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Highlights

E-Commerce on Micro-Economy

Apparatus in Regional Revenue

Vice-Chancellors' Managerial

Effect of Competence Compensation

Discovering Thoughts, Inventing Future

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The Effect of Competence. Compensation and Organizational Support on Achievement of Civil State Apparatus in Regional Revenue Office of West Lombok

By Lalu Dading Afif Cahyadi, Surati & Dwi Putra Buana Sakti
University of Mataram

Abstract- Employees who excel will bring profit and progress in an organization, while the employees who do not perform will cause harm to where he worked. the purpose of this study followed: (1) To determine the compensation significant effect on work performance at the State Civil Administrative Board of Revenue West Lombok regency. (2) To determine the significance of the effect of competence for work performed at the State Civil Administrative Board of Revenue West Lombok regency. (3) To determine the significance of the effect of organizational support on job performance in the State Civil Administrative Board of Revenue West Lombok Regency, In this study, the design of which is quantitative associative. The population in this study were all employees of the revenue agency capsicum western districts as much as 79 ASN, ASN on BAPENDA overall totaling 79 people. Data collection tools in this research are by using a questionnaire. Analysis of data using multiple regression analysis.

Keywords: *competence, compensation, organizational support, job performance.*

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The Effect of Competence. Compensation and Organizational Support on Achievement of Civil State Apparatus in Regional Revenue Office of West Lombok

Lalu Dading Afif Cahyadi [α], Surati [σ] & Dwi Putra Buana Sakti [ρ]

Abstract- Employees who excel will bring profit and progress in an organization, while the employees who do not perform will cause harm to where he worked. the purpose of this study followed: (1) To determine the compensation significant effect on work performance at the State Civil Administrative Board of Revenue West Lombok regency. (2) To determine the significance of the effect of competence for work performed at the State Civil Administrative Board of Revenue West Lombok regency. (3) To determine the significance of the effect of organizational support on job performance in the State Civil Administrative Board of Revenue West Lombok Regency, In this study, the design of which is quantitative associative. The population in this study were all employees of the revenue agency capsicum western districts as much as 79 ASN, ASN on BAPENDA overall totaling 79 people. Data collection tools in this research are by using a questionnaire. Analysis of data using multiple regression analysis. Proving the hypothesis by using a statistical test by way of Test Statistic t. conclusions of this study can be taken, among others: (1) there is a significant effect of Competence Against Job Performance Employees At the State Civil Administrative Board of Revenue West Lombok regency. (2) there is a significant effect of Job Performance Against Employee Compensation State Civil Administrative Board of Revenue In West Lombok regency. (3) There is a significant effect of Support Organization Job Performance Against the State Civil Servants of Administrative Board of Revenue In West Lombok Regency.

Keywords: competence, compensation, organizational support, job performance.

I. Background

In an era of fast-paced as it is today, every human being should have the competence and good performance for a formal or informal organization that requires qualified human resources. For the sake of advancing a goal that an organization has good human resources office capable of competing for goal for quality and quantity of employees.

An organization or office is often associated with the administration of the system where there is dependence between people, technologies, and procedures for dealing with data and information from receive, collect, process, store, up to distribute. According to Atmosudirjo (Nuraida 2007: 1), an office is an organizational unit that consists of places, staff personnel, and administrative operations in order to help the leaders. This means that a wide range of matters relating to an organization certainly pass the activities office and out the inclusion of information concerning the organization must go through the office anyway. Of course, also all the activities that have the goal of achieving the specified targeting an organization must not be separated from the support personnel or office clerks (People).

Employees who excel will bring profit and progress in an organization, while the employees who do not perform will cause loss or harm the organization in which he works. If the employee underachievers already pretty much in an organization, the organization will incur losses destruction. Companies should pay more attention to its employees (Simamora, 2004:4) because the most important organizational asset that should be owned by the company and must receive attention, Excellent first portion by management are human assets of the organization.

There are several factors that can increase employee performance, among other things, provide compensation for employees. Compensation is very important for the employee, which when arranged in fair compensation, right and reasonable, the employee will feel satisfied and motivated to achieve the goals and objectives of the organization (Handoko, 2000: 132).

Compensation is important for employees as individuals because of the amount of compensation reflects the size of the value of their work among the employees themselves, their families and communities. Then the compensation program is also important the company because it reflects the organization's efforts to defend human resources or in other words, so that employees have loyalty to defend human resources or in other words so that employees have the loyalty and commitment to the company (Handoko, 1994: 155).

Compensation is important for employees as individuals because of the amount of compensation reflects the size of the value of their work among the

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employees themselves, their families and communities. Then the compensation program is also important the company because it reflects the organization's efforts to defend human resources or in other words so that employees have loyalty to defend human resources or in other words so that employees have the loyalty and commitment to the company (Handoko, 1994: 155).

Michael and Harold (1993: 443) divide the compensation in three forms, namely the material, social and activity. Material compensation not only in the form of money and benefits but all forms of the physical amplifier (physical reinforcer), for example, parking facilities, telephone, and comfortable office space. While social compensation is closely linked to the need to interact with others. This compensation form for example recreation, forming groups of decision-makers, and a special group set up to solve the problem of the company. While the activity compensation is compensation that is able to compensate for the aspects of work that is not like with the opportunity to perform certain activities. Compensation activity could be "power" which is owned by an employee or an employee to perform activities beyond routine jobs that do not arise boredom of work. All three forms of compensation will be able to motivate employees or employees both in supervision, work performance, membership, security, personal development and commitment to the company.

The object of research at the Regional Revenue Agency Lombok Barat district in which the organization is engaged in financial management, budgeting, revenue in the District of West Lombok where is the office of the Regional revenue is the central government of West Lombok regency.

Problems faced by the organization in the form of a problem that is common to trigger the weak performance of employees is about how the compensation, Compensation received by employees outside of salary received in the form of awards or other rewards.

Competencies do not meet the standards of an employee's poor performance because it affects employee performance in achieving the objectives of an organization. There are many external factors that affect the working environment and internal inside, at high and low employee performance so that it has an impact. training is applicable somewhere or a particular environment. Thus, the definition of employee is obedience training that employees concerned in respect of the employment agreement in place the organization he works.

At the Regional Revenue Agency West Lombok district officials are not yet fully aware of the importance of competence, there are many levels of inefficiency in the implementation of the task is clear evidence of competence is still low. It can be seen from the performance that is less than the maximum employee with limited abilities, even though he has worked for many years there are still employees who requested his work be completed by another employee that it is responsible, there is still a lack of knowledge and skills of employees on the job.

There are 79 employees in the office of the Regional Revenue in West Lombok, there are some employees who have the ability and achievement good and have the capacity to work then of them are still there are employees who slow respond if requested were asked to complete a job that should be the responsibilities delegated to employees other.

Organizational support on Board of Revenue West Lombok regency greatly affect the work performance of employees, there are obstacles in the organization are the constraints of the leadership of the lack of attention to the wishes of the employees, where sometimes if found damaged facility the office did not immediately follow up the procurement to wait for funds down.

Based on the formulation of the problem above, the purpose of this study was followed:

1) To determine the compensation significant effect on work performance at the State Civil Administrative Board of Revenue West Lombok regency.
2) To determine the significance of the effect of competence for work performed at the State Civil Administrative Board of Revenue West Lombok regency.
3) To determine the significance of the effect of organizational support on job performance in the State Civil Administrative Board of Revenue West Lombok regency.

II. Literature Review

a) Work performance

Work performance is activity and the work achieved or indicated by a person in the execution of work tasks. Perestasi can be said also that the work is a manifestation or appearance in carrying out the work. According to the opinion (Handoko., 1997) performance is the process through which organizations evaluate and assess employee performance. From the above opinion can be concluded that performance appraisal is a process through which organizations evaluate and assess employee performance.

Wirawan (2009:6) factors that may affect the achievement of the performance or the performance of individuals in the organization are:

1) Internal factors employee, namely the factors from within the employee who is congenital factors and acquired factors when it develops. Factors defaults, such as talent and personal nature, creativity, knowledge and skills, competencies, work experience, physical, psychological state. It is also influenced by the behavior of employees such as

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work ethic, work discipline, work motivation, job satisfaction, morale, work attitude, work stress, job involvement, leadership, and loyalty.

2) Environmental factors are internal to the organization, namely the factors contained in the internal organization, such as vision, mission, organizational goals, organizational policies, raw materials, technology, organizational strategies, systems management, compensation, leadership, organizational culture, work environment organization.
3) Environmental factors external to the organization, which is the state, events or circumstances that occur in the environment external to the organization that affects performance, such as economic, political, social, cultural and religious communities and competitors.

Indicators to measure performance by (Riva and Sagala, 2011: 49) are:

1) *Job Performance, namely:* Skills and Work Experience.
2) *Responsibilities are:* Ability and Dare to take risks.
3) *Obedience, namely:* Obey the rules, obeying the command.
4) *Honesty, namely:* Running a task to write the heart and not abuse authority.
5) *Cooperation, namely:* Able to carry out tasks with co-workers and to cooperate with others.
6) *The initiative, namely:* Being able to make decisions without waiting for orders and able to put forward ideas that support the work.

b) Competence

Competence comes from the English language competency means skill, ability, and authority. Etymologically competence is defined as the behavioral dimension of expertise or excellence in a leader or staff who has the skills, knowledge, and good manners. Spencer and Spencer (Sutrisno 2009: 221) says competency is an underlying characteristic of an individual associated with the results obtained in a chronic and inside of one's personality and unpredictable behavior within a job assignment (Nurlela., 2016).

Competence is an ability to perform a job or task that is based on skills and knowledge and is supported by a working attitude demanded by the job (Wibowo, 2008). Furthermore, it is said that the concept of self is the attitude, values or self-image. Self-confidence is the belief that they can be effective in almost every situation is part of the concept of the person. Knowledge is information that people have in their specific field. Knowledge is a complex competence. Skill is the ability to do certain physical or mental tasks. Competence mental or cognitive skills including colitis and conceptual thinking.

Competence as a characteristic of someone who can be shown that includes knowledge, skills, and behaviors that can result in performance and achievement (Dessler, Gary, 2006). Competencies, skills, and knowledge measured is the core of performance management processes across all companies. Competence is the basic characteristics of a person (an individual) that affect the way of thinking and acting, to generalize to all situations faced and survived long enough in humans.

Indicators for measuring the competence according to Soeharyo and Sofia (2001) are:

1) *Personal character, namely:* Consistent
2) *Self-concept, namely:* Attitudes and Values System
3) *Knowledge, namely:* Information and Scope of Work
4) *Skills, namely:* Ability resolve and ability to accomplish Technical Task Managerial Duties.

c) Compensation

Compensation is everything received by employees as remuneration for their work. Simamora (2004) states compensation is what is accepted by the employees in exchange for their contribution to the organization. Compensation under Wayne (Mangkuprawira, 2002) includes cash direct, indirect payment in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity. Siagian (2003) states that in developing and implementing a system of compensation/rewards, organizational interests, and employee interests need to be considered absolute. Rival (2005) mentions several effective compensation management objectives, namely to obtain qualified human resources, retain existing employees, ensure fairness.

Compensation is an important factor affecting how and why employees work in an organization refers to all forms of remuneration for employees who come from the completion of their work (Mathis and Jackson, 2002: 118). Compensation has a lot of sense with the same intent and purpose, namely concerning remuneration, compensation, replacement contributions and rewards in the form of financial or non-financially for the work that has been resolved. Compensation in accordance with the load of work, the company has expectations of its employees to demonstrate a degree of loyalty in advancing the company. Compensation is also an important factor in influencing the perception of employees to work in a company.

According to Mangkunagara (2004: 86) in Kurniadi (2012), there are several indicators of compensation, namely:

1) *The level of payment:* The level of compensation payments could be given a high, average or even lower depending on the company's ability to pay for services employees.

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2) *Payment structure:* Payment structures associated with the average payment, payment level and classification of positions in the company.
3) *Determination of the individual fee:* Determination of individual compensation payments should be based on the average rate of pay, level of education, length of service and job performance of employees.
4) *Payment method:* There are two methods of payment, the method of payment based on time (per hour, per day, per week, per month). And both methods of payment that is based on revenue sharing.
5) *Payment control:* Control of payment is direct control and indirect labor costs. Controlling costs is a major factor in the administration of wages and salaries. The first task is to control payments, develop compensation standards and improve its function. Second, measure the results as opposed to a fixed standard. And third, straighten changing standards of remuneration.

d) Organizational Support

The theory assumes that organizational support on the basis of norms of reciprocity, the employee will feel obligated to help the organization achieve its objectives because they are concerned about their organization (Eisenberger et al, 1986: 500). So that the support organization is defined as a belief about the extent to which the organization provides value contribution and cares about their welfare. Organizational support affected by the various aspects of the treatment of employees by the organization which in turn will affect the interpretation of the employee to the organization of the underlying motives of the treatment (Eisenberger et al., 1986: 501).

Eisenberger et al (1986: 501) explained that the employees who have the perception that the organization providing support and care for their welfare, then they will show the level of absenteeism decreases and strive towards the achievement of organizational goals. According to Rhoades and Eisenberger (2002: 701) refers to the organizational support employees' perceptions regarding the extent to which organizations assess their contributions and cares about their welfare. If the employee considers that the organizations in receipt of support are high, then the employee will unite the membership as a member of the organization into their own identity and then develop relationships and a more positive perception of the organization.

Indicators of organizational support by Eisenberger et al. (1986: 502) is as follows:

1) *Awards:* Companies reward/reward for the achievement of the employee.
2) *Development:* Companies pay attention to their ability and provide promotional opportunities for employees.
3) *Working conditions:* the working environment in physical and non-physical.
4) *Employee benefits:* the company concerned with the welfare of employees.

Based on the phenomenon and the theoretical basis of the above, then prepared a conceptual framework as follows:

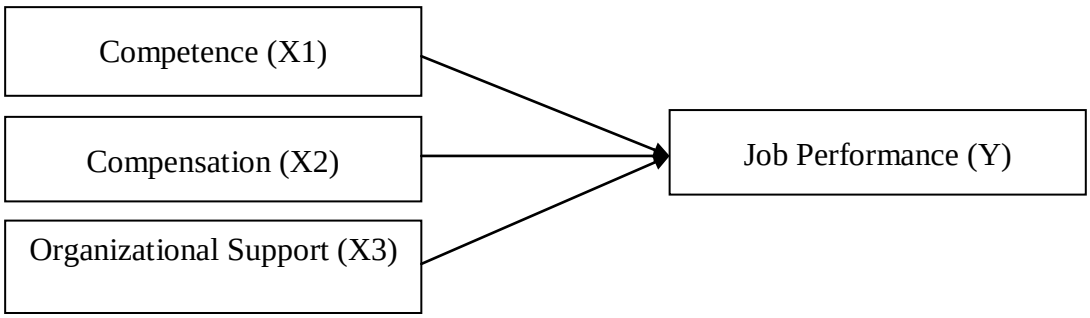


Figure 1: Conceptual Framework

The hypothesis proposed in this study is based on the study of theory, previous research and previous conceptual framework are as follows:

1) Allegedly compensation significant effect on the performance of the State Civil Administrative Board of Revenue West Lombok regency.
2) Allegedly competence significant effect on the performance of the State Civil Administrative Board of Revenue West Lombok regency.
3) Allegedly organizational support significant effect on the performance of the State Civil Administrative Board of Revenue West Lombok regency.

III. Research Methods

In this study, the design used is quantitative analyzes associative relationship that is influence between two or more variables to analyze how the influence of a variable to another variable. Associative

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research is research that aims to determine the relationship between two or more variables. This study constructed a theory that could serve to explain, predict and control the symptom (Sugiyono, 2013: 37). The population in this study were all employees of as much as 79 people. Data collection tools in this research are by using a questionnaire (questionnaire). The questionnaire is the main tool to collect data research variables by spreading a series of written questions to the respondent (Noor, 2015: 139).

