such as data collection, histogram, Pareto chart, cause and effect diagram, and control chart.

b) Limitations

Researchers had some difficulties in determining the suitable process to analyze, which can be affordable for them with no previous practical experience, and which can be doable by using the improvements tools that they were asked to use. The most important limitation was that they needed to simulate some data because they were not able to make any change to the real process. The achievement of the paper represented a challenge for them because of its application to a real process.

c) Theory of Statistical Process Control (SPC)

It has been recommended that SPC can conveniently be connected to wellbeing (Smith, 1989), conveyance frameworks (Zurier, 1989), social insurance the executives (Demos and Demos, 1989), transportation frameworks and administration enterprises all in all (Mundy et al.,1986). There are various precedents demonstrating the advantages of SPC and why it ought to be actualized openly as a component of an association's quality strategy. Watson (1998) gives a magnificent talk on this part of SPC.

Why do we need SPC?

According to Mason, B., & Antony, J. (2000), the following are the typical benefits that can be gained from the application of SPC:.

- Reduction in squandered endeavors and expenses;
- Process improvement, more prominent yield;
- Better consistency of procedure yield;
- Improved operator in development: when to and when not to make a move;
- A unsurprising procedure can be accomplished;
- A regular language on execution of procedure for various individuals crosswise over divisions;
- SPC graphs help recognize unique from normal reasons for variety;
- Variation decrease;

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- Reputation for top notch items/administration and there by diminish client grievances;
- Healthy piece of the overall industry or improved productivity/viability;
- Reduced quality expenses;
- Reduced requirement for checking/ investigation/ testing endeavors;
- More productive administration, and better comprehension of procedure;.
- Reduction in time-spent putting out fires quality issues.

To control any process need to measure the variation to this process, and it is significant to identify the causes of variation. There are two kinds of causes, assignable causes which contribute so much to the variation and can be identified and eliminated, and produce assignable variation. Common causes which each contribute just a little to the variation, but together can contribute significantly, and they produce what it is called random variation (Bergman & Klefsjö, 2003). Researchers will be on the assignable causes on variation because they are more controllable, and by eliminating these causes or some of them researchers might achieve some improvement on the process quality.

To be able to accomplish research objective it was helpful to adopt the improvement cycle which contains the following stages (Bergman & Klefsjö, 2003):

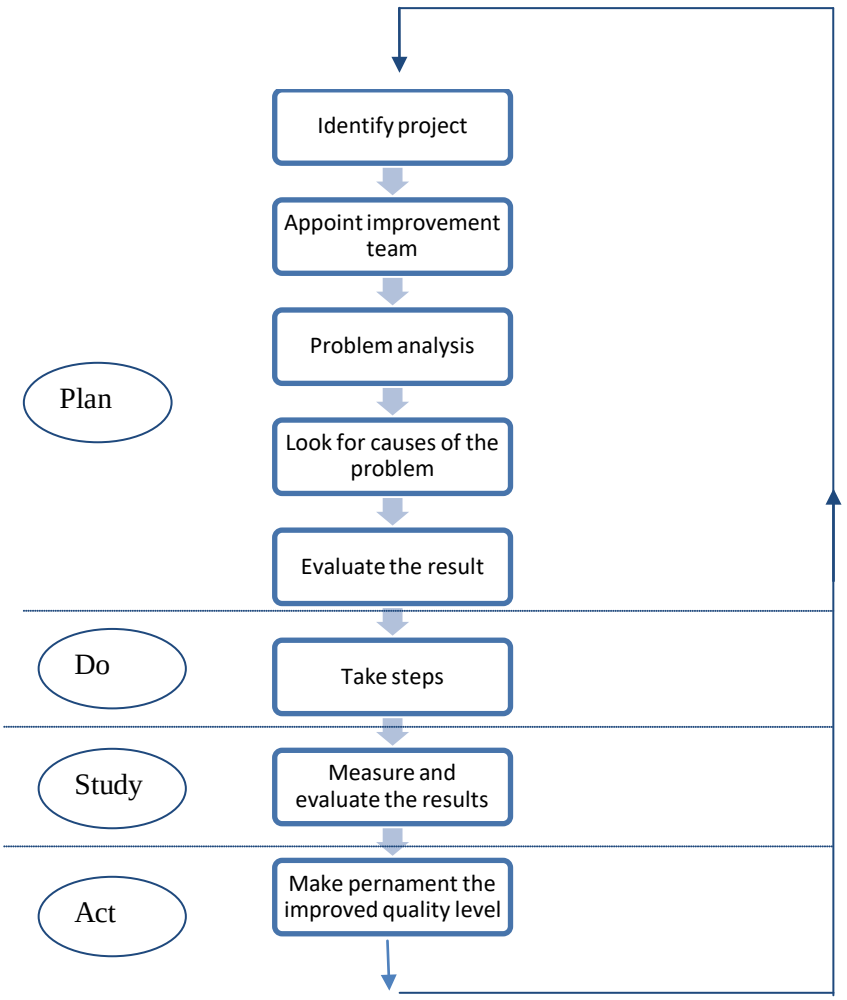

Figure 1: An improvement cycle – Source (Bergman & Klefsjö, 2003)

Plan: After detecting the problem need to establish the principal causes of the problem than need to look systematically for different plausible causes of the problem, and further need to collect data so that problem solver can detect causes of error and variation.

Do: After finding the important cause of problem needs to appoint an improvement team to carry through the appropriate steps. Team members must be fully aware of the problem and the agreed improvement steps.

Study: In this stage need to investigate the result of implementing the improvement program and to see if it was successful.

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Act: If the steps were successful the new better quality should be made permanent if they did not then need to go through the cycle once more.

II. Shwapno Customer Dissatisfaction

The first step in this research is to find out the main causes that may lead to customer´s dissatisfaction, to do that researchers asked target customers through a questionnaire to choose one of the five options researchers expected that they might produce customer dissatisfaction. One hundred ten customers answered the question. After analyzing the data collected from this sample of customers, researchers found out the results showed in table 1.1.

Cause	No. of Complaints	% of Complaints
Waiting time	47	43%
Quality of products	10	9%
Service & staff	11	10%
Price	34	31%
Other	8	7%
Total	110	100%

This information can be illustrated by the Pareto chart as follows:

Pareto diagrams provide an easy method of determining what problems occur most frequently. The Pareto diagram is a special type of bar chart used to determine which problem to work on first to improve a process.

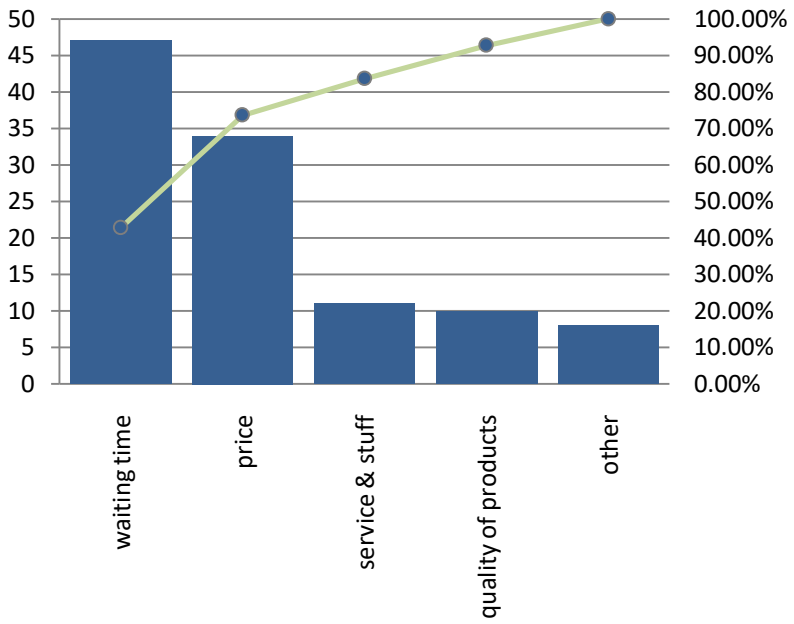

Figure 2: Pareto chart illustrated customers' complaints

This chart gives researchers a very clear picture of the main reasons for customer dissatisfaction. As they see it is clear that the most important reason for customer dissatisfaction is the waiting time on the cash queue which has the highest percent 43%.

According to this information, researchers decided to focus on the process that related to the waiting time of customers, analyze this process, and try to improve it as much as possible.

III. Checkout Waiting Time- Main problem Analyses

a) Histogram

"A picture is worth a thousand words or numbers" it's a true saying heard many times. One way to make this saying reality is through a histogram because it is a good way to make a large group of scores easy to understand, as stated by Aron (2002).

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The making of the histogram was based upon the creation of a frequency table, as to count with organized information and the wait times were collected and measured with a stop cellular timer, waiting times began upon entering the line and ended when the buyer (s) placed the groceries over the counter. The total data collected counted with 450 records of waiting times in minutes and seconds for three different days of the week (See Appendix Table No. 1). Table No.1 shows the data re-arranged in an ascending sort. From the rearrangement of the data, researchers pick the minimum number, 0,02 and maximum number, 11.13. The next step was to make the frequency table for time waiting in line- Shwapno retail store (See Appendix Table No. 2).

