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Highlights

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Discovering Thoughts, Inventing Future

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Managerial Aspects Analysis of Bandarban Tourism Spots of Bangladesh: The Quality Managements of Present and Future

By Fahmida Zaman, Rownuk Jahan & Md. Sarwar Kamal

Faculty of Business Administration BGC Trust University, Bangladesh

Abstract - Bangladesh is a land of beauty. The natural beauty of Bangladesh is very charming and marvelous. All around the Bangladesh it is full of beauty. But lack of Management and proper maintenance are the two biggest problems in getting benefits to enjoy the wonderful scenarios of Bangladesh. In the age of information superhighway, the tourists and mass people are able to connect any part of the world. Now-a-days tourism has become a very effective and dynamic sector both in the world economy and particular in the developing countries. As such tourism sector can play positive contribution towards enhancing Gross Domestic Product (GDP) of a country. Here we have verified the probable outcome of the various tourist spots of Bandarban by comparing with the data set of past, presents and future. After collection data set as well opinions of the local people and then applied the methodology as Multiple Regression and Chi Square test. Here we have noticed that it is very much possible to make improvements on the national revenue using the proper managements of the tourism projects. Besides we also check the results using the methods of the Analysis of Variance (ANOVA) to make the loss of the current stages of the managements and mismanagements.

Keywords : multiple regressions, ANOVA, gross domestic product, chi square test.

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Fahmida Zaman ^α, Rownuk Jahan ^σ & Md. Sarwar Kamal ^ρ

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I. INTRODUCTION

The impact of worldwide tourism in resulting economic benefits has long been recognized in many developing countries [1], [2]. The governmental sectors may have been reluctant in the past to contribute towards tourism development, but now-a-days the situation has changed and, over the years, public sectors have perspectives on tourism have not only evolved to include wider involvement, but have also large area from the narrow focus on economic benefits to encompass environmental and societal concerns. All around the world it is seems to advice that developing countries look upon tourism consumption as manna from heaven that can provide a solution to all their foreign exchange hardness [3]. Despite the improvement in tourism industry still there are huge gap and needs to make proper care, however, instances when these facilities are not accessible to local residents, particularly if tourism development involves the creation of tourism enclaves. In the last two decades in particular

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tourism has developed, especially in developing countries by their integrated tourism planning [4, 5, 6]. The specific research objectives of this study are:

- To identify development trends in Bangladesh tourism.
- To evaluate the effectiveness of tourism management at Bandarban in Bangladesh.
- To analyze issues in tourism prospect in the case of past and future management change.

II. CONCEPT OF TOURISM IN DEVELOPING COUNTRIES

To define developing countries we can say that it is nothing but 'the third world', 'underdeveloped countries', 'developing countries', 'poor countries', the South' and 'less-developed countries (LDC's)' are mostly used interchangeably [7]. On the top of that developing Countries should utilizes its asset to make proper development towards prosperity. Here we have noticed that they have lots of scopes to make outstanding development. According to the United Nations and World Bank, developing countries are those which has having per capita income of less US\$ 2200. Bangladesh is growing developing country and it has great opportunity to make development in the field of tourism industry. In this case the government should take proper survey to identify the locations that have lucrative positions to increase the facilities for the tourist from home and abroad.

III. GEOGRAPHICAL CONDITIONS OF BANGLADESH

The geographical location of Bangladesh is very optimistic and its position in the world map is very important. It located between 20°34c to 26°38c north latitude and 88°01c to 92°42c east longitude, with an area of 147,570 square km and a population of 140 million. It is positioned on the west, north, and east by the important country India, on the southeast by Myanmar, and the Bay of Bengal to the south. It is true that Bangladesh is a small country; the country is full of natural beauty as well as being rich in culture and heritage. The peripheral of natural positions for waters of Bangladesh extend 12 nautical miles, and the important economic zone of the Bangladesh is 200 nautical miles.

There is a wide natural beauty of marshy jungle coastline on the Bay of Bengal popularly known as the Sundarbans which is one of the largest mangrove forests in the world, the home and only rear area of the Royal Bengal Tiger. Bangladesh is located in the Ganges delta which is densely populated and it is formed by the confluence of the Ganges Padma, Jomuna and Meghna rivers and their tributaries as they flow down from the Himalayas, creating the largest riverine delta in the world. To the south is a highly irregular deltaic coastline of about 700 km, fissured by many rivers and streams flowing into the Bay of Bengal.

IV. THE BANDARBAN

This is gift of God and it is wonderful area surrounding with hills, lakes, rivers and natural beauty. All around the districts is full of natural beauty. We have visited few marvelous places of Bandarban and notice that it unpolished natural beauty. If government makes some planes for polishing, it will become very elegant place for outing for all people all over the world. It is a very popular destination for recreation, leisure, business and learning as well as religious purpose visit and this district is the heaven of natural beauty with full of green trees. The spectacular scenic beauty and the nerve racking experience of travelling along the road has attracted the imagination of thousands of travelers from home and abroad. The figure 1 below shows some beauty of this district.



Figure 1 : A natural beauty of Bandarban hilly area

In a word we can say that this district is a daughter of hill and outstanding opportunities to move here and there with great joy and happiness. These places still not overcrowded and pollution free. The sweet sceneries of meeting of air, clouds, hills, rivers, people of different ethnic communities, their lifestyle, their rich, diverse heritage is really original and natural. The figure 2 is an example of above statements.



Figure 2 : The scenario of Bandarban with clouds and natural beauty

Bandarban is situated from 21.11 north longitude and 92.40 east longitudes to 92.41 north longitudes. There are more over 15 tribes and Bengali people are living here in peace and harmony.

It is matter of great sorrow that only few tourists used to visit this district due to some problems and crisis. For daily and regular life, each and every person needs some fundamentals facilities to lead a normal life. We have collected data set from various local peoples of this district and got very poor response regarding the facilities of this tourist spots. In the sense of managements there is no monitoring and established managerial facilities to handle the new comes of this districts. The people who visit there, to keep their life secure its their responsibilities. It is really difficult for a newly visited person to get all the emergency information at a glance. So people become afraid and their comments are very alarming regarding the visit. The table 1 below shows the reflection of the presents situations at Bandarban district about the facilities at various spots.

Table 1 : The data set about the problems and crisis of the Bandarban district tourist spots

Serial No.	Name	Age	Area	Problems
1	Tang Sang Mong	39+	Bandarban Sadar	1.Communication 2. Food 3. Instant Medical support, Doctors, Nurse and medicines. 4. Risk at night outing.
2.	Bishu Moduba	45	Bandarban Sadar	1.Food 2.Risk of security at night 3. Aduquate hotel facilities.
3.	Rasid Mia	23	Boga lake	1.Variation on Food 2. Standard Restaurant. 3. Medical support 4. Proper transport facilities. 5.Security
4.	Songula Medua	34	Boga Lake	1. Proper transport facilities. 2.Security
5.	Tepaeanae Mosuial	45	Nilachal	1.Communication 2. Food 3. Instant Medical support, Doctors, Nurse and medicines. 4. Risk at night outing.
6	Hhos usk kand	32	Nilachal	1.Communication 2. Instant Medical support, Doctors, Nurse and medicines. 3. Risk at night outing.
7	Nithyuan Chakma		Golden Temple	Proper transport facilities. 2.Security
8	Kinsuk Dhar		Nilgiri	1. Proper transport facilities. 2.Security 3. Instant Medical support, Doctors, Nurse and medicines. 4. Risk at night outing.
9	Chanktg Bidual		Meghlay	1. Proper transport facilities. 2.Security 3. Instant Medical support, Doctors, Nurse and medicines. 4. Risk at night outing.
10	Mokjama Mkaak		Shangu River	1. Instant Medical support, Doctors, Nurse and medicines. 2. Risk at night outing.

V. METHODOLOGY

We collect the visitors' data set various hotels, motels, cottages and Banglu of various locations of the tourist spots. We collect the information during both the peak and off peak seasons. The peak seasons generally means the winter seasons in Bangladesh. The remaining part of the year is called the off peak seasons. During peak seasons on average 2000-3000 tourist visits from various parts of the country and abroad. Bu the ratio from abroad is very poor. According to the governments rule, each tourist contributes about 30 taka VAT every day. So if 3000 thousands tourist visit per day the governments earn around one lack taka per day and it become three millions per month. Here we have analyzed these measurements using Multiple regression, Chi square test and Analysis of Variance (ANOVA). Here we have first check the relationship with presents and future data

set under proper managements using Multiple Regressions. Then we have checked the relationship with Chi-Square Test and ANOVA. In this research, we significantly noticed that, the scientific and well established managements by the governmental body will increase the huge revenue every year. On the other hand, during the off peak seasons, the tourist rate is very poor and it is near about one hundred or less. We also check the comments, opinions of the visitors during both the sessions. The analysis using ANOVA and Chi-Square Test gives us clear result that if the improvement is possible under the light of management and reduces the problems.

VI. MULTIPLE REGRESSION

Multiple Regression is a statistical technique that allows us to measures the relationship between various variables of the real world irrespective of business, public, objects or supernatural aspects. It

reflects the resultant outcomes of various events as well as incidents. An example might help. Suppose we were interested in predicting how much a tourist enjoys their outing at Nilgiri tourism spot. To assess the facts we have consider the variable set such as food facility, communication support, instant medical services, proper law and order, security, hotel facility, parking, restaurants, Coffey shops and other modern facilities. If we collected data on all of these variables, perhaps by surveying a few hundred members of the public, we would be able to see how many and which of these variables gave rise to the most accurate prediction of job satisfaction. We might find that enjoyment and outing satisfaction is most accurately predicted by type of food, Instant Medical services, security, and hotel facilities with the other variables not helping us to measure the tourist satisfaction. The general equation for regression analysis is as equation 1 below:

$$Y = a + bX \quad (1)$$

Y = A predicted value of Y (which is a dependent variable).

a = the value of Y when X is equal to zero. This is also called the "Y Intercept".

b = the change in Y for each 1 increment change in X.

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{[\sum (x - \bar{x})^2][\sum (y - \bar{y})^2]}}$$

For multiple regression we have consider more factors such X1, X2.....Xn.

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n \quad (2)$$

a=The Y, intercept.

b₁= The change of Y for each 1 increments change in X₁.

b₂= The change of Y for each 1 increments change in X₂. The values for b₁ and b₂ can be calculated as follows:

$$b_1 = \left(\frac{r_{y,x1} - r_{y,x2}r_{x1,x2}}{1 - (r_{x1,x2})^2} \right) \left(\frac{SD_y}{SD_{x1}} \right)$$

$$b_2 = \left(\frac{r_{y,x2} - r_{y,x1}r_{x1,x2}}{1 - (r_{x1,x2})^2} \right) \left(\frac{SD_y}{SD_{x2}} \right)$$

SD_y=Standard deviation of dependent variable.

SD_{x1}= Standard deviation for independent variable X₁.

The formula for multiple regressions is as bellow:

$$R = \sqrt{\frac{[(r_{y,x1})^2 + (r_{y,x2})^2] - (2r_{y,x1}r_{y,x2}r_{x1,x2})}{1 - (r_{x1,x2})^2}}$$

The value of R is ranged from 0 to +1. As the result of R is tends to 1 means that the relationship between various facts are very strong. On the other hand the value tends to 0 indicates that there are very poor relationships between various facts. In that case there should be more care should impose. For Nilgiri we have imposed the multiple regression analysis equation as cited equation 2 mentioned above with proper calculation of b₁, b₂ and R. The values of r will come from the equation above of r which is the basic liner equation for coefficient correlation for the variable X and Y.

Table 2 : Traditional scenario at Nilgiri

User Perceptions: Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Visitors Impact	0.2	0.21	0.12	0.15	0.11	0.23	0.26	0.10	0.19	0.08	0.2	0.22	0.28	0.30
Traditional system(X ₁)	34	44	40	45	43	46	48	23	40	10	41	45	58	69
No Initiative by the government(X ₂)	54	55	60	32	33	48	50	30	45	21	45	48	68	80

The table above shows the traditional situation at Nilgiri tourist spot during peak and off peak sessions. Here we have imposed the equations of R and r mentioned above. Then we have solved the values of b₁ and b₂.

Table 3 :Well managerial aspect at Nilgiry

User Perceptions: Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Visitors Impact	0.97	0.92	0.99	0.97	0.98	0.90	0.91	0.93	0.95	0.98	0.92	0.99	1	1
Well Management(X ₁)	1234	2344	4540	5545	6743	9846	5648	7823	8940	9910	8941	9945	5558	6779
Proper steps government(X ₂)	2354	3355	3460	3432	6833	7648	5650	6730	9845	9921	9845	9848	5568	6780

From table 3 we see that the multiple regressions impact on the basis of proper management aspect, there are incredible changes in tourist impact at Nilgiry.

Here we have noticed that the resultant outcomes of the well managerial shows exponential better results than that of traditional system. Using the equation of simple regressions we got the followings calculations. The simple relation of $r=0.880$.

$$b_1 = \left(\frac{(.880) - (.747)}{1 - .937} \right) \left(\frac{36,116.693}{2.236} \right)$$

$$b_1 = \left(\frac{.134}{.063} \right) \left(\frac{36,116.693}{2.236} \right)$$

$$b_1 = (2.127)(16,152.367)$$

$$b_1 = 34,356.085$$

Similarly for the parameter b_2

$$b_2 = \left(\frac{.772 - .852}{1 - .937} \right) \left(\frac{36,116.693}{13.164} \right)$$

$$b_2 = \left(\frac{-0.08}{0.06} \right) \left(\frac{36,116.693}{13.164} \right)$$

$$b_2 = (-1.333)(2743.596)$$

$$b_2 = -3,657.213$$

VII. CHI-SQUARE TEST

In order to measure the proper impact and prospects of well managerial hopes in Bandarban we also verified the visitor flows to this awesome tourist place using the Chi- Square Test. Here we collect data set at current situation as observed data set with desired tourist impact as expected data set of the test. We know that this test is very useful in the purpose of comparisons with observed and expected data level. Here, we have the same situations and this is a key to compare the conditions.

The chi-square test is applied to investigate whether there is a well and significant difference between the expected outcomes and the observed result in one or more categories.

a) Chi-Square Test Requirements

- Numerical data set.
- Various levels of comparison.
- Independent and random observations.
- Adequate sample data set size (at least 10).
- Simple and complex random sample.
- Data in frequency form and style.
- All observations must be used.

b) Expected Frequencies

We can find the outcomes of expected values of Chi-Square test in three different ways. Such as:

- We can hypothesize that all the data set has equal values and impact on the experiments. For example, we might expect that half of the tourist of 200 at Nilgiry will be identified as women and half as men. We figure the *expected* frequency by dividing the number in the sample by the number of categories. In this exam pie, where there are 200 tourist visitors and two categories, male and female, we divide our sample size of 200 by 2, the number of categories, to get 100 (expected frequencies) in each category.
- We can also identify the expected frequencies according to the prior idea. Let's use the Nilgiry tourist spot example again, but this time pretend we have prior knowledge of the frequencies of men and women in each category from last year's entering class, when 70% of the tourist visitors were men and 30% were women. This year you might expect that 70% of the total would be men and 30% would be women. You find the expected frequencies by multiplying the sample size by each of the hypothesized population proportions. If the tourist visitor total were 200, you would expect 140 to be men (70% x 200) and 60 to be women (40% x 200).

