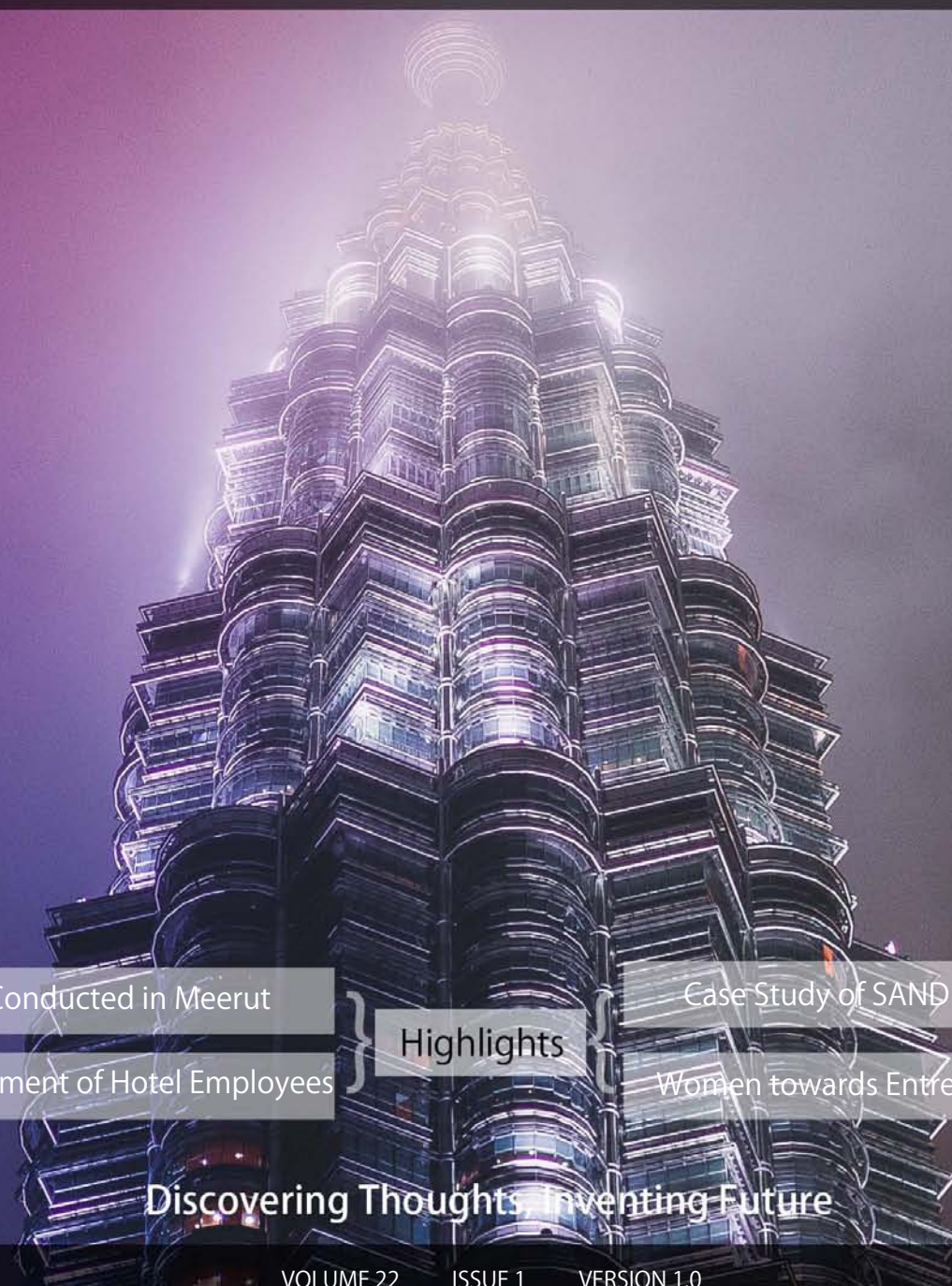


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A Study Conducted in Meerut

Goal Commitment of Hotel Employees

Highlights

Case Study of SANDHIGH Field

Women towards Entrepreneurship

Discovering Thoughts, Inventing Future

VOLUME 22

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By Jieun Kim & H. Michael Chung

Daegu Catholic University

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Proactive decision-making considers objectives, the search for further information, alternatives, and decision radars. The hypotheses regarding the relationship among the variables were empirically tested with hotel employees. The results indicate that the hotel employees' causality, perception of change, and locus of attention were related positively to their organizational goal commitment while their attitude towards contradiction negatively influenced it. Furthermore, holistic thinking did not make a significant direct impact on proactive decision-making. In addition, goal commitment significantly influenced the seeking for more information and use of decision radar, while it failed to influence searching for objectives and alternatives.

Keywords: *holistic thinking, proactive decision-making, organizational goal commitment, hotel employees, decision-making.*

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Holistic Thinking and Proactive Decision-Making with Goal Commitment of Hotel Employees

Jieun Kim^α & H. Michael Chung^σ

Abstract- This study examines the relationships between holistic thinking, proactive decision-making, and organizational goal commitment in the context of hotel employees. Variables related to holistic decision-making include causality, attitude towards contradiction, perception of change, and locus of attention.

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Finally, it was found that organizational goal commitment significantly mediates the relationship between holistic thinking and proactive decision-making.

Keywords: *holistic thinking, proactive decision-making, organizational goal commitment, hotel employees, decision-making.*

I. INTRODUCTION

As customer service is an important factor that affects the economic and strategic stake in the hotel industry, it has attracted significant attention in both academia and the industry (Rao and Sahu, 2013;

Nguyen Nguyen, Ha, Anh, & Matsui, 2015). Often the employees of hotels, particularly in upscale hotels, must go beyond standard operating procedures and address issues with unique and customized solutions (Victorino, Bolinger, & Verma, 2012). In such upscale hotels, customer-facing employees need to be trained beyond the basics to better serve customers.

For hotel employees, this can be addressed by paying attention to holistic and proactive approaches and training. However, the hotel's budget, operating and scheduling constraints, and traditional management culture often deter such actions to be taken into consideration. For example, the mean expenditure for

training per available room in the hotel industry was no more than \$76.03 (Mandelbaum, 2018).

How an employee makes a decision in responding to a given task has been studied with numerous approaches. Thinking style has a significant impact on human decision-making and is a critical predictor (Xiaotian & Jingyu, 2017; Kasser, 2010; Manni & Maharaj, 2004; Pagani & Otto, 2013; Siebert & Kunz, 2015; Wu & Parker, 2013; Khmil, 2013; Huggins, Deb, Claudio, & Velazquez, 2013; Magoutas, Apostolou, & Mentzas, 2015). In particular, holistically thinking individuals make more of a commitment to their organizations (Jaaron & Backhouse, 2014). In addition, proactivity comes with constant commitment towards a specific goal (Parker & Collins, 2010).

Therefore, it is important to study proactive behavior and holistic approaches as a thinking style to better understand its effects on problem solving. In this study, organizational goal commitment was examined as a mediator for the relationship between thinking style and decision-making for hotel employees. The study addresses the following research questions (RQ):

RQ #1: Does holistic thinking influence organizational goal commitment and proactive decision-making of hotel employees?

RQ #2: What aspects of holistic thinking have a significant impact on decision-making of hotel employees?

RQ #3: Does organizational goal commitment influence proactive decision-making of hotel employees?

RQ #4: Does organizational goal commitment mediate the relationship between holistic thinking and proactive decision-making of hotel employees?

II. LITERATURE REVIEW

In this section, holistic thinking, proactive decision-making, and organizational goal commitment and their relationships are discussed, followed by developing the hypotheses.

a) *Holistic Thinking*

Holistic thinking refers to an individual's awareness of the operation of the overall system and interrelationship of the details when the person considers a situational context and makes decisions (Kasser, 2010; Hitchin, 2007). Holistic thinking consists of causality, attitude towards contradiction, perception

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of change, and locus of attention (Choi et al., 2007). Causality states an individual's cognitive way of understanding a phenomenon. Attitude towards contradiction is an individual's cognitive adoption of moderation, meaning that when two contradictory opposites exist. People with this attribute often tend to choose a middle ground by embracing an opposite view (Choi et al., 2007, p. 693). Perception of change means an individual views a change as a natural flow due to the complex interconnection of each element. Locus of attention describes the identification of the whole picture of context related to an object. Individuals with a holistic locus of attention examine the parts by figuring out the whole picture and understanding a complex phenomenon as an integrated whole. Therefore, holistically thinking individuals consider possible alternatives before coming to a final decision and make an optimal choice that fits in with the ultimate objectives (Ji, Peng, & Nisbett, 2000; Choi, Dalal, Kim-Prieto, & Park, 2003).

b) Organizational Goal Commitment

Goal commitment is one's decisiveness to accomplish goals, resistance to abandoning them, and their consistent effort to reach them (Hollenbeck & Klein, 1987; Locke & Lathan, 1990). For example, when everyone in a group is given the same goal, those committed to that goal will perform better than those who are not (Hollenbeck & Klein, 1987; Klein & Wright, 1994). Lau (2012, p9) reported the significant impact of goal commitment on job satisfaction by stating that employees committed to the organization's overall goal tend to be satisfied. Organizational goal commitment helps the individuals accomplish their goals through self-initiated motivation.

c) Proactive Decision-Making

Proactive behavior refers to an individual's propensity to make effective change in one's environment (Bateman & Crant, 1993). People scan for opportunities, show initiative, take action, and engage in conscious goal-directed processes (Wu & Parker, 2013), with the core trait of proactive behavior being that an individual can change his/her physical circumstances and social atmosphere with initiative and aspiration. Individuals with proactive tendencies are not likely to be affected by external forces and look to actively interact with the situation. On the other hand, passive individuals react to the situation and are framed by their environment (Parker, Bindl, & Strauss, 2010).

Two dimensions of proactive decision-making are personality traits and cognitive skills (Siebert and Kunz (2015). Personality traits describes taking an initiative and striving for improvement, while cognitive skills consists of the systematic identification of objectives and alternatives, a systematic search for information and the use of decision radar. According to Siebert & Kunz (2015), taking an initiative refers to the

willingness to change a situation to follow one's initiative. Striving for improvement means eagerness to make one's circumstances better and having a proactive orientation rather than remaining passive. Cognitive skills involve activities toward proactive behaviors. The systematic identification of objectives states the awareness of what individuals intend to reach, while systematic identification of alternatives is the extension of various options and openness to possible alternation of choice based on expected outcomes (Siebert & Kunz, 2015). Systematic search for information describes the information search that is relevant to decision-making. Use of decision radar describes visualizing the results and minimizing any potential problems before settling on a final decision (Frese & Fay, 2001; Greenglass, 2002).

d) Holistic Thinking and Organizational Goal Commitment (Developing Hypothesis 1-1 through Hypothesis 1-4)

Jaaron and Backhouse (2014) reported a positive relationship between systems thinking and affective commitment. Systems thinking is a holistic perspective where everything is connected to everything else; thus, the only way to fully understand a system is to understand its parts in relation to the whole (Shaked & Schechter, 2016). Resilient organizations require a holistic view and there seems to be a link between how much a holistic style of thinking is valued within an organization and the ability to sustain a satisfactory level of performance (Comfort et al. 2001; Pellissier 2011). With affective commitment which is a model of workplace commitment is an emotional attachment to the organization such that the strongly committed individual identifies with and enjoys membership within the organization (Meyer and Herscovitch 2001; Siders, George, Dharwadkar, 2001). Further, Jaaron and Backhouse (2014) reported the significant positive relationship between systems thinking and an emotional attachment to organizations. Thus, organizational goal commitment can have a positive relationship with holistic thinking.

Based on these arguments, the following hypotheses were developed involving each component of holistic thinking and organizational goal commitment:

H1-1: The hotel employees' causality is positively related to their organizational goal commitment.

H1-2: The hotel employees' attitude towards contradiction is positively related to their goal commitment.

H1-3: The hotel employees' perception of change is positively related to their goal commitment. *H1-4:* The hotel employees' locus of attention is positively related to their goal commitment.

e) *Holistic Thinking and Proactive Decision-Making (Developing Hypothesis 2-1 through Hypothesis 2-16)*

A holistic approach in the decision-making process is derived from the idea that everything is interconnected to each other, which brings about the system to include all opinions so as to draw a shared decision (Ruscio, 2003). A holistic approach focuses on the integration of parts and makes a new paradigm to include various perspectives. Holistic thinkers are unlikely to separate and distinguish each part of the organization, but rather are more likely to look at the system and integration of each unit as a whole. This could lead them to be more attentive of the overall organizational goals (Huggins et al., 2013).

Proactive decision-making describes an active involvement in opportunities, taking initiative, and constant efforts to achieve objectives (Bateman & Crant, 1993; Ruscio, 2003; Dolan, 2008; Siebert & Kunz, 2015). In addition, research on proactivity includes why an individual sets out to master and change one's situation, how he/she can achieve this change, and what the consequences of proactivity are for individuals and organizations (Wu & Parker, 2013).

Those who think holistically tend to search for more information before making a task related choice (Choi, Dalai, Kim-Prieto, & Park, 2003; Phillips et al., 2016). They are more likely to see background information and emphasize complex relationships (Hedden et al., 2000; Ji et al., 2000). Air traffic controllers with a holistic thinking style showed high involvement in proactive decision-making (Xiaotian & Jingyu, 2017). According to Benoit and Miller (2017), when there is a choice overload among products, a negative effect on satisfaction could occur. The study indicates that holistically thinking consumers are able to reduce such negative feelings by mitigating the overload feeling on satisfaction. It has been understood that individuals who think holistically can control negative emotions and move towards alternative options which make them more productive in specific situations.

Based on these arguments, develop the following hypotheses were developed involving each component of holistic thinking and proactive decision-making:

H2-1: The hotel employees' causality is positively related to their identification of objectives.

H2-2: The hotel employees' causality is positively related to their systematic search for information.