This second table represented the base to help in analysis, as follows:

- Seventy-nine buyers were waiting time was registered from 0-1 minutes or 17.56%.
- Eighty-eight buyers were waiting time from 1-2 minutes or 19.56%.
- Sixty-five buyers were waiting time from 2-3 minutes or14.44%.
- Eighty-six buyers were waiting time from 3-4 minutes or 19.11%.
- Fifty-two buyers were waiting time from 4-5 minutes or 11.56%.
- Forty-three buyers were waiting time from 5-6 minutes or 9.56%.
- Twenty-two buyers were waiting time from 6-7 minutes or 4.89%.
- Eight buyers were waiting time from 7-8 minutes or 1.78%.
- Six buyers were waiting time from 7-8 minutes or 1.33%.
- One buyer was waiting time from 11.23 minutes or 0.22%.

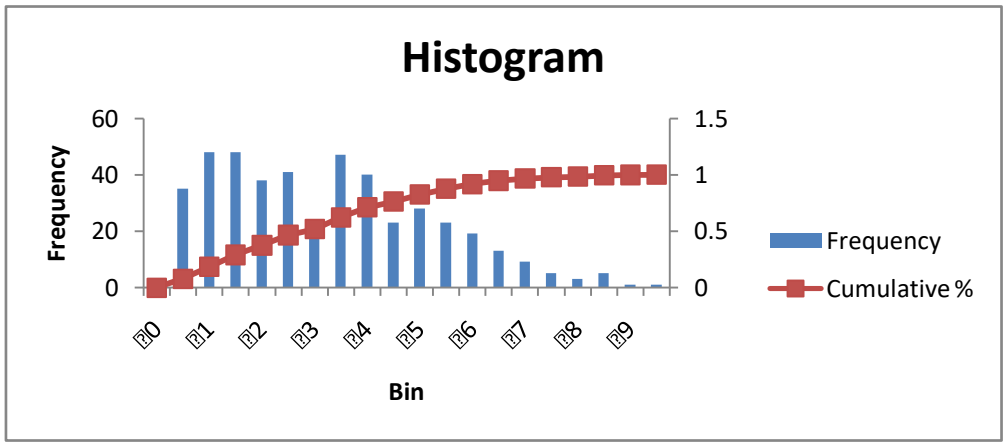

Figure 3: Histogram illustrated customer checkout time for Shwapno Retail Store

The histogram illustrates the outcome from measurements of the waiting time in line in *Shwapno* Retail Store. Using the histogram, it is possible to show the way the process varies. For this case, it is evident that 63% of the observations are above 3 minutes.

Furthermore, the histogram can show us clearly, which range is the highest frequency area, the question that emerges here is, what are the reasons or causes for the process "line waiting time" to present varies? To identify these causes, all relevant activities and events were observed: Age approximately of the buyers, packaging methods, and the number of items purchased, cashier's skills, payment method, technical aspects, interaction customer-employee, etc. These data provide a detailed picture of what happens at the checkout desk, whereas to conclude that variation is caused by common causes or called random variation, as explained by Klesjö and Bergman (2005). However, the waiting time is a different kind of variation occurring form assignable causes or assignable variation, the reason why researchers focused on time and the main source of inconvenience for customer satisfaction.

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b) Control Chart

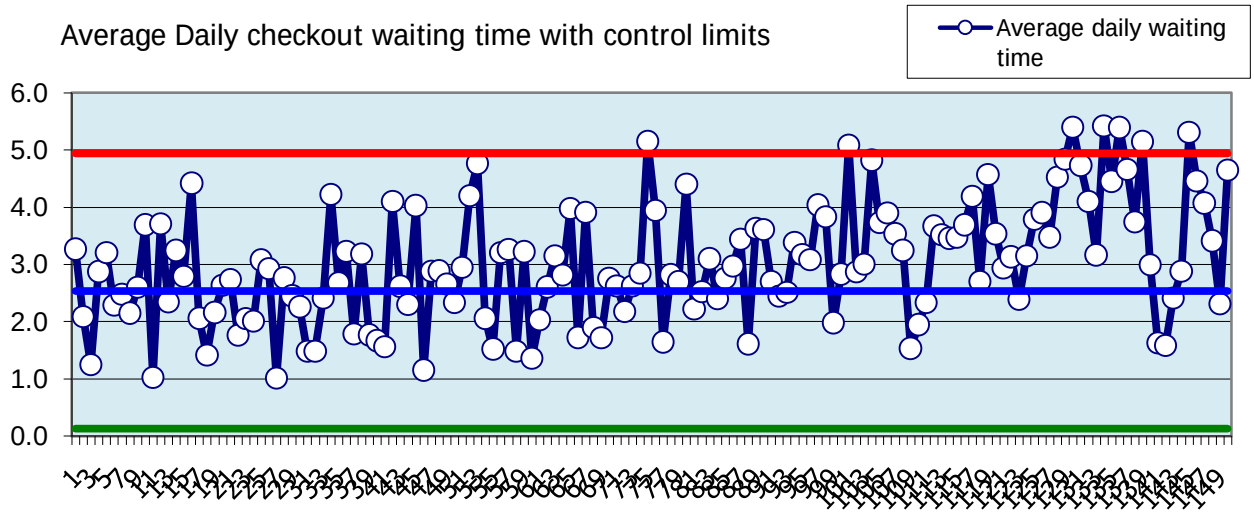

Figure 4: Control chart illustrated daily checkout waiting time

The control chart was made by using the average daily checkout time of the data from three days which are a normal day, Friday to Sunday. By so doing, Researchers have the most appropriate data that describe the customer's waiting time during the week.

The value of the upper control limit (UCL) is 4.94 and, lower control limit (LCL) is 0.13. Most of the data fluctuate within the limit; even so, there is still data fall outside the control limit which shows that the process still out of control. To control the process and achieve better quality, researchers should find out the assignable causes that lead to the variation and eliminating them.

c) Cause and Effect

Cause and effect diagram, which is also called fishbone diagram or an Ishikawa diagram, is an efficient tool to help researchers to identify the root causes that lead to the customer waiting time in *Shwapno* Retail Store. Researchers found out that there are so many plausible factors that lead to this problem and the Cause and effect diagrams help us to simplify these factors.

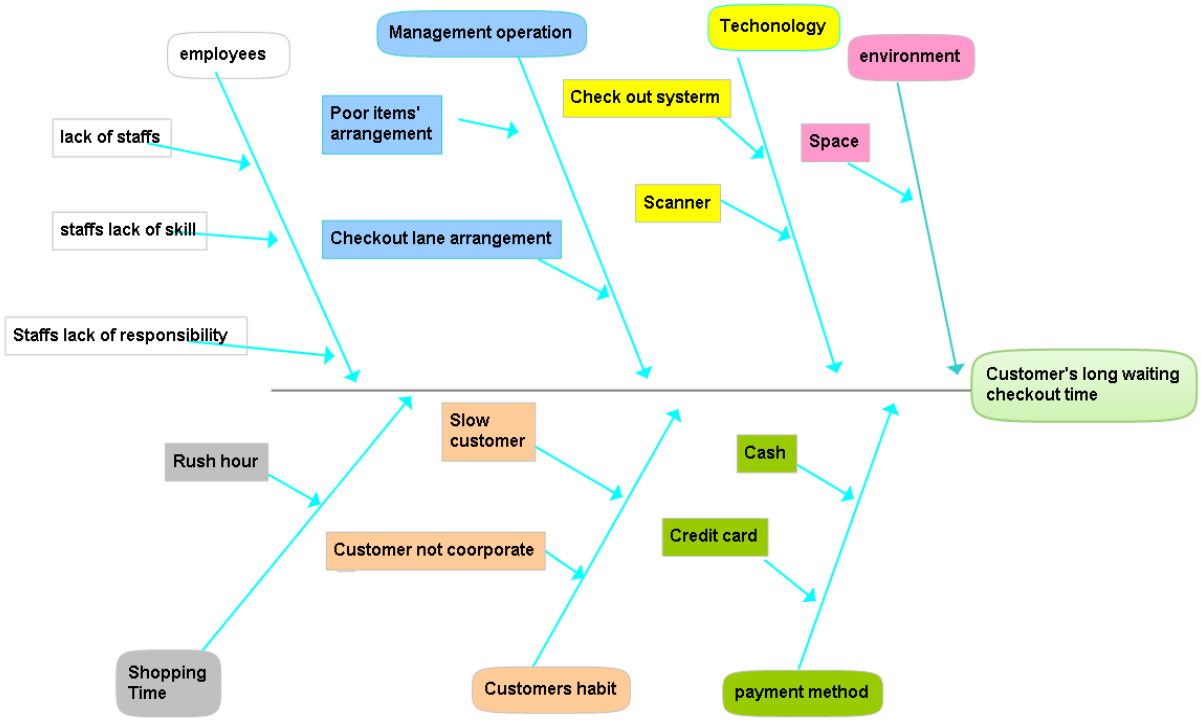

Figure 5: Cause and effect diagram illustrating a problem with the customer waiting time

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The causes of waiting time were divided upon the store's control. There are the causes that under the store's control such as management operation, employees, technology, and environment. Management operation factors such as the item arrangement beside the checkout lane, the checkout lane arrangement and, staffs arrangement could influence customer perception of waiting time. If the checkout lane item is interesting that can attract customer, they might feel the waiting time shorter. For instant, IKEA the Swedish giant Superstore put the cheapest and the highest discount items on the checkout lane, *Shwapno* Retail Store also have stuffed life candy, chewing gum, etc. The checkout lane whether it is long enough for the line, whether they open more counter in time when the line is long? How long the queue that it should have more counter? Technology and employment are the factors that in the store control, however, these factors are not easy to change. In the technology aspect, if the checkout system works smoothly? If they have enough scanners for self-scan customer? And the environment factor, if space is comfortable enough for customer?