To measure the variation of current condition and well management scenario we have collect the data set of five marvelous beautiful area of Bandarban district as follows:

Table 4 : Collected data set of five tourist spots of Bandarban

Tourist Spot	Observed visitors(O)	Expected visitors(E)
Nilachol	123	2345
Nilgiry	234	1234
Boga lake	173	4532
Meghlay	256	5674
Golden Temple	362	7836

Now according to the null hypothesis, we can find out that there is no significant difference between the expected and observed frequencies but based on other formula states they are different. The level of marginal difference is set at .05 .The chi-square formula used on these data is

$$X^2 = \frac{(O-E)^2}{E}$$

Where

O is the Observed result.

E is the Expected outcomes.

df is the "degree of freedom" (n-1).

X^2 is Chi Square.

To accomplish the task we now apply the details of the test using the complete procedures of the test. These steps are:

- Directions for setting up Worksheet for Chi Square in a tabular form of the various data sets given. The table 5 below is a worksheet for Chi-Square test for table 4 data sets.

Table 5 : Directions for setting up Worksheet for Chi Square for collected data sets on table 4

Tourist Spot	Observed visitors(O)	Expected visitors(E)	(O-E)	(O-E) ²	$\frac{(O-E)^2}{E}$
Nilachol	123	2345	2222	4937284	1923.23478293838
Nilgiry	234	1234	1000	1000000	923.550229115263
Boga lake	173	4532	4359	19000881	4123.550229115263
Meghlay	256	5674	5418	29354724	5173.550229115263
Golden Temple	362	7836	7474	55860676	7128.723328228688

$$X^2 = 19272.6087$$

- Determine The Hypothesis
 H_0 : The two variables has no preferences are independent.
 H_a : The two variables have preferences and associated.
- Determine Degrees of Freedom

$$df = (R-1)(C-1)$$

Degrees of freedom (df) define to the number of values that are independent to change after condition has been placed on the data. For instance, if you have forty numbers with the restriction that their sum has to be 2350, then thirty nice of these numbers can be anything, they are free to vary, but the fortieth number must be restricted.

- Here, the chi value from the table is 19272.6087. The level of significance is $P=0.995$ and for this the table value is 20000. Here it is clearly visible that, the resultant chi value is accurate for that test and our assumption for the good management is very correct and time oriented.

VIII. ANALYSIS OF VARIANCE (ANOVA)

We can changes the total variance in a study into meaningful way that defines to treatment effects and error. That's why we call this Analysis of Variance. The general definition of ANOVA is

$\bar{X}_G$ =The Grand Mean, taken over all observations.

$\bar{X}_A$ =The mean of any level of a visitor satisfaction.

$\bar{X}_{A_i}$ =The mean of a certain level (1 in this case) of a treatment.

X_i =raw and regular data set for the i^{th} person.

A visitor effects for regular and structured management is the difference between the overall, grand mean, and the mean of a cell (visitor level).

$$IV \text{ Effect} = \bar{X}_A - \bar{X}_G$$

Error is the difference between a score and a desired data set mean.

$$Error = X_i - \bar{X}_A$$

The ANOVA Model:

$$X_i = \bar{X}_G + (\bar{X}_A - \bar{X}_G) + (X_i - \bar{X}_A)$$

IX. ANOVA CALCULATIONS

Basically ANOVA indicates the sums of squares (squared deviations from the mean) tell the story of variance. Irrespective of problem domain, the simple ANOVA designs have 3 sums of squares.

$$SS_{tot} = \sum (X_i - \bar{X}_G)^2$$

The equation above is the total sum of squares comes from the distance of all the scores from the grand mean. This is the total; it's all you have.

$$SS_w = \sum (X_i - \bar{X}_A)^2$$

The equation above is the within-group or within-cell sum of squares comes from the distance of the observations to the cell means. This indicates error.

$$SS_B = \sum N_A (\bar{X}_A - \bar{X}_G)^2$$

$$SS_{TOT} = SS_B + SS_W$$

The equations above are the between-cells or between-groups sum of squares tells of the distance of the cell means from the grand mean.

X. CAFFEINE ON TEST SCORES

Table 6 : The impact of the differences or regular and well established managerial system

G1: Control	G2: Mild	G3: Jolt
	Test Scores	
75=79-4	80=84-4	70=74-4
77=79-2	82=84-2	72=74-2
79=79+0	84=84+0	74=74+0
81=79+2	86=84+2	76=74+2
83=79+4	88=84+4	78=74+4
	Means	
79	84	74
	SDs (N-1)	
3.16	3.16	3.16

Consequently to measure the ultimate differences we have calculated the data set as like table 7 below.

Table 7 : The ANOVA calculation indicates that current system is behind of well managerial system as 370 times

		X_i	$\bar{X}_G$	$(X_i - \bar{X}_G)^2$
Total Sum of Squares	G1	75	79	16
	Control	77	79	4
	M=79	79	79	0
	SD=3.16	81	79	4
		83	79	16
	G2	80	79	1
	M=84	82	79	9
	SD=3.16	84	79	25
		86	79	49
		88	79	81
$SS_{tot} = \sum (X_i - \bar{X}_G)^2$	G3	70	79	81
	M=74	72	79	49
	SD=3.16	74	79	25
		76	79	9
		78	79	1
	Sum			370

XI. IMPLEMENTATION, EXPERIMENT AND RESULT

We have implemented the result and data set using programming with Java and calculator. Both the cases we have got the significantly clear outcomes in both the cases regarding the systematic management and current managements. In the long run, it will be very good if the governmental body follow the path of the systematic manner. In multiple regressions, we here see the outcome after properly set the data values. The figure 3 is a difference of traditional and systematic management. The left side of the figure is the outcomes of the well managerial impact on the other hand the figure right (b) is the pictorial effect of the current management.

Relationship of the Traditional and systematic Managements at Bandarban tourist spot[Nilgiry]

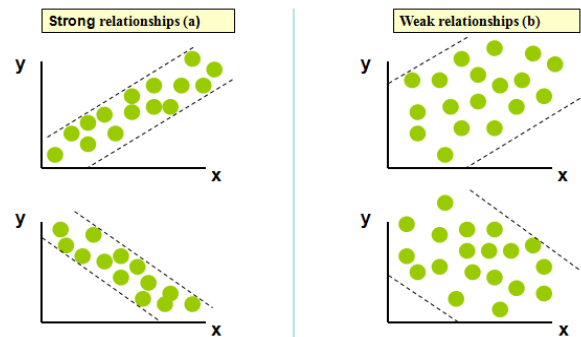


Figure 3 : The regression impact for both managements

The data set for traditional management result is shows the following result.

The traditional relationship

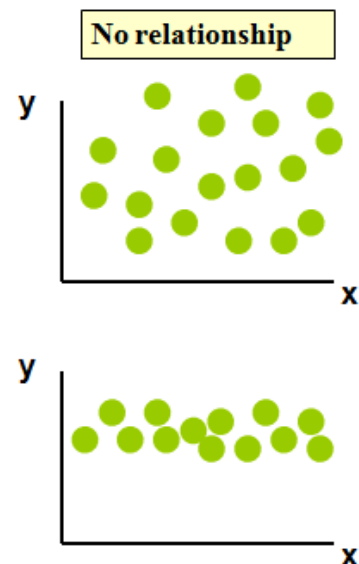


Figure 4 : The impact of the traditional data set

The Chi Square test value also indicate the same effect as we have shown at table 5 above and after fitting the data set into curve we have got the following figures for both current situations and well managerial impact.

Traditional Management data set shows weak relationship

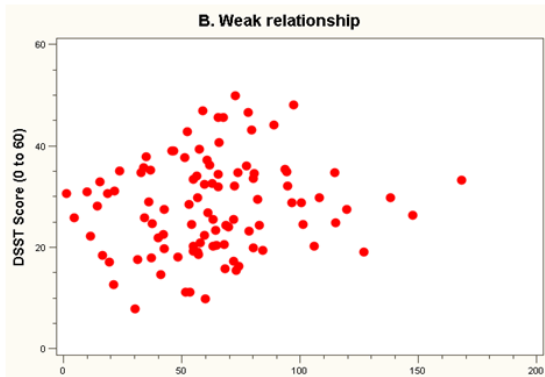


Figure 5 : Current managerial data set at Nilgiri

Consequently for the same place we have measured the data value by considering some better factors for communication, security, food and boarding. There are huge improvements in this case and we have following result for these aspects. The figure 6 below is the best fit outcome in Chi Square test.

The “Best fit” line

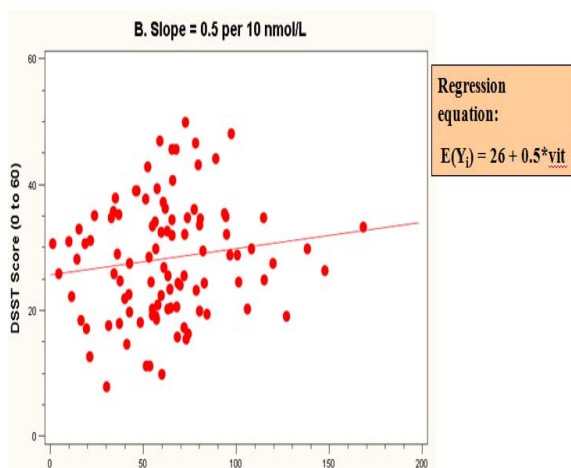


Figure 6 : The structured management shows the best fit for the test due to the similar data set

XII. SUGGESTIONS

Bandarban is one of the most beautiful tourist spots in Bangladesh. Here the general and natural beauty is so marvelous that anybody in this world must be attracted. So to get hold of tremendous advantages in the tourism sectors opening up before in the near

future, Bangladesh's tourism fields must begins taking all the preparations from a place where everything should manage easily. Consequently, the governmental body should not ignore the increasing hopes of the domestic market of this industry. As mentioned earlier, the current monitoring and management is very insufficient for handing such a bright field of enjoyments. On the other hand, in this modern era it is not enough that the Bangladesh possesses a potential for becoming a covetable tourist destination. In this respect to turn that possibility into reality, marketing is a also part of proper managements and works as pre condition for well structured managements. The planning ministry and respective ministry can take the support from promotional activities through the internet and other electronic media including TV for proper advertisements. Bangladesh Government should make necessary steps to make Bandarban district as an attractive tourist place and to encourage the private sector to play pivotal role in the development and diversification of tourist facilities and impact to promote domestic and international tourism in the country. On the contrary we have suggested followings:

- Sufficient banks, available ATM booth, Internet facilities, network facilities should be provided for the tourists.
- Tourist guide should be honest. They should not involve in smuggling, stealing the luggage of the tourists, kidnapping, excessive charging and any other unexpected activities.
- At night there is no environment and facilities for outing in Bandarban due to security problem and proper lighting facilities in the streets.
- Government should take necessary steps to improve the law and order conditions.
- Tourist guide should have proper training about how to behave with tourist and different types of foreign and local language to conversant with tourist.
- Available hotels and motels should be established for all classes of tourist.
- Food qualities should be improved for all types of tourists.
- Adequate hospitals, sufficient doctors, sufficient medical instruments and sufficient investigation labs should be ensured.
- 24 hours transportation facilities should be provided.
- Proper advertisement should be maintained.

XIII. CONCLUSION

It is no doubt that Bandarban is a gift of God and we should only take a perfect management to take the benefits of the nature. If we can hold the benefits using the utilizing the proper management we can not only develop our country but also contribute to the

whole world. The Chi Square test and the Analysis of Variance (ANOVA) help us to verify the impact of the data set in the context of poor managements and structured managements. Besides, Multiple Regressions make the proper relationship of the data sets. The significant outcome of this research is that only well management can help to make prosperity in the field of tourist sectors of Bangladesh. In future we will collect data sets from Rangamati, another beautiful tourist place of Bangladesh and compares with Bandarban tourist area. To finish this work we have suffered for collecting data due to the mismanagements.

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Global Business and Cybernetic Neocolonialism (A Non-Mainstream Approach to Impossible Trinity of Globalization)

By Dragoljub Stojanov

University of Rijeka, Croatia

Abstract - In this paper I wish to suggest that « obsession» of a transition economy with competitiveness and trade openness, together with « hands off» sort of economic policy, may hardly lead an —infant economyll(a transition economy) towards —real income —convergence and catching up with mature developed economy on her long-run development path. Moreover, such an obsession may have deflationary impact upon an economy defined as «factor – driven economy, let alone on an « aid-driven economy». However, I point out that in time of extant and particularly future globalization of the world economy no country is (will be) in a position to enjoy own economic development strategy. I conclude that a virtual-market state is devoid of both political and economic sovereignty and therefore becomes a slave of cybernetic neocolonialism. The impossible trinity of globalization: globalization-political independence –economic independence is an issue to be resolved by new world economic order and the economist's worldwide if the world prefers to enjoy common benefits of achieved technological progress. I propose that such a successful solution requires a new economic theory and policy..

Keywords : competitiveness, development, globalization, illusion, trinity.

GJMBR-A Classification : JEL Code: L84, F69



Strictly as per the compliance and regulations of:



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Abstract - In this paper I wish to suggest that « obsession » of a transition economy with competitiveness and trade openness, together with « hands off » sort of economic policy, may hardly lead an « infant economy » (a transition economy) towards « real income » convergence and catching up with mature developed economy on her long-run development path. Moreover, such an obsession may have deflationary impact upon an economy defined as « factor – driven economy, let alone on an « aid-driven economy ». However, I point out that in time of extant and particularly future globalization of the world economy no country is (will be) in a position to enjoy own economic development strategy. I conclude that a virtual-market state is devoid of both political and economic sovereignty and therefore becomes a slave of cybernetic neocolonialism. The impossible trinity of globalization: globalization-political independence – economic independence is an issue to be resolved by new world economic order and the economist's worldwide if the world prefers to enjoy common benefits of achieved technological progress. I propose that such a successful solution requires a new economic theory and policy.

Keywords : competitiveness, development, globalization, illusion, trinity.

I. INTRODUCTION

Since A. Smith's "Inquiry into the Causes of the Wealth of Nations" traditional economic theory has mostly emphasized the virtue of unilateral exploitation of comparative advantage in production through trade openness to international trade and competition.

One of main messages of the theory was that trade openness promotes accumulation of wealth and income convergence between less and more developed economies.

Sachs-Warner report (1995) was particularly instructive in that direction for transition economies (including for instance Croatia and B&H) promoting openness as an engine of growth, followed by « hands off » policy regime in terms of: investment policy, industrial policy, trade policy, foreign exchange rate policy.

Growth competitiveness index and Index of Global competitiveness support such a « hands off » profile of policy, suggesting in the same time political stability, and macroeconomic stability to a country,

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(regardless of unemployment level in the country) as the prerequisite for both: a) inward investment policy (promotion of FDI) as engine of growth and b) export lead growth alongside the comparative advantage of the country.