H2-3: The hotel employees' causality is positively related to their systematic identification of alternatives.

H2-4: The hotel employees' causality is positively related to their use of decision radar.

H2-5: The hotel employees' attitude towards contradiction is positively related to their identification of objectives.

H2-6: The hotel employees' attitude towards contradiction is positively related to systematic search for information.

H2-7: The hotel employees' attitude towards contradiction is positively related to their systematic identification of alternatives.

H2-8: The hotel employees' attitude towards contradiction is positively related to their use of decision radar.

H2-9: The hotel employees' perception of change is positively related to their identification of objectives.

H2-10: The hotel employees' perception of change is positively related to their systematic search for information.

H2-11: The hotel employees' perception of change is positively related to their systematic identification of alternatives.

H2-12: The hotel employees' perception of change is positively related to their use of decision radar.

H2-13: The hotel employees' locus of attention is positively related to their identification of objectives.

H2-14: The hotel employees' locus of attention is positively related to their systematic search for information.

H2-15: The hotel employees' locus of attention is positively related to their systematic identification of alternatives.

H2-16: The hotel employees' locus of attention is positively related to their use of decision radar.

f) *Organizational Goal Commitment and Proactive Decision-Making (Developing Hypotheses 3-1 through 3-4)*

Goal commitment motivates individuals to increase the actions associated with goal accomplishment (Aronson, 1997; Bem, 1972). When an individual recognizes their goals and considers them important to achieve, they tend to make consistent efforts related to goal achievement. Therefore, the hotel employees committed to organizational goals are likely to make more effective decisions. Pedersen (2015) reported school teachers' goal commitment made a positive impact on their task performance, willingness to achieve goals plays a role in enhancing a positive behavior. It is in line with Siebert & Kunz (2015), where they described how taking initiative refers to the willingness to change a situation to follow one's initiative. Striving for improvement is the eagerness to improve one's circumstances and have a proactive outlook instead of staying passive.

If hotel employees take organizational goals seriously and set attainable values, their decisions would be made in a proactive manner. The hypotheses for the relationship between the hotel employees' goal commitment and proactive decision-making are developed as follows:

H3-1: The hotel employees' goal commitment is positively related to their identification of objectives.

H3-2: The hotel employees' goal commitment is positively related to their systematic search for information.

H3-3: The hotel employees' goal commitment is positively related to their systematic identification of alternatives.

H3-4: The hotel employees' goal commitment is positively related to their use of decision radar.

g) Organizational Goal Commitment as Linking Mechanism (Developing Hypothesis 4-1 through Hypothesis 4-16)

Cerasoli and Ford (2014) reported the relationships between intrinsic motivation, mastery goal orientation, and performance. The relationship between intrinsic motivation and performance were mediated through mastery goal orientation, which indicates that the individuals' will to master their goals fosters the impact of intrinsic motivation on performance. Hwang & Joo (2017) studied the mediating effect of goal commitment in the relationship between leadership and organizational commitment. Furthermore, Choi, Kim, & Son (2012) reported a partially mediating effect of affective commitment for the relationship between self-leadership and innovative behaviors in a military setting.

Thus, organizational commitment seems an effective mediator between antecedent variables and predicted outcomes in the organizations. It is likely that organizational goal commitment mediates for the relationship between the employees' pattern of thinking and decision-making. The following hypotheses are developed to examine the mediating effect of organizational goal commitment on the relationship between holistic thinking and proactive decision-making:

H4-1: The hotel employees' organizational goal commitment mediates the relationship between causality and identification of objectives.

H4-2: The hotel employees' organizational goal commitment mediates the relationship between causality and systematic search for information.

H4-3: The hotel employees' organizational goal commitment mediates the relationship between causality and identification of alternatives.

H4-4: The hotel employees' organizational goal commitment mediates the relationship between causality and decision radar.

H4-5: The hotel employees' organizational goal commitment mediates the relationship between attitude toward contradiction and identification of objectives.

H4-6: The hotel employees' organizational goal commitment mediates the relationship between attitude toward contradiction and systematic search for information.

H4-7: The hotel employees' organizational goal commitment mediates the relationship between attitude toward contradiction and identification of alternatives.

H4-8: The hotel employees' organizational goal commitment mediates the relationship between attitude toward contradiction and decision radar.

H4-9: The hotel employees' organizational goal commitment mediates the relationship between perception of change and identification of objectives.

H4-10: The hotel employees' organizational goal commitment mediates the relationship between perception of change and systematic search for information.

H4-11: The hotel employees' organizational goal commitment mediates the relationship between perception of change and identification of alternatives.

H4-12: The hotel employees' organizational goal commitment mediates the relationship between perception of change and decision radar.

H4-13: The hotel employees' organizational goal commitment mediates the relationship between locus of attention and identification of objectives.

H4-14: The hotel employees' organizational goal commitment mediates the relationship between locus of attention and systematic search for inform.

H4-15: The hotel employees' organizational goal commitment mediates the relationship between locus of attention and identification of alternatives.

H4-16: The hotel employees' organizational goal commitment mediates the relationship between locus of attention and decision radar.

III. RESEARCH METHODOLOGY

Section 3 describes the conceptual model of the empirical study, survey instruments and data collection.

a) Conceptual Model

Figure 1 shows the conceptual framework that presents the relationship among holistic thinking, organizational goal commitment, and proactive decision-making.

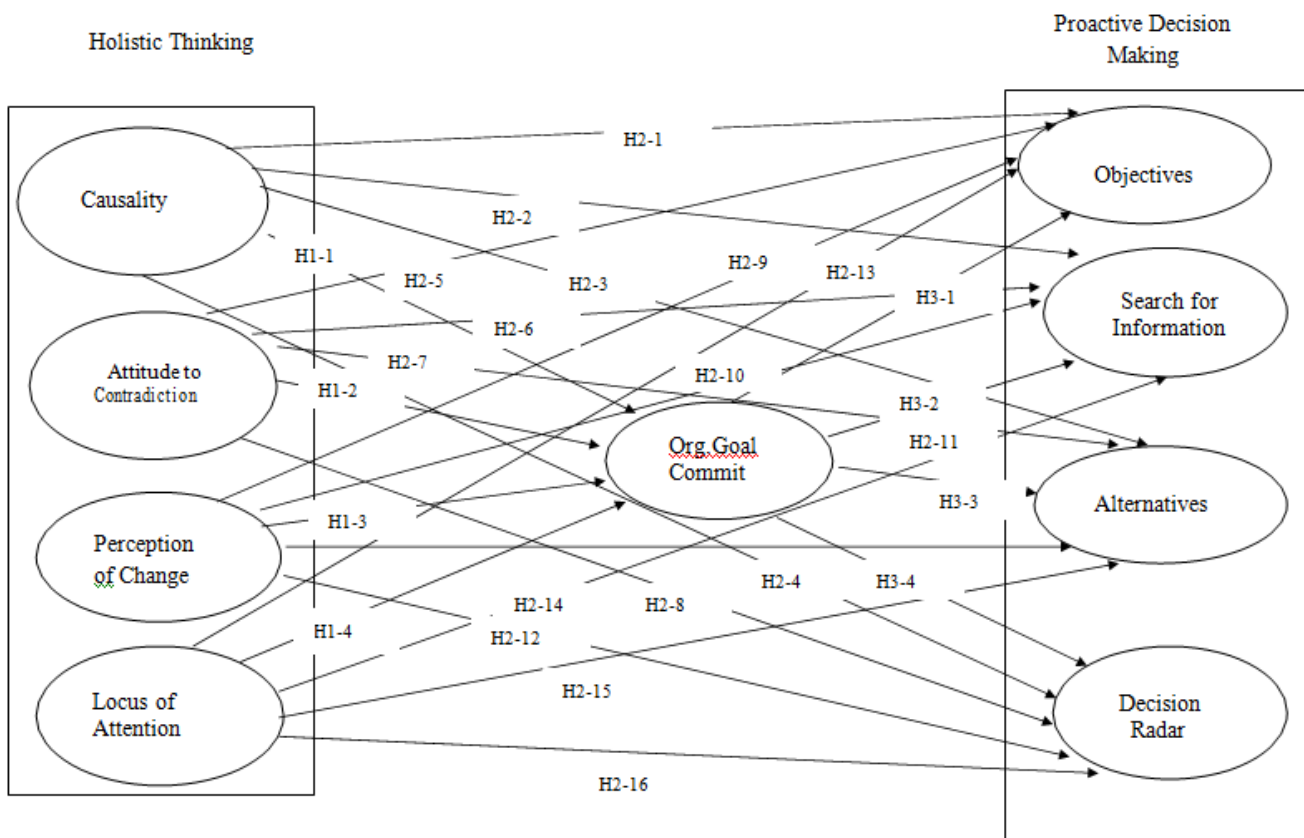


Figure 1: Conceptual model

b) Survey Instruments

Holistic Thinking: The instruments developed by Choi et al. (2007)'s 24-item scale were used to test holistic thinking. Holistic thinking includes sub-variables of causality, attitude towards contradiction, perception of change, and locus of attention. Subject responses were recorded using a 7-point Likert scale.

Organizational Goal Commitment: The evaluation of organizational goal commitment was based on a 5-item scale by Klein et al. (2001). The same 7-point Likert scale was used.

Proactive Decision-Making: Hotel employees' proactive decision-making was measured using Siebert and Kunz's (2015)'s 19 items of cognitive skills in proactive decision making. The four variables employed are objectives, information, alternatives and the use of decision radar. The respondents were asked to rate their decision-making behaviors in the workplace using the same 7-point Likert scale.

c) Data Collection

Following a pilot test of fifty subjects from two hotels, the main survey was conducted at top-rated five star hotels in Korea. Eleven hotels were contacted using convenience sampling. The study objective and the survey method were explained to the hotel senior management as well as operational level managers. Seven top-rated five star hotels agreed to participate in

this study: the JW Marriot, Grand Hyatt, The Shilla, Sheraton, Millennium Hilton, Westin, and Paradise hotels. The survey materials were then distributed according to the scale of the hotels; 35 cases for hotels with 290 to 399 rooms, 45 cases for hotels with 400 to 499 rooms, and 50 cases for hotels with 500 to 700 rooms. A total of 289 responses were collected out of the 300 surveyed, and 272 survey responses were valid and used for the analysis.

IV. RESULTS

Section 4 describes demographic information of the survey followed by validity and reliability, confirmatory factor analysis and correlation matrix. Then, it presents the details of the hypotheses testing.

a) Demographic Information

As summarized in Table 1, nearly 70% of the respondents are full time employees of a hotel. Nearly 80% of the employees are either a clerk or a supervisory level employee. Slightly less than half of the employees have up to three years of work experience and about 40% of the employees have 4-9 years of work experience. Slightly more than half of them are female and the majority of employees are in their 20's and 30's. Roughly half of them have at least a bachelor's degree.

Table 1: Demographics of the Survey

| Respondents' Characteristics | Items | Frequencies (%) | Respondents' Characteristics | Items | Frequencies (%) |
|------------------------------|------------------------------------|----------------------------------|------------------------------|---|---|
| Gender | Male | 114(41.9) | Employment Status | Full time Temporary Contract | 185(68.0) 87(32.0) |
| | Female | 158(58.1) | | | |
| Age | 20~29 | 140(51.5) | Department | Room Division Back Office F&B Catering Others | 70(25.7) 52(19.1) 79(29.0) 56(20.6) 15(5.5) |
| | 30~39 | 103(37.9) | | | |
| | 40~49 | 23(7.5) | | | |
| | 50 or more | 6(2.2) | | | |
| Education | Associate | 91(33.5) | Current Position | Clerk Supervisor Manager Director or Higher | 156(57.4) 60(22.1) 39(14.3) 17(6.3) |
| | Bachelors Masters or Higher Others | 132(48.5) 44(16.2) 5(1.8) | | | |
| | 1-3 years | 132(48.5) | | | |
| | 4~6 years 7~9 years Over 10 years | 63(23.2) 41(15.1) 36(13.2) | | | |
| The Total | | 272(%) | The Total | | 272(%) |

b) Validity and Reliability

As indicated in Table 2, Cronbach's alpha of each construct in the model ranges between 0.710 and 0.871 and fulfills the cut-off point at $\alpha \geq 0.60$ (Lee, 2006). As construct reliability ranges between 0.723 and 0.889, internal consistency is supported (Kim, 2007). Average Variance Extracted (AVE) estimate ranging between 0.500 and 0.728 supports convergent validity (Farrell and Rudd, 2009).

The standardized factor loading of all measures was moderate ranging between 0.534 and 0.902 after

some items that are less than 0.5 were excluded. The updated items explains the underlying construct by fulfilling the cut-off point of 0.5 and more adequately explains construct validity (Kim 2007). The excluded items were one item in causality, two items in attitude toward contradictions, three items in perception of change, one item in locus of attention, and two items in organizational goal commitment.