On the other hand, non-control factors also contribute a large part in waiting time such as customer's shopping time; customer's shopping habit and the payment method. Those are the factors that the store can adapt to instead of control it. Customers shop more at after working time, from 6 pm to 9 pm, and during the weekend, which calls the rush hours, and these times contributing to the long waiting line at the counter. The store can only adapt to by open more counter in rush hours, promotion more during the week day to pull customers to the store. Customer's shopping habit, if they are slow or fast if they are comfortable with a little waiting or not. Also, the payment method, if they pay by cash or by credit cards/debit cards also affect the waiting time. Some stores cost a bit less to encourage customer paying by credit card.

The employee is the main factor that stores controllable and more flexible in changing and organizing them. There are three common reasons from employees that cause to customer's waiting time that are store lack of staff, staff lack of skill and staff lack of responsibility. The reason cause staff lack of responsibility might be they do not have any motivation for doing their work, or might because of their attitude toward their work. Lack of training is the reason cause to staff lack of skill; they might need more training to do better work. Lack of staff is the clearest reason lead to waiting time.

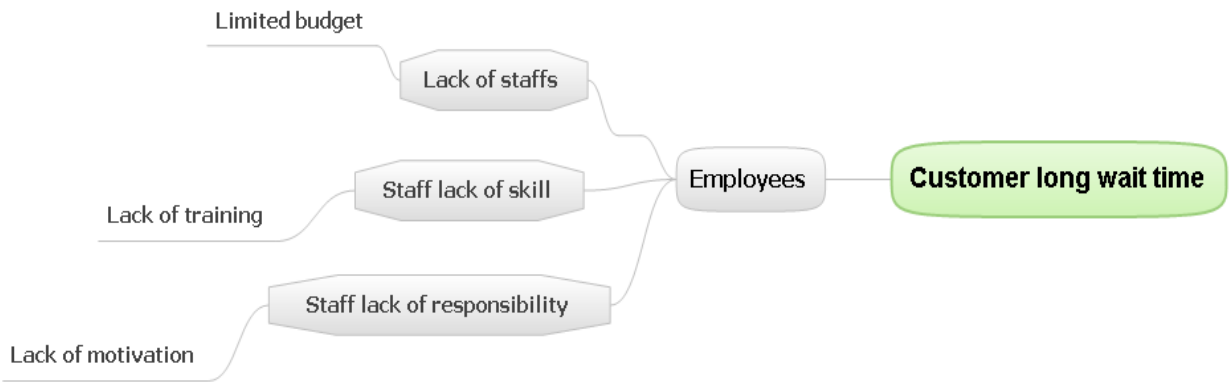

Figure 6: Cause – and – effect diagram illustrating a problem with employees

If they have more cashiers and more counter, the waiting line will reduce. Therefore the waiting time will shorter. To demonstrate this hypothesis, researchers going to measure if they use one more staff and open one more counter, the researchers could measure how it effects to the waiting time variation.

IV. Evaluating the Result

Researchers' hypothesis is adding one more cashier in *Shwapno* Retail Store; after that, researchers collecting data and measure the result. To be able to do so, researchers simulated the process, generated random data and analyzed based on simulated data. The data also were generated in three days, normal day, Friday to Sunday and the control chart was created with the average data of three days.

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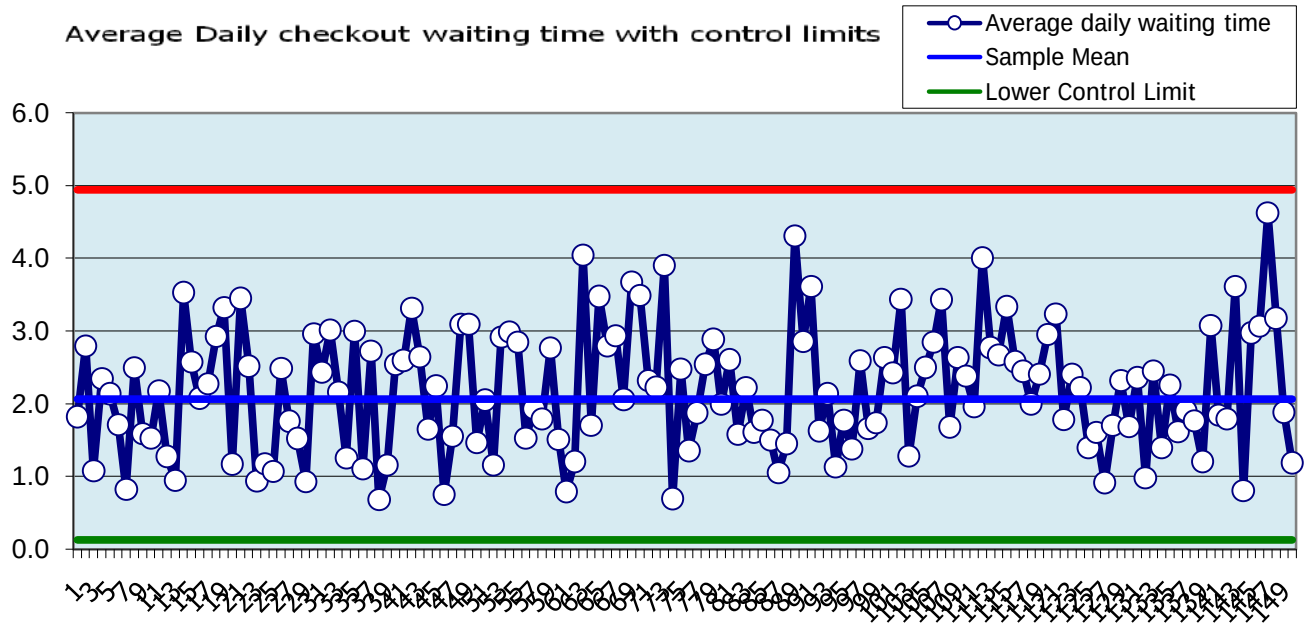

Figure 7: Control chart illustrated daily checkout waiting time after added one cashier

The new data (after adding one more cashier) now fluctuates between the control limits, which call process now under control. There still the variation and these variations cause by the common causes. From the result, researchers could conclude that by adding one more cashier, *Shwapno* Retail Store achieves a better quality process which is under the store control.

V. Conclusion

Statistical process control (SPC) is a sharp tool to control the quality of the process. In this research, researchers use SPC tool to define the quality problem, which is the checkout waiting time in *Shwapno* Retail Store. Since using the histogram and control chart, researchers find out the variation of customer's waiting time in *Shwapno* Retail Store. After that, SPC also helps us to identify common causes and assignable causes that lead to the variation by applying cause and effect diagram. Then researchers take steps to eliminate the assignable cause which is most appropriately influence the quality problem – the number of the cashiers. Since adding one more counter, the variation decreases significantly. However, to be able to add more cashier and counter, *Shwapno* Retail Store have to make it possible with their budget. Therefore, researchers also suggested other solution that they can combine to minimize the variation such as the focus on management operation, improve technology or training cashier better. As a part of continues improvement, researchers suggested to eliminate or compensate as many assignable causes as possible to improve their quality.

VI. Reflection upon Effort

First of all, researchers' main interest was to do their work according to the improvement cycle model illustrated by Bergman and Klefsjö (2003), by following this model it was easier to determine the direction in every stage of the study.

As researchers mentioned before, from the beginning they found it difficult to decide which process they can analyze, so they suggested many options, but each one was not easily doable by using the seven improvement tools, they met many times in brain storming sessions, and discussed these options and the affordable ways of collecting data , and implementing the seven tools in their research for these processes, these brain storming sessions were very helpful for each of them, because it helped each researcher to think in 2 ways and get the best possible solution.

Finally researchers decided the problem they are going to study which is *Shwapno* Retail Store ´s customer´s satisfaction, then they faced their second challenge which was collecting the needed data, it was not easy to communicate with customers, because most of them were not able to waste their time filling our questionnaire, so they relied mainly on their relations and their friends relations, whom are already customers to *Shwapno* Retail Store.

After analyzing the data by using the Pareto chart they were able to define the main cause of the customer dissatisfaction which was the waiting time on the checkout queue. Then they went to the store for three days and as monitored the store´s cash counters to collect the needed data.

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Monitoring the counters made them able not only to have the needed observation but also to learn about the factors affecting this process; researchers knew that they must consider these factors in analyzing this process in the cause and effect diagram.

Researchers used more than one tool to analyze the collected data, then they had the result which they had explained before, then according to these results they suggested solution or step improve the quality of the process, but they had one problem in implementing the improvement cycle model, that they needed to measure and evaluate the result of taking the suggested step, and of course they were not able to take any practical step on the real process, so they were forced to assume the data that they needed to collect after taking the suggested step, and this objective was difficult to achieve. Researchers tried to stimulate this assumed data to be consistent with the result they needed to have. Researchers felt that they can do that because the main interest from this paper is only to train how to solve SPC problem by using the seven improvement tools.

Finally, and despite the difficulties researchers faced, it was very interesting to do this research, the benefits researchers acquired is worthy.

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Nothing will Work unless you do it: Contextualizing Women Entrepreneurship

By Dr. Tanusree Chakraborty, Daisy Gohain & Raiswa Saha
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Abstract- This theoretical paper accentuates on the function of women entrepreneurs as the potentially evolving human resource. Entrepreneurship specifies the act of setting up a new trade or revitalizing a prevailing trade so as to take return from new opportunities. Entrepreneurship can be defined as crafting, developing and taking forward a new venture, which is colored by personal, financial and social risks. Today, women entrepreneurs are increasing in numbers. But it is also a matter of fact that women exit in entrepreneurship too. Assuming the dual roles women play in terms of business and managing home front; the present paper purports to understand the determinants of engagement in entrepreneurship by women, what determines entrepreneurial intention for women opportunity or necessity and what the motivation indicators for entrepreneurial performance are. This paper intends to take footing on the existing theory on push and pull factors of entrepreneurship.