However, different perspectives on competitiveness and openness as an engine of real convergence are expressed by: Sachs (1987), Krugman – Eichengreen (1999 in Frenkel 1999). Rodrik (2001 in Srinivasan (2001), Stiglitz-Greenwald, (2006) stipulating that trade openness and « trade lead growth » alongside either comparative advantage or competitive advantage (under specific circumstances) would lead rather to income divergence than to income convergence. I. Adelman (2001) points out to the export of primary commodities of LDC's in XIX century as a case-study. She states that « dependent politics were sufficient for this stage ».

Rodik (2001 in Srinivasan 2001), Panic (2003), Kozul-Bairoch (1996) elaborate on the issue pointing out to common sense that the sources of growth (and income convergence) are essentially: factor accumulation, TFP, inventions, together with adequate investment, trade, industrial, foreign exchange policies. Such a thought could be even found in Sachs (1987) article. Sachs article and Panic book (2003) are quite provocative as an invitation to reconsider the issue of openness and competitiveness as drivers of development for a « factor-driven » and an « aid-driven » economy on their wishful and speedy way to EU.

In the first part of this paper I deal with past (history) of both economic theory and practice concerning the issue of economic development and the role of state. In the second part of paper I consider the extant process of globalization and its impact on economic future both of world economy and an individual country. I conclude that a virtual-market state is devoid of both political and economic sovereignty and therefore becomes a slave of cybernetic neocolonialism.

II. HISTORY ON REFORMS AND OPENNESS AND "HANDS OFF" ECONOMIC POLICY OF AN ECONOMY

- a) We may recall Adam Smith's quote from "The Wealth of Nations" as follows...In many sometimes

be a matter of deliberation, how far, or in what manner it is proper to restore the free importation of foreign goods. When particular manufacturers, by means of high duties or prohibitions upon all foreign goods which come into competition with them, have been so far extended as to employ a great multitude of hands humanity may in this case require that freedom of trade be restored only by slow graduations and with a good deal of reserves and circumspection». The quote points out that a sort of clever state intervention in economy was apparently applied in A. Smith's time.

b) *Historical Lessons*

According to the Bairoch-Kozul-Wright paper (1996) «Globalization Myths: Some Historical Reflections on Integration, Industrialization and Growth in the World Economy»: "The period 1870-1913 certainly witnessed a rapid expansion in international trade. But, during the three decades up to the First World War rising protection was the common trend in the developed world, largely as a result - in Continental Europe at least - of a coalition between agrarian interests and the representatives of fledgling industry who found common ground in higher tariffs as a response to the inflow of cheap grain from the United States and Russia and the long depression of 1870s. Although tariffs rose only gradually up to the early 1890s, because most new duties were based on specific quantities and were not ad valorem, and because this was a period of falling prices, the significance of tariff protection was greater than the nominal figure might otherwise suggest. From the early 1890s protectionism became a much more pronounced trend and by 1913 all the large countries had adopted a protective stance. Even some of the smaller European economies, such as Sweden, made a decisive move in this direction.

And after regaining its autonomy over tariff policy in the late 1890s, Japan also sought tariff protection for its infant industries.

By 1913 trade policy in the developed world is best described as islands of liberalism surrounded by a sea of protectionism. The developing world might best be characterized as an ocean of liberalism with islands of protectionism. In many cases, openness to trade was the direct result of colonial rule, where the general principle consisted of free access to all the products of the colonial ruler « Authors continue: « But if unevenness among the more advanced countries was an important feature of industrialization in the era of globalization, just as striking was the polarization of industrial activity between the North and South. Deindustrialization in developing countries predated the era of global integration; both in absolute terms and as a share of world manufacturing output, the position of the developing world declined sharply between 1830 and 1860. But this process continued, and indeed, accelerated, during much of the period of global

integration. Between 1860 and 1913, the developing country share of world manufacturing production declined from over one-third to under a tenth. There seems little doubt that deindustrialization in the South was the result of a massive inflow of European manufactured imports. This was particularly true of the textile and clothing industries, where free trade exposed the local artisan and craft producers to the destructive competitive gale of more capital intensive, high productivity Northern producers. The destruction of the Indian textile industry provides the most familiar example of this process, but similar cases can be found across Latin America and the Middle East (Batou, 1990). The absolute destruction of industrial capacity in the South appears to have been reversed beginning around 1900 and was, in some instances followed by quite rapid bursts of growth, often with advanced industrial techniques linked to FDI. However, in no case was the basis for sustainable industrial growth laid in the developing world in this latter period.

While late industrialization certainly opened up a sustainable growth path for those States able to intervene effectively to alter their position in the emerging international division of labor, the question still remains whether it was necessary to industrialize to benefit from globalization. An increasingly popular myth from this earlier period is that, in line with comparative advantage, the export of primary products provided the best growth path for many parts of the world economy.

There is, of course, an element of truth behind this myth; in 1913, five exporters of primary products were among the world's richest countries. Indeed, the United States which had become the lead economy in the world had an export profile dominated by primary products.

The other capabilities, as well as the creation of new linkages within and between industrial sectors, associated with the dynamic complementarities and externalities associated with technological progress. Moreover, as Alexander Gershenkron suggested a long time ago, all the successful late industrializes in this era were characterized by reforms to their State structures which helped encourage accumulation and technological progress, through infant industry protection and other (incipient) forms of industrial policy.

Thus, from this brief review of the evidence, we can conclude that while specializing in exports of primary goods was consistent with a high level of income, maintaining that level and pushing the economy on to a new dynamic growth path required not only that the export sector increase its productivity but that there was a structural shift in the pattern of economic activity towards industry. »

c) *The Case of Argentina*

An interesting case from the globalization in XIX century is the case of Argentina where rapid liberalization of trade and finance in the late 1880s,

disturbed a more balanced and stable development path.

"... The crisis of 1890 subjected the Argentine State to the dictates of the international banks that imposed severe financial conditions on both the national and the provincial governments in order to guarantee that they would recoup their loans and to assure the profitability of allied enterprises, such as British railway firms. At the same time, the European bankers took advantage of the failure in 1890 of numerous Argentine-owned enterprises, public and private, to further consolidate the dominant position of foreign capital in key spheres of the Argentine economy. And after the turn of the century they promoted a renewed burst of capital exports to the Rio de la Plata region, coordinating their strategies closely with commercial, railway and industrial magnates interested in expanding their interest there. This trend was common to many other Latin American nations as international bankers promoted a new and powerful wave of loans and direct investments that continued to run strong until World War I" (Bairoch-Kozul-Wright 1996).

d) Lessons from India

Madison (2002) in his seminal book «The World History: A Millennial Perspectives» reminds a reader that «Mogul India had a bigger industry than any other country which become a European colony, and was unique in being an industrial exporter in pre-colonial times. A large part of this industry was destroyed as a consequence of British rule...The second blow came from massive imports of cheap textiles from England after the Napoleonic wars. Modern cotton mills were started in Bombay in 1851, preceding Japan by 20 years

and China by 40. Exports were half of output. India began to suffer from Japanese competition in the 1890s. Exports to Japan were practically eliminated by 1898. Shortly after; Japanese factories in China began to reduce India, s market there. If the British had been willing to give tariff protection, India could have copied Lancashire, s textile technology more quickly. Instead, British import entered India duty free. By the 1920s, when Indian textiles were coming mainly from Japan, British policy changed. By 1934 the tariff on cotton cloth had been raised to 50% with a margin of preference for British products»

e) Japan

The next table depicting Japanese dynamic of liberalization of foreign trade speaks for itself. No comment seems necessary in confirming Adelman's, Rodrik, Bagwaty's, Keynes, Smits, Krugman's, Bairouch-Kozul-Wright, Stiglitz-Greenwald thoughts on relationship between: trade openness and economic dynamics.

Table 1 : Import Liberalization of Japan

Years	Liberalization	No. of non-liberalized items
1958.	33 -	
1960.	37 -	
1962. (Nov)	88	254
1965. (Oct)	93	161
1969. (Apr.)	93	163
1970. (Jul)	94	133
1971. (Oct.)	95	86
1972. (Apr.)	95	79

Source : MITI (1991)

Table 2 : Export/GNP ratio of Japan and Korea

	Japan	Korea		Japan	Korea
1960	10,7	3,3	1981	14,7	36,4
1961	9,3	5,4	1982	14,6	34,3
1962	9,4	5,1	1983	13,9	35,4
1963	9,0	4,8	1984	15,0	35,5
1964	9,5	5,9	1985	14,5	34,1
1965	10,5	8,6	1986	11,4	37,6
1966	10,8	10,3	1987	10,4	40,2
1972	10,6	19,9	1993	9,3	29,3
1975	12,8	27,8	1996	9,9	32,4
1976	13,6	31,0	1997	9,9	32,4

Source: World Bank, World Development Indicators CD-ROM 1999

Table 2; suggest that an Import Substitution strategy can be transformed into export lead growth over course of time by a deliberate and wise economic

policy measure as was the case of S. Korea (For more detailed explanation: G. Meier, Leading Issues in Economic Development, and D. Rodrik, The New Global

Economy) In fact Japan's economic development policy never has been that of "export- lead growth "as often interpreted by many economists. Instead, one may conclude that Japan's development strategy has always been that of "growth-lead export".

In that respect, in concluding theoretical and practical deliberations on trade openness and economic growth, we quote from M. Panic (2003) whose opinion we share: the prevalence of imperfect or oligopolistic competition in modern capitalist economies- in other words the prevalence of inequality of opportunity-justifies protective policies as well as an industrial policy that makes development of strategic industries possible. Without these policies developing countries are in no position to close the growing gap between them and the most advanced countries... Hence , although formulated with a modern analytical framework and based on modern experience strategic trade theory reaches conclusions that are not different from the case for protection put forward by Hamilton, List, Mill, Marshal and others. Similar concerns also prompted Adam, Smith and Ricardo to argue for the gradual liberalization of trade and against capital exports from their country. » «Not surprisingly, other things being equal, economic analysis suggests and historical experience shows that it is the level of economic development (and, thus, normally, the ability to reconcile internal and external balances without protection) that will be of critical importance in shaping national trade policies, rather than the other way round» Let us illustrate the point by one of the conclusion in Panic's book. Panic points out that four out of five low-income countries (India, China, Indonesia and Thailand) were forced by colonial powers to adopt a policy of free trade. (Panic 2003) All other countries liberalized their foreign trade in compliance with the level of economic development.

Panic's thoughts are supported by Eatwell comments on financial markets "If markets are pursuing the rules of beauty contest and imposing self-fulfilling prejudices on the workings of the real economy , then the outcome may be damaging...When market's influence is combined with the persistent search for government "credibility", defined in terms of "sound money" and " prudent" deflationary policies, then the (low-growth, high-unemployment equilibrium) is the most likely outcome " (D. Rodrik, The New Global Economy).

III. GLOBALIZATION AND THE ROLE OF VIRTUAL (MARKET) STATE

a) *Sachs –Warner Report –an Ideology for "Hands off" Economic Policy*

In an important article in the recent 25th anniversary edition of the Brookings Papers, Jeffrey Sachs and Andrew Warner (1995) have provided an extended and distinctly influential defense of openness of foreign trade as a factor of "real" income

convergence between less developed and developed economies. Their discussion of the period 1870-1913 has strongly inoculated transition countries on the basis of four stylized facts. They stressed out the following arguments: « First, from the 1860s onwards, low tariff barriers and technological breakthroughs in long-distance transportation and communications stimulated export growth and rising trade shares. Differences in resource endowments ensured that this trade had a strong North-South dimension as developing countries in Latin America, much of Asia and parts of Africa specialized in raw material exports and imported manufactured goods. « « Second, the adoption of appropriate legal institutions in a number of countries along with the spread of the gold standard, convertible currencies and the assumption of financial leadership by Great Britain stimulated large and relatively stable international capital flows. Because these capital flows were driven by the search for higher profit opportunities in emerging growth markets they strongly complemented trade flows. « The argument has been strongly followed by the IMF statute reform in 1966. «Third, the spread of capitalist institutions and free trade and capital flows generated a new growth momentum encompassing the whole world economy. Industrialization spread rapidly beyond the core North Atlantic economies to include the emerging markets of Continental Europe and Japan. » This argument is deeply involved in Washington consensus and has created mirage of expectations for transition countries. Fourth « Sachs and Warner (1995) make a direct parallel between these features of 19th century globalization and developments in the late 20th century anticipating similar results in terms of broad economic trends in the world economy: The world economy at the end of the 20th century (as they saw it) looks like the world economy at the end of the 19th century. A global capitalist system is taking shape, drawing almost all regions of the world into arrangements of open trade and harmonized institutions. As in the 19th century, this new round of globalization promises to lead to economic convergence for the countries that join the system « This argument spoke in favor of shock therapy for transition economies and their switch from an unproductive socialist into productive capitalist economic system. The argument has opened the door for unquestionable worldwide passion for globalization. Fourth argument was in fact the lesson –directive -for transition and less developed economies. Simple recipe for easy success of these countries was: Governments, but particularly those in the developing world, must commit themselves to a rapid and comprehensive agenda of liberalization in areas of trade, capital flows and foreign direct investment.

Governments of less developed countries should only press the start button, and then follow «hands off» economic policy.

Neoliberalism once again become mainstream economics in the 1990s as it was in XIX century in the times of Ricardo's theory of comparative advantage. It was believed that neoliberalism provides enough strength for prompt inclusion into world system of free trade for all countries, regardless of «state of affairs» present in different countries. For instance, according to the OECD (1998) more open and outward-looking economies consistently outperform countries with restrictive trade and foreign investment policies...Thus Anne Kruger has no doubt those countries that liberalized trade grew faster. The IMF (1997) has shared the same opinion: «policies towards foreign trade are among more important factors promoting economic growth and convergence in developing countries» A decade later we may ask the question: are those expectations, formed by influential economists and political leaders, become an economic dream or economic reality for transition and LDC economies?

Let us see, in that respect, how Frankel was deliberating on that issue:

J. Frankel thought (1999):«The long term effect of EU accession will be to promote Sweden (Croatia-author's remark) trade with other European countries. Statistical estimates using gravity model of bilateral trade suggest that membership in the EU increases trade with its members by roughly 60 percent or more...Income correlation surely depends on trade integration. My hypothesis is that this relationship is positive. The more Sweden (Croatia) trades with the EU, the more Sweden (Croatia) income will be correlated with EU income. The result will be immediate in a demand-driven model, where the correlation of income depends in a simple way on the marginal propensities of the two countries to import from each other. Frankel concludes that « Sweden (Croatia) would satisfy the OCA criterion ex post, even though it fails ex ante» D. Rodrik (1999) replies to the question on following way: « Yes, but only if a number of side conditions are met. These side conditions according to Rodrik are:

- The liberalization must be complete, or else the reduction in import restrictions must take into account the potentially quite complicated structure of substitutability and complementarities across restricted commodities.
- There must be no microeconomic market imperfections other than the trade restrictions in question, or if there are some, the second-best interactions that are entailed must not be adverse.
- The home economy must be "small" in world markets, or else the liberalization must not put the economy on the wrong side of the "optimum tariff."
- The economy must be in reasonably full employment, or if not, the monetary and fiscal authorities must have effective tools of demand management at their disposal.