Table 2: Confirmatory Factor Analysis and Discriminant Validity

| Factor | Item | Estimate | Standard Coefficient | T-value | P-value | Cronbach's α | CCR | AVE |
|-------------------------------|--|----------|----------------------|---------|---------|---------------------|-------|-------|
| Causality | The relation of everything | 1.000 | 0.849 | | | 0.864 | 0.830 | 0.569 |
| | Integration of all | 0.848 | 0.867 | 17.114 | *** | | | |
| | Causal relationship of all | 0.776 | 0.714 | 12.986 | *** | | | |
| | Possibility of alterations in other elements from a single change in one element | 0.794 | 0.726 | 13.302 | *** | | | |
| | Existence of unknown consequences from a phenomenon | 0.518 | 0.534 | 9.065 | *** | | | |
| Attitude toward Contradiction | Desirability of middle ground than extremes | 1.000 | 0.639 | | | 0.760 | 0.746 | 0.524 |
| | Search for ways to compromise and embrace everyone's opinions at conflict | 0.848 | 0.557 | 7.462 | *** | | | |

| | | | | | | | | |
|--------------------------------|---|-------|-------|--------|-----|-------|-------|-------|
| | Importance of compromise than conflict with other's opinions | 1.256 | 0.726 | 9.037 | *** | | | |
| | Desirability in harmony rather than in discord | 1.075 | 0.753 | 9.205 | | | | |
| Perception of Change | Predictability of change in directions of phenomenon (r). | 1.000 | 0.582 | | | 0.710 | 0.723 | 0.500 |
| | Current situations can change at any time | 0.995 | 0.799 | 9.483 | *** | | | |
| | Predictability of future events based on present situations (r). | 1.216 | 0.644 | 7.087 | *** | | | |
| Locus of Attention | Value on a whole rather than apart to understand a phenomenon. | 1.000 | 0.872 | | | 0.871 | 0.861 | 0.561 |
| | Attention to the whole than its parts. | 1.083 | 0.902 | 18.483 | *** | | | |
| | Value on the whole thing than the sum of its parts. | 1.033 | 0.709 | 13.321 | *** | | | |
| | Attention to the whole context rather than the details. | 0.818 | 0.660 | 12.035 | *** | | | |
| | Consideration of the whole picture to understand the parts | 0.683 | 0.543 | 9.391 | *** | | | |
| Organizational Goal Commitment | Hardness to take organizational goal seriously (r) | 1.000 | 0.777 | | | 0.755 | 0.733 | 0.501 |
| | Commitment to pursuing organizational goal | 0.849 | 0.650 | 11.550 | *** | | | |
| | Easiness to abandon this goal (r) | 0.850 | 0.681 | 12.215 | *** | | | |
| Objectives | Clarification of objectives before choosing | 1.000 | 0.848 | | | 0.834 | 0.889 | 0.728 |
| | Awareness of job objectives in a decision situation | 1.002 | 0.847 | 15.808 | *** | | | |
| | Engagement in systematic reflection of what I wish to achieve in the work | 0.840 | 0.770 | 12.440 | *** | | | |
| Information | Information seeking to improve my decision making | 1.000 | 0.699 | | | 0.775 | 0.793 | 0.562 |
| | Systematic collection of decision-relevant information | 1.141 | 0.791 | 11.125 | *** | | | |
| | Double check of information sources to be sure to have the right | 1.132 | 0.740 | 10.546 | *** | | | |

| | | | | | | | | |
|----------------|--|-------|-------|--------|-----|-------|-------|-------|
| | facts before making decisions | | | | | | | |
| Alternatives | Good at identifying opportunities | 1.000 | 0.668 | | | 0.842 | 0.758 | 0.512 |
| | Systematic use of job objectives to create alternatives | 1.011 | 0.711 | 12.253 | *** | | | |
| | Good at finding ways to achieve my job objectives. | 1.084 | 0.771 | 10.806 | *** | | | |
| Decision Radar | Thorough thinking about when I make which decision | 1.000 | 0.871 | | | 0.871 | 0.856 | 0.600 |
| | Consideration of future events in my current decisions in the hotel | 0.832 | 0.759 | 14.657 | *** | | | |
| | Awareness of my thinking process in a decision situation | 0.756 | 0.799 | 13.034 | *** | | | |
| | Thorough consideration of how best to carry out a decision | 0.721 | 0.624 | 11.272 | *** | | | |
| fit indices | χ^2 (df:450)=1171.202, p=0.000, CMIN/df= 2.603, GFI= 0.825, AGFI=0.744, RMR=0.077, NFI=0.793, CFI= 0.859, RMSEA=0.077, ***: 0.000 (r):reversed score, CCR: Composite Construct Reliability, AVE: Average Variance Extracted | | | | | | | |

c) *Confirmatory Factor Analysis*

Confirmatory Factor Analysis (CFA) was conducted to further examine the construct validity. CFA was applied to all items and chi-square of 1171.202 with the degree of freedom (df) of 450, and p-value of 0.000 (p<0.001). Goodness of fit was supported with the value of chi-square/df <3. For the threshold criteria of the model fit, Goodness-of-fit index (GFI) is desirable at ≥0.90. Adjusted Goodness of Fit Index (AGFI) is desirable at ≥0.80, Root Mean Square Residual (RMR) is desirable at ≤0.05, Normed Fit Index (NFI) is desirable at ≥0.90, Comparative Fit Index (CFI) is desirable at ≥0.90 and permissible at ≥0.80. Chi-square is desirable at >0.05, and Root Mean Square Error of Approximation (RMSEA) is very desirable at ≤ 0.05 and moderately desirable at <0.08.

In Table 2, actual fit indices values are NFI (0.793), AGFI (0.744), RMR (0.077), GFI (0.825), CFI

(0.859), and RMSEA (0.077). Goodness of fit is inversely related to sample size and the number of variables in the model (Hu and Bentler (1999). Therefore, the small sample size with a large number of variables in the study can influence the results. Also, strictly adhering to recommended cut-off values can lead to the instances of incorrect rejection of an acceptable model (Marsh, Haw, and Wen, 2004; Hooper et al. 2008). It was concluded that the suggested study model is marginally acceptable as NFI (0.793) and AGFI (0.744) are at the border line of the cut-off value.

d) *Correlation Matrix*

Correlation coefficients range between 0.194 and 0.749 as shown in Table 3 and satisfies discriminant validity (Kim, 2007).

Table 3: Estimated latent factor correlations

| Variable | Means | S.D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------|-------|-------|---------|----------|---------|---------|---------|---------|--------|--------|---|
| Causality Attitude | 5.781 | 0.834 | 1 | | | | | | | | |
| Change Locus of | 5.865 | 0.807 | 0.375** | 1 | | | | | | | |
| Attention Org. Goal | 2.149 | 1.028 | 0.541** | 0.355** | 1 | | | | | | |
| Comm. | 5.389 | 1.100 | 0.328** | 0.418** | 0.445** | 1 | | | | | |
| Objectives | 5.456 | 0.849 | 0.360** | 0.303** | 0.282** | 0.431** | 1 | | | | |
| Information | 5.625 | 0.707 | 0.330** | 0.240** | 0.184** | 0.330** | 0.621** | 1 | | | |
| Alternatives | 5.473 | 0.816 | 0.351** | 0.267** | 0.194** | 0.215** | 0.512** | 0.537** | 1 | | |
| Decision Radar | 5.327 | 0.842 | 0.341** | 0.219*** | 0.227** | 0.367** | 0.673** | 0.616** | 0.636* | 1 | |
| | 5.639 | 0.799 | 0.378** | 0.337** | 0.280** | 0.303** | 0.749** | 0.586** | 0.581* | 0.535* | 1 |

*** significant at p<0.001, ** significant at p<0.01, * significant at p<0.05, S.D.: Standard Deviation

e) *Hypotheses Testing*

For the results of overall measurement model testing, Table 4 shows the strength of the relationships amongst the constructs and overall goodness of model fit indices. The adequacy of the structural equation models was evaluated on the criteria of overall fit with the data. The results of hypotheses testing are described next.

i. *Holistic Thinking and Organizational Goal Commitment (H1-1 through H1-4)*

H1-1, explaining the relationship between causality and organizational goal commitment, was supported. The test result presents a path coefficient of 2.862 for the impact of the hotel employees' causality on organizational goal commitment ($t > 1.96, p < 0.001$). H1-2, explaining the relationship between attitude towards contradiction and organizational goal commitment, was not supported. H1-3, explaining the relationship between the perception of change and organizational goal commitment, was supported. The test result presents a path coefficient of 3.665 for the impact of the hotel employees' causality on organizational goal commitment ($t > 1.96, p < 0.001$). H1-4, explaining the relationship between the locus of attention and organizational goal commitment, was supported. The test result presents a path coefficient of 1.650 for the impact of the hotel employees' locus of attention on organizational goal commitment ($t > 1.96, p < 0.001$). Overall, H1, the impact of holistic thinking on organizational goal commitment is partially supported.

ii. *Holistic Thinking and Proactive Decision-Making (H2-1 through H2-16)*

H2-1, explaining the impact of the hotel employees' causality on objectives, was not supported. H2-2, explaining the impact of the hotel employees' causality on their information, was not supported. H2-3, explaining the impact of the hotel employees' causality on their alternatives, was not supported. H2-4, explaining the impact of the hotel employees' causality on decision radar, was not supported.

H2-5, explaining the impact of the hotel employees' attitude toward contradiction on objective, was not supported. H2-6, explaining the impact of the hotel employees' attitude toward contradiction on

information, was not supported. H2-7, explaining the impact of the hotel employees' attitude toward contradiction on alternatives, was not supported. H2-8, explaining the impact of the hotel employees' attitude toward contradiction on decision radar, was not supported.

H2-9, explaining the impact of the hotel employees' perception of change on their objectives, was not supported. H2-10, explaining the impact of the hotel employees' perception of change on their information, was not supported. H2-11, explaining the impact of the hotel employees' perception of change on their alternatives, was not supported. H2-12, explaining the impact of the hotel employees' perception of change on their decision radar, was not supported.

H2-13, explaining the impact of the hotel employees' locus of attention on their objective, was not supported. H2-14, explaining the impact of the hotel employees' locus of attention on their information, was not supported. H2-15, explaining the impact of the hotel employees' locus of attention on their alternatives, was not supported. H2-16, explaining the impact of the hotel employees' locus of attention on their decision radar, was not supported. Overall, H2 for the relationship between holistic thinking and proactive decision-making were not supported.

iii. *Organizational Goal Commitment and Proactive Decision-Making (H3-1 through H3-4)*

H3-1, explaining the relationship between organizational goal commitment and objectives, was not supported. H3-2, explaining the relationship between organizational goal commitment and information, was supported. The result showed a path coefficient of 0.507 for the impact of the hotel employees' causality on organizational goal commitment. H3-3, explaining the relationship between organizational goal commitment and alternatives, was not supported. H3-4, explaining the relationship between organizational goal commitment and decision radar, was supported. The result showed a path coefficient of 1.850 for the impact of the hotel employees' causality on organizational goal commitment ($t > 1.96, p < 0.001$). Therefore, H3, the impact of organizational goal commitment on proactive decision-making was partially supported.

Table 4: Direct Effects and Fit Indices of the Model

| Hypotheses | Path | S.C. | S.E. | T-value | P-value | Result |
|------------|--|-------|-------|---------|---------|-----------|
| H1-1 | Causality -> Organizational Goal Commitment | 2.862 | 0.959 | 2.428 | * | supported |
| H1-2 | Attitude toward Contradiction-> Organizational Goal Commitment | 0.657 | 0.509 | 1.506 | 0.132 | rejected |
| H1-3 | Perception of Change-> Organizational Goal Commitment | 3.665 | 2.503 | 2.179 | * | supported |

| | | | | | | |
|-------------|---|--------|-------|--------|-------|-----------|
| H1-4 | Locus of Attention-> Organizational Goal Commitment | 1.650 | 0.478 | 2.544 | * | supported |
| H2-1 | Causality -> Objectives | 1.653 | 0.716 | 1.642 | 0.101 | rejected |
| H2-2 | Causality -> Information | 1.325 | 0.556 | 1.675 | 0.094 | rejected |
| H2-3 | Causality -> Alternatives | 3.550 | 1.529 | 1.672 | 0.095 | rejected |
| H2-4 | Causality -> Decision Radar | -3.293 | 2.401 | -1.267 | 0.205 | rejected |
| H2-5 | Attitude toward Contradiction-> Objectives | 0.321 | 0.321 | 1.023 | 0.306 | rejected |
| H2-6 | Attitude toward Contradiction-> Information | 0.313 | 0.249 | 1.266 | 0.205 | rejected |
| H2-7 | Attitude toward Contradiction-> Alternatives | 0.719 | 0.681 | 1.093 | 0.274 | rejected |
| H2-8 | Attitude toward Contradiction-> Decision Radar | -0.599 | 0.964 | -0.825 | 0.408 | rejected |
| H2-9 | Perception of Change-> Objectives | 2.129 | 1.441 | 1.577 | 0.115 | rejected |
| H2-10 | Perception of Change-> Information | 1.530 | 1.115 | 1.448 | 0.148 | rejected |
| H2-11 | Perception of Change-> Alternatives | 4.651 | 3.084 | 1.630 | 0.102 | rejected |
| H2-12 | Perception of Change-> Decision Radar | -4.289 | 4.762 | -1.249 | 0.212 | rejected |
| H2-13 | Locus of Attention-> Objectives | 0.867 | 0.367 | 1.519 | 0.129 | rejected |
| H2-14 | Locus of Attention-> Information | 0.333 | 0.284 | 0.747 | 0.455 | rejected |
| H2-15 | Locus of Attention-> Alternatives | 1.905 | 0.783 | 1.587 | 0.113 | rejected |
| H2-16 | Locus of Attention-> Decision Radar | -1.999 | 1.237 | -1.352 | 0.176 | rejected |
| H3-1 | Organizational Goal Commitment -> Objectives | 0.367 | 0.232 | 1.384 | 0.166 | rejected |
| H3-2 | Organizational Goal Commitment -> Information | 0.507 | 0.182 | 2.408 | * | supported |
| H3-3 | Organizational Goal Commitment -> Alternatives | 0.112 | 0.487 | 0.204 | 0.838 | rejected |
| H3-4 | Organizational Goal Commitment -> Decision Radar | 1.850 | 0.852 | 2.466 | * | supported |
| fit indices | χ^2 (df = 456) = 1205.641 (p = 0.000), CMIN/df = 2.644, GFI = 0.791, AGFI = 0.743, RMR = 0.077, NFI = 0.786, TLI = 0.830, CFI = 0.854, RMSEA = 0.078 | | | | | |

Note: *** significant at <0.001, ** significant at <0.01, * significant at <0.05, S.C.: standardized coefficient

iv. Organizational Goal Commitment as Linking Mechanism (H4-1 through H4-16) between the lower level component variables of holistic thinking and those of proactive decision-making.