Keywords: *entrepreneurship, pull, and push, performance, motivation, women entrepreneurship.*

GJMBR-A Classification: *JEL Code: L26*



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Nothing will Work unless you do it: Contextualizing Women Entrepreneurship

Dr. Tanusree Chakraborty [α], Daisy Gohain [σ] & Raiswa Saha [ρ]

Abstract- This theoretical paper accentuates on the function of women entrepreneurs as the potentially evolving human resource. Entrepreneurship specifies the act of setting up a new trade or revitalizing a prevailing trade so as to take return from new opportunities. Entrepreneurship can be defined as crafting, developing and taking forward a new venture, which is colored by personal, financial and social risks. Today, women entrepreneurs are increasing in numbers. But it is also a matter of fact that women exit in entrepreneurship too. Assuming the dual roles women play in terms of business and managing home front; the present paper purports to understand the determinants of engagement in entrepreneurship by women, what determines entrepreneurial intention for women opportunity or necessity and what the motivation indicators for entrepreneurial performance are. This paper intends to take footing on the existing theory on push and pull factors of entrepreneurship. The research intends to identify the factors of human and social arenas directly affecting the growth of female entrepreneurs. It furthers our understanding by exploring the main causes of performance diversions among the female entrepreneurs. This paper is of interest to researchers who wish to examine aspects related to women as entrepreneurs.

Keywords: entrepreneurship, pull, and push, performance, motivation, women entrepreneurship.

I. Introduction

In this world of dynamic business setting, the role of entrepreneurs has drastically taken an exceptional uniqueness in terms of better economic prosperity, employment opportunities and creation of new business ventures. Therefore, entrepreneurs are considered to be the backbone of industrial development in terms of employment opportunities (Ahmad & Naimat 2011). Entrepreneurship brings higher income, standards of living, individual savings, and revenue growth in the market. The paper seeks to explore the push and pull factors of women entrepreneurship. The study was undertaken to add to our understanding of attitudes and behavioural intentions of women entrepreneurship as major predictors of motivation.

The number of women entering entrepreneurship roles has increased comparatively from the past decades. Today, the term "entrepreneur" is no longer directed towards male societies but, the independence and power of woman have become more noticeable (Purdy 2005). Over the last few decades, women have significantly been engaged in educational, managerial and executive positions (Eisenberg, 2010). Sidhu et. al (2014) define Women Entrepreneurs as the woman or a group of women who is the driving force behind beginning, systematizing and controlling a business venture". Number of researches can be seen from the past decades asking various questions related to women as entrepreneurs. Some of the examples are today's business environment is more inclined towards developing women entrepreneurs? Or are women equipped to thrive in this age of mass transformations in the social and political landscapes? According to the study by Karacost as 2012 and Sisson 2010, research has shown that women entrepreneurs are highly educated, technologically advanced compared to males, and is an economic power to be reckoned with for sustainable development.

The development of the extent of women entrepreneurs in creating nations has drawn the consideration of both the academia and the business sectors. Contributors, global institutions national and local governments, privately owned businesses, NGOs, foundations, and business affiliations have started projects or arrangements to advance and create women driven business enterprises to plan approaches that empower more business development (Vossenberg 2013).

In the past few years, society has been gradually shifting their viewpoint regarding women as only being essentially a child rearer to a much more accomplished job role of serving the economy (Parker, 2009). Many a times, the entrepreneurial endeavours by women have gone unnoticed, and their commitments have been disregarded. Absence of acknowledgment or consideration, however, did not make them move back in times of commitment (de Bruin, Brush and Welter, 2006).Women should be in the mainstream of economic expansion in Indian planning commission, central and state government. In today's' world women entrepreneurs delivers a critical part in supporting financial development and societal progress which serves as a motivation behind industrialization, urbanization and social acknowledgment from the society carrying ahead an incredible increment in the business growth of the nation. Entrepreneurship is a supportive tool for financial growth in turbulent economic times and women entrepreneurship are an

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undiscovered and underestimated asset with the potentiality to support monetary achievement (Allen et al., 2007). Through developing new ventures, it is conceivable to figure out how to incorporate and engage the minorities in making upward mobility. The researchers like Fairlie, 2004; Minniti and Arenius, 2003; Rochin et al., 1998; Verdaguer and Vallas, 2008; Zhou, 2004) opine that entrepreneurship lends critical alternatives when other financial options are not accessible.

II. Review of Literature

According to Begum (1993), 'Entrepreneurship is an expression which has generated a special meaning and implication in the circumstance of economic expansion with the fast changing socio-economic and socio-cultural environment'. Entrepreneurship is the procedure of creating and structuring values from almost nothing. Thus, it is the course of generating or grabbing an opening and chasing after the opportunity irrespective of the resource(s) availability (Timmons, 1989). It involves the description, formation and allocation of benefits to persons, groups, organizations or society. Entrepreneurship is one of the long term value building streams. Hisrich and Peters, 1989 have defined entrepreneurship as the process of generating a apprentice value system by engaging lengthy stretch of time and work, calculating the risks involved in the financial and social realm which results in satisfaction and independence in terms of monetary and personal rewards. According to the study by the researchers, an entrepreneur is as a person who while bearing the risks involved, also creates (Schumpeter, 1939), discovers, allocates and assigns the elements required for production. (Marshall, 1984) Entrepreneurship thus refers to the general tendency of setting up of new enterprises in a society (Begum, 1993). Khanka, (2002) refer women entrepreneurs as those who revolutionize, transform and develop a business activity. For the purpose of this study a women entrepreneur will be defined as a person, who makes or forms a venture through her prowess and ability to be richly innovative. Several studies have focused on the factors of women entrepreneurship success (Brown, 1997; Chandralekha et al, 1995; Gundry et al., 2002; Helms, 1997; Hamilton, 1993; Stoner et al, 1990; Winn, 2005).

Table 1: Review of Literature

Authors and Year	Purpose	Findings
Ong et. al (2016)	Identify the dimension of Entrepreneurship Practices (EP) and Business Performance (BP) for women entrepreneurs in Malaysia.	There is a positive relationship of entrepreneurship practice (EP) towards business performance (BP) in Malaysia.
Manju H.A. (2015)	The study of micro finance for economic empowerment of women: a case study of Hassan district	Identified that, Minorities have the highest saving habits comparing to other category respondents. Also SC category respondents are earning more income. This proves their willingness to be independent and their saving mentality.
Bisaria&Wajih (2014)	This study examines the constraints and motivating factors faced by Indian middle class women entrepreneur.	Effort are on at the government and voluntary agencies level to tap hitherto unrecognized and unaccounted for strength of women to integrate them in the process of the industrial development.
Rekha priyadharshini &Wesley (2013)	This study investigated the reason behind the rural women entering into entrepreneurship and the challenges faced by them	The findings reveal that rural women enter into entrepreneurship due to some external circumstances such as divorce, widow or gender discrimination
Jesurajan & Gnandhas (2011)	Made an analysis on the motivating factors combatting against their attitude, role and expectations	The study says that husbands/ fathers were the main motivators for taking up entrepreneurship.
Gifford S. (2010)	Made a study on the environment of the poor countries and how they fare in their entrepreneurial ventures	Concludes that it is a costly proposition for an individual to seek new opportunities
Naser et. al (2009)	Identifying the different factors that motivate women in the United Arab Emirates (UAE) to encourage self-employment.	The study identifies the need to acquire financial support from the government especially in providing the seed money or the start-up capital. This step taken by the government will undoubtedly motivate women to establish their own businesses
S. Mathivanan and M.	Made a study on the status of women	Concluded that women should be given the

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Selvakumar (2008)	entrepreneurs in small scale industries through a survey conducted among 200 women entrepreneurs in virudhunagar district of Tamil Nadu	independence to undertake the business and that the women entrepreneurship must be recognised as well as acknowledged. If it is well acknowledged then the country's economic growth will flourish
Banerjee A.V. & E. Duflo (2007)	Reported on the apathy of the poor to perceive opportunities for successful business ventures.	
Acs et al., 2005; Langowitz and Minniti, (2007)	Studied the role and importance of creating business for economic progress	Female entrepreneurship has enticed high response in recent years on the importance of creating new business and thereby leading to economic growth and development
Verheul et al., (2006)	Contribution of female entrepreneurship to the growth of the country's economy and add up the diversity of entrepreneurship	Female entrepreneurship has a dual contribution that leads to economic growth and creating employment opportunities for others. It is progressively recognized to improve and increase the diversity of entrepreneurship in any economic system
Carter et al., (2003); Buttner and Moore, 1997; Baughn et al., (2006)	Identified the extent to which women entrepreneurs can be flexible.	Compared to men, women progressively express the desire for flexibility as a highest motivation factor behind starting a business
Wilmerding,(2006)	Studied on the career prospects that women chose that is favorable for their married lifespan.	Women entrepreneurs find themselves in a supple situation to excel in those career options that suit and are constructive for their married lifestyle, but this choice often leads to conflict.
Smith, (2005)	Evaluating the skill sets of women entrepreneurs	The preferences of women who recognize themselves as having adequate skills and knowledge to be entrepreneurs is higher as compared to women who are lacking in these skills.
Gem report,(2004)	Equality in opportunities to be given to women entrepreneurs	As women entrepreneurs do not act or perform in seclusion from their society & community, equal opportunities and policies need to be framed.
DeTienne and Chandler (2007)	Studied the lack of human capital for making women self employed	It is recorded that women have less human capital to bring to self-employment which has a negative impact in identifying their opportunity and exploiting their potential.
Bruin et al., (2007)	Reading and evaluating the self-perception of women entrepreneurs with their calibre in triving their entrepreneurial ventures	Gender play a crucial role in new exploiting new ventures, performing them, because it influences the perception of women on their own self , and on their abilities to realize business growth in a particular environment
Eddleston and Powell (2008)	Exploring the possibilities for women entrepreneurs	Women entrepreneurship provide opportunities for female expression and fulfilment of expertise
Sarri and Trihopoulou (2005)	Studied on the skills and competencies of women.	The skill sets and competencies make a woman completely unique. These traits aid them to unify business and family lives, managing both efficiently
Gundry, yoseph and posig, (2002). & Helms, (1997)	. Hindrances that bind women's potential and resource	Women empowerment is the real barrier left acknowledged by the society. Thus the potential of women remains unexploited and unrealised, which can otherwise be a powerful resource in the economic growth.