- The income redistributive effects of the liberalization should not be judged undesirable by society at large, or if they are, there must be compensatory tax-transfer schemes with low enough excess burden.
- There must be no adverse effects on the fiscal balance, or if there are, there must be alternative and expedient ways of making up for the lost fiscal revenues.
- The liberalization must be politically sustainable and hence credible so that economic agents do not fear or anticipate a reversal.

All these theoretical complications, Rodrik points out, could be sidestepped if there were convincing evidence that in practice trade liberalization systematically produces improved economic performance. But even for this relatively uncontroversial policy, it has proved difficult to generate unambiguous evidence « The point is that even the simplest of policy recommendations—"liberalize your trade"—is contingent on a large number of judgment and calls about the economic and political context in which it is to be implemented.

Such judgment calls are often made implicitly. Rendering them explicit, Rodrik remarks has a double advantage: it warns us about the potential minefields that await the standard recommendations, and it stimulates creative thinking on alternatives (as in China) that can sidestep those minefields.

One another J. Sachs (1987), different from J. Sachs who wrote « Sachs –Werner Report»(1995) ,seems to confirm D. Rodrik suggestions pointing out the following: "A new orthodoxy is emerging from this search, which links recovery in the debtor countries to a shift to « outward-oriented» development strategies designed to produce export-led growth. The new orthodoxy defines the policy content of outward orientation to include the following measures: trade liberalization, especially the conversion of quantitative restriction to low, uniform tariffs; real exchange rate depreciation and unification of the exchange rate, an emphasis on the private sector as a source of growth, including the privatization of state enterprises; and a general reduction in all forms of market intervention by the government, in capital markets, factor markets, and in overall level of government taxation and expenditure." This « liberalization package» is urged by the U.S. government, by many influential academicians, and by the IMF and World Bank» continues Sachs. Sachs's comment on the «liberalization package» in the same article was the following: » At the very least, the strategy can find little historical support...From a global point of view, liberalization might be defended not as in the interest of the initiating country , but rather in the interest of the rest of the world. Some of the U.S. pressures for liberalization in the developing countries indeed emanate more from concerns about U.S. trading

interests than from concerns about the welfare of the developing countries» This was J. Sachs's opinion on «liberalization package» in 1987, against » Sachs-Werner Report « on the same subject in 1995! What does that difference in opinion between J. Sachs and J. Sachs suggest to a thinker on trade openness and development?

b) Globalization-Virtual (Market State) and State Intervention in XXI Century

Keynes was replaced by Monetarism after 1980. Monetarism had a slogan: "Governments do not solve the problem, they are the problem". The Welfare State had played out its role of the guardian of economic progress and prosperity. The new economic policy operated under the slogan: „The best industrial strategy consists of tough penalties for business failure, high rewards for success and low interest rates without inflation“. Since then, Monetarism became the "mainstream" economic policy. Even so, Monetarism is still a national economic policy; it still has a national identity. While operating with national economic development goals, Monetarism achieved structural transformation of the economy in all countries where it took hold. During that process it led to the centralization of capital and the creation of gigantic companies. The redistributive effects of the monetarist type of economic policy in the case of USA can be seen from work of Bichler and Nitzan (2012). They state that about 85% of after tax profit in the USA is amassed by 0,01% of biggest corporations at the end of 1980s. According to them capitalism becomes not weaker, but stronger and capitalist power may be approaching its social asymptote – a level too high to sustain, let alone increase. In the world economy such a process created conditions for expansion of transnational corporations. According to Lumb (1990) between 1979 and 1989 in America, 1.4 million jobs were lost in industry, yet industrial production increased by about 30%. Integration between the transnational corporations of the USA and Europe attained 200 billion dollars annually. In 1989 in Europe alone, the business of European transnational companies was integrated by more than 50 billion dollars. Between 1984 and 1988, direct European and Japanese investment in the USA increased by 108 billion dollars and 37 billion dollars respectively. Nowadays, profit of the Top 0.01% transnational companies are significantly earned outside the United States – in what the statisticians call ROW (rest of the world). According to Bichler and Nitzan (2012), the data show that during the 1940s and 1950s, ROW profit amounted to less than 10 per cent of the total, but that its growth has been rapid and that its level now hovers around 50 per cent of the total!

Graham's contention concerning the production of "goods in common" is vindicated today. It seems that the production of "goods in common" demands the formation of a world economic policy and a world

government. In other words, it means replacing national economic policies with a world economic policy. Main economic actors on the global scale are not nation states any more, particularly so if one thinks about small or underdeveloped nation states. The main actors are transnational corporations. These entities locate their activities where skills, capabilities and markets are clustered: capital flows only where the returns are the greatest and highly skilled people move where opportunities lie. The data prove that high-knowledge activities are produced primarily in increasing return to scale environments that are dependent on urban agglomeration, while low-intensive activities are produced more in environment of constant return to scale (McCann, 2008). New economy consequently contributes to economic divergence between countries. The more developed one country is the more mega-regions might be found either within the same country or across the border with another rich country. According to Florida et al. (2008), Europe's largest mega-region is the enormous economic composite spanning Amsterdam and Rotterdam in the Netherlands, Ruhr and Cologne in Germany, Brussels and Antwerp in Belgium, and Lille in France. With a population of nearly 60 million people, and producing nearly \$1.5 trillion in economic output, this mega-region's output is bigger than Canada's as well as China's or Italy's.

c) Dialectic of Globalization

There are many definitions of globalization. All of them are more or less confined to the country's integration into the international division of labor and integration of production factors in international scale. So, Bhagwat (2004) defines economic globalization as "the integration of national economies into the international economy through trade, foreign direct investment, short-term capital movements, international mobility of workers and aid workers in general, and international technology flows". Anne Kruger defines globalization as "a phenomenon thanks to which economic agents in any part of the world much are more influenced by events in the world than before "(Wolf, M., 2004). A lot closer to us is Henderson' definition of globalization. David Henderson, chief economist of OECD defines globalization as "the free movement of goods, services, labor and capital, while creating the single market of inputs and outputs, and full national treatment of foreign investors, as economically speaking, there are no more strangers" (Wolf, M.2004). I hold that, this and similar definitions of globalization are technical and superficial definitions, which do not reflect the dynamics of the capital. I am most prone to own polite-economic definition that holds that globalization is both a process of centralization of capital and of privatization of the world's economic resources by large capital, often virtual and hybrid, as evidenced by the exponential expansion of financial derivatives, the last twenty years, whose value has reached 457 trillion Euros

in 2007 (Deutsche Borse Group, 2008). And, if privatization is a political process with the economic consequences, often accompanied and favored by policies of international financial institutions, I dialectically come to the conclusion that globalization is the process of transforming territorial (national) market into global corporate state as a new stage in the development of capitalism, which I would call mega capitalism, and which eventually precedes to post capitalist society, as it was seen by Marx (Capital), Keynes (Economic possibilities of our grandchildren) or Hilferding (Financial capital). Practically observed under conditions of contemporary globalization, global economic crisis is a process of centralization of capital on a global scale, which this time happens in conditions of imperfect global market structure. Practical application of neoclassical economic dogmas (reaganomics-thatcherism) brought us to the theoretically impossible effect- the creation of imperfect market condition and transnational corporations. The basic economic entities of our time are becoming transnational corporations as the entities which reflect and lead globalization process. The basic microeconomic principle of their behavior is the principle of increasing returns and diminishing costs! Transnationalization and globalization of the world economy forms a global market, but the market, whose one of the main characteristics is imperfect competitions with the prevailing oligopolistic market morphology. In oligopolistic global market large corporation become "price makers" and "rule makers" also. The market does not determine the behavior of market participants as in the case under the conditions of full competition. In fact, the "big" form the market and run it, they share it. Transnational corporations spread their production around the world in order to minimize production costs, and the same time they use "world demand curve" as a source of their marginal revenue. So while the existing microeconomic theory helps understanding the operations of transnational corporations, global economy macroeconomic theory is neither on the horizon. In all this TNCs significantly influence the formation of macroeconomic and development policies of countries all over the world which is becoming addicted to FDI, that is of the capital that TNC have in abundance. Namely, if neoclassicism in time of the development of global economy deserves to go into the memory hole, how do we regulate global economy without theoretical construct? What we want to optimize from the point of view of the global economy? Is that the GDP? Whose GDP should be optimized: either that of the global economy, or GDP of less and less sovereign individual countries which are by global privatization deprived of their resources? What about the issue of employment? What about the issue of optimal allocation of resources at the macro (global) level or about the issue of general equilibrium? What is position of a LDC

in global economy? Is such a country imminently exposed to cybernetic neocolonialism?

IV. CONCLUDING REMARKS

A lesson concerning dynamically changing development and trade policy requirements seems apparent both from the history and the policies adopted by the currently most successful industrialists. At first, Irma Adelman (2001) points out « as we learned from 19th century overseas territories, the establishment of political stability and political support for the promulgation of laws furthering market development was sufficient to promote rapid expansion of primary exports. Dependent politics were sufficient for this stage. But, unless the political institutions were later adopted as to provide support for the economic needs of rising domestic commercial and industrial classes (as happened in Australia, Canada, New Zealand), the translation of the initial impetus from exports into long-term economic development become blocked, as in Argentina and Brazil. At that point, a certain degree of domestic political autonomy become necessary»

From this perspective an extant and paramount question for a LDC is: how to preserve domestic economic and political sovereignty in the midst of globalization process. I am afraid that an answer to such a question is negative under present and unchanged circumstances. SOLVING TRIANGELE puzzle requires dramatically different global political economy horizon from prevailing one. Until then LDC will stay as a slave of cybernetic neocolonialism –neocolonialism unlike one from XIX century lead by TNC equipped with: capital, technology and worldwide mobility in morbid search for profit across nationless world surroundings.

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An Investigation on Practicing Carroll's Pyramid in Bangladesh

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Abstract - This research explores the nature of corporate social responsibility (CSR) in Bangladesh context, using modified Carroll's (1991) CSR Pyramid which is developed by the author as a framework for descriptive analysis. Practicing CSR is very much important in our country. But the concept of CSR activities is not clear in our country. So we develop a CSR model by modifying Carroll's Pyramid. This study provides empirical evidences of this modified model from Bangladeshi customers' perspective. A survey of 50 respondents was conducted in Dhaka city through a structured questionnaire. The results show that Bangladeshi customers ranked the four dimensions as economic, legal, environmental, and philanthropic accordingly. This study is helpful to understand the CSR concept more clearly to the corporate executives of Bangladesh.

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I. INTRODUCTION

Corporate social responsibility (CSR) is a form of corporate self-regulation integrated into a business model. CSR can be viewed as a comprehensive set of policies, practices, and programs that are integrated into business operations, supply chains, and decision making processes throughout the company and include responsibilities for current and past actions as well as adequate attention to future impacts. CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis (Green Paper, 2001).

Today engaging in business activities is not like doing it in the past ten or twenty years ago. With the rapid advances in information and technology, globalization and liberalization; businesses are faced with stiff challenges to survive and maintain a competitive edge. The traditional view of business is essential to maximize profits. However, the traditional views are no longer accepted in today's business environment, where, as a result, corporations have adopted the concept of CSR, which is concerned with economic, environmental, and social performance.

The concept of CSR emerged in the 1950s and gradually developed over the last five decades. But in Bangladesh, it is still emerging as a way of doing business. Many companies in our country still view CSR as philanthropic activities. Others are investing in the communities in sustainable ways but view it as a natural

extension of traditional practice rather than new ways of doing business. CSR is practicing here at very limited extend. Like- Dutch-Bangla Bank Ltd. provides scholarship to the meritorious and needy students, Grameen Phone Ltd. has consolidated social investment initiatives in four core areas related to the Millennium Development Goals namely, poverty alleviation, healthcare, empowerment and education.

On the other hand, there are many industries in our country do not obey rules and regulations, especially, violet environment protection rules but they claim that they are practicing CSR activities. They do it because of two reasons. The first one is- in most of the cases, the companies do not understand the concept of CSR completely. They think that only involving in philanthropic activities is practicing CSR and obeying laws and regulations are not included in CSR which is quite wrong idea. The second reason is- they also do it for eye washing the customers. They want to show the customers that they are practicing CSR, but actually the most important part of obeying laws and regulations, they do not practice.

This research explores the nature of corporate social responsibility (CSR) in Bangladesh context, using modified Carroll's (1991) CSR Pyramid which is developed by the author as a framework for descriptive analysis. Carroll's (1991) CSR Pyramid is probably the most well-known model of CSR, with its four levels indicating the relative importance of economic, legal, ethical and philanthropic responsibilities respectively. The proposed model developed by author for practicing CSR in developing country like- Bangladesh, has four parts indicating the relative importance of economic, legal, environmental and philanthropic responsibilities respectively.

However, the exploration of CSR in Bangladesh is very much challenging as it is a new concept. In this study, we try to investigate that which part of CSR is the most important part of our country and which part of CSR should be given more priority by companies which comply with our economic and social conditions.

II. LITERATURE REVIEW

Corporate social responsibility (CSR) is described as a set of policies, practices, and programs that are integrated throughout business operations and decision-making processes, and intended to ensure the company maximizes the positive impacts of its operations on society (Business for Social

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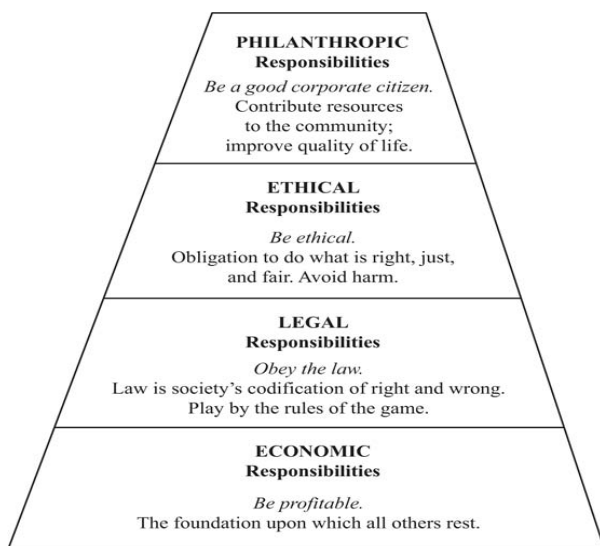
Responsibility, 2003). As per European Commission (2001) CSR is "A concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment.

In the early 60s of the last century different scholars tried to define the concept of corporate social responsibility. A real discussion of CSR came to the public domain from 1970s (Visser, 2007) to express general concern over role of business in society (Griseri and Seppala, 2010).

Bowen's (1953) initial definition of CSR is the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of actions which are desirable in terms of objectives and value of society.