Analysis of data using Analysis Multiple Regression. Proving the hypothesis by using a statistical test by way of Test Statistic t. The t-test is used to determine whether each independent variable partially significant effect on the dependent variable (Adisoewignyo, 2008: 275; and Adnan, 2016: 55). In addition, the test Test the Coefficient of Determination (R2) to measure how far the model's ability to explain variations in the dependent variable (Kuncoro, 2007: 84). Determination test (aggregate, R2) is a test of the ability of all the variables X explains the behavior of the variable Y (Adisoewignyo, 2008: 277).

IV. Research Result

a) Description of Variables

Competence is a feedback/response of the State Civil Administrative Board of Revenue West Lombok regency of the skill and knowledge and is supported by the work attitude demanded by the job. The number of questions spreads of 5 pieces. The average total of Competence in the category of competent indicates that the State Civil Administrative Board of Revenue West Lombok regency has the skills and knowledge that are in accordance with the demands of the job.

Compensation is an employee response Revenue Agency West Lombok regency to the remuneration given for the donation services organizations work. The number of questions was distributed as much as 6 pieces. The average total compensation is in the category of high category which indicates that the Regional Revenue Agency West Lombok district already provides a high remuneration to the employee on his job donation services.

Organizational support are the Regional Revenue Agency employee feedback West Lombok regency to the organization's attention due to their contributions related to the prosperity and development potential of individuals in the organization. Questions are propagated by 4 units. The average total of motivation to work in the category of high category which indicates that the District Revenue Agency specifies the support of West Lombok's attention to employees as a result of their contribution to the organization to improve the well-being and develop self-potential employees in the organization.

Job Performance is a response and the respondent on the implementation of the duties held in connection with his involvement as an Administrative Civil State In Revenue Agency Region West Lombok district that is characterized by trust and acceptance of the strong over the goals and values of the organization, a willingness to pursue the achievement of the organization's interest, desire strong to retain the position. Questions were distributed as much as 6 pieces. The average total of motivation to work in the category of high category which indicates that the employee has a high achievement in the execution of its duties in connection with his involvement as a Civil Administrative Board of Revenue State In West Lombok regency.

b) Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the effect of competence, Compensation and Organizational Support to Civil Administrative Employee Job Performance Revenue Agency Regional State In West Lombok regency. In a multiple linear regression analysis used test equipment simultaneous determination (R2) and the partial significance test (t-test). To see how the regression function can be formulated from the calculation of SPSS then be seen in Table 1, below.

Table 1: Significance of Individual Parameters

Model		B	Std. Error
1	(Constant)	1,053	.350
	Competence	0.362	0.122
	Compensation	0.256	0,115
	Organizational Support	0.203	0.078

Through table 1, the above can be formulated from linear regression functions as follows:

$$Y = 1{,}053 + 0{,}362X1 + 0{,}256X2 + 0{,}203X3$$

The constant of 1.053 means that if each independent variable that is variable Competence, Compensation and Support Organization has a value of 0, then the Employee Job Performance State Civil Administrative Board of Revenue In West Lombok regency worth 1,053. This means that the constant value

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of Employee Work Performance of Civil Administrative Board of Revenue State In West Lombok regency in the absence of competence, Compensation, and Organizational Support is at 1.053.

The regression coefficient of Competence (b1) of 0.362 means that when added to the variable Competence (X1) into the regression model, the Employee Job Performance will increase by 0.362. The regression coefficient of Competence (b1) which is positive, it means that the higher the Competence the Employee Job Performance will be higher as well. Competence vice versa lower than the Employee Job Performance would be lower.

The regression coefficient of compensation (b2) of 0.256 means that when added to the compensation variable in the regression model, the Employee Job Performance will increase by 0.256. Compensation regression coefficient (b2) which is positive, it means that the higher the Employee Compensation Employee Job Performance will be higher as well. Nor vice versa lower the Job Performance Employees Compensation will be even lower.

The regression coefficient of Organizational support (b3) of 0.203 means that when added to the Organizational Support variable in the regression model, the Employee Job Performance will increase by 0.203. Organizational Support regression coefficient (b2) which is positive, it means that the higher the Organizational Support the Employee Job Performance will be higher. Nor vice versa lower the Organizational Support the Employee Job Performance would be lower.

c) Test Analysis R2 (coefficient of determination)

R2 test is used to see how a large portion of the influence of the independent variables on the dependent variable. The test results for the coefficient of determination R2 performed with SPSS 16.0 can be seen in Table 2, below.

Table 2: Coefficient of Determination

Model	R	R Square
1	0.769	0.591

Based on Table 2, it then can be drawn that the magnitude of R Square (R2) is 0.591. This shows that the studies carried out in the State Civil Administrative Board of Revenue In West Lombok regency on Competence, Compensation, and Organizational Support is able to explain the variation in the impact on Employee Job Performance of 59.1%. While the rest is explained by other variables not included in this research model.

The standard error of estimate (SEE) of 0.38561 describes the regression model to be right in predicting the dependent variable. "The smaller the value SEE would make a more appropriate regression model in predicting the dependent variable" (Ghozali, 2006: 86). Therefore, it can be said that competence, Compensation, and Organizational Support has the appropriate regression model to predict the impact on Employee Job Performance On the State Civil Administrative Board of Revenue West Lombok regency.

d) Significance Analysis of Partial (t-test)

To see how the partial effect of competence, Compensation, and Organizational Support Work Performance Against the State Civil Servants of Administrative Board of Revenue In West Lombok regency t-test was used. As for the t-test results can be seen in Table 3, below.

Table 3: Significance of Partial influence

Independent variables	Calculate the value of t	Category	T table	significance
X1	2,967	greater than	1,992	0,004
X2	2,219	greater than	1,992	0030
X3	2,606	greater than	1,992	0011

From the information table 3, it can be seen that the variable Competency has a positive t value of 2.967, Compensation has a positive t value of 2.219, and the Support Organization has a positive t value of 2.606. to find an answer to the hypothesis that there is the need to compare the t smaller with t table.

By using a 95% confidence level where a = 5%, df (degree Freedom) NK = 70-4 = 66, to obtain the results for t table of 1.992(Attachment 8). So that for t> t table (2,967> 1,992), (2,219> 1,992), And (2,606> 1,992), It can be concluded that there a significant influence of competence, Compensation, and Organizational Support Work Performance Against the State Civil Servants of Administrative Board of Revenue In West Lombok regency.

The first hypothesis in this study is "Allegedly compensation significant effect on the performance of the State Civil Administrative Board of Revenue West

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Lombok regency. With the test procedure for T (T-Test) obtained the result that t> t table (2,967> 1,992) It can be concluded that there a significant influence on Employee Job Performance Competence Against the State Civil Administrative Board of Revenue In West Lombok regency, so the first hypothesis can be accepted.

The second hypothesis in this study is "Allegedly competence significant effect on the performance of the State Civil Administrative Board of Revenue West Lombok regency. With the test procedure for T (T-Test) obtained the result that t> t table (2,219> 1,992) It can be concluded that there a significant effect on Job Performance Against Employee Compensation Reform In-State Civil Revenue Agency West Lombok regency so that the second hypothesis can be accepted.

The third hypothesis in this study is "Allegedly organizational support significant effect on the performance of the State Civil Administrative Board of Revenue West Lombok regency. With the test procedure for T (T-Test) obtained the result that t> t table (2,606> 1,992) It can be concluded that there a significant influence on the Support Organization Job Performance Against the State Civil Servants of Administrative Board of Revenue In West Lombok regency, so the third hypothesis can be accepted.

V. Interpretation

The results showed that there a significant influence of competence, Compensation And Support Organization Job Performance Against the State Civil Servants of Administrative Board of Revenue In West Lombok regency. Demands organizations to acquire, develop and maintain quality performance in accordance with the increasingly urgent environmental and technological dynamics are always changing. To that end, every organization needs a strategy to develop its human resources one way that can be taken is to improve the competence of employees themselves (Riva, 2004).

According to Wibowo (2007: 86), competence is an ability to perform a job or task based on the skills and knowledge as well as be supported by the working attitude demanded by the job. Each organization not only expects a competent employee, but the strong motivation of the employees is also important in the organization so that employees willing to work diligently and desire to achieve maximum results.

According to Robbins (2008: 24) motivation is the individual's willingness to expend effort high to achieve organizational goals. An employee who has a fairly high intelligence can fail due to a lack of motivation. Besides motivation and competence, other things that can improve the performance of employees is the support organization. According to Malthis and Jackson (2001) organizational support is the support received from the organization in the form of training, equipment, expectations and productive work team. Therefore, to form a high performance, an employee who is in an institution both public and private institutions should have the competence to be able to do a given job, must therefore have a high motivation to be determined in the work will be retained as well as the support provided organization to employees must be considered.

Experts suggested a link between the competence to performance, as proposed by Mc. Clelland (in Sedarmayanti, 2007: 126) states that competence (competence) is a fundamental characteristic of a person of influence who lives against a very good performance. Competence as a characteristic of someone who can be shown and includes the knowledge, skills, and behaviors that can result in performance and achievement (Dessler, Gary, 2006). Research conducted by Untari and Wahyuanti (2014) indicates that the variable competence and environment each work has a significant effect on the performance of employees.

According to Hasibuan (2012) Compensation is the reward of the company to be given to the employee for his services to do the job and responsibilities. Purpose Companies in providing compensation is to create awareness in the work of the employees in order to cooperate with the company. The company also hopes that the compensation, the employee can perform and produce a better job so as to produce a good performance. In addition, the compensation intended to help employees meet their needs, as well as improve employee motivation in completing the tasks which it is responsible.

From various organizations found that employees who feel they have the support of the organization will have a sense of meaningfulness in the employees themselves. This is what will encourage employees to try to help the organization achieve its objectives, and raising hopes that work performance will be noticed and appreciated by the organization (Rhoades & Eisenberger, 2002). For employees, the organization is an important source of their socio-emotional needs such as respect (appreciation), caring (concern), and tangible benefits such as salary and medical benefits. Feeling valued by the organization to help reconcile the needs of employees of approval (approval), esteem (awards) and affiliation (membership) (Eisenberger and Rhoades, 2002). Further Eisenberger and Rhoades (2002), a positive assessment of the organization also increases confidence that the business improvement work will be rewarded. Therefore, employees will pay more attention to the awards they received from their superiors.

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VI. Conclusion

From the wording of the above, it can give the conclusions of this study can be taken, among others:

1. There is the significant influence of Competence Against Job Performance Employees At the State Civil Administrative Board of Revenue West Lombok regency.
2. There is significant influence of Job Performance Against Employee Compensation State Civil Administrative Board of Revenue In West Lombok regency.
3. There is a significant effect of Job Performance Support Organization Against Civil Servants of Administrative State In Revenue Agency West Lombok regency

VII. Recommendation

1) Compensation should be further enhanced by management because it has a lower response than other variables. The management can be attempted with due regard to responsibility, education, post-employment, and other aspects so that aspect of remuneration to employees is fair and reasonable in the future.
2) To improve Employee Competence Management needs to pay attention to policy development and training. Policies to improve the competence of employees can be conducted in cooperation with several universities and other training institutions to be more focused to produce skilled personnel, innovative and creative.
3) The R2 (R Square) in the results of this study by 59.1% in which this category is not close to 100%, so for further research, is expected to use independent variables more so that the precision obtained in measuring the level of significance of the impact on the dependent variable higher.

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The Impact of E-commerce on Micro-Economy

By Tan Yeow Chong Larry

Abstract- In this research paper the researcher focused on a different dimensions of E-commerce and its significant impact on Micro-economy. The researcher emphasized that Micro-economy is a branch of economics that studies the behavior of individuals and firms in making decisions regarding the allocation of scarce resources and the interactions among these individuals and firms. The current scenario the role of E-commerce covers the all possible dimensions of micro-economy including demand and supply, theory of production, perception of perfect and imperfect competition, defining the market structure, and game theory. The main objective of this research article is to identify the factors of E-commerce which are significantly predicted to the all possible dimensions of Micro-economy.

Keywords: *e-commerce, micro-economy.*

GJMBR-A Classification: *JEL Code: F41, L81*



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The Impact of E-commerce on Micro-Economy

Tan Yeow Chong Larry

Abstract- In this research paper the researcher focused on a different dimensions of E-commerce and its significant impact on Micro-economy. The researcher emphasized that Micro-economy is a branch of economics that studies the behavior of individuals and firms in making decisions regarding the allocation of scarce resources and the interactions among these individuals and firms. The current scenario the role of E-commerce covers the all possible dimensions of micro-economy including demand and supply, theory of production, perception of perfect and imperfect competition, defining the market structure, and game theory. The main objective of this research article is to identify the factors of E-commerce which are significantly predicted to the all possible dimensions of Micro-economy.

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I. Introduction

E-commerce has the significant impact on business costs and productivity. E-commerce is widely adopted due to its simple applications. The large economic impact of E-commerceled to an increase of competition and innovation, which inevitably boosts overall economic efficiency. E-commerce is the buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, primarily the internet [1]. These business transactions occur either as business-to-business (B2B), business-to-consumer (B2C), Consumer-to-business (C2B) or consumer-to-consumer (C2C). The terms E-commerce and E-business are often used interchangeably. The term e-tail is also sometimes used about the transactional processes for online shopping [2].

Information is the key component of the modern micro-economy. While specialized knowledge is no longer proprietary, the transferring, storing, and processing of information can still be costly for firms and consumers. The proliferation of E-business has such a positive impact on today's economy because the use of information technology greatly lowers the costs associated with information distribution. Viewed through the lens of cost reduction, transformations of the production process enabled by E-business such as outsourcing, electronic procurement, and online trading not only make sense but also become predictable [3]. Similarly, given the efficient organization of information in search-and-match markets between consumers with suppliers and the labor market with hirers, led to advent of electronic platforms such as auction sites and online resume exchanges. Wherever the costs involved with transacting information are high, the gains from adopting E-business practices are highest and the market will naturally implement the needed info-and communications-technologies (ICT) there first [4].

Reduced informational costs cannot only facilitate given transactions, but can increase the rate of transactions taking place within a specific market. By lowering the costs of bringing together geographically distant buyers and sellers, E-business increases the size of any given market. Access to a larger markets makes the trade of goods and services more reliable and efficient, in part because bigger markets often have lower average costs associated with them. However, the aggregation of information in larger markets is beneficial in its own right, especially compared to the bilateral negotiation between economic agents that E-business might replace. The inefficiency of bilateral negotiation, resulting in some mutually beneficial trades not materializing, is due to the asymmetric information (e.g., on the reservation prices) held by the parties. Thicker markets mitigate such inefficiencies (Vulkan, 2003) [6] [7].

a) *Dimension of E-Commerce*

Business-to-business (B2B) E-commerce refers to the electronic exchange of products, services or information between businesses rather than between businesses and consumers. Examples include online directories and product-and-supply exchange websites that allow businesses to search for products, services and information and to initiate transactions through e-procurement interfaces [7].

1. Business-to-consumer (B2C) is the retail part of E-commerce on the internet. It is when businesses sell products, services or information directly to consumers. The term was popular during the dot-com boom of the late 1990s, when online retailers and sellers of goods was a novelty.
2. Today, there are innumerable virtual stores and malls on the internet selling all types of consumer goods. The most recognized example of these sites is Amazon, which dominates the B2C market.
3. Consumer-to-consumer (C2C) is a type of E-commerce in which consumers' trade products, services and information with each other online. These transactions are generally conducted through an enablement party that provides an online platform on which the transactions are carried out.
4. Online auctions and classified advertisements are two examples of C2C platforms, with eBay and Craigslist being two of the most popular of these platforms. Because eBay is a business, this form of

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E-commerce could also be called C2B2C -- consumer-to-business-to-consumer.