Table 5 depicts the mediating effect of organizational goal commitment for the relationship

Table 5: Mediating Effect of Organizational Goal Commitment

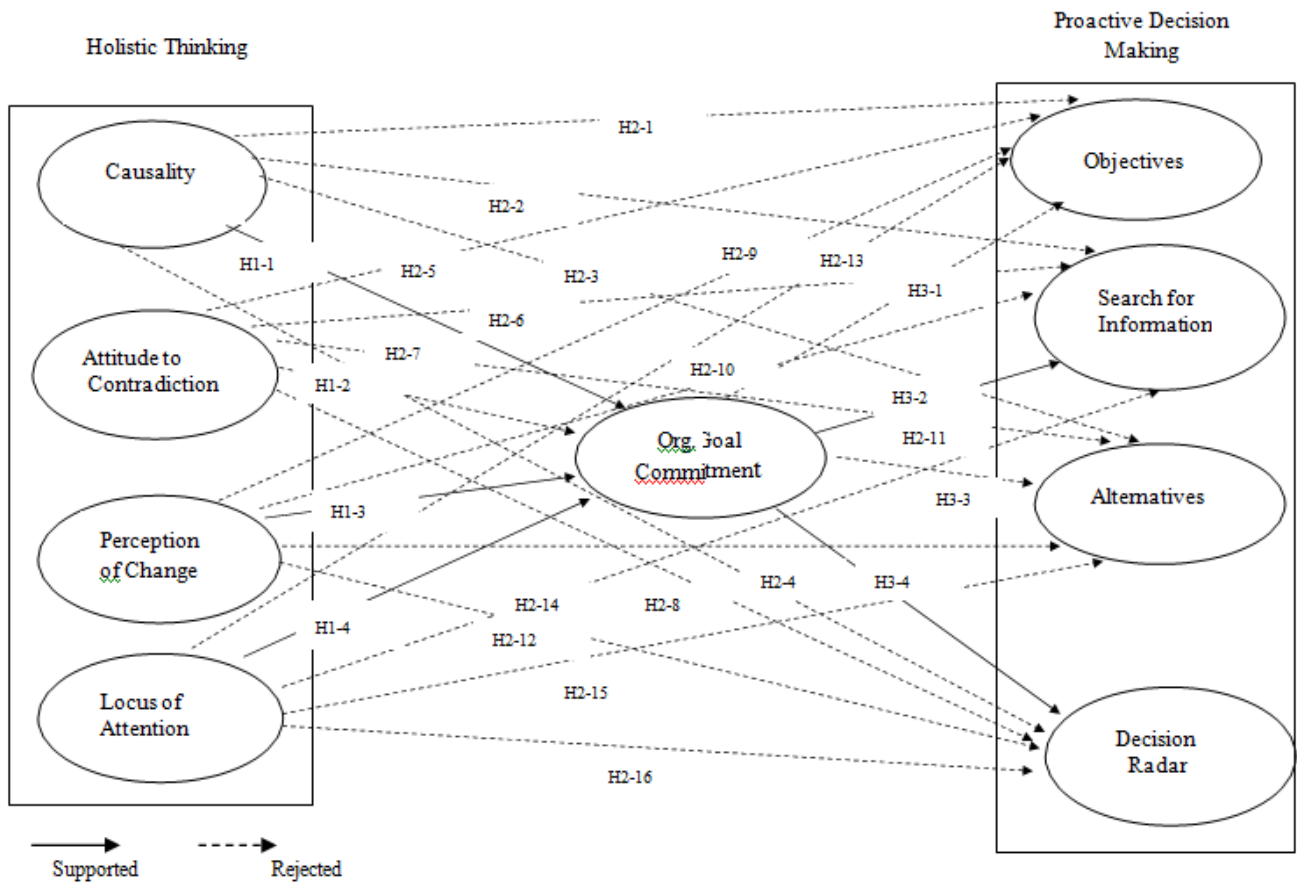
| Hypothesis | direct (x->y) | indirect | Result |
|--|---------------|----------|----------------|
| H4-1: Causality-> Goal Commitment-> Objective | 1.653 | 1.051** | Full mediation |
| H4-2: Causality-> Goal Commitment-> Information | 1.325 | 1.450** | Full mediation |
| H4-3: Causality-> Goal Commitment-> Alternative | 3.550 | 0.321 | No mediation |
| H4-4: Causality-> Goal Commitment-> Decision Radar | -3.293 | 5.297** | Full mediation |

| | | | |
|--|--------|---------|----------------|
| H4-5: Attitude toward Contradiction->Goal Commitment-> Objective | 0.321 | 0.241 | No mediation |
| H4-6: Attitude toward Contradiction ->Goal Commitment-> Information | 0.313 | 0.333 | No mediation |
| H4-7: Attitude toward Contradiction ->Goal Commitment-> Alternative | 0.719 | 0.074 | No mediation |
| H4-8: Attitude toward Contradiction ->Goal Commitment-> Decision Radar | -0.599 | 2.215 | No mediation |
| H4-9: Perception of Change->Goal Commitment-> Objective | 2.129 | 1.346* | Full mediation |
| H4-10: Perception of Change ->Goal Commitment-> Information | 1.530 | 1.857** | Full mediation |
| H4-11: Perception of Change ->Goal Commitment-> Alternative | 4.651 | 0.411 | No mediation |
| H4-12: Perception of Change ->Goal Commitment-> Decision Radar | -4.289 | 6.782* | Full mediation |
| H4-13: Locus of Attention->Goal Commitment-> Objective | 0.867 | 0.606* | Full mediation |
| H4-14: Locus of Attention ->Goal Commitment-> Information | 0.333 | 0.836** | Full mediation |
| H4-15: Locus of Attention ->Goal Commitment-> Alternative | 1.905 | 0.185 | No Mediation |
| H4-16: Locus of Attention ->Goal Commitment-> Decision Radar | -1.999 | 3.054** | Full mediation |

Note: The significance of indirect effect was verified through bootstrapping, significant at *** $p < 0.001$, ** $p < 0.01$ * $p < 0.05$

Table 5 shows that the mediating effects of organizational goal commitment on the relationship between causality and objectives, information, and decision radar were supported, whereas the effect of organizational goal commitment on the relationship between causality and alternatives was rejected. Thus, H4-1, 4-2, and 4-4 were supported while H4-3 was rejected.

The mediating impact of organizational goal commitment on the relationship between attitude towards contradiction and proactive decision-making was not supported. Thus, H4-5, 4-6, 4-7, and 4-8 were rejected. The mediating role of organizational goal commitment on the relationship between perception of change and proactive decision-making was supported except for the relationship with alternatives. This means H4-9, 4-10, and 4-12 were supported while H4-11 was rejected. The impact of perception of change on objectives, information, and decision radar was mediated through organizational goal commitment. The mediating impacts of organizational goal commitment on the relationship between locus of attention and proactive decision making were supported except for the relationship with alternatives. Thus, H4-13, 4-14, and 4-16 were supported while H4-15 was rejected. The summary of all hypotheses testing is graphically shown in Figure 2.



FitIndices: $\chi^2(df=456)=1205.641(p=0.000)$, $CMIN/df=2.644$, $GFI=0.791$, $AGFI=0.743$, $RMR=0.077$, $NFI=0.786$, $TLI=0.830$, $CFI=0.854$, $RMSEA=0.078$

Figure 2: Final Model

V. DISCUSSION

This study examines how organizational goal commitment explains the relationship between holistic thinking and proactive decision-making within the context of hotel employees. As the hypotheses testing of H1-1 through H1-4 indicates, the employees' goal commitment is positively related to their holistic thinking in terms of causality, perception of change, and locus of attention. The result is in line with Jaaron and Backhaus (2014)'s study on organizational performance. Aspects of holistic thinking such as understanding the given situation, the intention and acceptance of change, and looking at the whole picture are positively related to organizational goal commitment. However, their attitude towards contradiction is not significantly related. One possible explanation is that hotel employees cannot always choose a middle ground solution when faced with contradictory problems, often due to customers' expectations that all their demands be met.

In regards to causality in hotel employees' holistic thinking, employees are more likely to be concerned with the long term outcomes for the organization, not immediate individual conflicts. If hotel employees have the perception of change, they are

more likely to anticipate and predict potential variables in a situation and make efforts to create a desirable end result that is aligned with organizational goals. Furthermore, if hotel employees utilize a holistic thinking style, they are more likely to understand what the organization is trying to achieve and more actively participate in their role.

Overall, H2 shows that a significant relationship between holistic thinking and proactive decision-making was not supported. All of H2-1 through H2-16 were rejected. There is little research reported on the relationship between holistic thinking and proactive decision-making, however, Wu, Deng, and Li (2018) reported that proactive behavior would initiate actions that aim to master the environment.

This study examined whether holistic thinking could explain the variance of proactive decision-making. Any direct relationship that exists between the two processes is not clearly supported, and there is little research reported. Traditionally, the culture surrounding hotel employee structure has been largely hierarchical and rule-oriented. Given this, hotel employees may not generally be open to innovative problem-solving and would require training in holistic and proactive thinking.

H3 shows that the test results of the relationship between organizational goal commitment and proactive decision-making are mixed. While information and the use of decision radar are positively related, the objectives and the alternatives are not. Ohly and Fritz (2007) examined the correlation between work motivation and proactive behavior. For example, their study found that intrinsic work motivation was not significantly related to proactive behavior, whereas self-efficacy was significantly related. The relationship between organizational goal commitment and proactive decision-making seems inconclusive, although previous studies used different domains and factors. Such results merit further research on the relationship between organizational goal commitment and proactive decision-making.

H4 examined the mediating role of organizational goal commitment between holistic thinking and proactivity in decision-making. It sheds light on understanding H2 and H3: a direct relationship between holistic thinking and proactive decision-making was not supported in hypotheses 2 testing. Through hypotheses 3 testing, it was found that a relationship between goal commitment and proactive decision-making was partially supported. A plausible explanation of the hypothesis not being accepted could be that the employees might not have sufficient time to consider various alternative solutions due to time constraints or lack of training.

The effects of causality on objectives, information, and the use of decision radar as mediated by goal commitment were supported, whereas the mediating effects of causality on alternatives through goal commitment were not supported. As stated earlier, the impact of attitude towards contradiction on proactive decision-making was not supported. Additionally, the mediating effect of attitude towards contradiction on proactive decision-making was not supported.

The employees with causality are likely to consider the importance of interdepartmental relationships and may make their final decision through collaboration. A rejection of the hypothesis on the alternatives and the attitude towards contradiction might be interpreted as a non-consideration of such collaboration.

As stated earlier, the impact of perception of change on proactive decision-making was not supported. The mediating effects of perception of change on objectives, information, and the use of decision radar except the alternatives through organizational goal commitment were supported. However, the alternatives might be processed in other stages, such as the use of decision radar due to other reasons. When hotel employees with a perception of change face unexpected situations, they might address the problem proactively with their organizational goals at the forefront of their decision-making.

As shown in hypotheses testing, the locus of attention does not make an impact on proactive decision-making. The mediating impacts of the locus of attention on objectives, information, and the use of decision radar except the alternatives through organizational goal commitment were also supported. While the locus of attention might affect hotel employees' ability to make proactive decisions through the attitudinal variable, the employees may not have confidence in making proactive decisions based only on the alternatives. On the other hand, the alternatives may also work with other proactive decision-making variables and may reduce its impact. Such interpretation would merit further research.

Attitudinal variables need to be mediated in order to make holistic thinking effective for proactive decision-making in the hotel industry. The other mediating variables can be further investigated to understand whether they enhance the relationship between holistic thinking and proactive decision-making. The employees' locus of attention can contribute to proactive decision-making through attitudinal change. Alternatives may not be applicable to all of their decision-making, or it may be applicable when combined with other factors. This is still uncertain and it would be worth further examining how other mediating factors might generate an impact between holistic thinking and proactive decision-making.

Pedersen (2015) reported the impact of goal commitment on task performance among teachers. Xiaotian & Jingyu (2017) reported that holistic thinking could influence decision-making that was independent of work experience in the air traffic control domain. They further emphasized that the thinking style could be employed for the selection and training of decision-makers. In addition, Cerasoli and Ford (2014) found a mediating role of goal orientation on the relationship between motivation and performance behavior with a student group. This study highlights that the hotel employees' organizational goal commitment works mostly as a mediator in explaining the relationship between holistic thinking and proactive decision-making, and that holistic thinking could positively impact proactive decision-making when goal commitment is involved.

VI. CONCLUSION

The purpose of this study was to provide the empirical evidence of the significance of holistic thinking and goal commitment on improving proactive decision-making in the context of upscale hotel employees. This study found limited significance. The first research goal was accomplished as causality, perception of change, and locus of attention were found to be significant antecedents of organizational goal commitment. The second research goal was fulfilled as it was found that

holistic thinking is not a direct antecedent of proactive decision-making. The third research goal was met as it was found that organizational goal commitment significantly influences the search for information and decision radar. The final research goal was accomplished as follows: Although holistic thinking did not make a significant impact on proactive decision-making, the concepts of causality, perception of change, and locus of attention made a significant impact on objectives, information, and use of decision radar when organizational goal commitment intervened in the relationship. This indicates a significant mediating effect of organizational goal commitment on the relationship. However, organizational goal commitment did not mediate the impact of attitude towards contradiction on proactive decision-making.

This study presents the following managerial and practical implications: When hiring and training employees, hotel managers should examine the prospective candidate's decision-making characteristics as a holistic thinker as well as their organizational goal commitment. For example, the human resources department of a hotel might utilize example scenarios and case studies during an interview to gauge an applicant's propensity for holistic thinking. Holistic thinking skills can also be learned on the job to encourage overall organizational improvement (Cohen, Freeman, and Thompson, 1998; Snyder and Snyder 2008).

In addition, the hotel management should make their employees aware of the organizational goals of the hotel. For larger organizations, it can prove difficult to streamline goals across all departments and monitor each employees' individual decision-making processes. It may be helpful to introduce employee incentives to encourage thinking towards meeting organizational goals.