Management experts and scholars fitted the meaning of CSR according to their own purpose. Most of the literature refers it as corporate activities that are beyond economic motives and legal requirements, adding ethical and voluntary responsibilities of business towards society (Jones, 1980; Carroll, 1999; McWilliams and Siegel, 2001; Kok et. al., 2001; Manakkalathil and Rudolf, 1995; Oppewal et al., 2006).

According to Carroll (1983), 'Corporate social responsibility involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive.' In 1979, Carroll proposed a four-part definition of CSR that was embedded in a conceptual model of CSP. In this model, Carroll (1979) differentiated between four types of corporate social responsibilities: economic, legal, ethical, and discretionary. He also presented the argument that firms wishing to effectively engage in CSP needed to have (a) a basic definition of CSR; (b) an understanding of the issues for which a social responsibility existed; and (c) a specification of the philosophy of responsiveness to the issues.



Source: Carroll (1991, p. 42)

Figure 1 : The Pyramid of Corporate Social Responsibility (Carroll, 1991)

Carroll (1991) model entails that all business responsibilities rely upon the economic responsibility, which includes maximizing profitability and maintaining a strong competitive position. The legal responsibilities state firm's compliance with laws and regulations while doing business. Ethical responsibilities replicate societal standards, expectations and norms that have not been specifically legislated. Finally, philanthropic responsibilities comprise actions that are in response to society's expectation that businesses be good corporate citizens. These are distinguished from ethical responsibilities in that they are of a charitable nature and, as such, a company is not considered unethical if it does not provide them (Carroll 1991).

a) Criticisms of Carroll's (1991) Pyramid

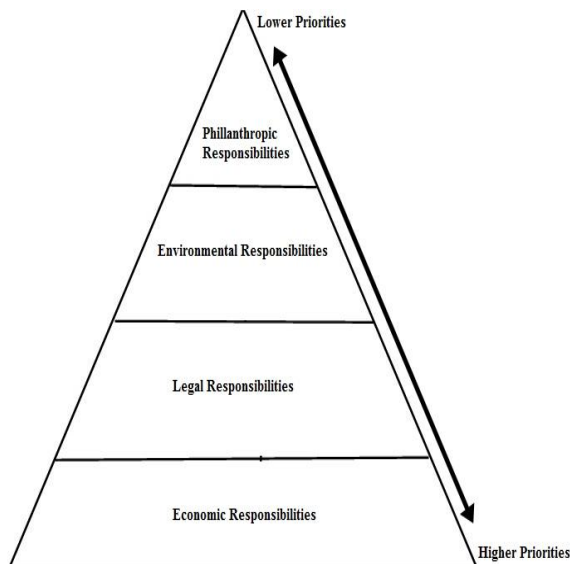
Despite the plethora of CSR definitions over the last 50 years, Carroll four-part conceptualization has been the most durable and widely cited in the literature (Crane & Matten, 2004). But like all models, there is also a criticism of Carroll's (1991) four part model.

- Carroll's pyramid is created in an American context, which is criticized by several people (Matten et al. 2005: 338, Visser 2006: 36). It is not fully applicable in the context of developing country. In the article "Revisiting Carroll's CSR Pyramid, An African perspective" of Visser (2006), he uses Carroll's CSR model to explore the nature of CSR in Africa. He found that the hierarchy of the pyramid is economic, philanthropic, legal, and ethical. He also states that this model has been used to survey in different countries and the importance of the hierarchy of the pyramid has been found different. So Carroll's CSR pyramid may not be the best model for understanding CSR in general.
- In Carroll's pyramid, the idea of philanthropic and ethical responsibilities are almost same. In developing countries, top executives cannot understand the difference between philanthropic and ethical responsibilities. They think that both are same ideas. There is an argument among scholars for including 'philanthropic' in the pyramid. Hatfield (1985) state that Carroll's philanthropic domain is 'difficult to ascertain and evaluate'. Strong and Meyer (1992) concludes that while there is strong support for the existence of economic, legal, and ethical components of CSR, it may be appropriate for the philanthropic category to be removed from Carroll's framework.
- In Carroll's pyramid, nothing is stated about environmental aspect. Protecting environment is also a firm's responsibility. Visser (2006) criticizes Carroll's model for not including the environmental aspect of CSR, which is an important part, especially in today's world, where the climate is high on the agenda.
- Although there is considerable value in Carroll's four part model, his use of a pyramid framework to

depict his CSR domains may be confusing or inappropriate for some applications. First, to some, the pyramid framework suggests a hierarchy of CSR domains. One may be led to conclude that the domain at the top of the pyramid, philanthropic responsibilities is the most valued domains and the one that all corporations should strive for, while the economic domain at the base of the pyramid is the least valued domain. For example- Reidenbach and Robin (1991) use a pyramid to depict their conceptual model of corporate moral development, suggesting that the top of the pyramid represents the highest stage of moral development, while the base of the pyramid portrays the least advanced stage.

b) Proposed Model for Practicing CSR in Developing Countries

Despite the criticism, Visser (2006) understands Carroll's model as "a durable and useful model for defining and exploring CSR." The different criticisms of Carroll's CSR pyramid have been taken into account, we modified this model in the context of developing countries.



Source : Developed by the Author

Figure 2 : Proposed Model of Corporate Social Responsibility in the Context of developing country

In this model, we include environmental responsibilities as a domain, because protecting our environment is also a firm's corporate social responsibility. The world's climate is changing and it affected the developing countries in horrible ways. Bangladesh is the most vulnerable nation due to global climate change in the world according to German Watch's Global Climate Risk Index (CRI) of 2011 (http://en.wikipedia.org/wiki/Climate_change_in_Bangladesh). Moreover, many industries are growing in our country but they are indifferent about protecting the

environment. For example- there is no water management treatment plant in the areas of our garment industry. It mixes liquid poison near the rivers and water is fully black in dry season, which is changing the ecological balances of the areas. It is a threat to Bangladesh's society (The daily Ittefaq, 9 February 2007). So we include environmental responsibilities as a domain in our model.

We also remove ethical responsibilities from the pyramid, because top executives cannot understand the difference between philanthropic and ethical responsibilities in our country. They think that both are same ideas. Moreover, many ethical issues go under legal issues and philanthropic issues. So we modified this model by replacing ethical responsibilities with environmental responsibilities.

The pyramid framework suggests a hierarchy of CSR domains. It was stated before that one may be led to conclude that the domain at the top of the pyramid, philanthropic responsibilities is the most valued domains, while the economic domain at the base of the pyramid is the least valued domain, like the pyramid used by Reidenbach and Robin (1991) in their conceptual model of corporate moral development. So we indicated that the top of the pyramid represents lower priorities and the base of the pyramid portrays higher priorities.

It is important for our country for doing a study to find out to what extend CSR is practiced in our country. But very few studies are available on the CSR practices in developing countries, especially based on Carroll's (1991) pyramid. Most of the research on Carroll's CSR Pyramid has been in an American context. Crane & Matten (2004) address this point explicitly by discussing CSR in a European context using Carroll's CSR Pyramid. They conclude that "all levels of CSR play a role in Europe, but they have a different significance, and furthermore are interlinked in a somewhat different manner" (p.46).

Visser (2005) tested Carroll's model in the African context and his analysis shows that the four different responsibilities are relevant in an African context; however, it is the weight and the importance of the responsibilities that differ from Carroll's (1991) model.

In Bangladesh, this is the first empirical test related to Carroll's (1991) pyramid which is the basically modified version of his pyramid.

c) Hypothesis Development

The main hypothesis in this study is to test the significance of the proposed model developed by the author which is the modified version of Carroll's (1991) four part model. So it is very important to know the customers' viewpoint towards corporate social responsibility in this study.

Therefore, the study is interested to test the null hypothesis as follow:

Ho : Bangladeshi customers do not rank equally all CSR dimensions.

H1 : Bangladeshi customers rank equally all CSR dimensions.

It is also attempted to test about means for different variables. I attempt to test about the means for a mean ranking score of Bangladeshi customers. That is in this section I attempted to test the hypothesis:

$$H_0 : \mu \leq 3.0$$

Vs.

$$H_1 : \mu > 3.0$$

Where μ is the mean ranking score that is obtained from the customer's point of view that is calculated on a scale of score 5.

III. OBJECTIVE

The present study attempts to gauge the understanding of CSR concept of the view of Bangladeshi customers based on the proposed model developed by the author which is the modified version of Carroll's (1991) four part model. Specifically, the study sets out the following research objectives:

- To investigate the significance of the proposed model developed by the author which is the modified version of Carroll's (1991) four part model.
- To find out which part of CSR activities are the most important in the context of Bangladesh.
- To explore the true picture of practicing CSR in Bangladesh.

IV. METHODOLOGY

I conduct exploratory research as well as conclusive research and the research design is described. The nature of the study is basically descriptive based on quantitative information. Theoretical part of the article significantly used secondary sources such as review of scholarly journals and reading materials, while the quantitative findings and interpretations are depending on primary data.

This study conducted is based mainly on primary data. It is collected through personal survey having the respondent answer the structured

questionnaire in person. A sample of 50 customers is selected as respondents. The respondents are full time job holders adult people of Dhaka city in Bangladesh during June 2013. All 50 respondents answered all of the questions they were provided with through the survey. Some information had also been collected from secondary sources, like- websites, books, journals etc.

To design the questionnaires, LIKET scale format is used in most of cases to get the answers of the respondents. It is a rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects. Due to the unavailability of specific database, describing their age and address probability sampling was not possible to conduct the survey. Therefore, a non-probabilistic convenient sampling method was followed in this regard.

The methods of analysis that are used in this study are: linear regression analysis for prediction, t- test for testing hypothesis, bivariate analysis (crosstabs), and chi-square analysis for test of association.

Regression analysis is performed to determine whether the independent variables explain a significant variation in the dependent variable—whether a relationship exists, that is, to examine the factors that affect the customer's satisfaction level. T-test is also used to test the mean value of customer response which also used to test the hypothesis.

Bivariate analysis examines the independent variables independently, that gives only a preliminary notion of how important each variable is by itself. The examination of percentage in bivariate analysis is an advantageous first step for studying the relationship between two variables, through these percentages do not allow for qualification or testing of that relationship. Chi-square test of independence is performed to test the existence of interrelationship among the categories of two qualitative variables.

V. EMPIRICAL FINDINGS

In this research, we applied SPSS to explore the underlying assumptions of the research. The methods of analysis that were used in this study were- linear regression analysis for prediction, t- test for testing hypothesis, bivariate analysis.

Table 1 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.934 ^a	.872	.860	.406	.872	76.360	4	45	.000

a. Predictors: (Constant), Philanthropic responsibilities the fourth most important, Economic responsibilities the most important, Protecting environment the third most important, Legal responsibilities the second most important

a) Testing Hypothesis

We obtained the value of R^2 from the SPSS output and the value is .872 which is presented in the table-1. When R^2 value is in the range of 0.80–1.0, the regression equation describes the data very well and does a good job of “explaining” the observed variation in the dependent variable. We can see that, $R^2 = 0.872$ is in this range. Here R^2 explains 87.2% of the total variance observed in the dependent variable-

Bangladeshi customers rank equally all CSR dimensions.

We also obtained the value of adjusted R^2 of the SPSS output and the value of adjusted R^2 is 0.860 which is also presented in the table-1. Here, the value of adjusted R^2 is closer to the value of R^2 which suggests that the association between the independent variables is strong. Therefore the model is well justified from the viewpoint of goodness of fit.

Table 2 : Anova^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	50.273	4	12.568	76.360	.000 ^a
Residual	7.407	45	.165		
Total	57.680	49			

a. Predictors: (Constant), Philanthropic responsibilities the fourth most important, Economic responsibilities the most important, Protecting environment the third most important, Legal responsibilities the second most important

b. Dependent Variable: Bangladeshi customers rank equally

From the table-2, we can find out the value of F of model output and the value is 76.360 which is significant at 0.05 significance level.

The calculated value of $F = 76.360$ is larger than critical value of $F = 2.61$ for 4 & 45 degree of freedom. The significance level is $0.000 < 0.05$.

Thus the assumption of Null hypothesis can be rejected and the alternative hypothesis can be accepted, that is, Bangladeshi customers rank equally all CSR dimensions.

Table 3 : One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Bangladeshi customers rank equally	50	3.92	1.085	.153

We also performed t-test to test the null hypothesis. In this analysis, we count the ranking score of the customer out of 5. Here we would like to test the mean value of customer response on a scale of 5 starting from “Strongly disagree” to “Strongly Agree”.

That is, the hypothesis tested in this case was:

$$H_0: \mu \leq 3.0$$

$$H_1: \mu > 3.0$$

From the table-3, we can see that the mean value of equally ranking all CSR dimensions is 3.92 which is greater than 3.0. This test indicates that Bangladeshi customers rank equally all CSR dimensions.

b) Test of Association

A crosstabulation is a joint frequency distribution of cases based on two or more categorical variables. Here, we also use the chi-square statistic (χ^2) to determine whether the variables are statistically independent or if they are associated.

The cross-tabulation result presented in the table-4 shows that 39 out of 41 respondents who said that a company's main CSR is to remain profitable have ranked equally all CSR dimensions.

Table 4 : Main CSR to remain profitable * Bangladeshi customers rank equally Crosstabulation Count

Count							
		Bangladeshi customers rank equally					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
Main CSR to remain profitable	Strongly disagree	1	2	0	0	0	3
	Disagree	1	3	2	0	0	6
	Agree	0	0	2	19	7	28
	Strongly agree	0	0	0	4	9	13
Total		2	5	4	23	16	50

From the table-5 of Chi-Square test, we can see that the P-value =0.000. This result shows that the P-value is less than the significance level 0.05. Therefore, we can conclude that Bangladeshi customers' equally ranking of all CSR dimensions depends on whether a company's main CSR is to remain profitable or not.

The cross-tabulation result presented in the table-6 shows that 39 out of 41 respondents who said

that legal obligations are less important than a company's economic responsibility also ranked equally all CSR dimensions. On the other hand, only 7 out of 8 respondents have disagreed with it and only 1 respondent is neutral about it.

Table 5 : Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	56.596 ^a	12	.000
Likelihood Ratio	51.586	12	.000
Linear-by-Linear Association	35.729	1	.000
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .12.

Table 6 : Legal obligations less important than economic responsibilities * Bangladeshi customers rank equally Crosstabulation

Count							
		Bangladeshi customers rank equally					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
Legal obligations less important than economic responsibilities	Strongly disagree	0	4	0	0	0	4
	Disagree	2	1	1	0	0	4
	Neither agree nor disagree	0	0	1	0	0	1
	Agree	0	0	2	16	8	26
	Strongly agree	0	0	0	7	8	15
Total		2	5	4	23	16	50

From the table-7 of Chi-Square test, we can see that the P-value =0.000.

Table-7 : Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	84.580 ^a	16	.000
Likelihood Ratio	54.589	16	.000
Linear-by-Linear Association	32.226	1	.000
N of Valid Cases	50		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .04.