5. Consumer-to-business (C2B) is a type of E-commerce in which consumers make their products and services available online for companies to bid on and purchase. This is the opposite of the traditional commerce model of B2C.
6. Business-to-administration (B2A) refers to transactions conducted online between companies and public administration or government bodies. Many branches of government are dependent on e-services or products in one way or another, especially when it comes to legal documents, registers, social security, fiscals and employment. Businesses can supply these electronically. B2A services have grown considerably in recent years as investments have been made in e-government capabilities.
7. Consumer-to-administration (C2A) refers to transactions conducted online between individual consumers and public administration or government bodies. The government rarely buys products or services from citizens.

b) Exposure of Micro-Economy

The researcher emphasized that Microeconomics is the study of behavior of individuals and firms in making decisions regarding the allocation of scarce resources and the interactions among these individuals and firms. One goal of microeconomics is to analyze the market mechanisms that establish relative prices among goods and services and allocate limited resources among alternative uses. Microeconomics shows conditions under which free markets lead to desirable allocations. It also analyzes market failure, where markets fail to produce efficient results. Micro-economy stands in contrast to macroeconomics, which involves "the sum total of economic activity, dealing with the issues of growth, inflation, and unemployment and with national policies relating to these issues".[2] Microeconomics also deals with the effects of economic policies (such as changing taxation levels) on microeconomic behavior and thus on the aforementioned aspects of the economy.[4] Particularly in the wake of the Lucas Critique (1976), much of modern macroeconomic theories has been built upon micro-foundations—i.e. based upon basic assumptions about micro-level behavior.

The combination of strong technological scale economies on the supply side and network effects on the demand side makes market structures with high concentration of dominant firms both lively and efficient. On the other hand, a firm possessing a dominant market position and operating in a network industry has access to a more efficient set of instruments van potentially abuse its dominant market position relative to a firm operating in a traditional industry. This study argues that the recognition of these two counteracting aspects forms a necessary condition for the design of successful microeconomic policies in contemporary high-tech markets. It is also emphasized that efficient competition policy in these markets has to face an inherent structural trade-off between the exploitation of strong scale economies and the promotion of entry and small enterprises [10].

II. Background of the Study

James E. Prieger and Daniel Heil (2010) stated that data and interchanges technology (ICT) in business—the most expansive definition of E-business—is changing the world economy. E-business at the microeconomic level of retail, wholesale, and work market exchanges enormously affects the performance of companies and the economic welfare of consumers and workers. The increases in efficiency and economic benefits at the microeconomic level exert influence as far as possible up to the macroeconomic level of Gross domestic product and financial and monetary phenomena. However, new arrangement challenges go with the rewards from E-business in the economy. The economics of E--business are shaped by how that ICT lowers the expense of transferring, putting away, and processing data (Borenstein and Saloner, 2001). When the expense of data falls, there are significant consequences for how firms direct business with each other, with consumers, and with workers [1].

Severin Borenstein and Garth Saloner (2001) studied the markets—whether wholesale or retail, merchandise or services, commodities or profoundly differentiated items—these are extraordinary times. The Internet and related technologies have caused the costs of numerous sorts of market interactions to plummet. Similarly as with any emotional technological change, the most evident and earliest effects are incremental. Over time, however, the movements are more uncommon: we discover that we can do entirely new things, or completely restructure the manner by which certain business activities are carried out. Such long haul effects of technological change are in every case hard to forecast, but that assignment is especially troublesome on account of E-commerce, where markets are currently very a long way from equilibrium. In the "land surge" to secure Internet real-estate, to increase first-mover market position and other advantages, numerous organizations are pursuing strategies that are properly interpreted as the payment of one-time, largely sunk entry costs. In some cases the focal point of these expenditures is on “customer securing," through evaluating that isn't likely to be sustainable, while in others it is building infrastructure to achieve least efficient scale [2].

Nir Kshetri and Nikhilesh Dholakia(2010) emphasized that Compared to business-to-consumer

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(B2C) E-commerce, business-to-business (B2B) E-commerce is larger, becoming faster and has less unequal geographical appropriation all around. In this paper, we examine the current stage of B2B E-commerce development crosswise over four worldwide regions and propose a model to explain the magnitude and worldwide circulation of B2B E-commerce activities. Our examination indicates that increases in the freedom of the movements of products, services, capital, technology and people coupled with quick technological development resulted in an explosion of worldwide B2B E-commerce. The share of the worldwide B2B E-commerce a nation is likely to income and populace size, the accessibility of credit, venture capital, and telecom and strategic infrastructure, charge and other incentives, tax/non-levy barriers, government emphasis on the development of human capital, regulations to influence firms\' investment in Research and development, hierarchical level legislative issues, language and the activities of international agencies [3].

Lucking-Reiley, David, and Daniel F. Spulber (2001) stated that the mechanical revolution mechanized the assembling elements of firms, the data revolution is computerizing their merchant capacities. Four types of potential profitability increases are expected from business-to-business (B2B) electronic commerce: cost efficiencies from mechanization of exchanges, potential advantages of new market intermediaries, solidification of demand and supply through organized exchanges, and changes in the extent of vertical integration of firms. The article examined the characteristics of B2B online intermediaries, including categories of products traded, market mechanisms employed, and ownership arrangements, and considers the market structure of B2B E-commerce [4].

Frans Suijker (2002) stated that its early stages, electronic commerce (E-commerce) might have large economic effects in the future. E-commerce can improve the transparency of markets and can result in efficiency gains using lower procurement and inventory expenses and better production network management. It can likewise be a source of new items. During a temporary period, a surge in E-commerce might support macroeconomic development and reduce swelling, if markets capacity well. This note explores the potential microeconomic, sectorial and macroeconomic effects of E-commerce [5].

Emily S. Dunt and Ian R. Harper (2002) focused on the effect of e–commerce and the Internet on the Australian economy. It surveys literature on the extent and development of e–commerce in Australia and its effect on the shape of the Australian economy. It has enjoyed increases in efficiency as a result of the creation or potentially uses of new data and correspondences technology. Australia is seen as comprehensively well placed to benefit from the Internet and e–commerce. Generally isolated from the world's principle economic centers] and reliant on commodities in international trade, the advent of the Internet is ideal for a nation experiencing significant change to a service–orientated, knowledge–based micro-economy[6].

Melisande Cardona Nestor et al. (2015) focused on the offline to online shopping – and a change in arrangement – measures to reduce the barriers to online trade perceived by consumers and retailers. In opposition to the prevalent smaller scale economic fractional equilibrium consumer modeling way to deal with E-commerce, we use a large scale economic general equilibrium model that unites the effect on consumers just as on producers. We use survey information on cross-border E-commerce between EU Member States to estimate the implied cross-border trade cost reduction when consumers move from offline to online utilization just as the implied expenses of perceived regulatory barriers to E-commerce. The relatively weak Gross domestic product effect in examination with the creation and utilization effects indicates that the move from offline to online retail induces considerable welfare redistribution from retailing to other sectors and to households, more so than a generation effect [7].

The two ideas that is to be classified as miniaturized scale economic concepts. As of not long ago, exchange had centered on "E-commerce". More often than not, this thought is understood as denoting all possibilities to electronically bolster processes in the field of sales and procurement. Insofar, its emphasis is on commercial activities among market members. "E-business", then again, covers a larger range of activities and, aside from market exchanges, likewise includes business processes inside firms and along value-added chains [8].

Urbaczewski et al. (2004) re-examined the value relevance of E-commerce announcements utilizing an event study methodology. Event studies have become an increasingly prevalent technique for data systems research by giving researchers a devices to measure the famously elusive value of data technology. It is discovered evidence that the customary event study methodology might not provide an accurate measure of irregular returns during periods of high market unpredictability, and propose an alternative methodology. Utilizing the alternative methodology of E-commerce initiatives with an advanced item was valued fundamentally more than E-commerce initiatives with a tangible item, while in 1998 no such difference existed [9].

Stenbacka, Rune (2001) focused on new data economy are characterized by imperfect competition, asymmetric data or external effects. In this manner, well-designed microeconomic policies, as competition policies, technology policies or mixes of these, have solid potential of generating welfare improvements and

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advancing social efficiency. This paper emphasized advancement intensive competition, solid technological scale economies, network effects and complementarity between system components as characteristic features of the core industries in the data economy. Concerning these features the investigation explores the implications for microeconomic policies from the point of view of competition analysis. [10].

Silvia Bertarelli (2015) emphasized that the reputation is significant in advancing exchanges in online markets, since it might overcome data inefficiency through successful sign of sellers' quality to less informed customers. To explore this issue, the researcher studied the web sellers' reliability in business-to-consumer online exchanges concerning reputation games. Customers can gather data in online marketplaces like e-Sound through open feedback systems. Conversely, without a centralized reputation system, it isn't clear how potential buyers structure their beliefs [11].

Melanie Fritz (2007). Emphasized that the key facilitators for exchanges in nourishment networks. Recent developments in electronic exchange bolster, for example, E-commerce consider efficiency improvements in exchange processes along nourishment supply chains. However, the correspondence of trust between exchange partners isn't sufficiently realized in existing E-commerce offers for nourishment networks. To enable nourishment networks to exploit efficiency potentials from electronic commerce, appropriate generation of trust and confidence at the exchange partners in the sense of an E-commerce partnering due diligence is necessary[12].

Jiming Liu Yiming Ye (2019) emphasized that the internet has swept over the registering scene like a hurricane. The scope and rate of change of WWW are dazzling and are influencing pretty much every aspect of human society. Among the numerous changes brought by the Internet is the emergence of electronic commerce over the Web [13]. Mantel, Brian (2001) provided an overview of developments in e-money and E-commerce. It then explores research on the economics of advancement to place these changes into a broader context. The research paper explores the potential ramifications of market structure changes in banking and commerce for the evolution of e-money [14].

James E. Prieger(2016) focused on E-commerce can be defined barely to refer just to purchases made through an electronic medium, or more expansively to refer to any use of ICT in business (in spite of the fact that the latter might more properly be called E-business). This research article will use the term E-commerce regularly in the stricter sense, in spite of the fact that in places it will talk about the effect of ICT in general, and the Internet specifically, on numerous aspects of how firms and consumers work together. As the importance of E-commerce has developed, so has the academic investigation of its effects on firms' strategy [15].

M.R. Baye (2002) emphasized that internet has revolutionized how consumers and firms interact in the marketplace, and it has significantly changed the data enjoyed by market members at different focuses in the value chain. This volume on the Internet and E-commerce provides academics and practitioners with useful research on the \'glue\' that holds the new micro-economy together. The initial six chapters of the text examine four-wide issues: the role of the Internet in fostering competition, its effect on price dispersion and on business-to-business exchanges, and the importance of E-commerce [16].

III. Problem Statement and research Objectives

This paper presents a methodology for a systematic identification of trust generation for electronic commerce in micro-economy fields. The researcher stated some of the following objectives which are significant in E-commerce and its significant impact on micro-economy.

1. To study the factors of E-commerce which are significant on Micro-economy.
2. To analyze the limitation of E-commerce on Micro-economy and its significant usage in real life.

The researcher also emphasized that Electronic commerce activities, such as on-line exchange of information, services, and products etc., are bringing business to a whole new level of productivity and profitability. In parallel with the emergence of electronic commerce, there have been interesting developments in the area of intelligent software agents, or software entities that are capable of independent action to manage and control micro-economy activities in unpredictable environments.

IV. Research Design and Methodology

This research paper has been written based on secondary data. The secondary data was collected from published books, journals, research papers, magazines, daily newspapers, internet and official statistical documents. The study is qualitative in nature to show that the significant impact of E- Commerce on Micro-economy. The methodology builds on three central elements: transaction decisions, the phase of the transaction process, and the information and communication processes as mediating links. The transaction decision portfolio builds the central element of the methodology and contains criteria for the assessment of the reliability of transaction situations to control and management the dimension of Micro-economy activities.

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V. Proposed Research Work: Significance Impact of E-commerce on Micro-Economy

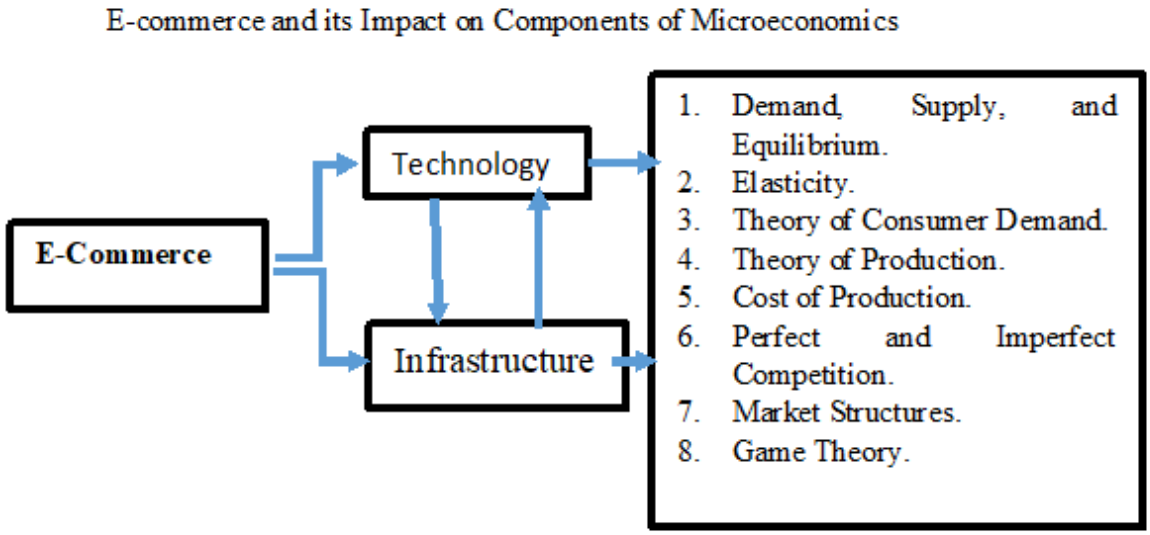


Fig. 5.1: Proposed Research on E-commerce and its Impact on Micro-economy

VI. Disruption to Physical Retail

Given the stratospheric rise in E-commerce in recent years, many analysts, economists and consumers have debated whether the online B2C market will soon make physical, brick and mortar stores obsolete. There is little question that online shopping is growing at the significant rate in micro-economy. Research from Big-Commerce has found that Americans are about evenly split on online versus offline shopping, with 51% of Americans preferring E-commerce and 49% preferring physical stores. However, 67% of millennial prefer shopping online over offline. According to Forbes, 40% of millennial are also already using voice assistants to make purchases, with that number expected to surpass 50% by 2020[12].

According to data from Shopper Trak, physical store traffic on Black Friday declined by 1% year over year, and the two-day Thanksgiving-Black Friday period saw a 1.6% decline in traffic. Nearly 40% of sales on Black Friday came via a mobile devices, up nearly 10% from the previous year, an indication that E-commerce is becoming m-commerce [13]. The benefits of E-commerce include its around-the-clock availability, the speed of access, the wide availability of goods and services for the consumer, easy accessibility and international reach [14].

1. Availability. Aside from outages or scheduled maintenance, E-commerce sites are available 24x7, allowing visitors to browse and shop at any time. Bricks and mortar businesses tend to open for a fixed amount of hours and might even close entirely on certain days.
2. Speed of access. While shoppers in a physical store can be slowed by crowds, E-commerce sites run quickly, which is determined by computing and bandwidth considerations on both consumer devices and E-commerce sites. Product pages and shopping cart pages load in a few seconds or less. An E-commerce transaction can comprise a few clicks and take less than five minutes.
3. Wide availability. Amazon's first slogan was "Earth's Biggest Bookstore." They could make this claim because they was an E-commerce sites and not a physical store that had to stock each book on its shelves. E-commerce enables brands to make a wide array of products available, which are then shipped from a warehouse after a purchase is made.
4. Easy accessibility. Customers shopping a physical store might have a hard time determining which aisle a particular product is in. In E-commerce, visitors can browse product category pages and use the sites search feature the find the product immediately.
5. International reach. Bricks and mortar businesses sell to customers who physically visit their stores. With E-commerce, businesses can sell to any customer who can access the web. E-commerce has the potential to extend a business' customer base globally.
6. Lower cost. Pure play E-commerce businesses avoid the cost associated with physical stores, such as rent, inventory and cashiers, although they might incur shipping and warehouse costs.
7. Personalization and product recommendations. E-commerce sites can track visitors' browse, search

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and purchase history. They can leverage this data to present useful and personalized product recommendations. Examples include the sections of Amazon product pages labeled "Frequently bought together" and "Customers who viewed this item also viewed."