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Still and Timms (2000)	Studied on the hindrances that women face in their entrepreneurial pursuits and how they cope with their personal and entrepreneurial commitments.	In order to maintain balance between conducting a business and stabilizing family, women must effectively deal with the "domestic division of labor and time poverty". Added to these, factors like gender stereotypes, restricted access to networks and mentoring, may become a stumbling block to effectively run a business.
Wennekers (1999)	Discrimination of the efficacy and potential of women based on gender	Women are universally considered to be weaker gender both physically and emotionally. Consequently career prospect to develop themselves into business professionals is an unexplored domain that requests attention.
Orhan and Scott 2001; Still and Timms (2000; McKenna 1997)	Evaluated the motivating factors required for women start up entrepreneurs	One of the factors that inspire women to initiate business is her penchant towards setting up her personal business.

a) Women - As Entrepreneurs: A Context Lens for Women Entrepreneurship Research

In recent times businesses owned by women are spearheading in the economies all across the globe. The growing sensitization of motivating women to start up their personal business has had a positive impact on the role and economic status in the society. This has been successful in unveiling the hidden entrepreneurial potentials of women. Women are bestowed with the skill sets essential for meeting the challenging roles demanded for entrepreneurs. The key reasons for women to emerge into business ventures are expertise, knowledge and malleability required in business pursuits. Accepting difficult roles that demand courage and skill to meet her personal needs and become economically independent are inherent in her. An irrepressible desire with the incorrigible will power to do something progressive is an intrinsic quality of women entrepreneurs. She is capable of inculcating the ethics and principles, and permeating the same in both personal and communal life.

III. Results

a) Role of women as an entrepreneur

i. *Imaginative*

It further indicates that women who start small business have an association with highly knowledgeable and practiced people and choosing the true organization, offering support and services. It refers to full of imagination approach or original ideas with competitive market faced by women. A properly-knitted plan is desirable to scrutinize the existing situation and to identify the possible platforms of showcasing creativity and novelty in business along with business opportunities.

ii. *Persistence*

Women entrepreneurs are very persistent in achieving their business target and in satisfying their dreams. They have to make a dream moved from one place to another into an idea business. Studies show that successful women work hard. Female participation has always been indispensable for the economic development of the nation (Langowitz and Minniti, 2007) because it provides support to help surface their hidden calibre to demonstrate themselves in the societal platform (Eddleston and Powell, 2008). It also gives to the well-being of the overall process of people making, selling, and buying things.

iii. *Ability and desire to take the risk*

The desire refers to the condition of mind where someone will certainly do something if required to take risk and the skill in planning making forecast success. Success, according to Mani (2011) is dependent on the age compositions. Young small business starters are more willing to changes than older small business starters. On the other hand, older small business starters have reached knowledge and experience throughout their years in business.

b) The Social Context: Towards Household and Family Embeddedness

There are two factors responsible for driving women entrepreneurs in their entrepreneurial venture, namely the Push and the Pull factors. Stevenson, 1986 and Itani et al., 2011opine that the organized row of factors may edify in diverse degrees to either motivate or de-motivate a woman into business ownership.

There are diverse aspects that inspire a woman to develop into an accomplished businessperson. Robinson (2001) has referred these aspects to both as push and pulls factors. While the push factor is normally allied with negative conditions; the pull factor is ascribed to positive growth. Push factors result from job dissatisfaction, disappointment, little income or lack of good job prospect. Whereas, the pull factor, may cause due to the need for self-accomplishment and in helping others. Push factors mean those influences, which push

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people toward small-business starting. For an instance, husband and support from other members of the family also inspires women to start their own business venture. Pull factors include influences, which attract people towards starting a small-business. The same influence can become a push factor for one individual but may be a pull factor for another. Unemployment as an example can motivate as well as demotivate the mind. Push and Pull factors have a hit/effect, for example, on a person's desire to do something or the reason for doing something.

Table 2

Key motivational factors	
Pull factors	*Push factors*
Autonomy and independence	Dissatisfaction in the labor market
Personal satisfaction and achievement	Need for greater income redundancy
Vision of being an entrepreneur	Unemployment
Fissure in the market	Last resort
seeking for a challenge	Family support
Discarding stereotypical feminine characteristics	

Source: Authors' compilation

c) *Qualities of women entrepreneur*

i. *Accept challenges*

The commendable trait that successful women own to start small business is their strong sense of purpose. Great and accomplished personalities such as Coco Chanel, Mary Kay Ash and Oprah Winfrey lived a purposeful life. To emphasize further, it is this same sense of purpose that reflected in their business enterprise. This is the reason as to how their trade and brands stood steady with the test of time. In fact, they possess the ability to work long hours with very little sleep. What majority of the people fail to understand is that small business starter's work for longer stretch of hours than most of the workers. They shuffle between their family and business duties. Women set goals. Goals are dreams that demand proper planning for better execution. Reviewing the plan over and over again along with the progress of the goal set in front will facilitate to track the progress of the entrepreneur towards its realization. Record the reward when the goal is successfully-reached as constant success demands a plan.

ii. *Ambitious*

Struggling women are likely to have amazing inner forte and mettle to strive harder. They use difficulty to their advantage and at the end of this tussle, they are better and more valued person. The Desire to do great things is one of the qualities of successful small business starters. Successful small business starters think big and do things big. They are never satisfied (by meeting a need or reaching a goal) with their existing feats of achievements. They demand more challenging competition in trading with their rivals. They firmly believe there is always room for constant improvement and they go for it. Mukesh Ambani controls the world's largest economy (big place that makes gasoline, etc., from oil). Similarly, Lakshmi Mittal built Mittal Steel to become the world's largest steel producer and Aliko Dangote, the richest man in the world controls the largest cement factory in Africa. A strong-minded woman parades confidence. When women are strong minded, it supplies power, possess a healthy self-image and take responsibility for their life. The creative spirit in an entrepreneur by its very innate nature, compels her to reflect on the prospects, risks and openings that are still unexplored.

iii. *Hard work*

Small-business starting is a long process and successful business women are aware of that. Business world is very dynamic and change is the only thing that can take it forward. Today's invention can be a futile trash tomorrow; the creator of fresh ideas today will become impractical tomorrow. Successful women keep studying and learning continuously in order to stay on course with the dynamic nature of change. They read industrial journals, books, and magazines to keep themselves updated and abreast of all knowledge. They attend (school) courses and update themselves regularly with the latest industrial general way things are going. Successful female small business starters know that their cup is never full. The spirit of enquiry keeps the momentum to search for their query. So they humble themselves and learn a lot.

iv. *Patience*

Another feature possessed by successful women small business starters is constant trying not going away. Opening a business is just one side, but sticking to the creativity to drive business process is what matters the most. Entrepreneurs must give a good fight and continue to toil, persevere and labour hard for accomplishing entrepreneurial success. Without constant trying it is impossible to become a successful business woman.

v. *Motivation*

Successful small business starters are great leaders with a well-thought leadership success plan of

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reaching goals with motivation. They possess the ability to bring out the best in their workers. They inspire ability to create interesting new things and help develop invention of new things. They also have the ability to hire and lead smarter people. This is another feature of successful small business starters. Successful small business starters have the ability to see opportunities, where others see only the problems and difficulties. They are optimistic and firmly believe that behind every problem lies an opportunity. Successful small business starters are the drivers of ability to create interesting novel things even in the middle of difficulty.