Table 8 : Environmental responsibilities less important than legal responsibilities * Bangladeshi customers rank equally Crosstabulation

Count							
		Bangladeshi customers rank equally					
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Environmental responsibilities less important than legal responsibilities	Strongly disagree	2	0	0	0	0	2
	Disagree	0	2	1	1	0	4
	Neither agree nor disagree	0	1	2	0	0	3
	Agree	0	1	1	17	7	26
	Strongly agree	0	1	0	5	9	15
Total		2	5	4	23	16	50

This result shows that the P-value is less than the significance level 0.05.

Therefore, we can conclude that Bangladeshi customers' equally ranking of all CSR dimensions depends on whether a company's legal obligations are less important than a company's economic responsibility or not.

The cross-tabulation result presented in the table-8 shows that 38 out of 41 respondents who said that environmental responsibilities are less important than a company's legal responsibility also ranked

equally all CSR dimensions. On the other hand, only 4 out of 6 respondents have disagreed with it and only 2 out of 3 respondents are neutral about it.

From the table-9 of Chi-Square test, we can see that the P-value =0.000 which is less than the significance level 0.05. Therefore, we can conclude that Bangladeshi customers' equally ranking of all CSR dimensions depends on whether a company's environmental responsibilities are less important than a company's legal responsibility or not.

Table 9 : Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	85.752 ^a	16	.000
Likelihood Ratio	44.706	16	.000
Linear-by-Linear Association	24.683	1	.000
N of Valid Cases	50		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .08.

The cross-tabulation result presented in the table-10 shows that 38 out of 40 respondents who said

that charitable responsibilities are less important than a company's environmental responsibility also ranked

equally all CSR dimensions. On the other hand, only 5 out of 7 respondents have disagreed with it and only 2 out of 3 respondents are neutral about it.

From the table-11 of Chi-Square test, we can see that the P-value =0.000 which is less than the

significance level 0.05. Therefore, we can conclude that Bangladeshi customers' equally ranking of all CSR dimensions depends on whether a company's charitable responsibilities are less important than a company's environmental responsibility or not.

Table 10 : Charitable responsibilities less important than environmental responsibilities * Bangladeshi customers rank equally Crosstabulation

Count							
		Bangladeshi customers rank equally					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
Charitable responsibilities less important than environmental responsibilities	Strongly disagree	1	1	0	0	0	2
	Disagree	1	2	2	0	0	5
	Neither agree or disagree	0	0	2	1	0	3
	Agree	0	1	0	12	9	22
	Strongly disagree	0	1	0	10	7	18
Total		2	5	4	23	16	50

Table 11 : Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	55.221 ^a	16	.000
Likelihood Ratio	43.572	16	.000
Linear-by-Linear Association	22.953	1	.000
N of Valid Cases	50		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .08.

VI. LIMITATIONS OF THE STUDY

We are considering the following factors as our limitation of the study:

- Since obtaining the opinion of customers was the sole objective of the study, the sample size was kept limited to 50 consumers of various companies of Bangladesh.
- Limited period to complete the research affected the analytical output.
- The respondents were selected from the urban areas only.

VII. CONCLUSIONS

This paper provides evidence that CSR is seen as important and relevant from the view of Bangladeshi customers. This research has sought to explore the nature of CSR in the Bangladesh context, using the

proposed model developed by the author which is the modified version of Carroll's (1991) pyramid. Evidence of how CSR is practiced in the Bangladesh context has also been used to challenge the accuracy and relevance of Carroll's Pyramid. However, this research is one of the first empirical studies on how CSR is perceived in Bangladesh.

More critically, it is suggested that the relative priorities of CSR in Bangladesh are likely to be different from the classic, American ordering. This research also proves the significance of our proposed model which is the modified version of Carroll's (1991) pyramid. This finding remains speculative and provocative and would therefore benefit from further empirical research.

The concept of CSR is relatively a new term and suddenly gets into its momentum in Bangladesh. It is a very broad concept that addresses various corners within the business and social communities. If more

research will be conducted in this field then it will be helpful for doing fair business in our country. We hope that this research will encourage scholars to conduct more potential research in this field and contribute to our country.

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Review Office Automation System Effect to Improve the Staff Managers Decision Making Process of Sabzevar' Municipal

By H. R. Mir Ali

University of Sabzevar, Iran

Abstract - In this study, we inspect office automation system effect to improve the staff managers decision making process of Sabzevar' municipal and effective factors upon it. In the present study, with the fundamental question of whether automation system has positive effect on increasing in accuracy, timeliness and economic of managers decision-making process or not? Assumptions are presented regarding whether office automation system on managers' decision making has the same effect or not? It is attempted to identify effective factors on managers' decision making process improvement. The main objective of this study is to investigate the effects of office automation system to improve municipal staff managers' decision making of Sabzevar city. It includes secondary objectives such as, identification of an office automation system to inform the managers, investigation and analysis of the effects and results of office automation system on management decision making, study of factors affecting the success of an office automation system to provide adequate information, validity, accuracy, timeliness and economical, evaluation of the effects of office automation on improving managers decision making process, solutions to automation system performance improvement to exploit. The research is comparative – causal, Factors influencing to improve the decision making through the central indexes and techniques of count statistics were determined by evaluating the reports and documents in the first phase and distributing a questionnaire between managers of staff municipal Sabzevar in the second phase. The results showed that automation system has positive effect on increasing of validity, accuracy, timeliness and economical of managers decisions.

Keywords : office automation, decision making, e-government, effectiveness.

GJMBR-A Classification : JEL Code: J50



REVIEWOFFICEAUTOMATIONSYSTEMEFFECTTOIMPROVETHESTAFFMANAGERSDITIONMAKINGPROCESSOFSABZEVARMUNICIPAL

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Review Office Automation System Effect to Improve the Staff Managers Decision Making Process of Sabzevar' Municipal

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Abstract - In this study, we inspect office automation system effect to improve the staff managers decision making process of Sabzevar' municipal and effective factors upon it. In the present study, with the fundamental question of whether automation system has positive effect on increasing in accuracy, timeliness and economic of managers decision-making process or not? Assumptions are presented regarding whether office automation system on managers' decision making has the same effect or not? It is attempted to identify effective factors on managers' decision making process improvement. The main objective of this study is to investigate the effects of office automation system to improve municipal staff managers' decision making of Sabzevar city. It includes secondary objectives such as, identification of an office automation system to inform the managers, investigation and analysis of the effects and results of office automation system on management decision making, study of factors affecting the success of an office automation system to provide adequate information, validity, accuracy, timeliness and economical, evaluation of the effects of office automation on improving managers decision making process, solutions to automation system performance improvement to exploit. The research is comparative – causal, Factors influencing to improve the decision making through the central indexes and techniques of count statistics were determined by evaluating the reports and documents in the first phase and distributing a questionnaire between managers of staff municipal Sabzevar in the second phase. The results showed that automation system has positive effect on increasing of validity, accuracy, timeliness and economical of managers decisions. It is recommended to train the employees, office automation concept basics, the most common form of self-government and the development of a template-based corporate culture. Regard to the Government's overall policy in the field of electronics and automation, which has been applied, to Extensive research in this field at national level, Amateur team has used of professionals with extensive research facilities and experienced teachers of university or automation of specialized companies cooperation.

Keywords : office automation, decision making, e-government, effectiveness.

I. INTRODUCTION

Subject of research is to identify the effective factors on managers' decision making to improve the decision making. Transform of communications and correspondence, administrative agencies and financial institutions have such a rapid growth that, it

doesn't accept the administrative slow and time consuming processes like the former procedure. Accordingly, it is necessary to provide tools that can do the administrative processes fast and correctly, using of office automation system as a novel method of direction accelerate the process. On the other hand, gathering data collection of organization activities and their classification provide an appropriate bed to accelerate everyday tasks. Automation software, by considering a model of public sector organizations and commercial and industrial enterprises, can be designed and manufactured as part of an integrated management information system, and can meet the above requirements. The overall goal of this research is, to improve managers' decision making process to achieve the goal, identification of an automation system to inform company's managers, review and analysis of the results of the automation system in the municipality of Sabzevar, consideration and identification of effective factors in the success of the automation system to provide appropriate information such as validity, accuracy and timeliness and economical, offering solutions to improve automation system performance will be necessary. An optional and non-probability sample is selected due to limited availability of population, data collecting is in census method, and the total populations of 30 individuals are included.

a) Independent Variable

Independent variable in the research is automation system, which gives the characteristics such as the number of issued letters, the number of incoming letters, understanding and used hours, necessary reports and information for the decision making of the companies' directors.

b) Dependent Variable

The dependent variable of this study is, to improve the managers decision making, which is measured by validity, accuracy, timeliness, economical dimensions.

The research hypotheses are:

- Automation system has a positive effect on increasing the validity of managers' decision making.
- Automation system has a positive effect on increasing the accuracy of managers' decision making.

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- Automation system has a positive effect on the timeliness of managers' decision making.
- Automation system has a positive effect on economic of managers' decision making.

II. METHODS OF DATA ANALYSIS

Research hypothesis to investigate the effect of each factor were tested by SPSS software, by using statistical methods of central index and numerical statistical techniques. Also, alpha value of the study was measured by using SPSS software partitioning versus 0/89, respectively.

III. CONCLUSIONS

- Regard to the parameters obtained from the analysis of the first hypothesis can be concluded that the most effective factor on validity of decision making process is perceptions of published information by office automation system, and the following factors are, in order, a number of issued letters and office automation system and a number of incoming letters.
- Regard to the parameters obtained from the analysis of the second hypothesis can be concluded that the most effective factor on accuracy of decision making process is the time using of office automation system, the following factors were, in order, perception of published information, a number of incoming and outgoing letters.
- Regard to the parameters obtained from the analysis of the third hypothesis can be concluded that the most effective factor on the timeliness of decision making process is the number of outgoing letters and time using of office automation system. And the following factors were, in order, a number of incoming letters and perception of published information.
- Regard to the parameters obtained from the analysis of the fourth hypothesis can be concluded that the most effective factor on economic of decision making process is the number of outgoing letters and time using of office automation system. And the following factors, in order, are perception of published information and a number of incoming letters.

IV. APPLIED RECOMMENDATIONS

- The positive effects of automation systems aren't in dispute, but achievement to results is important. The first step to achieve a more realistic view of toward assessment office automation results in organizations level, will be compiling the efficient criteria for evaluating and improving the process of administrative reform on track with the establishment of organizational development systems.

This matter requires the scientific support of organizations.

- It's necessary to review working processes and redesign in a open way that are in full compliance with the automation systems, and to minimize through imposed costs to the organization, and secretariat of the system as a parallel history of both paper and soft record is refused, and the history of software will suffice.
- Conceptual foundations of office automation, in its most comprehensive form of government departments and in a mold based on corporate culture development, is appropriate to train the staff.
- Office automation system of administrators has a positive effect on organizational performance, but it is necessary to give them more information about the effect of the operation of the enterprise, through effective education.
- In all stages of automation system development, strengthening of management information systems (MIS) has central importance.

V. RECOMMENDATIONS FOR FURTHER RESEARCHES

- The findings of such studies can present effective role in identifying strengths and weaknesses, automation systems in similar organizations which, have associate and working similar and homogeneous functions. So, the researchers can select the issues by coordination, guidance and technical support, that has the ability to plan in all departments and wider range of organizations will benefit from the results of their research.
- According to the government's overall policy in the field of e-government development, strategic approach to office automation to extensive research in this field at the national level, instead of amateur researchers, has used of expert team with extensive research facilities and experienced teachers of university or automation of specialized companies cooperation.

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Islamization of Knowledge: An Agenda for Muslim Intellectuals

By Muhammad Amimul Ahsan, Dr. Abul Kalam Mohammad Shahed
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Abstract - In course of history have been many types of epistemology, philosophy, and method of thought and methodology. These thoughts, researches, philosophies, opinions cannot after offer ultimate relief to man. Only revealed knowledge can offer ultimate relief to man. This paper highlights that Islamization of Knowledge is a comprehensive phenomenon what re-establishes the knowledge on its original basis according to the light of revealed knowledge. It appears to be synonymous with the term Islamic Revivalism (Renaissance) which is defined as a reform-oriented movement driven by a conscious change in Muslim thought, attitude and behavior and characterized by a commitment to revive Islamic Civilization. It also shows that the IOK project has played a prominent role in contemporary scholarship and literature, in both theory and practices although the subject of IOK, intellectually and epistemologically, is being extensively debated. Numerous writers have elaborated, at different levels of scholarship, on the IOK. Proponents, some critical of certain aspects of the IOK project have developed further the seminal ideas of the major writers, and many have also added their own contributions to the ideas of the major writers. It also argues that the IOK is a continuous process of "moving towards a moving target," and most probably would change its dimensions through proper Ijtihad and deep research. There is a need for serious evaluation (implying criteria, standards) before accepting, rejecting, assimilating or synthesizing can be done in developing contemporary Islamic knowledge.

Keywords : islamization of knowledge, origin and development, role of iok.

GJMBR-A Classification : FOR Code: 220403, 440299p



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Islamization of Knowledge: An Agenda for Muslim Intellectuals

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Abstract- In course of history have been many types of epistemology, philosophy, and method of thought and methodology. These thoughts, researches, philosophies, opinions cannot offer ultimate relief to man. Only revealed knowledge can offer ultimate relief to man. This paper highlights that Islamization of Knowledge is a comprehensive phenomenon what re-establishes the knowledge on its original basis according to the light of revealed knowledge. It appears to be synonymous with the term Islamic Revivalism (Renaissance) which is defined as a reform-oriented movement driven by a conscious change in Muslim thought, attitude and behavior and characterized by a commitment to revive Islamic Civilization. It also shows that the IOK project has played a prominent role in contemporary scholarship and literature, in both theory and practices although the subject of IOK, intellectually and epistemologically, is being extensively debated. Numerous writers have elaborated, at different levels of scholarship, on the IOK. Proponents, some critical of certain aspects of the IOK project have developed further the seminal ideas of the major writers, and many have also added their own contributions to the ideas of the major writers. It also argues that the IOK is a continuous process of "moving towards a moving target," and most probably would change its dimensions through proper Ijtihad and deep research. There is a need for serious evaluation (implying criteria, standards) before accepting, rejecting, assimilating or synthesizing can be done in developing contemporary Islamic knowledge.

Keywords : *Islamization of knowledge, origin and development, role of iok.*

I. INTRODUCTION

Human beings have a keen interest in learning. It is a pre-historic human instinct. Man wants to analyze a phenomenon to achieve a true knowledge about it. They want to see its essence through incessant questioning and take part in dialogue to clarify their views. In course of history, many types of epistemology, philosophy, and method of thought and methodology have evolved. Only revealed knowledge can offer ultimate relief to man. However, there are some deceitful men who hide the truth to keep the common mass in ignorance. They manipulate knowledge for their own vested interest and they preserve self-interest, greed and malice to fetter people with ignorance. The knowledge and the science, which

are not used for the betterment of mankind, rather for destruction, cannot be the true knowledge and true science.