VII. Limitation of E-commerce on Micro-economy

The perceived downside of E-commerce includes sometimes limited customer service, consumers not being able to see or touch a product before purchase and the wait time for product shipping. If a customer has a question or issue in a physical store, he or she can see a clerk, cashier or store manager for help. In an E-commerce store, customer service might be limited: the sites might only provide support during certain hours of the day, or a call to a customer service phone number might keep the customer on hold [15].

1. Not being able to touch or see. While images on a web page can provide a good sense about a product, it's different from experiencing it "directly," such as playing music on speakers, assessing the picture quality of a product or trying on a shirt or dress. E-commerce can lead consumers to receive products that differ from their expectations, which leads to returns. In some scenarios, the customer bears the burden for the cost of shipping the returned item to the retailer.
2. Wait time. If a customer sees an item that he or she likes in a store, the customer pays for it and then goes home with it. With E-commerce, there is a wait time for the product to be shipped to the customer's address. Although shipping windows are decreasing as next day delivery is now quite common, it's not instantaneous.
3. Security. Skilled hackers can create authentic-looking websites that claim to sell well-known products. Instead, the sites sends customers forfeit or imitation versions of those products -- or, simply collects customers' credit card information. Bonafide E-commerce sites also carry risk, especially when customers store their credit card information with the retailer to make future purchases easier. If the retailer's sites is hacked, hackers might come into the possession of customers' credit card information.

VIII. Conclusion

The researcher concluded that E-commerce is having the significant impact on every phase of micro-economy such as email, online catalogs and shopping carts, EDI, the File Transfer Protocol, web services, and mobile devices. This includes business-to-business activities and outreach, such as using email for unsolicited ads, usually viewed as spam, to consumers and other business prospects, as well as sending out e-newsletters to subscribers and SMS texts to mobile devices. More companies now try to entice consumers directly online, using tools such as digital coupons, social media marketing and targeted advertisements. The rise of E-commerce forced IT personnel to move beyond infrastructure design and maintenance to consider numerous customer-facing aspects, such as consumer data privacy and security to accommodate E-commerce activities, data governance-related regulatory compliance mandates, personally identifiable information privacy rules and information protection protocols must be considered in micro-economy.

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Vice-Chancellors' Managerial Effectiveness in Edo and Kwara State Universities, Nigeria

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Abstract- The quest for effective management of educational institutions in Nigeria required a concerted effort of all stakeholders in education system. Sequel to this, the paper examines the vice-chancellors managerial effectiveness of universities in Edo and Kwara states, Nigeria. The target population comprised all vice-chancellors in eleven (II) Universities in Edo and Kwara states (7 universities in Edo and 4 in Kwara states). Four universities were selected through a stratified random sampling technique in two states. Proportional sampling technique was used to select 2000 respondents comprising 1000 students and 1000 staff from four universities. Descriptive research design was adopted for the study. Two researchers design the questionnaires that were used to elicit information from the respondents. The first one tagged "Students' Perception of Level of Vice-chancellors' Managerial Effectiveness'' Questionnaire (SPLVMEQ) was design to obtain the view of students on the subject matter. The second one entitled" Perception of members of Staff on Vice-chancellors' Managerial Effectiveness Questionnaire (PSLVMEQ) was designed to obtain the opinion of academics and non-academic staff of universities on their vice-chancellors.

GJMBR-A Classification: JEL Code: M00



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Vice-Chancellors' Managerial Effectiveness in Edo and Kwara State Universities, Nigeria

Tijani, Abdulganiyu Adebayo [α], Eimuhi, Justina Onojerena [σ] & Obiweluozor, Nkechi [ρ]

Abstract- The quest for effective management of educational institutions in Nigeria required a concerted effort of all stakeholders in education system. Sequel to this, the paper examines the vice-chancellors managerial effectiveness of universities in Edo and Kwara states, Nigeria. The target population comprised all vice-chancellors in eleven (II) Universities in Edo and Kwara states (7 universities in Edo and 4 in Kwara states). Four universities were selected through a stratified random sampling technique in two states. Proportional sampling technique was used to select 2000 respondents comprising 1000 students and 1000 staff from four universities. Descriptive research design was adopted for the study. Two researchers design the questionnaires that were used to elicit information from the respondents. The first one tagged "Students' Perception of Level of Vice-chancellors' Managerial Effectiveness'' Questionnaire (SPLVMEQ) was design to obtain the view of students on the subject matter. The second one entitled" Perception of members of Staff on Vice-chancellors' Managerial Effectiveness Questionnaire (PSLVMEQ) was designed to obtain the opinion of academics and non-academic staff of universities on their vice-chancellors. The major finding of the study is that there was no significant different between vice-chancellors' managerial effectiveness in Edo and Kwara states, Nigeria. The paper recommends that vice-chancellors should improve on staff motivation and better welfare packages for students and members of staff in Nigeria Universities.

I. Introduction

Nigeria educational system is undergoing various reforms in recent times. These reforms include the changing from 6-3-3-4 system to 9-3-4 system of education and the inclusion of information technology in the school curriculum at both primary and secondary school levels. The successful take off of these reforms depend on a new set of action by education planners and administrators. It is obvious that successful transformation of education sector depends on the roles and decisions by the school leaders. Visionary leadership is needed to achieve quality teaching and learning in the school. It has been observed that student learning culture has slowed down in the school. Students are not motivated to read due to the effects of home video. Some anti-social behavior such as cultism, examination malpractice and negative leadership behaviors of some school heads. It is therefore necessary to reexamine the system and evaluate the leadership behavior and managerial effectiveness of Vice-Chancellors in Nigeria Universities. The importance of the study cannot be over emphasized since the vice-chancellors' managerial effectiveness play a significant role at improving the teaching and learning process in this apex institution which definitely results to progress and improvement of university education. The management of universities education is an onerous task of the vice-chancellors. The vice-chancellors are the pivots around which all major and important school activities revolve. This means that, the managerial qualities that vice-chancellors bring to their work have far-reaching impact on how the overall enterprise of the institution is done. For instance, a successful vice-chancellors, should be honest, objectives. Self- control, adaptable and self confident in his day to day activities. A school-leader who wants to inspire honesty in his teachers or spirit of hard work must himself show these traits. The tone the school-head sets in his school, administratively, dictates the level of cooperation in the school, level of respect or disrespect of staff by students and parents, the nature and scope of seriousness toward their work. Effectiveness of the vice-chancellors administration is often determined by the extent to which teachers do their work well and the extent to which students achieve the goals of instructions in school and how they perform in curricular and other extracurricular activities.

II. Concept of Managerial Effectiveness

Management has been described in a variety of ways. The term management is the process or method whereby a group of people at the top level of an organization plan, organize, communicate, coordinate, control and direct the actions and the activities of those who work in an organization. Management goes beyond this definition as stated by Johansen and page in Onwuchekwa (1998) defined management as the effective utilization and co-ordination of resources such as plant, land, materials, finance and labour to achieve defined objectives with maximum efficiency. However, management is the utilization of physical and human resource through co-operative efforts which is accomplished by performing the functions of planning, organizing, staffing, directing and controlling.

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Managerial effectiveness conveys a sense of quality and competence or efficiency in the process of management. It is a question of value addition, of quality of leadership. Effectiveness is increased by taking rational management decisions. In assessing the effectiveness of management, input of time, money and other resources must be compared to the output. In the educational system, the output is measured in term of the entire functional aspects namely; teaching, research and public service (Griffin, 2002). Thus, management is perceived as the ability of the administrator to coordinate all the management processes for the achievement of desired goals. In this study management is the ability to apply building trust, visionary leadership, effective communication and self improvement in the role modeling university education

III. Measurement of Effectiveness

Wider attention has been placed on the concept of effectiveness and its measurement in management literature. Ogunsaju (1990), Ajayi (1992), paraded an impressive array of literature on the concept of effectiveness. Effectiveness refer to intended result produced by educational institutions Sofoluwe (1999), defined affections as system oriented which has to do with the achievement of cooperative and organizational goals. It indicates how productive an organization. An effective organization must have clearly defined goals and purpose, which bind the members together. Effectiveness, according to Oyedeji (1998) is an end product in term of result and productivity. In an organization behavior literature, Musazi (1984) view effectiveness as involving an output to the society. It implies awareness and successful to the environment constituent. An effective organization is the one that satisfies the demand of the constituencies in its environment from which it needs support for its continued existence. Oyesola (2000) defined effectiveness as appropriateness of the managerial means and the satisfaction created during and after innovation interaction. The concept of effectiveness can be associated with the following:

i. Effectiveness can be equated with getting results.
ii. It is the managers concern for accomplishing the objective of his organization unit.
iii. Effectiveness is a product of many variables rather than the single factor Tijani (2011) itemized the elements for an effective measurement of effectiveness as:

- Efficiency of the system and procedure.
- Creation of an enabling environment in which willingly an effective worker will work.
- The success of their training and development.
- Incidence of sickness, absenteeism and accident at work.
- Level of staff turnover.

Tijani (2013) highlighted four approaches to the study of effectiveness. These are goal attainment, system approach, strategies approach, and competing values. Workers are therefore judges on their ability to acquire inputs, process these inputs to the output and maintain stability. Tolorunleke, (2015) in the work on the performance of individual at work emphasized on abilities, capacities standard for measuring effectiveness and capabilities experience goals and values, energy or effort and the rewarded. Ogungbemi (2012) emphasized that there can be no universally acceptable standard for measuring effectiveness. Effectiveness can be a multivariable and multidimensional construct that depends on the individual. Sofoluwe (1999) itemized the overall criteria of effectiveness as:

1. The managers work, decision-making, problem solving innovation, management and handling of information.
2. The manager himself, motivation role perception, coping with stress, ambiguity, and seniority.
3. The manager's relationship with, other people, subordinate supervision, peers. Client, and handling conflicts.
4. Manager as part of the organization technical and financial control.
5. Criterion of overall effectiveness, allocation of resources, purposes attainment and planning.

Ogunsaju (1990) emphasized principal's role and quality control roles of supervision in quality control, physical plant, school community relation, school self evaluation, professional accountability and in-service training as the strategies for effectiveness in Nigeria schools. Ornar (2002) Conceptualized effectiveness in term of organizational performance. In the context of the school, it can be view in terms of the effect of the school performance and teachers' effectiveness and consequently on students' learning and positive results Ogungbemi (2012) opined that administrative effectiveness can be measure in term of group performance on the groups' primary task. Therefore administrative effectiveness can be measured in term of the major tasks performance in school administration.

According to Ogunsaju (1990), effectiveness involves the interdependence relationship between purposes, effort and accomplishment. In the light of this, effectiveness has to do with assessing the student's performance against it educational objectives, intent in this context refers to the positive and product. Therefore administrative effectiveness is viewed as the entire school effectiveness over a period of time.

IV. Statement of the Problem

In recent times, poor student academic performance and social vices which is responsible for examination malpractice, cultism and other acts of

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indiscipline in tertiary institutions could be associated to poor managerial effectiveness of the administrators most especially the vice-chancellors in the case of Nigeria universities. In an effort to distinguish between effective and ineffective leaders, past studies have focused on the characteristics, skills and managerial abilities of the school heads. Peretomode (1998) for example asserted that principal as the chief executive in basic schools should posses the necessary skills for making right decision that will be of benefit to the students and staff. Omar (2002) considered decision making as a mental exercise and display of intellectual ability of the educational plans made for national development had failed due to lack of adequate information involved which resulted to wrong decision by the agents such as principal. The past researches available to the authors on managerial effectiveness focused on secondary school administration. For instance, Olawepo (2014) worked on Principal Management Competence and Teachers effectiveness in Kwara State Basic Schools. Ibrahim (2015) researched on principal gender and managerial effectiveness in Kwara State Secondary Schools. Tolorunleke (2015) compared Principals Administrative Effectiveness in Private and Public Secondary Schools in Ilorin East Local Government Area. None of the aforementioned studied neither focused on Universities administration nor vice – chancellor managerial effectiveness. This is therefore the gap that this present study tends to fill by comparing the vice-chancellor Managerial effectiveness in Edo and Kwara States, Nigeria.

V. Research Methodology

Descriptive research design was adopted for this study. This design was considered appropriate because it provides information about the characteristics within a particular field of study with the purpose of providing a picture of situation as they actually exist. The choice of descriptive design was based on the fact that it enables the researchers to find out the existing relationship between the variables and compare the current event from the scope of the study. Vice-chancellor Managerial effectiveness was measured in terms of decision making process, staff motivation strategies and general administrative competence that lead to university goal achievements. The population for the study comprised all members of staff and students of the entire Universities in Edo and Kwara States, Nigeria. The target population consisted of all vice-chancellors in universities of the two states. However, a sample of 2000 respondents was chosen from four universities in the two states using a stratified random sampling technique. Two universities each were selected from two states.

Two researchers designed questionnaires were used to collect relevant data from the respondents. The questionnaire entitled ''Perception of Students on the Level of Vice-chancellors (VC). Management Effectiveness Questionnaire (PSLVMEQ)" was designed for students in the two states to assess and determine the level of their vice-chancellors Managerial Effectiveness. The second one titled "Staff Perception on the Level of VC Managerial Effectiveness Questionnaire (SPLVMEQ)" was structured for both academic and non academic staff in the two states to show case their view on level of their vice-chancellors' Managerial effectiveness. A reliability co-efficient of 0.72 and 0.70 were respectively obtained for (PSLVMEQ and SPLVMEQ).

Descriptive statistical method of the table and percentages were used to answer all research questions while the inferential method of t-test was used to analyze the generated hypotheses at 0.05 level of significance.

VI. Research Questions

The following research questions were raised to guide the study

1. What is the level of vice- chancellors' managerial effectiveness as perceived by students of universities of kwara state, Nigeria?
2. What is the level of vice-chancellors' managerial effectiveness as perceived by students of universities in Edo state, Nigeria?
3. What is the level of vice-chancellors' managerial effectiveness as perceived by lectures of universities in Kwara state, Nigeria?
4. What is the level of vice-chancellors' managerial effectiveness as perceived by lectures of universities in Edo state, Nigeria?
5. What is the overall assessment variables in the level of vice-chancellors' managerial effectiveness of Universities in Edo and Kwara States, Nigeria?

VII. Research Hypotheses

The following hypotheses were generated for the study.

H_1: There is no significant difference between the vice-chancellors' managerial effectiveness of universities in Edo and Kwara states, Nigeria.

H_2: There is no significant difference between the vice-chancellors' decision making processes of universities in Edo and Kwara states, Nigeria.

VIII. Discussion of Result and Findings

Research Question 1: What is the student perception on the level of vice-chancellors Managerial Effectiveness in Universities in Kwara state?

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Table 1: Response of students on the level of vice-chancellors Managerial effectiveness in Universities in Kwara State.

Level of Managerial Effectiveness	Response	Percentage(%)
Very low	0	0
Low	25	10
Moderate	80	32
High	140	56
Very High	5	02
Total	250	100

Table 1 revealed that majority of students (140) represent 56% rated the vice-chancellors managerial effectiveness high in universities in Kwara State. None of the respondent rated the vice-chancellors very low in their administrative effectiveness, while only 5 of them representing 02% scored the vice-chancellors very high on their effectiveness. 80 of the respondents judged that vice-chancellors in Universities in Kwara State moderately perform their duties.

Research Question 2: What is the level of vice-chancellors managerial effectiveness as perceived by students in Universities in Edo State, Nigeria?

Table 2: Response of students on the level of vice-chancellors' managerial effectiveness in Edo State, Nigeria.

Level of Managerial effectiveness	Response	Percentage (%)
Very low	0	0
Low	23	9.2
Moderate	89	35.6
High	138	55.2
Very High	0	0
Total	250	100

Table 2 shows that respondent neither voted the vice-chancellors in Universities in Edo state very low nor very high in their management effectiveness. 138 representing 55.2% of the students opined a high performance of managerial duties for vice-chancellors in universities in Edo state. 35.6% of the respondents said that vice-chancellors are moderately effectiveness in university administration in Edo state.

When the results in table 1 and 2 are compared, it could be deduced that there is similarity in the level of vice-chancellors managerial effectiveness as perceived by students in Edo and Kwara States, Nigeria.

Research Question 3: What is the level of vice-chancellors managerial effectiveness as perceived by academic and non-academic staff of universities in kwara state?