The limitations of this study are as follows: For example, there is a possibility that survey respondents could have answered the questions in accordance with social norms. Additionally, their answers for previous questions may have influenced their responses for subsequent questions in the survey. It would be interesting to examine whether proactive decision-making resulted in enhancing the satisfaction of hotel guests. Therefore, future research would examine the predictability and effectiveness of decision-making and thinking style on customer satisfaction.

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Factors Influencing the Overall Motivation of Women towards Entrepreneurship: A Study Conducted in Meerut City (UP), India

By Shweta Sharma & P.K. Agarwal

Motherhood University

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Design/Methodology/Approach: The paper employed the exploratory research design in the initial stage for identifying the influencing factors and furthermore descriptive research design was used to analyse the primary data. The sample unit was the women entrepreneur of Meerut City with sample size of 250 (valid responses). Tabulation, Cross Tabulation & Descriptive Statistics was used to describe the data and 'Correlation and Multiple Regression Analysis' were used for compiling the results.

Findings: The findings of the study revealed that most of the respondents were in the age group of 26-35 years, post graduates with an income level of Rs. 40000 - 50000/- pm who were significantly motivated for entrepreneurship. This overall motivation had significant and positive relationship with all the factors, out of which most positive were 'Extra income generation', and 'Social recognition'.

Keywords: overall motivation, women entrepreneurship, meerut city, extra income generation, social recognition.

GJMBR-G Classification: DDC Code: DDC Code: 658.42 LCC Code: HD2346.U5



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Factors Influencing the Overall Motivation of Women towards Entrepreneurship: A Study Conducted in Meerut City (UP), India

Shweta Sharma^α & P.K. Agarwal^σ

Abstract- Purpose: This paper highlighted the significance of various factors influencing the overall motivation of women towards entrepreneurship. The study was based on the empirical study conducted in Meerut City in western UP, India.

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Practical Implication: The study was highly practical being 'Women Entrepreneurship' had been the most sought transformation in recent times, especially in Indian context when there is an upsurge in overall entrepreneurship.

Originality/Value: The study was highly valuable because entrepreneurship is booming in India at a very high rate and the paper was original as it was based on primary data obtained from 250 (valid responses) of women entrepreneurs of Meerut City.

Keywords: overall motivation, women entrepreneurship, meerut city, extra income generation, social recognition.

1. INTRODUCTION

Entrepreneurship refers to the act of setting up of new business or reviving an existing business so as to take advantage of new opportunities. Thus, entrepreneurship shapes the economy by creating a new wealth and new jobs and by inventing new products and services. Entrepreneurial ability is an attitude to create something new, stand on it, and be persistent and overall dedication to achieving something. It is not only making money rather to add value in the entire socio-economic system for overall

well-being (Matharu, 2016). Today India is witnessing a major development and growth in the area of entrepreneurship as a need of an hour is to create more jobs since 65% of the population is under of 35 years. Women entrepreneurs are playing a significant role in this growth and development being there has been an increasing trend in women taking up new ventures due to the changing face of social economic environment in India (Ramdas & Patrick, 2020). They are highly motivated towards taking risks and dare to innovate. There are numerous motivating factors like security, independence, commitment to success, passion in business, extra income generation, etc., which influences the women entrepreneurship (Karnreungsiri & Praditsuwan, 2017). Women are considered as strong entrepreneurs in present era due to their strong determination, dedication, achievement orientation and utmost desire to create value in the economic development of a nation (Khan et al., 2021). Further, it is found that immense gap is available in all the pertaining studies, in respect to the demonstration of key and relevant factors influencing the overall motivation of women entrepreneurship in current entrepreneurial scenario in India and also the studies are just confined to limited regions or areas. Hence this paper is an attempt to answer the basic questions as:

- What are the significant factors which influence the motivation of women towards entrepreneurship?
- What is the impact of these influencing factors in overall motivation of women entrepreneurs?
- What is the relationship among these influencing factors?

To answer the above questions, an empirical assessment has been done in Meerut city of Uttar Pradesh, India by conducting the survey of female entrepreneurs. Meerut city in western UP is one of the most prominent economic, social, educational and financial hubs. It is the part of NCR (National Capital Region) and with the advent of 'Metro and Rapid Rail', the trade and industrial development is expected to take roundabout metamorphosis. Secondly, the research scholar belongs to Meerut City only and this study has been conducted as a model study for the further macro level research. Hence, selecting the Meerut city as a part of study is highly justified for this domain.

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II. LITERATURE REVIEW

The extensive literature and past studies were available related to women entrepreneurship, but for this particular study, specific research papers were considered to explore the key determinants or factors influencing the overall motivation of women entrepreneurship in the current entrepreneurial landscape of India. The brief overview of some of the significant studies had been presented in this section.

Banu (2020) studied the motivational factors and barriers for women entrepreneurship in Coimbatore, India. The study concluded that the women were highly motivated and interested in taking and undergoing the enterprise in the city and that interest must be fully considered for the women empowerment in the city.

Kumar & Patrick (2020) explored the motivational factors among the owners (women entrepreneurs) of the beauty parlors in Bengaluru city. It was found that there were various internal and external factors that motivated the women entrepreneurs for that business, however, it was a small enterprise (beauty parlor) but women were satisfied due to financial independence, social status, risk taking ability, learning and growth opportunities etc.

Solesvik et al. (2018) investigated the female entrepreneurs in Norway, Russia & Ukraine and through their in depth examination, they highlighted the various similarities and dissimilarities between the male and female led motivational factors for entrepreneurship required for economic development of any nation.

Roy and Manna (2017) examined the various motivational factors for women entrepreneurship in the Nadia district of West Bengal and highlighted that the females were opting for entrepreneurship to become an economically independent apart from sharing the responsibility of their husband and fulfilling the needs of the family.

Karnreungsiri and Praditsuwan (2017) conducted the survey to study the motivational factors for women entrepreneurship in Thailand in the bakery business. It was found that the main motivating factors were the passion for the bakery business and income improvement of the women entrepreneurs. They were successful due to their product differentiation, innovation and personal ability to learn new things through the venture.

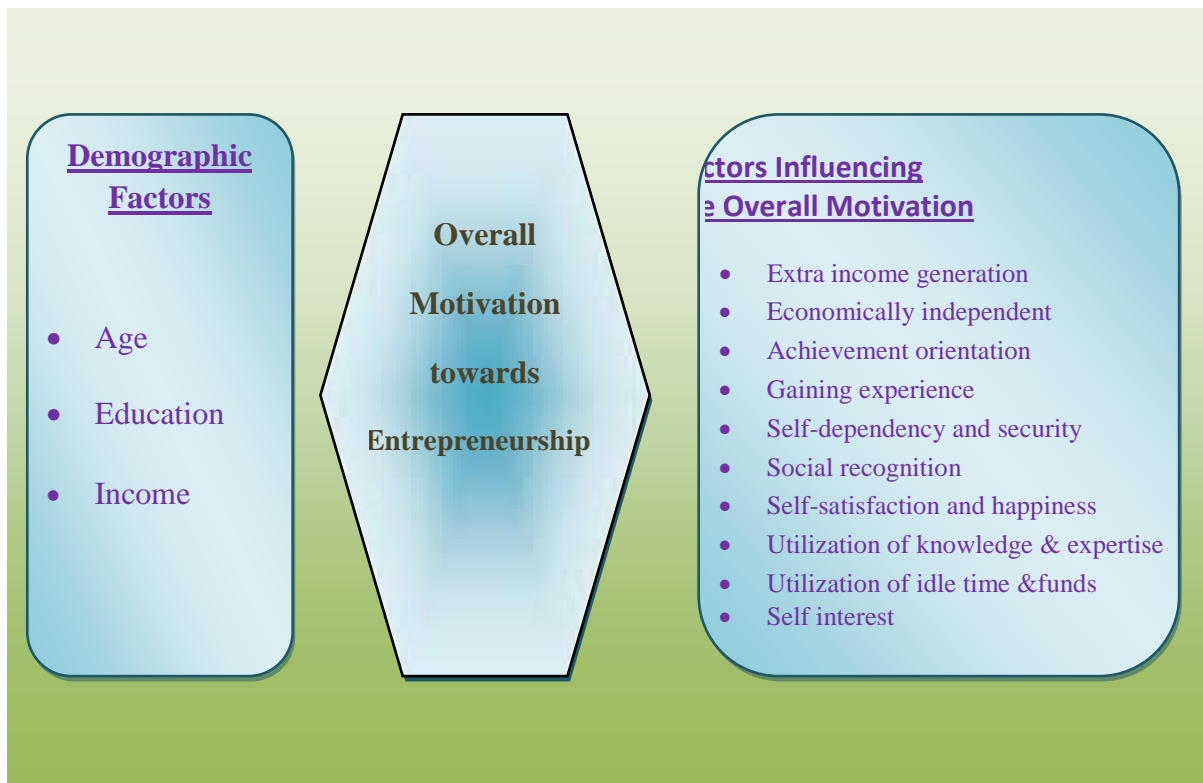
Geetha and Rajani (2017) explored the key motivating factors for the women to become an entrepreneur in Chittoor district of Andhra Pradesh, India. This study explored the key seven (out of sixteen) factors which motivated the women entrepreneurship and demonstrated that the role of women in the business enterprise was highly important in all dimensions.

Ahmad et al. (2016) explored the motivational factors for women entrepreneurship based on the

psychological needs in Malaysia and it was found that the need for affiliation was the key motivating factor for them as they want them to be fully affiliated to some enterprise of their own.

Matharu (2016) in her survey, in Indore city identified the various reasons and encouragement factors for women entrepreneurship. This study had identified the ten motivational factors affecting the motivation of women taking up of new enterprises.

The availability of gap was analyzed in all the pertaining studies, with respect to the demonstration of specific and relevant factors influencing the overall motivation of women entrepreneurship in current entrepreneurial scenario in India. Also, it was found that the study of motivational factors was not covering the broader population in different regions of India especially in non-metros. Finally, the following conceptual model had been derived as a part of the study:



Source: Author's own formation on the basis of explored factors.

Figure1: Conceptual Framework of the Study

III. RESEARCH OBJECTIVES

- To explore the various factors influencing the overall motivation of women towards entrepreneurship in Meerut City.
- To demonstrate the relationship among various factors influencing the overall motivation of women towards entrepreneurship in Meerut City.
- To ascertain the most significant influencing factors contributing towards women entrepreneurship.

IV. RESEARCH HYPOTHESIS

Research hypothesis for the study has been formed and depicted as overall motivation of women (the respondents) entrepreneurship is not significantly related to them:

- H01: Extra income generation.
- H02: Becoming economically independent.
- H03: Achievement orientation.
- H04: Gaining experience.
- H05: Attaining self-dependency and security.
- H06: Obtaining social recognition.
- H07: Self-satisfaction and happiness.
- H08: Utilization of knowledge and expertise.
- H09: Utilization of idle time and funds.
- H010: Self-interest.

V. METHODS AND MATERIALS

In the first stage, the secondary data related to key motivational factors influencing the women entrepreneurship were explored with the help of research papers in esteemed journals. Around ten factors were identified which influence the overall motivation of respondents towards entrepreneurship and further they were subjected to empirical assessment. These ten factors were explored (Exploratory Factor Analysis – EFA) and identifies the available empirical studies conducted till date related to the same studies. Apart from these ten factors, demographic factors like age, education and current income of the respondents were also considered. Structured questionnaire was designed and respondents were contacted physically (to increase the response rate). The total sample size was 300 respondents out of which total 250 valid responses were taken into consideration.

The 'Convenience Sampling Technique' was applied for the study. The sample size was chosen arbitrarily and sample unit was the women entrepreneur of Meerut City (UP) who was the owners of beauty parlours, boutiques, cosmetics and jewellery shops, food business etc. The intensity of the selected factors were rated by the respondents with the assistance of 5 point Likert's scale (1- Strongly Disagree, 2- Disagree, 3- Can't Say, 4- Agree, 5- Strongly Agree).

Reliability analysis was conducted by applying the Cronbach test among the 35 responses across ten items(questions) and it was found that the reliability of the questions were high being the Cronbach Alpha value was more than 0.80 (greater than 0.70) which means that respondents were not biased for any factor. Zero case exclusion also suggested that all the respondents were able to fill the survey efficiently and effectively. No missing values were found in the response sheet. This study was conducted as a model study by the researcher for her upcoming major research project. Complete data were collected in one

month and entered in excel sheet with a proper coding. Finally, 250 valid responses were considered for the study with no missing values. Consequently, with the assistance of SPSS, tabulation (demographics), cross tabulation& descriptive statistics were performed to present the data. Correlation and multiple regression techniques were applied to hypothesis testing and reaching out to specific results.

Key research (influencing) variables with their description and measurement scale used in the study were as follows (Table 1):

Table 1: Research Variables

| S. No. | Name of the variable | Description | Measurement Scale used |
|--------|----------------------|--|------------------------|
| 1 | Age | Age of the Respondents | Nominal |
| 2 | Education | Education level of the Respondents | Nominal |
| 3 | Income | Income level of the Respondents | Nominal |
| 4 | Overall Motivation | Overall motivation of women towards entrepreneurship | Interval |
| 5 | A1 | Extra income generation | Interval |
| 6 | A2 | Economically independent | Interval |
| 7 | A3 | Achievement orientation | Interval |
| 8 | A4 | Gaining of experience | Interval |
| 9 | A5 | Self-dependency and security | Interval |
| 10 | A6 | Social recognition | Interval |
| 11 | A7 | Self-satisfaction and happiness | Interval |
| 12 | A8 | Utilization of knowledge and expertise | Interval |
| 13 | A9 | Utilization of idle time and funds | Interval |
| 14 | A10 | Self interest | Interval |

Source: Author's own tabulation on the basis of Secondary data for fulfilling the research objectives.