There are ample reasons that can be explored by different researchers on why women leave the traditional jobs with a specific end goal to venture into the field of entrepreneurship. It has been reviewed in the past studies that some intrinsic and extrinsic motivations, for example, accomplishment, autonomy, one's own power are comprehensively analyzed with respect to their effect toward the start-up stage (Brockhaus and Horwitz, 1986). In a review led by the US specialists Hisrich and Brush (1987), it was identified that individual intentions and objectives have an association with execution in female ventures.

vi. *Overcoming the obstacles*

Studies show that about 70 percent of the newly established companies of the United States are dissolved within the first 3 years of their activity. However, the rate of the bankrupt companies that are founded by the women is lower than average. The women can turn the threats into opportunities for the company. The woman entrepreneurs must learn to take a lesson from every problem that shows up. Gradually, they will realize that the problems are not as big as they have imagined.

vii. *High self-confidence*

Being powerful and self-confident do not mean being aggressive and bold. On the contrary, self-confidence and power mean creativity and moving on the right path. When the individual has a positive image of herself and is responsible she has a stronger sense of entrepreneurship, and the others will cooperate with her in a more confident and sure manner. Statistics show that among the men and women entrepreneurs, about 45 and 51 percent possess this characteristic respectively.

d) Factors affecting the performance of female entrepreneurship

i. *Business expertise*

According to the literature on woman entrepreneurship, learned business experience has a good and effective control on the idea of opening up a new company of their own (Lerner et al. 1997; Marlow 1997; Singh et al. 1999). Generally, women lack business experience than men (Fisher et al. 1993).

ii. *Managerial skills*

Past researches (Loden 1987; Rosener 1995; Dinur 2011) have suggested that women behave differently from their male counterparts, in the way they perform their managerial functions. Specifically, it would appear that women business owners adopt a professional style based on the cultural and social values that are different from those of men (Helgesen 1990).

iii. *Structural, Socio-economic and Cultural Limitations*

There are various factors according to the sociological theories which depicts that social structures (the workplace, the family and social life) generate difficulties in a women's career and hinders from getting into the field of entrepreneurship which directly influences their level performance (Aldrich, 1989). Entrepreneurial attitudes are part of the business surroundings and have an immense significance for female entrepreneurs (Baeva, 2004). A general view of today's society is the development of society that takes care of the gender equality. Factors such as occupational isolation and traditional family responsibilities do not only restrict them in their choice of businesses but, also set the goals of their new ventures (Aldrich 1989). The institutional barriers that women endure and undertake have huge effect on their performances. Another obstacle faced by women entrepreneurs is the dearth of business knowledge and low intensity in networking with other counterparts (Allen and Truman, 1993). Therefore, in countries like the US and Canada the women are provided with training, networking opportunities and information related to businesses (OECD, 1993; Brush, 1992). Cultural plays a significant responsibility in the business sectors for the growth and development of women entrepreneurs.

e) Challenges faced by the Indian women Entrepreneurs

Conflicts between Work and Domestic Commitments: The family obligations that women compulsorily need to follow block them from becoming prosperous entrepreneurs in both developed and developing nations. According to Starcher, (1996) older dependent family members can extend a helping hand so that women can devote all their time and energies to achieve their business goals.

Gender gaps in education: Being cognizant about the intricacies and risks about business ventures can make women entrepreneurs successful. While women are taking major strides in qualifying themselves for attaining knowledge at the principal and secondary levels, they need to be trained efficaciously. They should acquire thorough vocational and technical skills with work experience that will thereby support and develop highly productive businesses.

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Lack of finance: Availing the seed capital and investing it for initiating a business is one of the most common challenges that women entrepreneurs' surface. This fiasco is exacerbated further for those women who are obstructed as they lack personal identification, property in their own name and the need for their husband's countersignature on many documents.

Legal constraints in family law: The institutional and legal procedures involved for business proprietorship is sloppy and this laxity in implementing the legal processes impede the growth of female-owned enterprises. A further prominence on regulating the law in the private sphere specifically for those related to marriage, inheritance and land ownership, if strictly monitored and regulated without being bigotry can remove the hindrance and allow women to have access on her assets that can be used as collateral when securing a loan. This will facilitate women to stand on her own toes without being a dependant anymore.

IV. Discussion

In order to be successful in their entrepreneurial pursuits, women entrepreneurs need to be motivated by the surrounding environment as well as need to stimulate her inner self. Family needs to play a significant role and at times demand from them to be flexible. This flexibility will enable her to drive the challenge ahead. Among all the drivers and inspiring factors, achieving a balance between job and personal responsibilities is one of the significant factors that motivate women to initiate an entrepreneurial project. In a recent study made on Pakistani women entrepreneurs, it was felt and identified by the participants that opening their own business not only gives them flexibility to manage business and family roles but additionally provides to them a sense of individuality and liberty which eventually fortify their self-reliance in dealing with the male conquered world.

Some women have also reported that "need for money" is also one of the important motivating factors. Some of the women entrepreneurs have also left the corporate ladder and entered into the entrepreneurial career for the necessity to have balance. Time being the chief cause, women entrepreneurs feel that running one's own business permits one to manage his time effectively, which is quite challenging in a full-time occupation.

While support from the spouse and family plays a pivotal role for women entrepreneurs in their endeavors, family background and attitudinal drivers also has a positive impact on their entrepreneurial ventures and in developing an entrepreneurial behaviour. In the same study on Pakistani women entrepreneurs, some of the participants reported that their parents owned their own businesses, so they have a business oriented culture at home. They got inspired from their parents from an early age, and developed attitudinal behaviour of "being her own boss". Some of the women entrepreneurs have also left the corporate ladder and entered into the entrepreneurial career for the necessity to have balance.

"It is my own time. I can juggle around my meetings and everything. I can set my appointments accordingly. I can do things according to what my family demands from me and what my business needs are ...Sometimes, my son has parent teacher meeting and I have to go so I would take off for two or three hours. This is how I balance my life and this is the privilege you have in your own business" (R20).

Spouse and family support also are the influential reasons that motivate women to start their own trade. While some of the respondents reported that they lack the support of husband and family in their entrepreneurial initiative, others seized the support of their husbands which proved to be a great source of motivation. One of the participants mentioned the role of her husband, as follows:

My husband has been very supportive and open. He just let me do whatever I wanted to do. In fact he has been one of my key motivators and my advisor as well. Whenever I gave up or I felt a bit low and said oh no more! I cannot do this, or I cannot go again – all these kinds of things, I found him always being there to motivate me and to keep me going (R7).

One of the biggest challenges for a women entrepreneur in her journey towards entrepreneurial success are the hardships involved in achieving work-life balance. In the same study on women entrepreneurs, it was also identified that lack of satisfactory time, husband's laxity and lack of cooperation in domestic tasks, cultural, societal and family models, as well as gender biases are the key challenges they have to face in their everyday existence. In the same study it has been discussed by the participants that they had to work very hard to manage the overload of work and domestic responsibilities due to which their quality of personal life writhed. Women entrepreneurs highlighted that managing with the challenging demand of both (work and family) roles they have to work for extended time, which significantly affects the quality of the life of women entrepreneurs. They also pointed out that getting husband to share domestic responsibilities sometimes presents a great challenge because of the cultural, societal and family norms. Below are some of the excerpts from their interviews:

A Pakistani man usually doesn't like to be in the kitchen (R10). It sounds or seems odd for guys to look after or take charge of any of the domestic responsibilities. As they don't have training for that by their moms, they have always been pampered as "son of the family" – as the breadwinners. So it was hard for me to get my husband on the track that we have some

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shared responsibilities as well. If not domestic chores then some external affairs like pick and drop of the kids or something like that. I have to see where he can share and support me without any hesitation and without any embarrassment in front of society and family (R4).

The above discourse suggests that in a traditional and conservative place like Pakistan, patriarchal outlook doesn't allow men to share the domestic responsibilities. The socialisation process from the nascent stage of an individual are contoured within the jurisdiction of customs and taboos. The difference in socialisation practices has led to the construction of paradigm gender imbalance and irregular division of work and chaotic lifestyle. This further result in other difficulties cropping up like high expectations from family and society; about men and women and their behaviour and codes of conduct in the society (Eagly and Karau, 2002). Therefore, it is a huge obstacle for women to share responsibilities with their spouse and family. Family prestige gets tarnished when a woman step out of her threshold. This construction of family status and honour also pose as a challenge to get approval of business, one of them said:

"My father was not supportive though I was married at that time when I started my own business. He doesn't believe in women working outside their homes, in fact, his daughter working for earning money. He said: "people would make fun of me that you are a prominent businessman and your daughter is selling books" (R14).

It is evident with the help of this study on Pakistani women entrepreneurs that even while living in the twenty-first century, Pakistani women are still exposed to challenges related to society, culture and family. It is a herculean task for the aspiring women entrepreneurs to face and overcome all challenges and achieve success in their endeavors. Yet another mounting barrier for successful entrepreneurship is peer jealousy. Deleterious action of women towards their fellow women is the most frequently reported challenge that women entrepreneurs confront. It is an accepted fact that this non-professional attitude or outlook cannot change the bargaining position of a women entrepreneur compared to male entrepreneurs. This has led to the germination of gender stereotype that "women are not serious business persons" and they take business nonchalantly. Women also reported that in some circumstances managing both professional and business commitments becomes even harder where both roles restrict and arbitrate with each other. Among other challenges, some women have also reported that joint family system also poses a giant challenge in their ways. They have to overstrain (stretch themselves) and overwork at times to keep the in-laws contented. They have to stretch themselves more to please and gratify them. They expressed that if husband's family (in-laws) is not happy with your work they may not let you work properly so in this situation your work and family balance will go out of the window.

V. Conclusion

Empowerment of women entrepreneurs is vital for achieving the goals of sustainable development. Apart from imparting training programs, mentoring, trade fairs and exhibitions also can be a source for entrepreneurial development among women. This study will be valuable for educators, counsellors, policy makers and trainers and also for the female entrepreneurs. The findings of this research have shown some implications for future practitioners and researchers who aims to study further about women entrepreneurs. Another very important implication taken into consideration for future research is the fact that factors identified by this study can be instrumental to build a model for women entrepreneurial success.