In these circumstances, a general awaking among Muslim men and women, searching for their Islamic roots and identity, and aspiring for the revival of the Islamic Civilization, is a well-recognized social reality. Several different terms, such as Islamic Renaissance, Islamic Revivalist Movement, Islamic Reformation, are used to capture the meaning and purpose of the 20th and 21st Century social phenomenon of immense significance to both Muslim and non-Muslim worlds. Islamization of Knowledge is such type of comprehensive phenomenon, which re-establishes the knowledge on its original basis. Knowledge is a medium to perceive the entity of Allah. The purpose of knowledge is to extract the essence of the nature and the universe and then to prostrate and surrender in complete humility before Allah, the most Merciful and the most Beneficent, thank Him and be gratitude to Him. It also makes a general impression of goodness, purity and piety.

Actually, the term Islamization refers to planned and organized changes designed to improve the individual and society by conforming them to Islamic norms. It appears to be synonymous with the term Islamic Revivalism (Renaissance) which is defined as a reform-oriented movement driven by a conscious change in Muslim thought, attitude and behavior and characterized by a commitment to revive Islamic Civilization. There are three major forces constituting this movement: (a) Reformism that refers to forces that tend to reform Muslim society by reforming individuals with the help of the basic social institutions, (b) Activism that refers to a political movement and (c) Intellectualism refers to the movement of Islamization of knowledge that inspires and motivates Muslim intellectuals to advance, promote and disseminate knowledge, to seek reformation of Muslim thought, Islamic methodology and to facilitate Islamic transformation of Muslim communities in Muslim as well as non-Muslim countries.¹

There are numerous contributions made by scholars writing on IOK, this paper attempts a conceptual analysis of the writings on IOK with focusing on its origin and development, the objective of IOK, the meaning, process of IOK and the role of IOK in contemporary scholarship and literature.

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II. LITERATURE REVIEW

Ismail Raji al-Faruqi (1982) argues IOK is to recast the whole legacy of human knowledge from the stand point of Islam. He presented 12 point work-plan aims to "produce university level textbooks recasting some twenty disciplines in accordance to the Islamic vision" because of the backward and lowly contemporary position of the *ummah* in all fields, political, economic, and religio-cultural. Abdul Hamid A. Sulayman (1989), Taha Jabir Al-Alwani (1989), Louay Safi (1993), Ibrahim Ragab (1995, 97, 99), and Mona Abul Fadl (1988) further elaborated, revised, modified, and updated the views of Faruqi and his work-plan with critical assessment. Alwani (1989) sees IOK requires the combination of "two readings" that of revelation and the natural universe. Ibrahim Ragab (1995, 97, 99) sees IOK term has been used in many "confusing ways", so he prefers it is be used as Islamization of social sciences, Islamization of specific disciplines, Islamization of curriculum or Islamization of education etc.

On the other hand, Naqib al-Attas (1978, 1980) says, concerning contemporary knowledge, Islamization means "the deliverance of knowledge from its interpretations based on secular ideology and from meanings and expressions of the secular". He suggests two steps to Islamize modern/ contemporary knowledge. The first is the isolation process, where knowledge should be freed from the Western culture and civilization. After isolation, those existing body of knowledge should be infused with Islamic elements.

Sayed Ali Ashraf (1984, 1988), argues that IOK could not be merely adding new or modern knowledge to the old or traditional knowledge found in Muslim countries nor could it be achievable by making a confused mixture of religious and secularist approaches to different branches of knowledge. He states, to make society 'Islamic' in the true sense, an academic leadership whose knowledge and outlook are truly Islamic in character is needed. He believes Islamization of education can only take place if the government of Muslim countries agrees to implement such policy.

According to Ziauddin Sardar (1988, 89), Muslims need to evolve their own paradigms and innovate appropriate disciplines within the conceptual categories and value framework of Islam, not the emphasis should be on Islamizing existing disciplines. According to Fazlur Rahman (1988) while *'ilm* (knowledge) by itself is good, the problem is its misuse. He calls for the creation of thinkers who are able to examine our own tradition in the light of the Qur'an and Sunnah then critically study the body of knowledge created by modernity.

III. OBJECTIVES OF THE STUDY

The main objective of the study is to restore the supremacy of Muslim intellectuals in knowledge

removing the malaise of the *Ummah*. To achieve the main objective, it is to cover the following specific objectives:

- To know the Origin and development of Islamization of Knowledge (IOK)
- To identify the objective of IOK.
- To expose the meaning of IOK.
- To analyze the process of IOK.
- To justify the role of IOK in contemporary scholarship and literature.

IV. FINDINGS & ANALYSIS

a) *Origin and development of Islamization of Knowledge*

In the widest sense, we can presume without any hesitation that the Islamization of knowledge seems to have started from the dawn of Qur'anic revelation to the Prophet Muhammad (SAS). Muhammad (SAS) used knowledge to change in thinking, attitudes and behaviors of people and then built the first Islamic civilization on a spiritual foundation. Islamization of knowledge continued to play a key role in building the social structure of the growing and flourishing Islamic society. Primarily, the success of this civilization lay in its hunger for knowledge and a commitment to establish truth and justice and to promote goodness and peace in society.

In their quest for knowledge, Muslim scholars made great efforts in translating and studying the writings of the early Greek philosophers. Some Muslim scholars became so impressed by them that they accepted many of its speculative ideas and false notions as truths such as *Mutazzilites*, Ibn Rushd, al-Farabi, Ibn Sina and many others in the school of *Kalam* and they also laid the way for a Hellenic conceptualization in Muslim thought.² On the other hand, some scholars made tremendous efforts to clean Muslim minds from this corruption and to reform Muslim society according the Qur'anic epistemological approach, such as, Imam Ghazzali, Imam Shatibi, Imam Razi, Imam Ibn Taimiyyah and Shah Waliullah. They also laid the foundation of *Usul* quite different from Hellenic thinking in the Habeas Corpus of Islamic reawakening.³

At the beginning of the 15th Century the decline of the Muslim civilization and the rise of Western civilization were marked. Muslims lost their motivation for seeking knowledge, whereas the West started building its intellectual base from the stock the knowledge it borrowed from the Muslim institutions. In the second half of the 18th century an approach pursued was the political reform by Muslim reformers, outstanding among whom were Sheykh Mohammad Ibn Abd al-Wahab in the Arabian Peninsula, the Sunusi Movement of North Africa, the Mahdi Movement of Sudan, the reform movement of Midhat Pasha in Turkey, Khayri-i-Din Pasha in Tunisia, Malikum khan in Persia, and Sayyid Ahmed Khan and Amir Ali in India.⁴

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The culmination of all these efforts was the reform movement of the late 19th century and early 20th century. This was pioneered by Sayyid Jamal al-Din al-Afgani (1837-1897), his colleague and contemporary Sayyid Abd Rahman al-Kawakibi (1848- 1902), Sheykh Mohammad Abduh (1849- 1935), and his student Sayyid Mohammad Rashid Ridha (1865-1935). There were some modern Islamic movements took over and carried the banner such as *al-Ikwan al-Muslimin* (the Muslim Brotherhood) established by Imam Shahid Hassan al-Bannah in 1928, *Jama'at-i- Islami* which Abu al-A'la al-Mawdudi established in 1941 in the Indian Subcontinent.⁵

It was only natural that these movements would develop the discourse of the early reformers and present a more general and comprehensive call addressing the masses. Nevertheless, today, we can confidently say that it is unfortunate that the path pursued by the contemporary Islamic movement actually, contributed to its failures, because little attention was given to the essence of the crisis: the crisis of thought. They have addressed the *ummah's* deterioration more deeply and sought more radically. However, they set out to confront the rest of the *ummah* and/or the outside world without adequate preparation, which was their fatal mistake. Thus, the movement could grow in numbers but not in ideological depth, which is the requirement of change prescribed by the divine decree.⁶

As the condition of the *Ummah* continued to deteriorate, a group of Muslim youth, while attending different universities in the United States, had the opportunity for revaluation and reassessment of the various Islamic movements in the Muslim world. The youthful Muslim leaders made it their priority to address the reformation of thought and the integration of Western achievements in methodology with Islamic values and beliefs. The founding of the Association of Muslim Social Scientists was a step in this direction. It was established in 1382 A.H. / 1972 A.D.⁷ The Association addressed itself to the intellectual problems facing Islamic thought and contacted a number of Muslim activists (*du'at*) as well as contemporary Muslim scholars and reformers. The Association wanted to share with the others the ideas, concepts, and conclusions they had reached and to receive the benefit of the knowledge and experience of others. To this end, a decision was made to hold several meetings and seminars in order to exchange viewpoints.⁸

In 1397A.H./ 1977 A.D., the Association sponsored a two-week international conference that was held in Switzerland in Europe for some of the most distinguished leaders of the Islamic movement. The seminar participants concluded that the Muslim thought process and methodology needed to be given priority in

the effort to achieve reform and that a specialized body needed to be established to conduct research into these areas.⁹ It was then agreed that a collective effort is needed in the form of specialized institutions working specifically toward a resolution of the crisis.¹⁰ These efforts of the young intellectuals culminated in the establishment of the International Institute of Islamic Thought (IIIT) under the leadership of Isma'il Razi Al-Faruqi. The Institute was officially incorporated in the United States of America at the beginning of the fifteenth *Hijri* century (1401 AH/ 1981 AC),¹¹ and it immediately addressed itself to the issue of Islamic thought and Islamization of knowledge as whole.

A second international conference was held in Islamabad under the aegis of IIIT in cooperation with the Islamic University Pakistan in 1402/1982. Its theme was the Islamization of Knowledge.¹² In order to promote it, to examine its product, and generally to move it toward realization, it was decided to hold a third international conference on 25 *Shawwal* 1404/ July 24 1984 in Kuala Lumpur, Malaysia.¹³ Scholars and researchers were urged to submit their papers in the following disciplines: Economics, Sociology, Psychology, Anthropology, Political Science and International Relations, and Philosophy.¹⁴ The fourth international conference on the Islamization of knowledge was held in Khartoum, Sudan (*Jumada al 'Ula* 1407 A.H. / January 1987 A.C.), in cooperation with the University of Khartoum.¹⁵ The theme of this conference was "Methodology of Islamic Thought and Islamization of the Behavioral Sciences."¹⁶

However, IOK project is widening over the world launching near about twenty offices and affiliates of IIIT. Besides, many organizations and institutions attempt to promote the project such as International Islamic University Malaysia (IIUM), International Islamic University Pakistan (IIUP), International Islamic University Chittagong (IIUC), the International Institute of Islamic Thought and Civilization (ISTAC), the Islamic Society of North America (ISNA), the Islamic Circle of North America (ICNA), the Forum for Islamic Work, the Islamic Research Foundation, the Islamic Propagation Center, International the Muslim Thinker Forum, the North American Association of Muslim Professionals and Scholars etc. who also claim to be promoting the IOK project through arranging conferences and seminars.¹⁷ Besides these organizations and institutes there are some prominent individuals who also attempted to promote the Islamization of Knowledge project. Such as Syed Muhammad Naqib al-Attas, a Malaysian scholar who some would say was the originator of the contemporary IOK idea and wrote a numerous articles and books for clarifying the idea and late Syed Ali Ashraf, who focused on the educational dimension of the IOK, and established Dar al Ihsan University.

b) *The Objective of Islamization of Knowledge*

The Muslim *Ummah* is looking in the eye of a storm, which is violently pulling it out of its moral and

cultural anchor, and uprooting its spiritual habitat. Now the *Ummah* is decadent and despondent. It is in decline. They suffer from a threateningly dangerous malaise. The intellectual crisis is at the root of the problem. That's why Muslims need to restore their supremacy in knowledge; they must not do so at expense of their religion. Our Holy Prophet (SAW) stated: "*Hikmah* (science or wisdom) is the lost property of the believer; he recovers it wheresoever he finds it".¹⁸

Muslim intellectuals have given various solutions to resolve the problems but it seems difficult to agree on the solutions. Therefore, the Islamization of knowledge is at best one solution among others to survive and it has to face the scrutiny of all and sundry, adjusting and evolving, and eventually standing the test of time. Islamization of knowledge (IOK) is the right path to follow. In addition, there are both internal and external factors that make IOK necessary. Isma'il Raji al-Faruqi mentioned both reasons, although with varying emphasis external reason is the political, social and economic conditions of the Muslims. Faruqi, in particular, mentioned in the section entitled "The Problem" in his 1982 work-plan, the "malaise of the *ummah*," i.e. the backward and lowly contemporary position of the *ummah* in all fields¹⁹ political (divided, disunited, military rule), economic (undeveloped, dependent on the West, illiteracy despite huge new found oil wealth) and religio-cultural (westernized, alienated from Islam and its culture). Umar Hassan criticizes Faruqi's IOK agenda as the overly 'external' focus of the causes of the malaise, especially western influence.²⁰

Abu Sulayman supported the Faruqi's agenda and added the *Ummah's* present condition of backwardness in absence of proper *Ijtihad*. The plan formulated by the Institute (IIIT) to tackle the crisis of thought in the Muslim world has been based on the conviction that the crisis involves two dimensions: the intellectual thought processes and the estrangement between the *Ummah* and its legacy²¹. He also urges that all disciplines must be thoroughly and critically examined in the light of Islam along with its comprehensive norms and ideals. He added, it aims at developing a methodology for Islamic ideology purifying it of all the aberration, corruption, isolation, inertia and division from which it has suffered over the centuries. It aims at reinvigorating Islamic thought and its methodology by giving it access to the main fountainheads of the legacy of the *Ummah*.²²

A philosopher, a linguist with a strong Sufi vision and taste, al-Attas said westernization is the source of secularization. One of the gravest consequences of secularization, and the root of our problems as Muslims today, Al-Attas believes, is the loss of *Adab*.²³ Al-Attas argues that it is present-day the western knowledge, which is distorted, and needs to be Islamized, not knowledge in general.²⁴

Taha Jabir al-Alwani contends that the separation of the two books (the Qur'an and the natural universe) is apparent in today's modern world, and is responsible for the split between religious values and contemporary knowledge. This is why; he regards the IOK is as an epistemological and civilizational necessity not only for Muslims, but also for all of humankind.²⁵

Other writers have also mentioned briefly the rationale for IOK, such as Brohi (1993), who sees the need for IOK because modern knowledge is based on a framework that is inconsistent with the Islamic worldview as does Khalil (1991), who views all humanities as operating within value-bounded intellectual and moral framework; Idris (1987) views modern knowledge as being based on "false assumptions of materialistic atheistic philosophy"; Hadi (1984), while agreeing to the need for modern knowledge, sees its philosophical basis as being profane and secular, hence unacceptable for Muslim; Abu Fadl (1988) sees the need for IOK due to the anomalies created by modernity (and modern sciences) that abandoned God/ religion; Ashraf (1984, 1988) and Sarder (1988) also cite the different worldview reason as the core of our problem with modern science, although differences as to what IOK is and what it entails are clearly seen from these writers' papers.²⁶