Table 3: Perception of staff on vice-chancellors managerial effectiveness in universities in Kwara state, Nigeria.

VC managerial effectiveness	Response	Percentages(%)
High	110	44
Moderate	120	48
Low	20	08
Total	250	100

Table 3 indicates responses of academic and non academic staff of Universities in Kwara State. 110 (44%) and 120 (48%) of the respondents rated the vice-chancellors managerial effectiveness high and moderate respectively in Universities in kwara state, Nigeria. However, 20 of them representing 08% were of the opinion that university management was low. The high and moderate ratings of the vice-chancellors administrative effectiveness might be as a result of the value judgment of academic and non-academic staff as reflected in their opinion.

Research Question 4: What is the level of vice-chancellors managerial effectiveness as perceived by academic and non-academic staff of universities in Edo state, Nigeria?

Table 4: Staff Perception of vice-chancellors managerial effectiveness in universities in Edo state, Nigeria.

VC managerial effectiveness	Response	Percentages(%)
High	117	46.8
Moderate	117	46.8
Low	16	6.4
Total	250	100

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Table 4 incidentally indicated equal rating of vice-chancellors' management effectiveness by academic and non-academic staff of universities in Edo State. 117 of respondents representing 46.8% each were of the opinion that vice-chancellors' administrative performance were both moderate and high. The reason that could be adduced for this result might be stemmed from the combination of all categories of staff in the sampled respondents. However, 16 staff representing 6.4% considered effectiveness of vice-chancellors to be low.

Comparing the results in table 3 and table 4, in Kwara state and Edo state, it could therefore be concluded that there was a similarity in the openion of the respondents in the two state. However, the vice-chancellors managerial effectiveness in both states could be judged to be relatively high with rooms for improvements on staff welfare.

Research Question 5: What is the overall assessment variables of level of vice-chancellors managerial effectiveness of universities of Edo and Kwara state Nigeria?

Table 5: Overall Analysis of level of vice-chancellor managerial effectiveness in Edo universities in Edo and Kwara state

Variables	State	N	High	%	Moderate	%	Low	%
Supervision	Edo	1000	500,	50	400	40	100	10
	Kwara	1000	520,	52	420	42	60	06
Staff Motivation	Edo	1000	440,	40.4	516	51.6	80	08
	Kwara	1000	390,	39	552	55.2	58	5.8
Communication and interaction	Edo	1000	502,	50.2	401	40.1	93	9.3
	Kwara	1000	490,	49	416	41.6	94	9.4
Delegation of duty	Edo	1000	450,	45	420	42	130	13
	Kwara	1000	420,	42	460	46	120	12
Discipline	Edo	1000	650,	65	270	27	80	08
	Kwara	1000	700,	70	260	26	40	04
Effective leadership	Edo	1000	560,	56	300	30	140	14
	Kwara	1000	560,	56	340	34	100	10
Staff and students welfare	Edo	1000	460,	46	400	40	140	14
	Kwara	1000	490,	49	390	39	120	12
Average	Edo	1000	508.9		386.7		109	
	Kwara	1000	510		405.4		84.5	

Table 5 revealed the overview of the managerial effectiveness in the two states when all assessment variables were put together. The finding shows that the level of vice-chancellors effectiveness in the two states were generally high with 508.9 and 510 level of average high performances respectively in Edo and Kwara states. The average moderate level of performance were closely followed with 386.7 and 405.4 respectively in Edo and Kwara states. This implies that there is room for improvement by the vice-chancellors on the area of staff motivation staff and students welfare.

Research Hypothesis 1(H_1): There is no significant difference between the vice-chancellors' management effectiveness of universities in Edo and Kwara states.

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Table 6 t: t-test analysis of significant difference between managerial effectiveness of vice-chancellors in Universities of Edo and Kwara states, Nigeria.

Variables	N	X	SD	df	t-calculated	t-table	Decision
Vice-Chancellor effectiveness in Edo State	2000	46.5	.62				
				202	1.60	1.96	Accepted
Vice-chancellors effectiveness in Kwara state	2000	47.1	.68				

Table 6 indicated that the calculated t-value of 1.6 is less than the critical value of 1.96 at 0.05 level of significance. Therefore, the null-hypothesis which states that there is no significant difference between the vice-chancellors' managerial effectiveness of universities in Edo and Kwara states is there by accepted. This however revealed that there is similarity in the administrative competence of vice-chancellors in Edo and Kwara states, Nigeria.

Research hypothesis 2 (H_2): There is no significant difference between vice-chancellor' decision making process in Universities in Edo and Kwara states, Nigeria.

Table 7: t-test analysis of significance difference in vice-chancellors' decision making process of Universities in Edo and Kwara states, Nigeria.

Variables	N	X	SD	df	t-calculated	t-table	Decision
Vice-Chancellor effectiveness in Edo State	2000	60	40.5				H2
				202	1.04	1.66	Accepted
Vice-chancellors effectiveness in Kwara state	2000	60.2	45.2				

As indicated in table 7, the calculated t-value of 1.04 is less than the table value of 1.66 at 0.05 level of significance. This implies that the null hypothesis which states that there is no significant difference between the vice-chancellors, decision-making process in Universities of Edo and kwara states is hereby accepted.

This revealed that there is a significant similarity in the processes of taking decision of by the vice-chancellors of the two states in Nigeria.

IX. Findings

From the results and findings of this study, the following summary were made

- Vice-chancellors' managerial effectiveness was rated high by students of Universities in Edo and kwara states, Nigeria.
- Vice-chancellors' managerial effectiveness was rated moderate by academic and non-academic staff of universities in kwara state.
- Staff of Universities in Edo states have equal preference of high and moderate level of effectiveness for their Vice-Chancellors.
- There is no significant difference between the Vice-Chancellors' managerial effectiveness in Edo and kwara states, Nigeria.
- There is no significant difference between the Vice-Chancellors' decision making processes of Universities in Edo and kwara states, Nigeria.

X. Conclusion

It was concluded by this paper, that there was similarity in the perception of students in both states on the level of vice-chancellors' managerial effectiveness as these university managers were rated high by their students. There was no significant difference by staff in their rating as well. Over all analysis using specific indicators of effectiveness of Vice-Chancellors in the study areas indicated a high performance in supervision, communication, delegation of duties,

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however, moderate performances in motivation and welfare packages provisions.

XI. Recommendations

Based on conclusion of the study, the following recommendations were made

i. There is need for improvement in the areas of staff motivation and students and staff welfare packages in the universities covered by this study for the performance of the Vice-Chancellors to be much-more effective
ii. More attention is expected to be paid to staff. They should be well remunerated for excess work load and special assignments or duties carried out by them.
iii. Adequate hostel accommodation should be provided and more effective and affordable transportation for students to curb late coming to lectures.
iv. On the general outlook, Vice-Chancellors' need to work extra mile to be more effective in the university administration.

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Factors Influencing Operational Effectiveness in the Zambian Copper Mining Industry

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Abstract- The mining industry, in recognizing human resources as a vital production factor, simultaneously accepted the concept of knowledge sharing as a crucial factor in employees' contribution to operational effectiveness. Whereas mining companies in developed nations responded positively to recent changes in metals market, the Zambian mining sector's response to local workforce shortages was weighed down with inadequacy. This study was undertaken specifically to examine the effects of knowledge sharing behaviour, organizational, and individual factors using data obtained from a cross-sectional survey conducted at five operating mines. Data analysis by means of structural equation models revealed weak impacts of knowledge sharing behaviour and significant positive impacts of organizational and individual factors. The overall conclusion suggests that the mining industry consider de-emphasizing the use of extrinsic rewards in favour of intrinsic rewards, as workers' mind-sets are inclined that way.

Keywords: *knowledge sharing, workforce shortage, extrinsic rewards, intrinsic rewards.*

GJMBR-A Classification: *JEL Code: M19*



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Factors Influencing Operational Effectiveness in the Zambian Copper Mining Industry

M.K. Banda [α], C. Sichinsambwe [σ] & J.M. Tembo [ρ]

Abstract- **The mining industry, in recognizing human resources as a vital production factor, simultaneously accepted the concept of knowledge sharing as a crucial factor in employees' contribution to operational effectiveness. Whereas mining companies in developed nations responded positively to recent changes in metals market, the Zambian mining sector's response to local workforce shortages was weighed down with inadequacy. This study was undertaken specifically to examine the effects of knowledge sharing behaviour, organizational, and individual factors using data obtained from a cross-sectional survey conducted at five operating mines. Data analysis by means of structural equation models revealed weak impacts of knowledge sharing behaviour and significant positive impacts of organizational and individual factors. The overall conclusion suggests that the mining industry consider de-emphasizing the use of extrinsic rewards in favour of intrinsic rewards, as workers' mind-sets are inclined that way.**

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I. Introduction and Background

The world of mining during the period 1995–2015 was characterized by expansion and contraction of operations owing to the growing economies of China, India, and Brazil. Mining companies recapitalized old mines while establishing new ones to meet increased commodities demand. However, mining companies were challenged by three major factors: scarcity of a skilled workforce to meet operational demands, a rapidly changing global competitive environment, and organizational paradigm shifts. These factors forced mining corporations to seek new strategies in mitigation.

The general scarcity of the required skills compelled mining companies to craft new strategies through strategic human resource planning (SHRP) and strategic workforce planning (SWFP). The mining houses perceived and acknowledged both strategies as core activities in human resource management in cooperation with government and national training institutions. Liu *et al*. (2014) noted that workforce planning (WFP) is vital for implementing SHRP. The operating mines, having experienced severe difficulties obtaining the supply of desired skills prior to the boom of 1995–2005, initially depended on recruiting expatriate staff in addition to undertaking local workforce training using national institutes. However, efforts by national training institutes were severely limited by budget, staff, and infrastructure constraints. The mines supplemented national training efforts by running in-house training activities. These represent mine efforts at SHRP and SWFP.

According to Salaman, Storey, and Bilsberry (2005) strategic human resource management (SHRM) is one of the most influential emergent ideas in business and management from which policy-makers draw ideas to promote high-performance workplaces and human capital management. In addition, Caliskan (2010) observed that human resource systems contribute to sustained competitive advantage by facilitating the development of competencies that are firm-specific. The mines caught on to the ideas of SHRM and high performance by investing in workforce training to keep pace with changing technology and increased competition. Furthermore, Koch and McGrath (1996) noted the positive and significant effects on labour productivity found in organizations that utilize more sophisticated human resource planning, recruitment, and selection strategies. Today, the mines are practicing better approaches to human resource planning activities in line and in tune with rapid technological change and globalization, which are forcing organizations to change their overall business strategy (Momin and Mishra, 2015). WFP is a strategic managerial practice that the mines are implementing to ensure a balanced workplace, as observed by Singh and Sharma (2015).

Commenting on the prevailing conditions in the mining industry GPR Dehler (2013, p. 4) observed: '*Today's mining operations are burdened with uncertainty posing severe challenges on organizational performance. As a consequence, mining companies have been forced to restructure and embrace more appropriate planning methods to address uncertainty and cost of production. By effectively managing the complexity created by changing economic trends, and many other challenges they face, such as skill shortage and demographic shifts, mining companies can create competitive advantage whilst positioning themselves to survive and prosper for the long term. The mining industry has failed to do so, as it faces more complexity than most industries and it has failed to equip itself properly to deal with the complexity since the industry*

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has looked through the same lens for years, and this must change. 'This observation is generally true for the mining corporations operating in Zambia. Slowly, technological changes have trickled in and better human resource management approaches have been adopted to suit the local working environment.

Schwen *et al.* (1998) presented a different view by describing three aspects of knowledge management (KM) that have the potential to enhance human performance in organizations: investment in human capital, information solutions, and unconfined learning. According to Wright, (2008) globalization has changed the business landscape, prompting many companies to manage their assets as effectively as possible – especially their human assets. Consequently, KMis recognized as the major key to dealing with continual changes taking place. Itami (1987) and Sveiby (1992) identified knowledge as a widely recognized key to organizations' ability to create competitive advantage. Furthermore, Drucker (1993) noted that the period 1990 to 2000 is characterized by the shift of traditional production factors, which used to be capital, land, or labour, to the only meaningful resource that can lead to social and economic results, which is knowledge. Alvesson, (1995) also observed that knowledge has a more important role than all the other production factors, such as capital and labour. Scholars such as Drucker (1993), Grant (1996), and Spender (1996) recognized the importance of knowledge as a strategic resource. Knowledge appears to be the only corporate intangible resource that provides a sustainable competitive advantage (Grant, 1996; Rumelt, 1974).

The mining industry is no exception to the use of KM practices. Much of the work activity is knowledge-based, with college and university graduates making up approximately 25% of the total direct mining industry workforce. In this respect, Bryant (2011) observed that investment in systems and technology to support knowledge acquisition and planning has been minimal. Insufficient investment in and slow uptake of KM practices imply that in general, the mining industry requires extraordinary internal forces to motivate high levels of innovation in operations.

Given the foregoing observations, in this paper we present part of an ongoing research project exploring how mining operations in Zambia have responded to organizational challenges posed by WFP and KM during the period 2005 to 2015. The aim is to suggest better ways of reducing workforce constraints on operational effectiveness. In this regard, we review developments that have taken place in HR and KM. In addition, the underlying theory is explained, followed by a description of the research design and methods used in data collection and analysis. Finally, the paper reports the findings, draws conclusions, and makes recommendations for the mining industry to consider.

II. Developments in HR and KM

During the period 2005–2015 the mining industry faced many challenges that needed addressing to ensure operational effectiveness.The significant challenges included unprecedented demographic shifts, widening talent gaps, and booming demand in an increasingly competitive global market. The identified emerging top trends in the sector and the suggested alternative strategies included bridging the talent gap, bringing costs under control, and developing a framework for improved collaboration as a way to streamline global operations, handling regulatory hurdles, and strengthening both government and community relations (Accenture, 2012; Anglo Gold Ashanti, 2012; Deloitte, 2012).

Realizing the effects of change, developed nations with significant mining sectors reacted by focusing on workforce planning (Accenture, 2011). In 2010 the Canadian Mining Industry Human Resource (MiHR) Council undertook a study on strategic workforce planning in the mining industry, funded in part by the Canadian government. The research highlighted the importance of planning in the mining sector, as the industry has a great impact on society and the national economy. The purpose of the MiHR 2010 Council Report was to support proactive WFP in the Canadian mining industry to mitigate the effects of the economic cycle, shifting demographics, ageing workforce, and skills gaps. Sadly, in the case of the Zambian mining industry the relationship between government and the mining corporations is not conducive to similar mutual collaboration on workforce issues. Taxation policies and suspected corrupt practices by government officials are among the major stumbling blocks.

In response to a serious labour shortage experienced across all industries in Australia, in 2010the Department of Training and Workforce Development commissioned the Resource Industry Training Council to undertake research and prepare industry workforce development plans for the mining industry in Western Australia. The skills shortages threatened to constrain economic development and prevent Western Australia from reaching its full economic potential. The plan was designed to assist Western Australia with developing a training policy and a workforce plan to avoid movement of people from other industries and other parts of Australia. A similar development in Zambia was the opening up of the Northwestern region to mining, spearheaded by First Quantum Minerals. The corporation came up with a workforce plan to reduce the movement of people from other parts of Zambia by opening up a trades training institute in collaboration with government to provide locally trained artisans.

Developing nations' response to challenges has been in the form of increasing foreign direct investment (FDI) in the mining sector without considering workforce

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planning (Hanushek, 2013). Rasmussen and O'Keefe (2014) observed that the potential development role of the industry is clear, but its advancement is limited by the shortage of skills in and surrounding the industry. Wendelboe *et al*. (2014) also noted that FDI has a tendency to produce enclaves in host countries, with few linkages to the local economy. In Zambia, mines owned by Indian and Chinese companies have little or no linkages to the local economy, and it appears that few short-term employment opportunities are offered to the local population. According to Hanushek (2013) and Ogunade (2011), the development of human capital is a big challenge for developing nations, especially those expanding their industry base. Skills development initiatives are currently being instituted in a fragmented way, but there is a need to coordinated efforts for skills development and joint capacity-building of institutions (Rasmussen and O'Keefe, 2014).