It was clear from the above Table1 that the first three variables (age, education and income) were demographic factors and others were the key study factors. However, the variable named as 'Overall motivation' was a dependent factor and all other (A1 to A10) were the independent ones. As stated above, questions were asked in a statement form like I am motivated for entrepreneurship, I generate extra income through entrepreneurship, and Entrepreneurship makes me economically independent etc. Overall motivation

was ranked as 1-Very Low, 2-Low, 3-Normal, 4-High, 5-Very High.

VI. DATA ANALYSIS & INTERPRETATION

This data analysis and interpretation part has been divided into two parts as 'Tabulation of age, income, education, overall motivation & Descriptive Statistics of all variables' and 'Cross Tabulations'.

a) Tabulation of Age, Income, Education and Overall motivation for Entrepreneurship:

i. Age of the Respondents

Table 2: Age of the Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | 0-25 Years | 38 | 15.0 | 15.0 | 15.0 |
| | 26-35 Years | 137 | 55.0 | 55.0 | 70.0 |
| | 36-45 Years | 50 | 20.0 | 20.0 | 90.0 |

| | | | | | |
|--|-------------|-----|-------|-------|-------|
| | 46-55 Years | 25 | 10.0 | 10.0 | 100.0 |
| | Total | 250 | 100.0 | 100.0 | |

Source: SPSS output on the basis of primary data.

ii. Education Level of the Respondents

Table 3: Education Level of the Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------|-----------|---------|---------------|--------------------|
| Valid | Intermediate or less | 42 | 17.0 | 17.0 | 17.0 |
| | Graduation | 35 | 14.0 | 14.0 | 31.0 |
| | Post-Graduation | 143 | 57.0 | 57.0 | 88.0 |
| | Above Post Graduation | 30 | 12.0 | 12.0 | 100.0 |
| | Total | 250 | 100.0 | 100.0 | |

Source: SPSS output on the basis of primary data.

iii. Income Level of the Respondents

Table 4: Education Level of the Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Below 30000/- pm | 27 | 11.0 | 11.0 | 11.0 |
| | 30001 to 40000/- pm | 88 | 35.0 | 35.0 | 46.0 |
| | 40001 to 50000/- pm | 110 | 44.0 | 44.0 | 90.0 |
| | 50001 and above | 25 | 10.0 | 10.0 | 100.0 |
| | Total | 250 | 100.0 | 100.0 | |

Source: SPSS output on the basis of primary data.

iv. Overall motivation for entrepreneurship

Table 5: Overall Motivation for Entrepreneurship

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | Very Low | 5 | 2.0 | 2.0 | 2.0 |
| | Low | 20 | 8.0 | 8.0 | 10.0 |
| | Normal | 42 | 17.0 | 17.0 | 27.0 |
| | High | 123 | 49.0 | 49.0 | 76.0 |
| | very High | 60 | 24.0 | 24.0 | 100.0 |
| | Total | 250 | 100.0 | 100.0 | |

Source: SPSS output on the basis of primary data.

v. Descriptive Statistics pertaining to all variables

Table 6: Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation | Variance |
|--------------------|-----|---------|---------|--------|----------------|----------|
| Age | 250 | 1.00 | 4.00 | 2.2500 | .83333 | .694 |
| Income | 250 | 1.00 | 4.00 | 2.5300 | .82211 | .676 |
| Education | 250 | 1.00 | 4.00 | 2.6400 | .90476 | .819 |
| Overall Motivation | 250 | 1.00 | 5.00 | 3.8500 | .94682 | .896 |
| A1 | 250 | 1.00 | 5.00 | 4.0200 | .76515 | .585 |
| A2 | 250 | 3.00 | 5.00 | 4.2500 | .67420 | .455 |
| A3 | 250 | 1.00 | 5.00 | 3.7000 | 1.02000 | 1.040 |
| A4 | 250 | 2.00 | 5.00 | 4.2500 | .70353 | .495 |
| A5 | 250 | 2.00 | 5.00 | 4.3400 | .62312 | .388 |

| | | | | | | |
|---------------------|-----|------|------|--------|---------|-------|
| A6 | 250 | 2.00 | 5.00 | 4.0600 | .73608 | .542 |
| A7 | 250 | 1.00 | 5.00 | 3.6200 | 1.17017 | 1.369 |
| A8 | 250 | 2.00 | 5.00 | 4.1300 | .63014 | .397 |
| A9 | 250 | 2.00 | 5.00 | 4.3500 | .64157 | .412 |
| A10 | 250 | 1.00 | 5.00 | 4.1400 | .72502 | .526 |
| Valid N (list wise) | 250 | | | | | |

Source: SPSS output on the basis of primary data.

Interpretation: It is clear from Tables 2-6, that most of the respondents are in the age bracket of 25-35 years, post graduates and with the income level of around 40000/- pm. Mean values for all the key study variables are 3.8

to 4.1 which strongly indicates that all the respondents were overall motivated with the entrepreneurship and the business they are undergoing.

b) Cross Tabulations

i. Cross Tabulations – Overall motivation to ‘Entrepreneurship’ with Age of the Respondents

Table 7: Overall Motivation with ‘Age’ of the respondents

| | | Count | | | | |
|--------------------|-----------|------------|-------------|-------------|-------------|-------|
| | | Age | | | | Total |
| | | 0-25 Years | 26-35 Years | 36-45 Years | 46-55 Years | |
| Overall Motivation | Very Low | 0 | 3 | 0 | 3 | 6 |
| | Low | 0 | 12 | 6 | 2 | 20 |
| | Normal | 5 | 29 | 5 | 3 | 42 |
| | High | 22 | 60 | 24 | 16 | 122 |
| | very High | 10 | 34 | 15 | 1 | 60 |
| Total | | 37 | 138 | 50 | 25 | 250 |

Source: SPSS output on the basis of primary data

ii. Cross Tabulations – Overall motivation to ‘Entrepreneurship’ with Income Level of the Respondents:

Table 8: Overall Motivation with ‘Income’ of the respondents

| | | Count | | | | |
|--------------------|-----------|------------------|---------------------|---------------------|-----------------|-------|
| | | Income | | | | Total |
| | | Below 30000/- pm | 30001 to 40000/- pm | 40001 to 50000/- pm | 50001 and above | |
| Overall Motivation | Very Low | 0 | 4 | 2 | 0 | 6 |
| | Low | 0 | 6 | 11 | 4 | 21 |
| | Normal | 1 | 20 | 16 | 8 | 45 |
| | High | 17 | 38 | 53 | 10 | 118 |
| | very High | 9 | 19 | 29 | 3 | 60 |
| Total | | 27 | 87 | 111 | 25 | 250 |

Source: SPSS output on the basis of primary data

iii. Cross Tabulations – Overall motivation to ‘Entrepreneurship’ with Education Level of the Respondents

Table 9: Overall Motivation with ‘Education’ of the respondents

| | | Count | | | | |
|--------------------|----------|----------------------|------------|-----------------|-----------------------|-------|
| | | Education | | | | Total |
| | | Intermediate or less | Graduation | Post-Graduation | Above Post Graduation | |
| Overall Motivation | Very Low | 0 | 1 | 4 | 0 | 5 |
| | Low | 2 | 3 | 12 | 2 | 19 |
| | Normal | 7 | 7 | 20 | 5 | 39 |

| | | | | | | |
|-------|-----------|----|----|-----|----|-----|
| | High | 22 | 18 | 72 | 8 | 120 |
| | very High | 18 | 18 | 29 | 2 | 67 |
| Total | | 49 | 47 | 137 | 17 | 250 |

Source: SPSS output on the basis of primary data

Results & Discussions: It is obvious from Tables 7 to 9 that maximum respondents who are motivated for entrepreneurship lie in the age group of 26-35 years, post graduates and income level is around Rs. 40000/- pm.

VII. KEY RESULTS (HYPOTHESIS TESTING)

a) Correlation Analysis

The correlation coefficient is calculated to view the significant relationship between 'Overall motivation for entrepreneurship' and all others factors. The data are presented in Table 10:

Table 10: Correlation Analysis

| | | Overall Motivation | A1 | A2 | A3 | A4 | A5 | A6 | A7 | A8 | A9 | A10 |
|--|---------------------|--------------------|--------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
| Overall Motivation | Pearson Correlation | 1 | .701** | .245* | -.246* | .478** | .430** | .564** | .340** | .439** | .387** | .472** |
| | Sig. (2-tailed) | | .000 | .014 | .014 | .000 | .000 | .000 | .001 | .000 | .000 | .000 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| N | | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | | | |

Source: SPSS output on the basis of primary data.

b) Regression Analysis

Though the 'Correlation Analysis' has demonstrated the vital results, but as a progression, 'Regression Analysis' through SPSS is conducted and

composed of following four self-explanatory tables as Table 6.5.1 – 6.5.4.

i. Variables Entered/Removed

Table 11: Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|---|--|-------------------|--------|
| 1 | A10, A3, A9, A8, A2, A7, A6, A5, A1, A4 ^b | | Enter |
| a. Dependent Variable: Overall Motivation | | | |
| b. All requested variables entered. | | | |

Source: SPSS output on the basis of primary data.

ii. Model Summary

Table 12: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | .861 ^a | .741 | .711 | .50857 |
| a. Predictors: (Constant), A10, A3, A9, A8, A2, A7, A6, A5, A1, A4 | | | | |

Source: SPSS output on the basis of primary data.

iii. ANOVA Results

Table 13: ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 65.731 | 10 | 6.573 | 25.413 | .000 ^b |
| | Residual | 23.019 | 239 | .259 | | |
| | Total | 88.750 | 249 | | | |
| a. Dependent Variable: Overall Motivation | | | | | | |
| b. Predictors: (Constant), A10, A3, A9, A8, A2, A7, A6, A5, A1, A4 | | | | | | |

Source: SPSS output on the basis of primary data.

Interpretations: It is indicated from Table 6.5.2 and Table 6.5.3, that 74% of the variations in the dependent factor has been explained by all predictors. It is quite significant as the p value is .000.

iv. Regression Coefficients

Table 13: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | |
|---|-----------------------------|------------|---------------------------|-------|--------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | .894 | .599 | | 1.493 | .139 |
| | A1 | 1.572 | .189 | 1.270 | 8.313 | .000 |
| | A2 | -.661 | .111 | -.471 | -5.934 | .000 |
| | A3 | -.110 | .068 | -.119 | -1.636 | .105 |
| | A4 | .536 | .280 | .398 | 1.916 | .059 |
| | A5 | -.194 | .204 | -.127 | -.948 | .346 |
| | A6 | .085 | .175 | .066 | .484 | .629 |
| | A7 | -.028 | .070 | -.034 | -.396 | .693 |
| | A8 | .287 | .108 | .191 | 2.650 | .010 |
| | A9 | .374 | .177 | .253 | 2.115 | .037 |
| | A10 | -1.124 | .261 | -.861 | -4.308 | .000 |
| a. Dependent Variable: Overall Motivation | | | | | | |

Source: SPSS output on the basis of primary data.

Results and Discussions: It is evident from Table 6.5.4 that the significant and positive, motivating influencing factor is 'A1 – Generating extra income' for women entrepreneurship, however the significant, but negatively impacting factors are 'A2 – Economically independent' and 'A10 - Self-interest'.

c) Hypothesis Testing

The correlation coefficients from above Table 10 indicate the positive correlation between all the variables to 'Overall Motivation'. Except A2 and A3, all other factors are significantly related to overall motivation hence:

- H01: Rejected (p < 0.005)
- H02: Accepted (p > 0.005)
- H03: Accepted (p > 0.005)
- H04: Rejected (p < 0.005)
- H05: Rejected (p < 0.005)

- H06: Rejected (p < 0.005)
- H07: Rejected (p < 0.005)
- H08: Rejected (p < 0.005)
- H09: Rejected (p < 0.005)
- H10: Rejected (p < 0.005)

It demonstrates that women entrepreneurship is not highly motivated with achievement orientation and being their economically independent (already their spouse are earning). However, they are highly motivated for extra income generation and receiving the social recognition (highly positive correlation as Pearson Correlation Coefficient value > 0.5)

VIII. CONCLUSION

The current study states that the overall motivation of women taking up of enterprise and undergoing business activities in the concerned area of

study is quite high and an optimistic paradigm. Demographically, most of the women who are involved in enterprising efforts are middle aged (26-35 years), completed their post-graduation and earning around forty thousand to fifty thousand per month. Women entrepreneurs are mostly motivated by the internal factors supported by the other studies as well, however these internal factors implicitly transformed into the external factors being every business activity undertaken leads to the value addition to the economic growth and development of a nation.

Furthermore, the results of correlation and regression analysis highlighted the positive relationship of overall motivation of women entrepreneurship to all the factors considered, however the most positive relationship are with the generating extra income and attaining the social recognition of women through taking up of the enterprise. There have been a significant influence of generating extra income, gaining of experience in business, being self-dependent, attaining social recognition, self-satisfaction and happiness, utilization of knowledge and expertise, utilization of idle funds & time and self-interest on the overall motivation of women taking up of entrepreneurship. Hence it has been quite evident from this study that women are highly motivated for taking up of entrepreneurial activities for being self-reliant and obtaining more and more social recognition by adding an extra income for themselves and their family.

IX. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

The study has undergone certain limitations as availability of highly comprehensive and extensive pool of literature related to 'Motivating factors for entrepreneurship' which was highly impossible to cover in such a short span of research time. Furthermore, the convenience sampling method with relatively small sample to be covered a restricted time frame and reluctant & hesitant attitude of respondents while providing responses had provided an obstacle for this study. Hence, it could be stated here that there is an immense scope for future research in this domain being 'Women entrepreneurship' was predicted as the most prominent transformation. This research study could be conducted with increasing the sample size and in other cities of India as well, however it adds value to the current literature of empirical evidences in the respective domain.