It is concluded that women entrepreneurs have two domains of work and family that is almost inescapable. To strike a balance between both is the real challenge posed to them. For a woman to achieve entrepreneurial success in each domain requires leadership skills, including forecasting, scheduling, organising, delegating and building relationship. When a woman decides to start her own trade, she must recognise that each domain cannot stand on its own, and cannot be managed as separate entities either. Each domain though separate is a unified whole and hence inseparable. They have to be integrated and closely knitted into real life. The unforeseen challenges that come in regular process of life cause natural overlapping of roles and responsibilities. For example, a child gets sick or has a school requiring time away from business, will result in overlapping of personal and professional responsibilities. Some scholars have suggested the benefit of inclusion of "family embedded ness perspective" in entrepreneurship literature: suggesting that rather than treating work and family as separate domains, business and family are inextricably intertwined institutions with observable effects on one another (Aldrich and Cliff, 2003; Dupuis and de Bruin, 2003).

The overlapping of roles is unavoidable and cannot be controlled. Therefore they have to be integrated into real life. It is with each overlap that strength can be identified and a perfect balance is achieved. This model suggests that when the two roles are expected to operate at the same time there has to be some interconnectedness that would allow the entrepreneur to draw strengths from both roles being connected. White et al. (2003) suggested that employees should consider, "integration of your personal and professional lives as a process rather than a destination". This concept is even more critical for women entrepreneurs whose roles are more complex

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than employees of a corporation. Therefore, by integrating together the two domains a woman entrepreneur may able to function with the strength of combining both entities. This dual force will equip her with enough forte and resilience required to fight her good fight.

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Novel Strategies for Creative Learning and Education of Spirituality for Stress Management of Corporate Sector Managers

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Abstract- We present and discuss in detail the role of Creative Teaching and Learning of Spirituality for Stress management of Corporate Sector Managers, and the need to include Spirituality in Education. The interrelationship of Creativity, Spirituality, and the Future has been explained briefly, along with Spiritual Leadership. Also, some novel strategies to achieve the objective have been described, by including the parameter of stress parameter (inversely proportional to the spiritualism level) in the innovation Equation. The paper should be useful for the corporate sector managers for reducing their stress level.

Keywords: *creative teaching, learning, spirituality, stress management, spiritual leadership, novel strategies.*

GJMBR-A Classification: *JEL Code: M10*



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Novel Strategies for Creative Learning and Education of Spirituality for Stress Management of Corporate Sector Managers

Namrata Sharma [α], Ajit Behura [σ] & Kamal Nain Chopra [ρ]

Abstract- **We present and discuss in detail the role of Creative Teaching and Learning of Spirituality for Stress management of Corporate Sector Managers, and the need to include Spirituality in Education. The interrelationship of Creativity, Spirituality, and the Future has been explained briefly, along with Spiritual Leadership. Also, some novel strategies to achieve the objective have been described, by including the parameter of stress parameter (inversely proportional to the spiritualism level) in the innovation Equation. The paper should be useful for the corporate sector managers for reducing their stress level.**

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I. Introduction

Spirituality is an important concept, which though we cannot measure in absolute terms, yet can evaluate in terms of emotions, which are not calculable. Spirituality can still be defined in many forms as, e.g. "form and structures of the life of prayer," "type of wholeness," and "a search for meaning and significance,"; and thus it appears that the definition of spirituality is not so clear. Mary Rose O'Reilley, a Minnesotan English teacher and author of The Peaceable Classroom and Radical Presence (1998)., happened to be perhaps the first person who tried to define it as: "can mean anything you want it to mean, " and for that reason, she was tempted to discard it. R. Joseph Hoffmann, director of the Oxford Center for Critical Studies, also agreed with this thought, after having noted various definitions given above. Another expert of the subject Iris Yob, who has written the widely read book - Religion and Education and Educational Theory, has expressed his view that spirituality is a term, which tends to be used indiscriminately, embodying different meanings within different contexts, e.g. (i) the religion, (ii) it's feature, (iii) Independent of it, (iv) it's Counter, (v) A human quality, (vi)An extra-human quality-Natural, or contrived; Subjective or objective, and (vi) a psychological event.

Most of the individuals interested in holistic education know that discussion with others about our feelings means taking the risk of being considered as unscientific, and impractical. According to Parker Palmer, an observer of American education, a suspicion of spirituality is that "any way of knowing that requires subjective involvement between the knower and the known; is regarded as primitive, unreliable, and even dangerous. Another notable observation is by Byers, who also alluded to the same kind of skepticism, by noting that as early as a century ago, words related to spirit often referred to fortune-telling and communing with the spirits. Elizabeth Tisdell, a teacher and scholar of the spirituality in adult learning and culture, asserted, that it is only the rational, scientific thought that is worthy of attention. Thus it follows that our reputations as valid scholars may be at risk if we openly explore the development of relationships between student, subject, and teacher. Also, since it is our reputation as scholars rather than our ability to bring our students for understanding our topics, that is rewarded in the traditional system, many teachers tend to think that it is better to remain discreet about the spirituality of teaching.

Spirituality is neither religion, nor a study of rightness and wrongness in human conduct. Robert Nash (2002), professor in the College of Education and Social Services at the University of Vermont, stated that the Religion is considered as what we do with others; and spirituality is what we do within ourselves. Beverly-Colleene Galyean, a member of the World Commission on Global Concerns and Spirituality also upholds the concept that spirituality is not a doctrine, but rather the vital energy that creates meaning in our lives (cited in Wolf, 1996, p. 25 and Paul Byers, 1992). Another case worth mentioning is the idea of Joseph Dunne, philosophy teacher at Dublin City University, that spirituality is not a character trait.

Whereas education is learning to see with new eyes, attending to spirituality, is beneficial to the learning process. Steven Glazer, one of the founders of the Naropa Institute, refers to the transcendent aspects of spirituality in his definition of spirituality as it relates to teaching. Palmer (2004) has expressed an illuminating analogy for the connections that comprise our spirituality, and stated that Spirituality is our rope, showing us the way home, and when at home with ourselves and the world.

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Aline Wolf, the author of Nurturing the Spirit in Non-sectarian Classrooms (1996)., has written passionately about the need to recognize the human connections, and has stated that while the "education" is without reflection on the questions of life that it can produce; the Spirituality is wholeness alternative education. An important aspect of spirituality in education is the motive, for our teaching and learning. Parker Palmer, acknowledging the primary historical Motives for learning, those of curiosity, and control, has stated that another kind of knowledge is available, which originates from compassion. Denise Tolliver (cited in Tisdell, 2003) has provided a meaning that Spiritual is that which can "raise consciousness, stimulate awareness, foster creativity and imagination, connect us with grander issues of purpose and meaning, and facilitate connection with that which animates us" (p. 199). This divine process begins with our willingness to allow the subject, and the learners to engage our hearts each time we do the mind- and soul-expanding trek of adventure. Laura Jones (2005) has also explained the meaning of Spirituality in Education.

All types of computer applications have become popular in the teaching/learning process. The teachers are encouraged to make use of a virtual educational environment, which helps the development of personal educational space for the learner on the Internet.

In schools ICT is used as a tool for implementing separate tasks in different subjects, which are in the school curriculum. In recent years, the use of computers for educational purposes at home is also considerably rising, though they are mainly used for entertainment. However, in natural science classes, we use them for simulations, experiments, visualization of phenomena, and other related processes.

The professional development of the teachers (Kirova et al., 2012; and Mitkova and Georgieva) has recently been a subject of interest. Creativity and innovation are playing useful role in organizational growth and performance improvement of the corporate managers. Creativity is the generation of original and useful ideas. Initially, creativity was the characterization of the creative people and focused on the individual level, but recently, factors for creativity at a team and organizational level (Brazdauskaite & Rasimaviciene, 2015; Hennessey, & Amabile, 2010); have drawn the attention of the Researchers.

Some factors for creativity have a consistent and large effect, which provides insights into the theory and practice of managing creativity and innovation. However, some cases do not show this effect (Amabile et al., 1996), e.g., autonomy does not show much difference between projects of different levels of creativity. Various ideas about this are: It is clear that the Individual autonomy has two opposite effects on team creativity, depending on the task interdependence - negative impact if the task interdependence is high and a positive if the task interdependence is low. Another thought is that the team autonomy has positive impact on team creativity if task interdependence is high, and the effect is just opposite if task interdependence is low. Also, the team level creative self-efficacy has a positive impact on team creativity. Interesting thought of the experts is that the team autonomy has a negative effect on team creativity when the team level creative self-efficacy is low, and positive if the team level creative self-efficacy is high. Hence, the investigations of the effect have to be done very carefully and that too by an experienced person. Other papers on the subject (Pirola-Merlo, & Mann, 2004).; and www.journalcbi.com ISSN 2351 – 6186, Journal of Creativity and Business Innovation, Vol. 2, 2016) are useful for understanding the concepts of creativity from different points of view.

Spiritualism is a metaphysical belief that the world is made up of at least two fundamental substances - matter and spirit, which has developed into many forms by the inclusion of details about what spiritual entities exist, such as a soul, the afterlife, spirits, deities and mediums; as well as details about the nature of the relationship between spirit and matter. It may also refer to the philosophy, doctrine, or religion pertaining to a spiritual aspect of existence (Key Data on Learning and Innovation through ICT at School in Europe 2011. Education, Audiovisual and Culture Executive Agency, P9 Eurydice, 2011.). Also, it refers to various psychic or paranormal practices and beliefs recorded throughout humanity's history ; State educational requirements for obtaining qualifications by occupation, and in a variety of cultures (Regulations on the rules for pedagogical staff qualification improvement National Programme for Developing School Education and Pre-School Education and Training,2006 – 2015 г).