Since the turn of the 21st century, mining operations worldwide have been experiencing challenges directly affecting organizational effectiveness. Consequently, companies have been obliged to respond to increased risks by addressing or adopting alternative approaches covering the full scope of mining, including strategies to bring costs under control, managing commodity price volatility, enhancing corporate social responsibility, and bridging the talent gap (Bryant, 2011).

Nonetheless, the apparent lack of application of strategic WFP and KM in the third-world mining industry has motivated an examination of how the two concepts are applied in Zambia. Thus the study focused on examining how mining companies in Zambia are applying strategic WFP and KM to achieve and sustain effectiveness. In the context of the study, effectiveness means organizational success with limited workforce operational constraints.

III. Theoretical and Conceptual Model

The underlying theoretical basis of the study is the theory of constraints (ToC) developed by Goldratt and Cox (1986) to identify and prevent factors inhibiting organizational effectiveness. As a consequence, organizations deliberately develop strategies that minimize or eliminate constraints on operational effectiveness. ToC measures operational performance in key areas and uses the results to reorganize its operations. Goldratt and Cox (1986) explained that, while another constraint always emerges, repeated application of ToC can result in continuous improvement, increased efficiency, and higher profits.

Nonetheless, the relevance of ToC lies in its suitability for and application to a systems approach to mining activity. Mining as a process includes input, throughput, and output phases. Of particular concern is the throughput phase which, when impeded by process factors (financial, legal, ethical, and environmental) and process mechanisms (people, knowledge, capital, and technology), places numerous operational constraints on goal achievement. The application of ToC assumes that the performance of mining organizations cannot improve on account of some specific problems or inadequacies in WFP and KM that are holding back progress. The constraints can be found by searching for causes of undesirable effects such as employee behaviour, attitude to work, insufficient skills availability, or even a poorly designed production sequence. While there may be several causes, the main constraint causes the most undesirable effects and should be dealt with first. When changes are made to remove the constraint, performance improves until another main constraint limits further improvement, requiring a repetition of the process. Consequently, ToC can be regarded as a management paradigm that views organizations as controllable systems that are restricted in goal achievement by a small number of constraints.

The main focus of the research is on mining operational effectiveness, synonymous with success at limiting workforce operational constraints on goal achievement, profitability, competitiveness *etc*. The throughput phase comprises several factors that include people, knowledge, financial, environmental, *etc*. The people factor (skills, behaviour, and attitude) alone is tied to research concepts such as WFP and KM. As a result, it has been assumed that WFP, KM, organizational and individual factors (OIF) including behaviour (BM) and attitude (CSO), affect mining operations. Furthermore, it is assumed that WFP and KM are the main antecedent measurable variables that account for effective mining operations as the consequent response variable. Concurrently, organizational, individual, behavioral, and attitudinal factors act as modifying variables. Accordingly, the elements of WFP and KM are regarded as antecedent activities leading to positive or negative consequences for mining, which are measurable and subject to statistical analyses.

IV. Methods

The research, conducted in the positivist paradigm, took the form of a cross-sectional case study of the mining industry in Zambia. It is assumed in a positivist paradigm that understanding or knowledge of a phenomenon is best acquired through objective means of observation or experimentation, and not through subjective or other means. The objective approach to the study subsumes that human experiences in the mining industry can be accessed through the definition and description of measurable dimensions in units or aggregates. In the study, defined degrees of acquiescence were used as the quantitative measures of observation for each variable under

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observation. A sampling frame of 6 200 out of approximately 25 000 mine employees was deemed as the core workforce (college and university technical graduates and experienced employees). According to Bartlett et al. (2001)a sample size of 120 at 95% confidence level with *alpha* being equal to or less than 0.05is deemed adequate for a sampling frame of 6 200. However, given the nature of mining work, a much larger sample of 400 respondents was selected to provide for a better and higher response rate.

Nevertheless, the mines were selected on account of the differences in ownership, background, and technology. For instance, FQM adopted new processing technology and invested heavily in open pit operations. The same is true for KCM operations at Nchanga mine. However, both MCM operations at Nkana and Mufulira opted for new underground development projects. Ultimately, the selected operations were: Africa Mineral Resources (AMR) Lubambe at Chililabombwe; FQM Kansanshi at Solwezi, Konkola Copper Mines (KCM) at Konkola, Chililabombwe, and Nchanga-Chingola; Mopani Copper Mines (MCM) at Mufulira and at Nkana-Kitwe, Chinese Non Ferrous Copper (CNFC) Minesat Chambishi; and Chinese National Copper Mining (CNCM) Company at Luanshya. FQM Kansanshi mine is in the North-western region was selected for data collection; the rest are located on the Copperbelt. Three of the selected mines withdrew from participation in the study: AMR Lubambe, CNFC Chambishi, and CNCM Luanshya, citing the prevailing economic conditions that were precipitating imminent labour retrenchments. Eventually, 280 questionnaires were distributed, with a return rate of 63% (176 questionnaires). The questionnaire developed for the study, used a seven-point Likert scale to provide more variance and the ability to detect smaller differences in responses (Cooper and Schindler, 1998).

The study used structural equation modeling (SEM) a family of statistical methods to test the research conceptual model (Kaplan 2007). Both Kaplan (2007) and Kline (2011) noted that SEM refers to a combination of two things: a measurement model that defines latent variables such as KM using one or more observed variables, such as knowledge sharing (KS) and a structural regression model that links latent variables together, as illustrated in Figure 1. The method is widely used in the social sciences because of its ability to isolate observational error from measurement of latent variables (Hancock, 2015). SEM is based on linear models and on statistical theory, and the conclusions are valid only if the assumptions are met. The model summary output and model fit are shown in Table I.

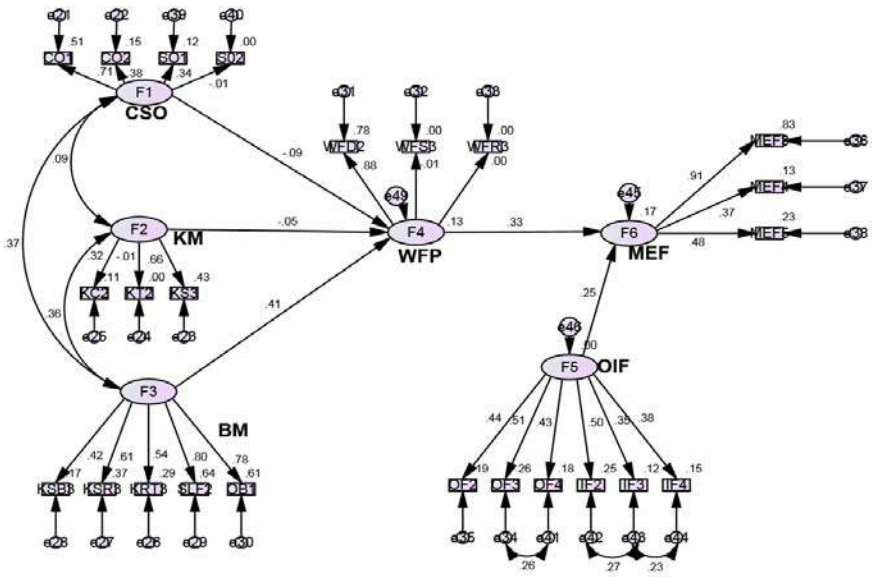


Figure 1: Conceptual and measurement model.

Table I: Model fit and output values.

Model fit values	Value	Recommended
Chi-square (CMIN) X^2	579 017	
Degrees of freedom df	255	
P-value p	.000	
X^2/df *ratio*	2.271	< 3
Adjusted goodness of fit index AGFI	.737	.80
Normed fit index NFI	.403	.90
Root mean square error approximation RMSEA	.085	.08

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Model output values	Regression co-eff. w	P-value
F1-->F4, CSO-->WFP	-.09	.435
F2-->F4, KM-->WFP	-.05	.681
F3-->F4, BM-->WFP	.41	***
F4-->F6, WFP-->MEF	.33	***
F5-->F6, OIF-->MEF	.25	.045

*** *Significant at 0.05 confidence level*

V. Results and Inferences

Figure 1 shows the research conceptual model of the relationships of factors constraining WFP and operational effectiveness MEF. The antecedent factors CSO (F1), KM (F2), and BM (F3) directly affect WFP (F4). Both WFP and OIF (F5) have direct consequent effects on MEF (F6). The straight outward arrows indicate standardized regression coefficients and the curved arrows indicate covariances. The square boxes represent measured variables. The estimated error variance of statistical significance is indicated on each of the measured variable if the value is greater than unity. The values indicated on each straight arrow show the regression coefficient *w*, and the curved arrows show the covariance/correlation coefficient *r*. In the following analyses r^2, the squared multiple correlation, indicates the magnitude of error effect in the measured variable.

Table I indicates the chi-square test of model fitness to the data. Poor model fitness would be indicated by recursiveness of the model. The main model output shows three significant regression coefficients for BM, WFP, and OIF as strong predictors of MEF. Furthermore, the model output indicates both CSO and KM as having no significant prediction on WFP. However, only the behavioural factor (BM) has a statistically significant prediction on WFP. In addition, both WFP (under the influence of BM) and organizational and individual factors (OIF) have significant prediction on MEF.

The analysis of CSO findings indicates the variable is under three significant internal loadings from workers' expectation of help when in need (CO1, $w = 0.71$, $r^2 = 0.51$, $p < 0.05$), workers' value addition (CO2,$w = 0.38$, $r^2 = 0.15$,$p < 0.05$), and recognition for sharing knowledge (SO1, $w = 0.34$, $r^2 = 0.12$,$p < 0.05$). The findings suggest that management should deliberately focus on incentivizing, recognizing, and rewarding improved workers' value addition to organizational work and for sharing their work knowledge and experience.

Furthermore, analysis of the KM variable indicates significant internal influence from conducive organization structure (KC2, $w = 0.32$, $r^2 = 0.11$,$p < 0.05$) and labour unrest challenge (KS3, $w = 0.60$, $r^2 = 0.43$$p < 0.05$). The results suggest management redesign the work organization structure to provide an atmosphere conducive to creativity and knowledge sharing. In addition, the findings suggest that management consider ways to minimize labour unrest through better team management.

Further examination of the internal loading of the BM variable reveals that all measured variables have significant prediction on it, based on standardized regression coefficient (*w*) and squared correlation (r^2), which signifies the amount of variation in BM. Only the extrinsic reward factor KSB ($w = 0.42$, $r^2 = 0.17$, $p < 0.05$) has the least impact compared to intrinsic reward factor KSR ($w = 0.61$, $r^2 = 0.37$) and social relational factor KRT ($w = 0.54$, $r^2 = 0.29$, $p < 0.05$). Furthermore, selflessness SLF ($w = 0.80$, $r^2 = 0.64$, $p < 0.05$) and altruistic attitude and behaviour OB ($w = 0.78$, $r^2 = 0.65$, $p < 0.05$) have significant prediction on BM. The results suggest that more managerial attention be directed to improving intrinsic rewards such as increased work responsibility and recognition of achievement, which tends to boost altruistic attitude and behaviour to the benefit of the organization. The observation appears to be at variance with the current practice of providing extrinsic rewards (such as motor vehicles *etc.*), which are of less influence on operational effectiveness.

However, the analysis of internal loading of WFP indicates significant prediction from workforce supply and availability (WFD2, $w = 0.88$, $r^2 = 0.78$$p, < 0.05$). It is inferred that workforce supply is of cardinal importance to workforce planning in an organization. Therefore, management should focus more on ensuring the supply of workforce at all times.

The examination of internal loadings of the organizational and individual factor (OIF) indicates significant influence on workforce engagement due to effects from motivation (OF2, $w = 0.44$, $r^2 = 0.19$, $p < 0.05$), labour relations (OF3, $w = 0.51$, $r^2 = 0.26$, $p < 0.05$), and trust (OF4, $w = 0.43$, $r^2 = 0.18$,$p < .005$). Furthermore, significant internal influence on work engagement from effects of morale (IF2, $w = 0.50$, $r^2 = 0.25$), commitment (IF3, $w = 0.39$, $r^2 = 0.15$, $p < 0.05$), and performance evaluation (IF4, $w = 0.38$, $r^2 = 0.1$, $p < 0.05$). The results indicate that management has much work to do to ensure that the workforce is optimally engaged with work based on organizational as well as individual factors. The findings suggest that

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management should appropriately address organizational factors that sustain higher employee motivation, better labour relations, and greater trust. For instance, the designing of jobs that provide learning experiences and employee participation in problem-solving and decision-making generally result in improving trust between managers and employees. In addition, management should develop programmes that improve workers' morale and commitment by using performance evaluation results to the good.

Close examination of the internal loading factors of resource availability MEF3 ($w = 0.91$, $r^2 = 0.83$,$p < 0.05$), management–union relations MEF4 ($w = 0.37$, $r^2 = 0.13$, $p < 0.05$),and supervision MEF5 ($w = 0.48$, $r^2 = 0.23$, $p < 0.05$) shows statistically significant prediction of operational effectiveness MEF. The findings imply that management should work towards improving both its relations with the union and the quality of supervision in operational work. By embarking on frequent consultation on operational issues with union representatives, understanding between the parties of what is expected of each side will improve. Most important is the frequent training of supervisory staff, not only to improve the quality of supervision but also the quality of work, morale, and commitment of every worker in the unit.

VI. Conclusions

The study has put the choice of approach on a firmer basis by highlighting suggestions to improve the influence of the significant variables impacting operational effectiveness. The most prominent among these variables are related to behaviour and organizational and individual factors. These two factors are significant external loadings on operational effectiveness. Mine managers should not lose sight of these factors as they are directly responsible for high levels of effectiveness. As a result, the overall implication is that the mining industry should de-emphasize the use of extrinsic rewards in favour of intrinsic rewards, as workers' mind-sets are inclined that way. In addition, the analyses of corporate and self-orientation suggest that management should deliberately focus on improving workers' value addition and workers' recognition for sharing their knowledge and experience. Furthermore, management should consider redesigning the work organization structure to provide an atmosphere conducive for creativity and knowledge-sharing. In addition, the results suggest that management consider ways to minimize labour unrest and direct attention to improving intrinsic rewards, which significantly boost altruistic attitude and behaviour to the benefit of the organization. However, the current practice of providing extrinsic rewards which are of less influence on operational effectiveness is at variance with the findings.

Workforce planning is generally a numbers game, but it should incorporate the influence of worker behaviour on the overall workforce plans. Organizational and individual factors are equally important in the management of workers as they directly affect workers' engagement. The analyses have shown how workforce supply is of cardinal importance to workforce planning in an organization. Therefore, management should focus more on ensuring the supply of a quality, organization-specific workforce through concerted training efforts at all times. Finally, the analyses of organizational and individual factors indicate that management has much work to do in improving workforce engagement based on each of the factors. Nonetheless, operational effectiveness internally depends on work activity, the available resources, and the nature and quality of supervision exercised.

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Order Processing and Just in Time Procurement in Public Institutions in Rivers State, Nigeria

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Abstract- Just in time procurement in today's public institutions required the use of a structural approach to ensure that procurement processes are designed to achieve basic goals. The underlying concept of the Just in Time philosophy is the efficient handling of materials, such as providing the right materials in the correct quantity and quality and eliminating or reducing waste. The study examined the factors influencing the implementation of just in time procurement of public institutions in Rivers State, Nigeria. The investigation was carried out with a sample size of 7 public institutions in River State. The questionnaire was used as a research instrument that was administered and analyzed using the statistical tool of spearman's rank correlation coefficient at a 0.05 significant level and the z-test was used to test the formulated hypotheses. The finding showed that in as much as top management decisions influence just in time procurement; lead time as well as the procurement process has a significant influence on just in time procurement.