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Decision Making in Determining the Best Field Development Scenario using Analytical Hierarchy Process (AHP): Case Study of SANDHIGH Field

By Benny Nugroho Ardhiansyah & Santi Novani

Abstract- The SANDHIGH field is one of the fields owned by PT Pertamina EP in West Java. This field was discovered in 1987 and is a gas-producing field with peak production reaching 45-50 mmscfd in 2002-2003 and cumulative gas production up to December 2020 reaching 200.1 BSCF. Gas production from this field has decreased drastically after 2003, until March 2022, the production is only under one mmscfd, an apprehensive condition. Problem analysis has been carried out using the Kepner-Tregoe method. The leading potential cause of the decline in production in this field is the absence of a Plan of Development (POD). So, exploitation activities that aim to increase production cannot be carried out or even restrain the decline rate in production. In mid-2021, an initiation was made to make the SANDHIGH field POD by involving the Subject Matter Expert (SME) from the subsurface and surface engineers and advisors. Discussions with SKK Migas as government representatives were also carried out intensively to produce the best development scenario based on Value Focus Thinking (VFT). From these discussions emerged three alternative development scenarios. The Analytical Hierarchy Process (AHP) method is used to help select the best scenario from the three available options.

Keywords: SANDHIGH field, plan of development, AHP analysis.

GJMBR-G Classification: DDC Code: 658 LCC Code: HD31



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Benny Nugroho Ardhiansyah^α & Santi Novani^σ

Abstract- The SANDHIGH field is one of the fields owned by PT Pertamina EP in West Java. This field was discovered in 1987 and is a gas-producing field with peak production reaching 45-50 mmscfd in 2002-2003 and cumulative gas production up to December 2020 reaching 200.1 BSCF. Gas production from this field has decreased drastically after 2003, until March 2022, the production is only under one mmscfd, an apprehensive condition. Problem analysis has been carried out using the Kepner-Tregoe method. The leading potential cause of the decline in production in this field is the absence of a Plan of Development (POD). So, exploitation activities that aim to increase production cannot be carried out or even restrain the decline rate in production. In mid-2021, an initiation was made to make the SANDHIGH field POD by involving the Subject Matter Expert (SME) from the subsurface and surface engineers and advisors. Discussions with SKK Migas as government representatives were also carried out intensively to produce the best development scenario based on Value Focus Thinking (VFT). From these discussions emerged three alternative development scenarios. The Analytical Hierarchy Process (AHP) method is used to help select the best scenario from the three available options. The assessment criteria used include capital expenditure, operation expenditure, expected profit, implementation time, operability, and safety. Based on the results of the AHP analysis, it was found that Scenario-C was the best choice, with a value reaching 54.4 %. This scenario consists of 2 infill well drilling, two steps out well drilling, and only producing gas until 2033.

Keywords: SANDHIGH field, plan of development, AHP analysis.

I. INTRODUCTION

PT Pertamina EP is one of the largest gas producers among Sub Holding Upstream of PT Pertamina (Persero) subsidiaries. One of the gas-producing structures is the SANDHIGH Field. It is geographically located in West Java (Appendix-1). NorthCILA, EastCILA, and BaGung border the northwest. SANDHIGH field is proven to produce oil and gas after the SH-01 exploration drilling was carried out in 1987 from the P prospect. At its peak production, the

SANDHIGH field can produce a gas of 45-50 mmscfd with a cumulative total gas production up to December 2021 of BSCF, which is a large enough gas for a field measuring only 5x3 km. However, until this year, the field's production has plunged to its lowest point of just under 1 mmscfd.

Efforts to increase production from the SANDHIGH field must include additional drilling wells in new areas around this field. However, company regulations require a field to have a Plan of Development (POD) and Final Investment Document (FID) as the basis for developing an oil and gas field. The main problem with this field is that it does not have the POD & FID document. Therefore, in the end of 2021, it was initiated to create the SANDHIGH field POD & FID document, which includes several field development scenarios. Then one best scenario must be selected, which will be applied in field development.

Gas production from the SANDHIGH field has decreased drastically from 2006 to 2022. A comprehensive plan for the development scenario is needed to increase gas production in this field. Selection of the optimal field development scenario is the essential step. In the SANDHIGH field case, a study of the subsurface potential and the needs of production facilities was carried out. Based on Forum Group Discussion within subject matter expert, conical on 3 alternative scenarios including:

1. 1 Workover, 2 Infill drilling, 2 step-out drilling + handling condensate with pipeline in 2033-2035
2. 1 Workover, 2 Infill drilling, 2 step-out drilling + handling condensate with trucking in 2033-2035
3. 1 Workover, 2 Infill drilling, 2 step-out drilling + only produce gas until 2033

This study will select the best scenario applied to the SANDHIGH field using the decision-making methods. It is hoped that SANDHIGH field gas production can increase and provide additional company revenue

Decision-making in the development plan related to the SANDHIGH field uses Value Focused Thinking (VFT) and Analytic Hierarchy Process (AHP). The decision alternatives were made based on the

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Forum Group Discussion results as explained in the previous section, while the criteria chosen for consideration are: cost, expected profit, time to implement, operability, and safety. The four criteria mentioned before will be considered to choose the best alternative from the three development scenario options mentioned earlier.

II. METHODS

A POD/FID document provides a field development strategy divided into two sections, discussing the subsurface potential and surface facility development. In the end of 2021, a focus group discussion was held with Subject Matter Experts (SMEs) from various related fields and scientific backgrounds. The problem will be solved by generating alternatives utilizing the Value Focused Thinking (VFT) method.

On the subsurface, sensitivity analysis was performed on numerous possible workovers and drilling scenarios to determine their cumulative effect on gas production, as illustrated in appendix-2. Based on the subsurface modeling performed by SMEs in the subsurface field, it was determined that adding one workover, two infill drilling, and two step-out drilling is the most optimal solution. As a result, there is only one subsurface alternative.

The surface facility analysis becomes more complicated than subsurface since there are multiple viable methods for transporting gas and liquid production from the west area to the east area gathering station. The other issue is how to handle liquid production at the existing production facility where there is no such facility yet. In every scenario, the construction of a flowline from the west to the east is a solid solution, the only difference being handling liquid production after 2033. The following are the alternatives that resulted:

1. Scenario-1 (liquid handling by pipeline to the SBG Station)

In this scenario, the following production facilities will be constructed: Production using existing facilities in the east area; construction of flowline from west area to east area; adding separation facilities, storage tanks, and water injection plans in the eastern area in 2031; construction of a condensate trunkline from the production facility in the east area to the SBG station, which is 18 km

2. Scenario-2 (liquid handling by trucking to the JAS Station)

In this scenario, the following production facilities will be constructed: production using existing facilities in the east area; construction of flowline from west area to east area; adding separation facilities, storage tanks, and water injection plans in the eastern area in 2031; rent a road tank from the production facility in the east area to the JAS station, which is 25 km

3. Scenario-3 (No liquid handling, only producing gas until 2033)

In this scenario, the following production facilities will be constructed: production using existing facilities in the east area; construction of flowline from west area to east area

Value-Focused Thinking aids in the discovery of hidden objectives and results in more productive collecting information. It can facilitate communication between parties affected by a decision, facilitate the involvement of various stakeholders, and facilitate the coordination of related decisions. Addressing underlying values would result in a more nuanced alternatives assessment and improved communication amongst stakeholders (Keeney, 1994).

With the Value-Focused Thinking (VFT) process beginning with fundamental objectives, specifying values (criteria), identifying all possible alternatives/criteria, evaluating those alternatives/criteria, and finally selecting the best alternative/criteria. In appendix-3 illustrates how the alternatives are generated for the case.

The most critical and significant criteria affecting the decision analysis must be chosen to determine the best alternative when making a decision. The developed alternatives must meet the primary objectives of selecting the best field development scenario for increased production and safer operation. However, various criteria and sub-criteria will determine the optimum scenario. The primary criterion is cost-benefit analysis. Costs are divided into CapEx and OpEx, whereas benefits are divided into expected profit, implementation time, operability, and safety. Multiple criteria and sub-criteria will be used in the AHP process to identify the best alternative among three development scenarios for increasing gas production in the SANDHIGH Field. AHP consists of several stages, as described in the appendix-4.

Thomas L. Saaty developed AHP as a decision support model. This decision support approach will use a hierarchy to classify complex multi-factor or multi-criteria problems. The term "hierarchy" refers to depicting a complicated problem in a multi-level structure, with the objective at the top, followed by factors, criteria, sub-criteria, and the final level of alternatives. A complex problem can be split into groups and organized hierarchically to appear more ordered and systematic (Saaty, 2008).

Step-1

The AHP method begins by constructing a decision hierarchy that depicts the link between alternatives and criteria/sub-criteria. Appendix-5 depicts the decision hierarchy tree.

Step-2

This stage is carried out by conducting interviews with SME, a member of the FGD, to

determine the root of the problem and alternative solutions along with the criteria used in determining the best development scenario. In this interview process, an objective assessment of each SME is obtained, which helps make pairwise comparisons. Six experts were interviewed during the prioritization process to determine the number of times more significant or

dominant an alternative is compared to another alternative using a specified criterion. A similar technique is used to provide judgments on sub-criteria, and the prioritization procedure is conducted using a 1-9 numerical rating scale. The following is a list of the SMEs that were interviewed for this study:

Table 1: The members of Subject Matter Expert

| No. | Name | Position | Background Study | Experience |
|-----|------|---------------------------------------|----------------------------------|------------|
| 1 | WW | Subsurface Development Manager Area-1 | Petroleum Engineering | 20 years |
| 2 | BNA | Sr G&G Engineer | Geophysics | 15 years |
| 3 | LFD | Sr Reservoir Engineer | Petroleum Engineering | 17 years |
| 4 | AFF | Sr Surface Facility Planning Engineer | Civil & Construction Engineering | 18 years |
| 5 | BA | Sr Development Planning Analyst | Petroleum Engineering | 12 years |
| 6 | AH | Sr Drilling Engineer | Mechanical Engineering | 18 years |

As input in the pairwise comparison process, a questionnaire is made, used as material for interviews with each SME. The questionnaire contains the 1 to 9 scale used in AHP as the numerical rating for the prioritization process. The description of each value scale is given in Table-4.

Table 2: Numerical rating of pairwise comparisons

| Numerical Rating | Verbal Judgments |
|------------------|------------------------------|
| 1 | Equally preferred |
| 3 | Moderately more preferred |
| 5 | Strongly more preferred |
| 7 | Very strongly more preferred |
| 9 | Extremely more preferred |

Six experts were interviewed throughout the discussion to judge how much preferred, or essential one alternative is compared to another alternative based on a given criterion. This technique was also used to prioritize sub-criteria and criteria. Following that, the geometric mean is calculated to obtain the average value among the experts.

As in the previous explanation, the pairwise comparison is conducted to assess which alternative is more important. This step is also carried out to prioritize each criterion and sub-criteria. The following are pairwise comparisons which are the results of the assessments of the six interviewed SMEs

a) *Cost VS Benefits (prioritization between criteria)*

At this stage, it aims to prioritize the two main criteria used as the basis for evaluating alternative solutions. The two criteria are costs and benefits. The cost criteria are further divided into two sub-criteria: capital expenditure (CapEx) and operational expenditure

(OpEx). While the criteria for benefits are divided into four sub-criteria, namely expected profit, time to implement, operability, and the last is safety. Each SME was asked to prioritize costs compared to benefits at the interview stage. Appendix-6 are the results of the interview.

From the results of the interview, pairwise comparisons were then made as summarized in Table-3 as follows:

Table 3: Pairwise comparisons of main criteria (cost vs benefits)

| Cost VS Benefits | Cost | Benefits |
|------------------|-------|----------|
| Cost | 1000 | 0.151 |
| Benefits | 6.618 | 1.000 |
| Total | 7.618 | 1.151 |

From the results above, all SMEs agree that "benefits" are prioritized over "costs." Because from the perspective of PT Pertamina EP as a company with a Production Sharing Contract (PSC) scheme with SKK Migas. The state will reimburse all costs through a cost recovery mechanism. Therefore, this project's decision-making prioritizes the "benefits" aspect rather than the "cost." In addition, the sub-criteria in "benefits" is indeed an important aspect that must be considered in deciding whether this project can be implemented or not.

b) *Cost Attribute*

i. *CapEx vs OpEx (sub-criteria weighting)*

The first question on the cost attribute prioritizes the two sub-criteria, namely CapEx and OpEx. CapEx is all costs used for investments such as the construction of production facilities, construction of flowlines, land acquisition for drilling, and drilling materials. While OpEx

is all costs needed to run daily operations, such as maintenance costs, rental fees, employee salaries, and other expenses required to run the operations of each alternative. The results of this interview are helpful as a weighting sub-criteria. Appendix-7 are the results of the interview.

From the results of the interview, pairwise comparisons were then made as summarized in Table-4 as follows:

Table 4: Pairwise comparisons of cost attributes (CapEx vs OpEx)

| CaPex VS OpEx | CaPex | OpEx |
|---------------|-------|-------|
| CaPex | 1.000 | 5.288 |
| OpEx | 0.189 | 1.000 |
| Total | 1.189 | 6.288 |

The interview results show that CapEx is prioritized over OpEx because the return of CapEx with a cost recovery mechanism can be done faster than OpEx. Besides that, OpEx will directly affect oil and gas lifting costs, which will reduce the company's profit.

ii. *CapEx*

SMEs were interviewed about their preferences or the relative importance of several alternatives in CapEx costs. It was graded from least expensive to the most expensive alternative. Appendix-8 are the results of the interview:

Furthermore, a pairwise comparison was made based on the results of the interview above with the following results:

Table 5: Pairwise comparisons of CapEx

| CaPex | Skenario-1 | Skenario-2 | Skenario-3 |
|------------|------------|------------|------------|
| Skenario-1 | 1.000 | 0.333 | 0.143 |
| Skenario-2 | 3.000 | 1.000 | 0.200 |
| Skenario-3 | 7.000 | 5.000 | 1.000 |
| Total | 11.000 | 6.333 | 1.343 |

Scenario-3 is the scenario with the lowest cost of CapEx. This alternative only produces gas until 2033 using existing production facilities without the construction of additional facilities. Meanwhile, other scenarios require additional costs to construct a new liquid flowline from existing facilities to other fields or rent a road tank.