Spiritualistic traditions appear deeply rooted in shamanism, and perhaps are one of the oldest forms of religion. Medium ship is a modern form of shamanism, and such ideas are very much like those developed by Edward Burnett Tylor in his theory of animism, in which there are other parallel worlds to our own, though invisible to us and not accessible to us in our state. A psychic is to be one of the connecting links between these worlds. A psychic is defined as someone endowed with exceptional sensitivity to the occult dimension, who experiences visions and revelations.

Some studies (Backstrom & Soederberg, 2016; Bechtoldt et al, 2010; Chen et al , 2015; Cheong et al 2016; Eisenbeis, & Boerner, 2010; Farh et al, 2010; and Patanakul et al, 2012) concerning Group Creativity, Social Tuning, Team Autonomy, Transformational Leadership and Innovation, show the realization of efforts for improving the general performance level of the Managers, Transformational Leadership and Innovation.

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The educational programs including Symposia and Conferences are mainly intended for the managers to improve their organizational and financial competences, as well as to apply ICT in the management process. However, hardly any effort is made for reducing their stress, termed as Stress Management.

II. Normal and Novel Strategies

Since the subject of Spiritualism for stress reduction of managers is a new one, we have to be careful in adopting strategies. We should set the context of the learning program, and tie the topics together continually. We must give Pre-assignments, and should have lectures and activities in the group. Also, there should be opportunities to practice, along with the much-needed feedback. The audience should have response system and short but realistic examples. Finally, there should be regular assessments, flexibility in the approach, and need to check whether the learners are following the topic and devise means to improve them.

Novel Strategies should be of using different methods, e.g., Encouraging critical thinking and synthesis, creating opportunities for reflection, setting the tone for creating an environment that supports learning, and encourages different points of view, along with maintaining rigor, and exciting the learners about content.

a) Strategies for Innovation and Creativity

We can improve the success rate of innovation by applying the design principles to strategy and innovation, and solve the problems encountered in business management by analysis and imagination, and this is just the basis for the strategy development and organizational change. Since Creativity is a core competency for market leaders and managers, it is a significant part of the innovation equation; as both are interrelated. Creativity is possible for the managers, if they have an optimum combination of whole-brain thinking; right-brain imagination, brain logic and planning. Also, they have to be stress-free, or with it's minimum value. It is here that the spirituality e.g., desire-free action has to play a significant role, since the Organizations led by creative leaders with stress-free mind can achieve higher success rate in innovation and creativity, and also higher employee engagement and satisfaction.

Byrd and Brown (2002) have discussed the Innovation Equation, which describes the building of creativity and risk-taking in the Organization and is still considered the most important relation to study this topic. This equation serves as a definitive guide for building innovative capacity in organizations and very clearly explains to the managers the ways for creating an environment, which helps in growth of creativity and innovation, which in turn helps in understanding the risk-taking.

Innovation equation uses the strategy that the Innovation depends mainly on three factors: Knowledge, Imagination, and Entrepreneurship, which are not only interrelated but also to the business skills of the managers of the corporate world; and this has to be well understood by the intelligent managers. As explained (Byrd and Brown, 2002) the strategy of innovation can be expressed as:

$$In = (K + \mathrm{Im} + E) \tag{1}$$

where, In, K, Im and E represent innovation, knowledge, imagination, and entrepreneur- ship respectively.

b) Mathematical Formula of Innovation

Another general approach for computing innovation has is by Massoudi (http://management-of-innovation.over-blog.com/article-the-secret-magic-mathematic-formula-of-innovation-99318843.html), and the formula is:

$$\left[\left\{\sum_{k=2}^{n=1} \frac{n!}{k!(n-k)!}\right\} + \varphi + 1\right] \tag{2}$$
$$n, k \geq 2$$

where n (number of individuals)=1, and k(number of ideas or routes) =2; and therefore the combinations can be = 2 or > 2. Depending upon the number of individuals and the number of ideas or 2, where the parameter φ refers to an unforeseen encountered problem and has to be separately calculated for the particular problem faced by the manager.

Some managers give weight to Know-how , and thus make use of the following expression:

$$In = (K + \mathrm{Im} + Kh) \tag{3}$$

where Kh is the Know-how, and is just a craft.

Here, we have to appreciate that Know-how alone is just a Craft, which is a useful skill but without a mission, and therefore is of not much value. Thus, an

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optimum combination is the requirement for the manager to succeed in the organization.

Since the stress-free mind has been observed to help the managers in giving better performance, we can write this equation in the form:

$$In = (K + \mathrm{Im} + Kh + SM) \quad (4)$$

where SM is the stress level of the person.

The parameter SM is inversely proportional to the level of spirituality learning and education (SLE), given as

$$SM \alpha (\frac{1}{SLE}) \quad (5)$$

Hence, the parameter SM improves with the level of spirituality learning and education (SLE).

c) The Need to include Spirituality in Education

The world is facing a tug of war between the best and the worst possible situations. While on one hand , we see the possibility of the victory of forces of unity and harmony , and the application of science and technology to end poverty and deprivation, on the other we observe the possibility of the forces of violence and human's criminal nature to cause all-round turmoil and destruction, implying that violence, greed, and hatred defeat humanity.

It is true that though the recent advances in the fields of computers, robotics, and artificial intelligence, have changed the scenario of the world, yet our moral character and the values have not improved considerably. In the light of these arguments, there is a strong need to shift the focus of education from the material improvements to holistic growth of mind, body and spirit i.e., spiritual growth. In order to build a novel world as a safer place in future, we have to put stress on improving the moral stature by using an approach of education with emphasis on Spiritualism e.g. Teachings of Bible , Buddhism, and Bhagvat Gita, in which desire-free actions (Nishkam Yoga) are very effective in reducing the stress of managers and improving the performance of all the employees of the company, since it helps in creating an environment free from jealousy and enhances team spirit on the basis of emphasizing religious, moral, spiritual and academic education. Hence, the managers and employees must be educated for exploring the deeper and higher dimensions of the human resources to enable them to successfully complete their targets of profit and output by practicing desire-free and greed-free actions and following the principles of human values, will-power and ethical and spiritual teachings like - teaching an individual the real meaning of the individual and Nature, and declaring the purpose of each life for the realization of divine potential, teaching that success depends on our effort, though simultaneously realizing that all events are divinely decided. It is believed and thought by Spiritual Gurus (Teachers) that when our education will be integrated with spiritualism, we will achieve success by being either stress-free or with it's minimum value, and thereby experience a life full of blessing, and ever-lasting peace.

III. Concluding Remarks

We know that in education system, the emphasis is on finding ways to ignite, and protect the innate creativity of school children, even when is not for spirituality.. The Spiritual Gurus still think that there is a neutral and secular stance. However, it is now clear that the subject has now broadened, so much that both creativity and spirituality are inextricable and integrated with hardly any difference in their nature, and impact on each other. Creativity is intuitive phenomenon, associated with arts, and all social, scientific and philosophical studies, in the form of the basis of their innovation. So we have to do more scientific research to understand their interrelationship. Spirituality represents an intangible, transcendent connection with some unknown and mysterious entity, though it is quite common in our lives.

Creativity and Spirituality are also just like mirror images of each other, as both of them are unknown quantities, which can only be experienced and somewhat understood. The mysterious relationship is that whereas Creativity is experienced in the form of a tangible expression, Spirituality is honored, as it's source. Hence, creativity is inherently just a spiritual expression. Moving from creativity to spirituality is similar to moving from unconsciousness to consciousness, where we are able to reach our human potential. Thus, it is clear that the future education has to focus on both, the creative innovation, and the development of spiritual quality.

Spirit is the force within a person, which gives the body life, energy, and power in the same way, leadership is the force within a group that gives it life, energy, and power. Hence, spiritual leadership is a process, which gives a person or persons within a group, the life-affirming aims and the power to bring those aims to fruition. This definition of spiritual leadership is consistent with previous efforts to define it.

Fry and Nisiewicz (2012) have stated that spiritual leadership is involved with intrinsically inspiring" followers based on faith in a "vision of services linked culturally with altruistic love". There are two key processes of spiritual leadership: (i) Spiritual leaders create "a vision in which leaders and followers

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experience a sense of calling so that their lives have meaning.", and (ii,) They "establish a culture based on the values of altruistic love, whereby leaders and followers have a sense of membership, who feel understood and appreciated, and have genuine care, concern, and appreciation for both self and others". Another expert-Doohan (2007) has claimed that spiritual leadership is the only acceptable form of leadership in the world today. This is directly connected with - "The heart of leadership," and according to Doohan, "lies in the heart of leaders".

Leadership is only about the exercise of "moral values, ethics; and the resources of our hearts and heads. .Recently, Chopra (2015) has discussed the relationship of innovation with entrepreneurship for the guidance of Business management. Chopra (2018) has also discussed at length the interrelationship between Creativity and Innovation Also, Chopra et al. (2018) have discussed the role of Spiritualism for Stress management in modern tough competition of business world. The purpose of this paper is to combine the advantages of these studies to provide an integrated approach for including Spiritualism in strategies for Creative learning and Education for innovations in Stress management and performance improvement of the Corporate Sector.

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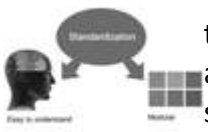

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After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up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

The following entitlements are applicable to individual Fellows:



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

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



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

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

Other:

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

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

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

Note :

"

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

"

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

1. Authors must go through the complete author guideline and understand and *agree to Global Journals' ethics and code of conduct,* along with author responsibilities.
2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
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6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

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Plagiarism is not acceptable in Global Journals submissions at all.

Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
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- Findings
- Writings
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- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
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- Any other original work

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2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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



Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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Tips for writing a good quality Management Research Paper

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



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Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

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