Keywords: *lead time, just in time, procurement processes, and public institutions.*

GJMBR-A Classification: *JEL Code: M10*



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Order Processing and Just in Time Procurement in Public Institutions in Rivers State, Nigeria

Karibo B. Bagshaw [α] & George T. Peters [σ]

Abstract- Just in time procurement in today's public institutions required the use of a structural approach to ensure that procurement processes are designed to achieve basic goals. The underlying concept of the Just in Time philosophy is the efficient handling of materials, such as providing the right materials in the correct quantity and quality and eliminating or reducing waste. The study examined the factors influencing the implementation of just in time procurement of public institutions in Rivers State, Nigeria. The investigation was carried out with a sample size of 7 public institutions in River State. The questionnaire was used as a research instrument that was administered and analyzed using the statistical tool of spearman's rank correlation coefficient at a 0.05 significant level and the z-test was used to test the formulated hypotheses. The finding showed that in as much as top management decisions influence just in time procurement; lead time as well as the procurement process has a significant influence on just in time procurement. It therefore recommends: top management in public institutions should ensure that goods and services are procured exactly when they are needed; and efforts should be made to ensure that suppliers are aware of the organization's needs on time to process purchase orders and delivery dates in that lead-time schedules are requisitioned in good time to avoid unnecessary delays and work stoppages.

Keywords: lead time, just in time, procurement processes, and public institutions.

I. Introduction

In today's contemporary world, public institutions have played a central role in the development of many societies and have been frequently studied by scholars, but what defines public institutions is how they work, and how they procure and implement Just-in-time (JIT) as distinct from other organizational forms (Musa, Success and Nwaorgu (2014). However, Pillary (2004) argued that in procurement, senior officials and political leaders use public office for private gain and this has weakened the motivation to remain honest. This ultimately interferes with the procurement process and constrains compliance thereby limiting just in time procurement. Bandyopadhyay (2014) however, argued that while implementing just in time, it could be accomplished by the adoption of a wide range of closely connected improvement initiatives that can be thought of as forming the components of the JIT system.

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The principles of public procurement according to Gyawali Dahal and Maharjan (2018) are transparency, integrity, economy, openness, fairness, competition, and accountability, however, the lack of proper implementation of the public procurement process hampers the smooth process of development. Organization for Economic Cooperation and Development OECD (2007) noted the irregular procurement activities in public institutions and how it provides a loophole through which public resources are misappropriated. Despite the significance of public procurement as an economic activity, and its importance for delivering effective public services, OECD countries still find it challenging to measure the performance of their procurement systems in public institutions. First steps on the journey towards a sophisticated monitoring regime are typically focused on the development of indicators for measuring centralized activity, whereas the measurement of decentralized activity may require a structured, bottom-up approach (OECD, 2019).

II. Literature

JIT has often been expressed as a holistic management system aimed at reducing waste, maximizing cost efficiency, and securing a competitive advantage Inman (2015). Arguably the most significant part of the lean philosophy is its focus on elimination of all forms of waste. Waste can be defined as any activity which does not add value. Supply chain partners have worked together and individually to eliminate wasteful processes and excess inventory across the chain. In JIT waste and unnecessary costs must be minimized (Folinas, Fotiadis & Coudounaris, 2017). Lean was always associated with reduction of cost, eliminating waste, just-in-time (JIT) delivery. Two simple devices are commonly used in lean improvements. One is concerned with identifying waste as the first step towards eliminating it. There are seven forms of waste that need to be eliminated as suggested by Franco and Rubha (2017). These wastes are waste of overproduction, transportation waste, waste of appropriate processing, and waste of waiting time, inventory waste, unnecessary motions and waste of making defective products. Without lean procurement or just in time procurement buyers spend the majority of their time on non-strategic processes like tracking down their order status, purchase order entry and maintaining

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'private' spreadsheets for analysis. As a result, they miss the opportunities for mutually beneficial supplier negotiation and process efficiencies. Just in time procurement methods eliminates discrete purchase orders, adopt a more efficient pay on consumption business process that achieve substantially lower level of inventory improving the process of procuring materials.

a) Concept of Just-in-time Procurement

The concept of just in time procurement according to Stevsenson (2005) is an operating system in which materials are moved through the system, and services are delivered with précised timing so that are delivered at each step of process just as they are needed. Again, Stevenson (2005) opined that JIT operates on a pull or demand basis whereby work is pulled from each step in the process to the next step when the next step has a demand for it rather than pushed on the next step when work is not completed at the current step. Adagala (2014) opined that just in time is concerned with adding value and eliminating waste by ensuring that just the right resources are available or suppliers in relatively small quantities just in time for use. The Just-in-Time philosophy leads to producing the required items, at the required quality and in the right quantities at the precise time (Franco & Rubha, 2017).

JIT as a set of principles, tools, and technique allows a company to produce and deliver products in small quantities with short lead times to meet specific customer needs. JIT effectively reduces waste and ensures high quality of purchased items, administrative efficiency, and simplified communication and receives activities. JIT is designed to virtually eliminate the need to hold items in inventory, to produce and deliver finished goods just in time to be sold, subassemblies just in time to be assembled into goods, and purchase materials just in time to be transformed into fabricated parts. The process of just-in-time procurement involves ordering and receiving inventory for production and customer sales only as it is needed to produce goods, and not before. This type of inventory management provides many benefits, but is not without its downsides, and relies heavily on factors such as a strong, fast and efficient network of suppliers (Peavler, 2019).

The most important aspects of the JIT concept focus on new ways of dealing with suppliers and a clear-cut recognition of the appropriate purchasing role in the development of corporate strategy. This is because the JIT aims at eliminating inefficiencies in the manufacturing cycle by reducing wastes such as inventory cost, which optimizes movement in working place (Phan, Nguyen & Matsui, 2019). One of the essential aspects of the lean concept is to attain the highest possible satisfaction among internal and external customers (Njenga & Moronge, 2018). Njenga and Moronge (2018) also asserted that lean procurement is becoming a strategy method for gaining competitive advantage and even for survival for manufacturers and wholesalers since adding value and removing waste is no longer an option for companies. Arguably the most significant part of the lean philosophy is its focus on elimination of all forms of waste. Waste can be defined as any activity which does not add value. Supply chain partners have worked together and individually to eliminate wasteful processes and excess inventory across the chain.

The commitment to just in time procurement and lean thinking must start at the top management level and should be cascaded down to various levels across the organization to improve the flow and efficiency of processes. Womack and Jones (1996) in their seminal work lean thinking provided the following guidelines for implementing a lean supply chain: value must be defined jointly; all organizations along the value stream must make an adequate return on their investments related to the value stream; the organization must work together to identify and eliminate waste to the point where the overall target cost and return on investments targets of each firm are met; and when cost targets are met, the firms along the stream will immediately conduct new analysis to identify remaining waste and set new targets. Just in time procurement is about creating more value for the customers by eliminating what is considered to be wasteful in the organization activities. The next stage is reaching a continuous flow with the customers' pull of orders. The most important in the final goal - striving for excellence is the transparency throughout the value chain, where all the participants in the implementation can learn and improve their skills in creating value.

i. *Elements of Just in time Procurement*

Akbar, Babu, and Talari (2013) noted that Just in Time consists of several components or elements which must be integrated to function in harmony to achieve the JIT goals. These elements essentially include the human resources and the production, procurement, manufacturing, planning, and organizing functions of an institution. In short, these elements can be grouped into the Toyota production system of people, plants and systems. But for the benefit of this study people and the stakeholder system will be discussed in detail.

People's Involvement

Obtaining support and agreement from all individuals involved in the achievement of organizational goals is fundamental sine qua non for JIT success. Obtaining support and agreement will require involving, and informing, all groups who have an interest in the progress of the institution, and the public at large. This can greatly reduce the amount of time and effort involved in implementing JIT and can minimize the likelihood of creating implementation problems. Support

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and agreement should be obtained from the following groups.

Organization theory suggests the hypothesis that people will be more compelled to work toward goals when they are included in the development of the goals. Onto this hypothesis, JIT builds the idea of involving employees at different levels in the organization. The introduction of quality circles and the concept of total people involvement are important to maximize people's involvement through the use of JIT. The introduction of changes in an organization has the potential to elicit reactive behaviours from the individuals who may be subjects to these modifications. JIT represents one of these changes and cause substantial organization in very positive ways, reactive behaviours such as resisting the change by working against organizational goals may develop. Involving people becomes increasingly important at this point. Communication, training and increasing the values of the worker's jobs can help alleviate reactive behaviours.

Labour Organization

All employees and labour unions should be informed about the goals of JIT and made aware of how the new system will affect working practices. This is important in winning the union and worker's support to assist with the implementation and to remove potentia1problerns and difficulties. Failure to involve labour organizations will result in lack of understanding of management motives and causing fears of job loss on the part of the labour. This can lead to impediments such as non-cooperation and resistance to change. Recent research indicates that one possible weakness of JIT is that it may increase the stress placed on workers; this makes the existence of good labour relations essential.

Akabar et al (2013) stated that despite the claim that JIT cannot be effective outside Japan due to the differences which exist between Japanese and other cultures have led to the belief that JIT cannot work effectively in organizations elsewhere in the world due to the cultural differences which contribute most to this belief include the Japan" work ethic and the role of unions within many Western work environments. Unions typically play a large role in manufacturing or 'blue-collar' organizations which would be more apt to adopt a JIT approach to manufacturing. In addition, unions tend to exert influence upon management in developing policies that are more favorable to labour. Therefore, issues such as increased leisure time for labour would be contradictory to the Japanese work ethics.

Management Support

This involves the support of management from all levels. It also requires that top management should be prepared to set examples for the workers and initiate the process to change attitudes. Striving for continuous improvement is not only required of the employees on the shop floor, but must also be inherent in management's attitudes.

Adequate Government Support

Government should give full and adequate support to public institutions wishing to implement JIT by adequate and just in time financial incentives and other incentives to enable them to carry out projects for the betterment of the citizens. This can motivate institutions to become innovative as it bears some of the financial burden associated with the costs of implementing JIT.

ii. *JIT Procurement Implementation Strategy*

According to Torkabadi and Mayorga, (2017) the most important elements for successful implementation of the JIT strategy are:

i. Top management commitment
ii. Development of a JIT policy manual
iii. Development of a JIT procedure manual,
iv. Develop and implement a continuous JIT training program for employees at all level
v. Develop and maintain a JIT circle involving key employee group representatives
vi. Redesign the organization to make it flexible and dynamic for allowing JIT permeate through system
vii. Develop and maintain an effective communication and control system to provide feedback and control at all levels of the organization and all through the procurement - production - distribution environment.

Van Wayk and Naidoo (2019) presented major problems in procurement that include lack of support from suppliers, lack of top management support, low product quality, lack of employee readiness and support, lack of support from carrier companies, lack of engineering support, and lack of communication. Of these, poor supplier support, closely followed by inadequate understanding and support by top management, are the most severe problems encountered in implementing JIT purchasing.

The use of jointly determined objective standards in examining the work done within both the buyer's plant and the supplier's plant generally results in significant long-term improvement in quality, cost, and delivery performance. Manoochehri (2000) presented the relationship between suppliers and the JIT concept. He estimated the number of suppliers, the relationship with suppliers, sharing information with suppliers, and geographical dispersion. Parveen, Mia, Rahman and Muk Cho (2019) proved that the JIT purchasing can improve the quality JIT procurement implementation. Onyiego and Oloko (2016) asserted also that several changes must take place in an organization for an effective implementation of JIT strategies, they include: changes in employee's attitude, and continuous support and commitment of top management for JIT implementation.

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According to Malik (2012), the implementation of the JIT will depend on many factors such as:

i. Top management must accept the idea of the JIT
ii. Employees should understand the significance of the JIT concept
iii. The third step is set up of the ERP (Enterprise Resource Planning). ERP is a system, which integrates all data and processes of an organization into a single unified system.
iv. The next step is to test the system after implementing JIT
v. The last step is testing and control for successful existence and developing of the JIT system there must be continuous control. Without control, things can away from the right direction.
vi. The feedback loops also exist and they are very important for the whole process.

In the implementation of the practice of just in time according to Inman (2015), JIT has often been expressed as a holistic management system aimed at reducing waste, maximizing cost efficiency, and securing a competitive advantage. The implementation needs to be done in interaction with all departments in the organization.

b) Lead Time

Lead time is the time that elapses between the receipt of a requisition and the receipt of goods required (Bagshaw, 2014). Senapati, Mishra, Routral, and Biswas (2012) argued that lead time is the amount of time that elapses between when a process starts and when it is completed. It represents the time it takes in days (including non-working days) from when you recognize the need to purchase a product, to when it is available in your stores for use. It involves both value add time (time spent adding value to the product) and non-value add (time waiting between process steps). Furthermore, lead time includes the time to understand the need, time to obtain quotations, time to place order, time for vendor to manufacture, time for transportation from vendor and time for inspection to approve the item (Ihunda, 2014). The procurement lead time, material supply from supply chain, waiting time between procurement steps, procuring and processing time, final quality inspection and transit time inspection. Senapati et al (2012) stated the Japanese experience of using Just-In-Time (JIT) showing that there are advantages and benefits associated with their ability to control lead time and consequently that reducing lead times increases productivity and improve the competitive position of an organization or an institution and therefore cumulative cycle times of the processes in the value stream are the theoretical limit to how much lead time can be reduced.

According to Ihunda (2014), lead time should be reduced asserting that if the power of delegation has not been increased to cope with high inflation, then approval of higher authorities may be necessary to trigger off purchase orders, thereby increasing lead time. In capturing lead time, the value stream map is considered as well as using a lead time ladder diagram to review lead time and value adds analysis. Musa, Success, and Nwaorgu (2014) posits that long lead times affect the performance of public institutions entities and compromise the quality of service delivered and therefore, there is a need for lead time reduction. Lysons and Farrington (2006) asserted that lead time can be reduced through close cooperation with suppliers and possibly by inducing or having supplier's location close. The importance of lead time reduction is highlighted by the fact that it is one of the few strategies that sales and production departments can agree on (Srinivasan & Shrehari, 2017).

For JIT to be successful, lead time must be zero or reduced to the barely minimum. Reducing lead-time can improve competitive advantage. Margan (2008) asserted that one of the strategies to implement in reducing lead time is to apply the lean principles. In assessing the business process the role of lean is to systematically strip away the non-value add aspects of the process and find more efficient ways of doing the value add tasks. An institution that can offer significantly shorter and more reliable service delivery times than the others will often be able to increase its corporate image in the face of partners and stakeholders. Reducing lead times doesn't involve speeding up equipment to cut the cycle times or getting work faster. Senapati et al (2014) indicated that reducing lead time brings benefits by improving customer satisfaction through better availability of products and helps in attacking cost. Ivana (2012) identified planning and scheduling while Senapati et al (2012) identified factors such as demand, order quantity, quality of product, reorder point, safety stock, and price discount value of money in lead time involving just in time procurement.

c) Procurement Process

According to Agaba and Shipman (2017), procurement planning is the procedure utilized by organizations or public establishments to design acquiring action for a particular timeframe. This is normally finished amid the planning procedure. According to Hasim, Fauzi, Yusof, Endut and Ridzuan (2018), procurement represents the process of obtaining goods and services from preparation and processing of a requisition through to receipt and approval of the invoice for payment and is highly bound to supply chain management. Purchasing is responsible for acquiring all the materials needed by an organization. Purchasing is the function responsible for issuing purchase orders and initiating the flow of materials.

The complexities of public procurement performance require more than just a mere policy framework in every nation. There is a need to have direct interventions that would undo the complexities that

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bedevil the efforts of the government and international organization for supporting the public procurement performance initiatives. In this era of quickly changing corporate environment, purchasing managers are encouraged to be proactive (Muange & Chirchir, 2016). Purchasing managers need to develop a more proactive strategic approach and encouraged a proactive approach to purchasing planning.

According to Kibinu, Kinuthi, and Nyagah (2018), induced emergency procurement is a key manifestation of corruption, which affects all organizations, including public institutions. Price differentials between induced emergency procurement and planned procurement can be as high as tenfold. In situations of induced emergency procurement, contracts are often awarded to most successful bribers, friends or relatives; and not necessarily to bidders who offer best price-quality combinations. Under such situations, procuring entities are highly likely to receive goods and services of poor quality, which logically, denies them the best value for money. Corruption in induced emergency procurement can also lead to biased allocation of resources, as corrupt accounting officers exaggerate allocations for procurement projects that provide an easy way for personal benefit, at the expense of other more important institutional needs. In view of this, limiting the frequency of emergency procurement is an important step towards effective management of procurement expenditure in public secondary schools, which shall be achieved through comprehensive procurement plans and budgets (Kibinu, Kinuthi and Nyagah, 2018).