Table 7: Pairwise comparisons of sub-criteria in "benefits"

| Benefits | Profit | Time to Implement | Operability | Safety |
|-------------------|--------|-------------------|-------------|--------|
| Profit | 1.000 | 5.000 | 3.000 | 0.333 |
| Time to Implement | 0.200 | 1.000 | 0.333 | 0.143 |
| Operability | 0.200 | 3.000 | 1.000 | 0.200 |
| Safety | 3.000 | 7.000 | 5.000 | 1.000 |
| Total | 4.533 | 16.000 | 9.333 | 1.676 |

iii. *OpEx*

Similar to CapEx, in this OpEx sub-criteria, SMEs are asked to rate which scenario has a lower OpEx fee than the other scenarios. Priorities are arranged based on the cheapest to the most expensive OpEx costs. In appendix-9, the results of the assessment by SMEs on these sub-criteria are given.

The interview results above are then stated in a pairwise comparison, as shown in Table-6 below.

Table 6: Pairwise comparisons of OpEx

| OpEx | Skenario-1 | Skenario-2 | Skenario-3 |
|------------|------------|------------|------------|
| Skenario-1 | 1 | 0.200 | 0.143 |
| Skenario-2 | 5 | 1 | 0.333 |
| Skenario-3 | 7 | 3 | 1 |
| Total | 13.000 | 4.200 | 1.476 |

The scenario with the lowest OpEx costs is Scenario-3 because this scenario only takes into account OpEx until 2033, the impact of gas production being stopped only for that year. Meanwhile, the total OpEx calculation is up to 2035 or the end of the PT Pertamina EP PSC contract period in another scenario.

c) *Benefits Attribute*

i. *Expected profit VS Time to implement VS Operability VS Safety (sub-criteria weighting)*

As was done in the "cost" attribute interview, for the first time, SMEs are asked for opinions regarding the priorities of the four existing sub-criteria, namely expected profit, time to implement, operability, and safety. The results of this interview will be used as a weighting sub-criteria in the subsequent analysis.

Expected profit is the estimated profit that the company will get in each scenario. Time to implement is the estimated time required to complete the project and start providing revenue for the company. Operability or level of complexity is the ease and flexibility of the operation process of each alternative. Safety is a risk related to work safety and environmental sustainability. Appendix-10 are the results of the interview:

Furthermore, from the results of the above interview, a pairwise comparison was made, as summarized in the table-7 below.

All SMEs agree that safety is the primary concern for field development scenarios. This aligns with the company policy that prioritizes occupational health and safety and caring for others, the social and natural environment as a way of life. The next priority in a row is expected profit, operability, and finally, time to implement.

ii. *Expected profit*

SMEs were interviewed about their preferences or the relative importance of several alternatives in expected profit. It was graded from the highest to the lowest profit. Here are the results of the interview:

The interview results above are then stated in a pairwise comparison, as shown in the table-8 below.

Table 8: Pairwise comparisons of expected profit

| Profit | Skenario-1 | Skenario-2 | Skenario-3 |
|------------|------------|------------|------------|
| Skenario-1 | 1.000 | 0.306 | 4.217 |
| Skenario-2 | 3.267 | 1.000 | 6.257 |
| Skenario-3 | 0.237 | 0.160 | 1.000 |
| Total | 4.504 | 1.466 | 11.474 |

It can be seen that the scenario that provides the most considerable profit for the company is scenario-2 because the maximum oil and gas production is obtained until 2035 (end of PSC) and does not develop a flowline for liquid produced in 2033-2035. Liquid production is transferred to the JAS station by renting a road tank.

iii. *Time to implement*

For the sub-scenario of time to implement, SMEs are asked to assess the priority of each scenario based on the length of time required to complete the project to generate revenue for the company. The assessment is carried out in time from the shortest to the longest. The results of the interview can be seen in appendix-12.

As with the other sub-criteria, a pairwise comparison was made after the interview, as shown in the table-9.

Table 9: Pairwise comparisons of time to implement

| Time to Implement | Skenario-1 | Skenario-2 | Skenario-3 |
|-------------------|------------|------------|------------|
| Skenario-1 | 1.000 | 0.218 | 0.143 |
| Skenario-2 | 4.592 | 1.000 | 0.306 |
| Skenario-3 | 7.000 | 3.267 | 1.000 |
| Total | 12.592 | 4.484 | 1.449 |

Scenario-3 is the scenario that has the fastest time in project completion because this scenario does not involve building a liquid flowline and leasing a road tank. The scope of work in scenario-3 is only to construct a flowline from the west area to the east area, while production facilities use existing facilities.

iv. *Operability*

SMEs were surveyed regarding their preferences or the relative importance of numerous alternative scenarios in operability. This criterion determines how adaptable and straightforward an operation or facility is. It was ranked from simplest to most complex operation. Appendix-13 are the interview's findings:

The following are pairwise comparisons for operability obtained from the interview results above.

Table 10: Pairwise comparisons of operability

| Operability | Skenario-1 | Skenario-2 | Skenario-3 |
|-------------|------------|------------|------------|
| Skenario-1 | 1.000 | 3.267 | 0.237 |
| Skenario-2 | 0.306 | 1.000 | 0.184 |
| Skenario-3 | 4.217 | 5.433 | 1.000 |
| Total | 5.523 | 9.700 | 1.421 |

Same with the time to implement sub-criteria, for operability scenario-3 is also the most straightforward scenario in operation for the same reason. In terms of work, scenario-3 is the easiest because it only involves making a flowline from the west area to the east area.

v. *Safety*

The last sub-criteria is safety, where in this aspect, SMEs are asked to estimate the potential hazards, work accidents, and environmental pollution from each scenario and then make priorities based on the safest to the most dangerous scenarios, as seen in the results of the interview in appendix-14.

Then, as detailed in table-11 below, a pairwise comparisons table is created.

Table 11: Pairwise comparisons of safety

| Safety | Skenario-1 | Skenario-2 | Skenario-3 |
|------------|------------|------------|------------|
| Skenario-1 | 1.000 | 3.267 | 0.237 |
| Skenario-2 | 0.306 | 1.000 | 0.184 |
| Skenario-3 | 4.217 | 5.433 | 1.000 |
| Total | 5.523 | 9.700 | 1.421 |

Once again, scenario-3 is the winner because this scenario is considered the safest, both in terms of potential work accidents and environmental pollution.

III. SYNTHESIZE THE RESULT

This is the third step in the AHP process, in which the alternatives are prioritized. Synthesizing the results entails calculating the consistency ratio and ranking the alternatives. It begins by normalizing the pairwise comparison matrices and averaging each row to obtain the relative priority or Eigen vector for each criterion/sub-criteria.

While synthesizing the results, it is critical to check the degree of consistency of judgments

(consistency ratio) to ensure the ultimate decision is of high quality. A consistency ratio is generated to quantify the consistency of paired comparison judgments. The ratio is designed if the ratio values are greater than 0.10, indicating that the judgment is inconsistent and cannot be accepted. As a result, confirmation from SMEs that the consistency ratio is less than 0.10 must be acquired. For pairwise comparison matrixes with more than two rows/columns, the consistency ratio must be determined. The steps for calculating the consistency ratio are as follows:

1. Normalize the pairwise comparison by dividing each element in the pairwise comparison by the total number of all elements in the same column.
2. Make sure the sum of all normalized pairwise comparison elements in the same column is worth one.
3. Calculate the average in each row, and make this average value as an "eigenvector."
4. Calculate the matrix multiplication between the eigenvector values and each pairwise comparison element in the same column. The first-row eigenvector is multiplied by all elements of the first column in pairwise comparison, and so on.

5. Do the summation of the matrix results from Step 4. Furthermore, this result is called the "weighted sum."
6. Divide each weighted sum value by the eigenvector value.
7. Calculate the average of all the values obtained from Step 6. Then this value is called λ_{max} .
8. Calculate the Consistency Index (CI) using the equation below:

$$CI = \frac{\lambda_{max} - n}{n - 1}$$

Where n is the number of items being compared

9. Calculate the Consistency Ratio (CR) using the equation below:

$$CR = \frac{CI}{RI}$$

Where RI is the Random Index, which is the consistency index of a randomly generated pairwise comparison matrix. It can be shown that RI depends on the number of elements being compared and takes on the following values

| | | | | | | | | | | |
|----|------|------|------|------|------|------|------|------|------|------|
| n | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| RI | 0.00 | 0.00 | 0.58 | 0.90 | 1.12 | 1.24 | 1.32 | 1.41 | 1.45 | 1.49 |

The following are the results of the consistency ratio calculation for each criterion and sub-criteria.

Table 12: Consistency ratio of criteria and sub-criteria

| Criteria | CR | Sub-Criteria | CR |
|----------|-------|-------------------|-------|
| Cost | - | CapEx | 0.057 |
| | | OpEx | 0.056 |
| Benefits | 0.044 | Profit | 0.061 |
| | | Time to Implement | 0.057 |
| | | Operability | 0.085 |
| | | Safety | 0.085 |

We can conclude from the calculation that all CRs are less than 0.1, indicating that all data are already consistent. The technique can be continued to get the alternative's ranking rate. The hierarchy tree in appendix-15 illustrates the weights assigned to all alternatives and criteria/sub-criteria.

The last step in AHP is to do priority ranking. The ranking rate of alternatives is calculated by multiplying all of the weights in each path and then summing the options' results. The scenario with the highest score is the selected scenario.

Table 13: Summary of the AHP calculation result

| Criteria | | | Sub-Criteria | | | | Alternatives | | | | | |
|----------|-------|-------|-------------------|------------|-------|--------|--------------|--------|------------|--------|------------|-------|
| | | | | | | | Scenario-1 | | Scenario-2 | | Scenario-3 | |
| Weight | CR | | Weight | Normalized | CR | Weight | Normalized | Weight | Normalized | Weight | Normalized | |
| Cost | 0.131 | - | CapEx | 0.841 | 0.110 | 0.057 | 0.083 | 0.009 | 0.193 | 0.021 | 0.724 | 0.080 |
| | | | OpEx | 0.159 | 0.021 | 0.056 | 0.074 | 0.002 | 0.283 | 0.006 | 0.643 | 0.013 |
| Benefits | 0.869 | 0.044 | Profit | 0.263 | 0.229 | 0.061 | 0.266 | 0.061 | 0.061 | 0.149 | 0.083 | 0.019 |
| | | | Time to Implement | 0.057 | 0.049 | 0.057 | 0.076 | 0.004 | 0.266 | 0.013 | 0.658 | 0.033 |
| | | | Operability | 0.122 | 0.106 | 0.085 | 0.228 | 0.024 | 0.096 | 0.010 | 0.676 | 0.072 |
| | | | Safety | 0.558 | 0.485 | 0.085 | 0.228 | 0.111 | 0.096 | 0.047 | 0.676 | 0.328 |
| | | | | | | | 0.210 | | 0.246 | | 0.544 | |

Based on the decision analysis above, it can be stated that Scenario-3 is the best alternative strategy for resolving the issue of decreased gas production in the SANDHIGH Field by utilizing a combination of VFT and AHP. Scenario-3 is envisioned as a project that would utilize existing production facilities in the east area and include the construction of a flowline connecting the west and east areas.

IV. CONCLUSION

Based on all the discussions carried out, the following conclusions can be drawn from this research:

1. Based on the focus group discussion with multi-disciplinary SMEs, selection of the best development scenario based on cost and benefit analysis. The cost criteria are divided into two sub-criteria, namely CapEx and Opex. Meanwhile, the benefit criteria are divided into four sub-criteria: expected profit, time to implement, operability, and safety.

Based on the AHP analysis, the benefit has a higher weight than cost, with a numerical value of 0.869 for benefit and 0.131 for cost, respectively. Cost is not a priority because PT Pertamina EP has strong financial support from the state as a subsidiary of a state-owned company. Investment decisions are more focused on how much benefit the company will get. On the cost criteria, CapEx has a higher weight than OpEx, with a numerical value of 0.841 for CapEx and 0.159 for OpEx. Meanwhile, the priority benefit criteria resulting from the AHP analysis are safety (0.558), expected profit (0.263), operability (0.122), and time to implement (0.057).

2. The best scenario chosen is scenario-3, with a weight of 0.544. This scenario is superior to the other two scenarios, namely scenario-2 with a value of 0.246, and the last priority is scenario-1 with a value of 0.210.

In scenario-3, There are two infill drilling, two step-out drilling, Production using existing facilities in the east area, and the construction of flowline from the west area to the east area. This scenario will provide additional cumulative gas gross production of 25.6 bscf.

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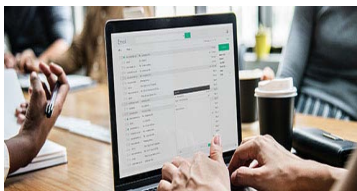
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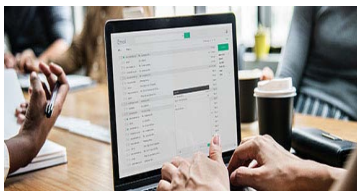
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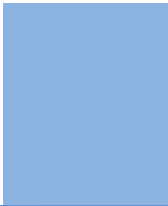
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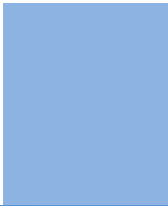
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Techniques for writing a good quality management and business research paper:

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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 through which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

- 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.



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

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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

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| Topics | Grades | | |
|-------------------------------|--|---|--|
| | A-B | C-D | E-F |
| <i>Abstract</i> | 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 |
| <i>Introduction</i> | 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 |
| <i>Methods and Procedures</i> | 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 |
| <i>Result</i> | 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 |
| <i>Discussion</i> | 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 |
| <i>References</i> | Complete and correct format, well organized | Beside the point, Incomplete | Wrong format and structuring |



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