Rossi (2010) asserts that ethical code is not only a deterrent of incorrect behaviour but also an enabler for all members of the organization to safeguard the ethical legacy of the firm. This position is further confirmed by Basheka and Mugabira (2008) who stated that the level of professionalism in public institutions in Nigeria is low or non - existent. De-Boer and Telgen (1998) also attributed non-compliance in public procurement to lack of purchasing professionalism in the public sector. According to Pillary (2004) cited in Raymond (2008), there are approximately 100 percent of professional purchasing people in a business environment but only 10 percent of these have been members of a professional body and the rest are not even aware that there are ethical and legal standards involved in procurement. Raymond (2008) also linked the lack of a high degree of professionalism in public procurement to corruption, which ultimately impedes compliance. The procurement officers must be trained and aware of all regulations in relation to procurement and related procedures (Hui et al., 2011).

The results by Bamidele, Mosaku and Fagbenle (2019) revealed that non-compliance with the Public Procurement Act in Nigeria was due to inadequate knowledge of the Act, non-employment of qualified and experienced Procurement Officers, insufficient publicity of the Act, and non-existence of corporate governance leading to poor management of procurement record and non-provision of incentive. An important and effective way to maintain professionalism in public institutions is by initiating ethical awareness by agencies to provide training for employees (Amos and Weathington, 2008). Ethics training and seminars can be provided, along with training in more specific areas, such as procurement procedures, record keeping, records management, and accountability and administrative law. Regular reviews or audits of procurement processes can be done to ensure probity is being considered and achieved (Amos and Washington, 2008). Thus, purchasing professionalism increases public institutions' compliance.

d) Lead Time and Just in Time Procurement

It is necessary to understand the lead time and expected quantity to be delivered of a product based on the actual need date and any accepted quote should meet the required date. Additionally, just in time is viewed as a long-term strategy that can promote excellence and eliminate waste throughout the entire organization (Phan et al., 2019). Just-in-time is a movement and idea that has gained wide acceptance in the business community over the past decade. The JIT procurement concept by Van Wyk and Naidoo (2016) attempts to reduce replenishment lead time by utilizing suppliers located close to the using plant and by ordering small quantities, which in turn reduces a supplier workload per period.

The most important aspects of the JIT procurement concept focus on new ways of dealing with suppliers and a clear-cut recognition of the appropriate purchasing role in the development of corporate strategy. The major actions focus on attempts to reduce the ordering cost and replenishment lead time values. The idea behind JIT, or lean manufacturing, is to have the supplies a firm needs at the exact moment that they are needed. To accomplish this goal a firm must constantly be seeking ways to reduce waste and enhance value.

There are several activities that an institution must monitor as targets for reducing waste. Among these are excessive waste, excessive lead time, unneeded people or material movement, unnecessary processing steps, numerous variabilities throughout a firm's activities and any other non-value adding activity (David, Jennifer, James, & Michelle, 2005). Furthermore, David, et al (2005) opined that just in time has a great effect on lead time where lead time or quick response among wastes, kanban, and inventory are known as the views of just in time.

Bagshaw (2017) noted that material resource planning (MRP) plays an important role in planning production component (materials). Furthermore, efficient

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MRP applications helps the organization to obtain time-phased requirements and to determine when to begin manufacturing processes in a given production life cycle in bringing about product output to meet demand orders within the applicable lead time (Bagshaw, 2017). Organizations that make use of just in time procurement maintain their manufacturing processes through the use of small lot size which reduces lead time. A decline in lead-time, in turn, cuts total processing time at each workstation which is greater for large lots than for small lots. The function of just in time procurement is to provide a firm with parts, raw materials at a reasonable price and must ensure that high-quality products are provided on time thereby reducing the lead time.

e) Procurement Process and Just in Time Procurement

Procurement is acquiring resources from outside suppliers. In this sense, procurement activities are very critical to all organizational units from households to firms, organizations, and the government. From the functional viewpoint, procurement is an indispensable activity and its achievement is essential to any organization. In the private sector, procurement is considered as a profit center to maximize the firm's profit in saving material cost (Mutangili, 2019). A lean procurement process for a public institution according to Linda (2011) is a modification of the traditional system of acquiring the needs of the institution. The objective of the modification is to improve the system of procurement regarding issues about:

i. Long lead time before a material is received, in as much as long lead times equate to non-value-added costs before a particular transaction or manufacturing activity can be performed.
ii. Maintaining an optimized level to ensure that all materials stored or kept on hand are those that meet the immediate needs of the organization. That way, all purchases are converted into finished goods or items that are ready for customers.

According to Ansari and Modarress (2002), the definition for Just-in-Time procurement is reflected in its name. Thus, in implementing the JIT concept, materials are purchased or parts are produced in an exact quantity and just as they are needed. Just in time, the procurement process is a system of buying which improves effectiveness and efficiency. A variety of techniques are involved in the JIT procurement process and Njenga and Moronge (2018) asserted that some of the tasks involved in procurement include developing standards of quality, financing purchases, negotiating price, buying goods, inventory control and disposal of waste products like packaging. One key element in JIT and procurement process is reducing the number of suppliers.

Alejandro (1998) argued that the traditional relationship between the supplier and the customer has changed completely in JIT; that it is common to see an adversary attitude among suppliers and customers under complex contract clauses that slow down the procurement process. A sort of partnership has to be established among suppliers and customers to involve the latter into the efficient process of JIT. This was supported by Nguyen et al. (2019) whose result showed that suppliers' relationship with customers ensure firms' performance. They argued that the integrated effect of this relationship is significant for improving a firm's competitive performance including quality, delivery and flexibility.

JIT procurement and the items that are procured should be the goal of all the individuals in a public institution. Bindu & Ahuja (2005) opined that items having a low degree of turbulence are generally suitable for JIT procurement while items having a high degree of turbulence should be purchased by conventional purchase method. Again, Bindu & Ahuja (2005) asserted that certain situations are not suitable for JIT but conventional purchasing is more economical and operationally advantageous in these cases. Furthermore, the characteristics of JIT systems are consistently high quality, small lot sizes, frequent delivery, short lead time, and close supplier ties. Jattit et al (2010) stated that in JIT procurement, procurement is carried out in small lots with frequent deliveries in small standard to hold the exact quantities of required specifications from a nearby local supplier with a long-term contract.

III. Methodology

This study adopted the cross-sectional survey design in its investigation. The population of the study is 7 public institutions in higher education in Rivers State, Nigeria. Since the population is relatively small, the study adopted a census approach in the investigation, hence all members of the population frame were included in the investigation. The primary instrument utilized in the study was the structured questionnaire which by purposive selection was distributed to ten (10) (9) staff in strategic departments and units of each of the public institutions bringing the number of respondents' questionnaire to 70.

IV. Data Analysis

All the 70 (seventy) copies of the distributed questionnaire were retrieved; however, 4 copies of the retrieved copies were discarded as not useable because they were not properly filled. Therefore, 66 (sixty-six) of the retrieved questionnaire were used in the presentation and analysis of data. The responses obtained from the respondents were analyzed within a significance level of 0.05.

a) Research Question 1

To what extent does lead time influence just in time procurement in public institutions in Rivers State?

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Table 1: Summary on Research Question 1

Item	Variables	Strongly agree/Agree		Indifference		Strongly Disagree/Disagree	
		No.	%	No.	%	No.	%
1	Closeness to suppliers influences supplier's transit time of delivery and as such enhances just in time procurement in my organization.	52	78.8	10	15.2	4	6.06
2	Lead time reduction eliminates waste and this enhances just in time procurement.	39	63.6	7	10.6	20	30.3
3	Adhering strictly to lead time process enhances just in time procurement.	44	66.7	9	13.6	13	19.7

Source: Research Data, 2019

From Table 1, it was shown that 78.8% of respondent agreed that closeness to supplier's influences supplier's transit time of delivery and as such enhancing just in time procurement in public institutions in Rivers State, while 66.7% of respondents agreed that adhering strictly to lead time process enhances just in time procurement. Furthermore, 63.6% of respondents agreed that lead time reduction eliminates waste and thus enhances just in time procurement.

Furthermore, the correlation value of the relationship between lead time and just in time procurement was examined is shown below:

Table 2: Correlation Analysis showing the direction and magnitude of relationship between Lead time and Just in time procurement

Correlation

Variables 1	Statistics	Lead Time	Just in Time Procurement
Lead Time	Correlation Coefficient	1.000	.983*
	Sig. (2-tailed)	.	.012
	N	66	66
Just in Time Procurement	Correlation Coefficient	.983*	1.000
	Sig. (2-tailed)	.012	.
	N	66	66

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

Table 2 showed the relationship between lead time and just in time procurement with correlation coefficient (r) = 0.983; indicating that a very strong positive relationship exists between lead time and just in time procurement. Also, the p-value = 0.012 less than 0.05 acceptable level of significance; which asserts that there is a significant positive relationship between lead time and just in time procurement in Public institutions in Rivers State, Nigeria.

Testing Hypothesis 1

Ho_1: There is no significant relationship between lead time and just in time procurement on the efficiency of just in time procurement in public institutions in Rivers State.

$$Z = r\sqrt{n-1}$$

$$Z = 0.9833\sqrt{66-1}$$

$$Z = 0.9833\sqrt{65}$$

$$Z = 0.9833x8.0623$$

$$Z = 7.928.$$

Decision: Since the calculated z value (7.928) is greater than the tabulated z value of (1.96) the null hypothesis will be rejected and the alternative accepted. Having accepted the alternative hypothesis, it implies that there is a significant relationship between lead time and just in time procurement.

b) Research Question 2

To what extent does procurement process influence just in time procurement in public institutions in Rivers State?

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In providing data for the research question, research question items were drawn from the information on item 4, 5 and 6 from the questionnaire.

Table 3: Summary on Research Question 2

Item	Variables	Strongly agree/Agree		Indifference		Strongly Disagree/Disagree	
		No.	%	No.	%	No.	%
4	Materials bought or stored are those that meet the immediate needs of the organization.	54	81.8	9	13.6	3	4.55
5	Procuring products from a particular supplier most a time reduced cost of purchase.	47	71.2	13	19.7	6	9.09
6	Procured materials are purchased at exact quantity and just as they are needed.	50	75.7	5	7.56	11	16.7

Source: Research Data, 2019

From Table 3, it was shown that 81.8% of respondents agreed that materials bought or stored are those that meet the immediate needs of the organization procurement process in my organization, while 75.7% agreed that procured materials are purchased at exact quantity and just as they are needed. And also 71.2% of respondents agreed that procuring products from one supplier most times reduced the cost of purchase. Furthermore, the correlation value of the relationship between procurement process and just in time procurement was examined is shown below:

Table 4: Correlation Analysis showing the direction and magnitude of relationship between Procurement Process and Just in time procurement

Correlations

Variables1	Statistics	Procurement Process	Just in Time Procure Ment
Procurement Process	Correlation Coefficient	1.000	.971**
	Sig. (2-tailed)	.	.000
	N	66	66
Just in Time Procurement	Correlation Coefficient	.971**	1.000
	Sig. (2-tailed)	.000	.
	N	66	66

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

The relationship between the procurement process and just in time procurement process indicates that rs = 0.971. This indicates that a strong positive relationship exists between the procurement process and just in time procurement.

Testing Hypothesis 2

Ho_2: There is no significant relationship between procurement processes and just in time procurement in public institutions in Rivers State, Nigeria.

$$Z = r\sqrt{n-1}$$

$$Z = 0.971\sqrt{66-1}$$

$$Z = 0.971\sqrt{65}$$

$$Z = 0.971x8.0623$$

$$Z = 7.828.$$

Decision: Since the calculated z value (7.828) is greater than the tabulated z value of (1.96) the null hypothesis will be rejected and the alternative accepted. Having accepted the alternative hypothesis, it implies that there is a significant relationship between lead time and just in time procurement in public institutions in Rivers State, Nigeria.

V. Discussion

a) Lead Time and Just in Time Procurement

Lead time defines the period of time between the placing of an order and when the delivery of the order is made. Lead time is viewed via public institution as to be the item it takes in days (including non-working days) from when an institution recognizes the need to purchase an equipment or product, to when it is available in the stores for use. In reducing elongated lead time, activities such as excessive waste times, unneeded people or material movement, unnecessary

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processing steps, numerous variabilities throughout a firm's activities and any other non-value adding activity should be avoided (David, Jennifer, James & Michelle 2005). Also, Lysons and Farrington (2006) noted that just in time can be successful when lead time is reduced to zero or reduced to the barest minimum. This is done through close cooperation with suppliers and possibly by inducing or having supplier's location close.

The management of an organization should have a clear understanding on quality delivery of orders. Orders are adequately met by attempting on reducing lead time and by utilizing closely located suppliers as shown in Table 1 which indicates that 78.8% of respondents agreed that closeness to suppliers influences supplier's transit time of delivery and as such enhances just in time procurement in my organization and also 63.6% of respondent accepts that lead time reduction eliminates waste and thus enhances just in time procurement which agrees with the views of Lysons and Farrington (2006) which states that lead time can be reduced through close cooperation with suppliers and possibly by inducing or having supplier's location close and that just in time can only be successful when lead time is reduced to zero or to the bare minimum.

From Table, 2 the analysis between lead time just in time procurement the correlation coefficient (r) = 0.9833 indicate a very positive relationship exists between lead time and just in time procurement. For the rest of the performance indicators, the results show that lead time accounts for the variation in just in time procurement.

b) Procurement Process and Just in Time Procurement

Procurement refers to the acquisition of goods, services, and works by a procuring entity using public funds. Public bodies have always been big purchasers, dealing with huge budgets. Public procurement represents 18.42% of the world's GDP (Muange & Chirchir, 2016). In the private sector, procurement is considered as a profit center to maximize the firm's profit in saving material cost. However, there is a major distinction in public procurement as it draws its funds from tax revenue. Procurement comes to play when an institution has identified a need and decided on its procurement requirement. Therefore, it is paramount that public institutions should think in terms of the total cost of ownership of procured products which includes not only the purchase price, but also time and resources that are expended in the pursuit of ownership.

Ogbu and Asuquo (2018) consider that public procuring entities are normally expected to oversee all administrative responsibilities for the projects they manage, whether financed through local funds or with development assistance. However, they stated that the procurement process can be effective when their practices in this regard are circumscribed by the procurement laws. From the analysis in table 4.6.1, it is shown that 81.8%% of the respondents agreed materials bought or stored are those that meet the immediate needs of the organization, while 75.7% of the respondent agreed that procuring products from suppliers most a time reduced cost of purchase and this corresponds to the statement of Ansari and Modarress (2002) which states that materials are bought or stored in an exact quantity and just as they are needed. The analysis between the procurement process and just in time procurement in Table 4, the correlation coefficient (r) = 0.971 indicate that a very strong relationship exists between the procurement process and just in time procurement.

VI. Conclusion

The position of this paper on the features of just in time procurement as a consequence of factors such as lead time and procurement process, affirms to the imperatives of effective processes and the control of the procurement process. This justifies the need for order processing activities that are well aligned and mapped to suit the features of not only a changing and dynamic environment, but also a growing economy and sensitive market. From the study, it can be established that there exists a positive relationship between lead time and just in time procurement as well as a positive relationship between the procurement process and just-in-time. Hence, directors in public institutions must pay greater attention to accurate purchase and storage of materials, ability to communicate properly to subordinate.

Furthermore, the study also reveals that long lead time, lengthy procurement process, top management inability to incorporate employees in decision making and unskilled employees affects the performance outcome of just in time procurement significantly and together leads to the realization of a successful procurement. In view of the foregoing, this paper concludes that the adoption of lean time and procurement processes well adjusted to the features and functions of the organization, enhance the just-in-time procurement of organizations and in that manner, enhance the operations of the institutions. In this vein, these facets of the order processing are critical to the health and functionality of institutions.

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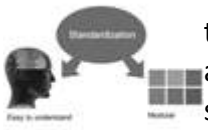
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- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- 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.

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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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:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

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

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