As far as critics are concerned, while writers such as Rahman, Sarder, Yasien, Butt and Nasr agree the need to create alternatives to modern knowledge/ science, they do not, in varying degrees, support the IOK project. In should be mentioned here that all these writers usually refer to Faruqi's work-plan in their criticism.²⁷

c) *The Meaning of Islamization of Knowledge*

By large, to Islamize a certain discipline is to teach, learn and present that discipline in an Islamic way. Different scholars may describe "Islamization of Knowledge" differently, although they might be referring to the same thing. Such differences in exposition may arise due to the writers' backgrounds, educations and beliefs regarding the issue. Here, I would like to mention the different definitions of the different renowned Islamic scholars:

Ismail Raji al-Faruqi defined the task of Islamizing knowledge as to recast the whole legacy of human knowledge from the stand point of Islam. He also adds to recast knowledge as Islam relates to it.. i.e. to redefine and reorder the data, to rethink the reasoning and relating of the data, to reevaluate the conclusions, to re-project the goals - and to do so in such a way as to make the disciplines enrich the vision and serve the cause of Islam.ⁱ He also sees that IOK aims to "produce university level textbooks recasting some twenty disciplines in accordance to the Islamic vision".²⁹

A further clarification made by Abdul Hamid A. Sulayman, he sees that "Islamization of Knowledge" is

concerned with thought, ideology, and a normative and ideational human pattern- and how such a pattern, its constituents, its roots in reason, psyche, and conscience may be built. The IOK represents a type of knowledge based upon revealed norms and ideals of the Divine message. It is related to all that is true, valuable, and precious in the legacy of the *Ummah* and the thought content of its scholars and thinkers over the centuries. It is a way and a method to formulate a methodological, scientific, mental approach to the humanities, social sciences and applied sciences. Then he added, in its widest sense, "Islamization" means a framework for human life, civilization and human transformation. It determines the purpose of every activity, struggle, action and Islamic social organization.³⁰

Imad al Din Khalil states that the IOK is a process that takes place at two levels. Firstly, we have the theoretical level that explains the dimensions, motives, aims, stages and ways of IOK. Secondly, the actual Islamization of the various disciplines which is to be done by specialists of those disciplines.³¹ He also adds that IOK means practicing (i.e. discovering, compiling, piecing together, communicating and publishing) intellectual activity based on the Islamic concept of life, man and the universe.³² The term 'Islamization' covers everything in the realm of true belief in the existence of Allah (SWT).³³ Al-Alwani highlights that IOK is closely related with the 'two-book' theory. It is a methodology rather than an ideology, intended to identify and articulate the relationship between revelation and the real existential. To him, in order to fully comprehend the meaning of Islamization, one must see it as assigning a methodology for dealing with knowledge and its sources.³⁴

Naqib al-Attas is considered to be the pioneer in proposing the idea of Islamization of Knowledge. In the individual sense, Islamization refers to the recognition of the Holy Prophet as the exemplary leader and personality, whereas in the collective sense, it refers to the Community's striving towards realization of the moral and ethical perfection achieved during the age of the Holy Prophet. Epistemologically, Islamization refers to the liberation of human intellect from doubt, speculation and vain argument to the attainment of certainty of the truth concerning spiritual, intelligible and material realities. Finally, with regards to contemporary knowledge, Islamization means "the deliverance of knowledge from its interpretations based on secular ideology and from meanings and expressions of the secular".³⁵

Other writer like Abu Fadl (1988) sees IOK as a force of cultural renewal and direction not only for Muslims, but also for humanity at large. Kazi (1993) sees the Islamization of modern empirical knowledge as an effort to assimilate what is good in this knowledge in an Islamic framework, and to use this knowledge for the

greater good of Muslim society. Brohi (1993) agrees with this general position and sees IOK as a process to "reorganize the elements of modern knowledge and to purge it of deleterious elements, which are currently at war with the sanctity of our religious beliefs and practices."³⁶

On the other hand, Sayeed Hassain Nasr who criticizes IOK project not as similar to Sardar and he uses Islamic worldview instead of the term Islamization of Knowledge where he states that the Islamic worldview is religious, rational and philosophical, it is all encompassing and leads to oneness. He adds Islam's ultimate purpose is to reveal the Unity of the Divine Principle and to integrate the world of multiplicity in the light of that Unity. Spirituality in Islam is inseparable from the awareness of the One, of Allah, and a life lived according to His Will.³⁷

d) *The Process of Islamization of Knowledge*

Analysis and discussion on the process of IOK are most varied and extensively debated. Proponents argue that following prescribed steps would provide the solutions for Muslims to meet the challenges of modern times but some of them would call for disengagement first, develop our own frameworks and then, engage. Now we would like to present the different process of IOK according to the different scholars:

Isma'il Raji al Faruqi was the first man who was more concerned with outlining the project in general. He confined his writing to identifying the five universal principles of Islam, namely the unity of Allah, of creation, of truth and knowledge, of life and of humanity that constitute the epistemological foundation of an Islamic methodology. He stressed that these methodological categories must replace the Western ones for commanding reality.³⁸ He also outlined five steps of the work plan – (1) to master the modern disciplines of social sciences, (2) to master the Islamic legacy in those fields, (3) to establish the relevance of Islam to each of those modern disciplines, (4) to creatively synthesize Islamic values and legacy with modern social sciences and (5) to launch Islamic thought towards the fulfillment of the divine patterns of Allah. These steps are expanded to his 12-point³⁹ work plan.⁴⁰ The scope of al-Faruqi's work plan covers both the Islamic and Western traditions of scholarship. It is seen as a double movement of integration as it requires rebuilding of both modern and traditional Islamic knowledge. He believed that the Western sciences are subject to evaluations as they were developed within a society whose problems, needs and goals are different from those of Muslim society.⁴¹

Steps 1-3, but especially the third, have clearly been points of contention that have seriously been criticized. Sarder, one of the most vocal critics Faruqi's plan argues that instead of trying to establish the relevance of Islam to the modern disciplines, genuine efforts at

creating Islamic alternatives should work to identify the relevance of reference point, not the modern discipline.⁴²

However, these steps have been modified in later versions of the work-plan. Abu Sulayman, being one of the founders of IIIT, was a contemporary of Faruqi and shared the ideas of the initial work-plan. He significantly revised, re-edited, and updated the 12 point plan putting in new chapter, Chapter V "Agenda of the Institute," chapter VI "Indispensable Clarifications" followed by Chapter VII "Financial Requirements."

Under the heading "stages of the agenda," the 1989 edition of the IOK work-plan revises the steps "towards rectifying Islamic thought methodology, and knowledge" – (1) creation of understanding and awareness, (2) crystallization of Islamic thought, concepts and methodology, (3) mastery of the legacy and mastery of contemporary knowledge, (4) textbooks in disciplines and (5) priorities of scientific research and preparation of academic cadres. This edition offers greater understanding of the intellectual issues facing the *Ummah* and the Muslim scholars. It also offers a more dynamic and precise work plan for IOK by IIIT. It reflects interaction between increased knowledge and the increased involvement of the scholars in the process of thinking and writing in the field – the process of "learning through doing".⁴³

A further change of work plan was made by Taha Jabir al-Alwani's in 1995 AD who was the precedent of IIIT after Abu Sulayman. He considers Islamization as not simply a grafting exercise of relevant Qur'anic verses onto the sciences or disciplines intended for Islamization. The task should instead involve a methodological rearrangement of the sciences and their principles.⁴⁴ As such, he believes the task of Islamization may be undertaken through the combined 'readings' of the two books that were mentioned earlier. He advances this assertion by suggesting six discourses: (1) articulating the Islamic paradigm of knowledge, (2) developing a Qur'anic methodology, (3) a methodology of dealing with the Qur'an, (4) a methodology for dealing with the *sunnah*, (5) reexamining the Islamic intellectual heritage and (6) dealing with the western intellectual heritage.

In this light, Safi (1993) carries out an evaluation of the IOK project and argues that it is still in "its pre-methodological" stage the IOK must be seen as an epistemological and methodological concern. He is of the view that Faruqi's 12 point plan can be perceived as psychologically (and intellectually) overwhelming as well as logistically difficult to achieve. Hence, he proposes a modified strategy, highlighting the possibility of reorganizing the 12-point work-plan into parallel tracks: one dealing with modern knowledge and its methodologies and another, dealing with the Islamic legacy and its methodologies.⁴⁵

Ragab believes there to be two approaches to Islamizing the social sciences i.e. by way of

'engagement' and 'disengagement'. The 'engagement' group assumes that modern knowledge still has a valuable role in the Islamization process, while the 'disengagement' group totally rejects the integration between Islamic and Western traditions of scholarship.⁴⁶

On a separate but somewhat similar paper, Ragab outlined a navigation chart for those embarking on IOK. The two phases are Integral Theorizing and Validation through Research and Practice. The first phase aims to develop a unified, integral theoretical framework and involves three steps. The second phase is conducted through hypothesis testing and validation.⁴⁷

Now I would like to look at Sayed Naqib Al-Attas who is the famous proponents of IOK. As for modern/ contemporary knowledge, he sees it as being founded on, interpreted and projected through the western philosophical outlook or worldview, and has caused the "deislamization of the Muslim mind." He suggests two steps to Islamize modern/ contemporary knowledge. The first is the isolation process, where knowledge should be freed from the Western grasp by isolating the elements, including key concepts that shape the Western culture and civilization. This is followed by the infusion process i.e. after isolation, those existing body of knowledge should be infused with Islamic elements and key concepts that inherently upholds the *fitrah*, or Man's natural function and purpose of life in accordance to Islam. Only when this is done will Muslims attain "true knowledge."⁴⁸

In total two steps are parts of the Islamization process. However, this can only be done by those who have a "profound grasp of the nature, spirit and attributes of Islam as a religion, culture and civilization as well as western culture and civilization."⁴⁹ Attas argues Islamizers must clearly understand Islamic worldview.

Ali Ashraf, another pioneer of contemporary Islamic education agreed fully with al-Attas that Islamization of knowledge could not be merely adding new or modern knowledge to the old or traditional knowledge found in Muslim countries. He states, to make society 'Islamic' in the true sense, an academic leadership whose knowledge and outlook are truly Islamic in character is needed. Islamization cannot take place if one simply turns the traditional schools into 'modern' schools based on the Western system of education, nor can it be achievable by making a confused mixture of religious and secularist approaches to different branches of knowledge.⁵⁰

Ashraf believes Islamization of education can only take place if the government of Muslim countries agrees to implement such policy. When planning to Islamize the education system of a country, Ashraf outlined seven pre-requisites⁵¹ - a total worldview based on the *Qur'an* and *Sunnah* and a sincere commitment to it.

According to Ziauddin Sardar, rediscovering the contemporary epistemology of Islam can begin by developing two types of paradigm. One is knowledge paradigms, which are focused on the main principles, concepts, and Islamic values that pertain to particular fields of study. The other is behavioral paradigms, which determine the ethical boundaries within which scholars and scientists can freely operate. Sardar argues that it is the epistemology of Western science that ought to be tackled, not the Western science itself, for it is the former who has created the modern world.⁵² Hence, Islamization of disciplines is irrelevant to Muslims. In its place, Muslims need to evolve their own paradigms and innovate appropriate disciplines within them. The emphasis should not be on Islamizing existing disciplines but innovating new ones within the conceptual categories and value framework of Islam.⁵³ In this regard, Sardar has succinctly describes the *ijmali* outlook as being characterized by axiomatic, ethical and conceptual analysis within the framework of civilization. Analysis based on the *Qur'anic* concepts play a key role in *ijmali* thought⁵⁴ as these concepts provide an Islamic set of values for the formation of Islamic science.

Muhammad Sa'id al-Bati disagreed with the project of IOK, but he proposes twofold program, whereby contemporary Muslims scholars work, firstly, to reorganize the already-discovered method so as to make it more responsive to existing needs, and, secondly, to recast it in contemporary language so that it could once again guide Muslim discourse. ⁱⁱ Safi said that Al-Buti's argument is problematic.⁵⁶

In respect of the Islamization of knowledge for example, Fazlur Rahman says, this can only be really fulfilled if and when "Muslims effectively perform the intellectual task of elaborating an Islamic metaphysics on the basis of the Qur'an". For, as he argues: "An overall world view of Islam has to be first, if provisionally, attempted if various specific fields of intellectual endeavor are to cohere as informed by Islam".⁵⁷

As mentioned earlier, most critiques of the IOK project are based on Faruqi's work-plan, and implicitly that of IIIT, although the IIIT position has itself evolved over the years. Although in terms of writings, one would place Sardar's criticism as the earliest comprehensive critique of Faruqi's IOK work-plan, other scholars such as Seyyed Hossein Nasr and Fazlur Rahman were already presenting alternative ways to develop contemporary Islamic scholarship with their writings in the 1960s. Rahman (1988) criticizes Faruqi's work-plan for being too "enamored over making maps and charts of how to go about creating Islamic knowledge"⁵⁸ when what is more needed are greater efforts in the "creation not of propositions, but minds"⁵⁹.

e) *The role of IOK in contemporary scholarship and literature*

IOK project is widening over the world. Many organizations and individuals have a great role and

contributions to promote the project. From those organizations the IIIT (International Institute of Islamic Thought) is notable one which was established under the leadership of Dr. Isma'il Raji Al-Faruqi. The institute's most valuable achievement is the awareness brought among the scholars and intellectuals world over. IIIT has been arranging continuously since its establishment, numerous seminars, workshops, symposiums and publishing numerous books to assure that the need for IOK and the dilemma of the *Ummah* in its crisis of thought is debated, discussed and researched in every serious institution of Islamic learning. The shift of practices in the program of IIIT made it prudent to address the obstacles in the path of Islamization of thought and knowledge. In-depth treatments are now carried out in many of twenty or so offices/ branches after immediate its establishment, by discussion groups or specialized seminars, workshops and research committees. Besides, many organizations and institutions attempt to promote the project such as International Islamic University Malaysia (IIUM), International Islamic University Pakistan (IIUP), International Islamic University Chittagong (IIUC), the International Institute of Islamic Thought and Civilization (ISTAC), the Islamic Society of North America (ISNA), the Islamic Circle of North America (ICNA), the Forum for Islamic Work, the Islamic Research Foundation, the Islamic Propagation Center, International the Muslim Thinker Forum, the North American Association of Muslim Professionals and Scholars etc. who also claim to be promoting the IOK project through arranging conferences and seminars. We can find the writings regarding IOK in the following sub-categories:

i. *Major Writings*

In this category, there would actually be only two major figures. Firstly, Syed Muhammad Naquib al-Attas, whose major works are books and monographs published in the second half of the 1970s, mainly by the Muslim Youth Movement of Malaysia (ABIM) and later on publications of the ISTAC, founded in 1987, of which he was Founder-Director. The other major figure or groups of individuals are those are those associated with the IIIT. The main writers from the IIIT include the late Isma'il Raji al-Faruqi, Abdul Hamid Abu Sulayman, Taha Jabir al-'Alwani, all presidents of the IIIT at various times, who through their writings have developed the "IIIT School of Thought" into its present state.

ii. *Elaboration / Discussion of IOK*

Numerous writers have elaborated, at different levels of scholarship, on the IOK. We can find the contributions of Louay Saif (1993), Ibrahim Ragab (1995, 1997, 1999) and Mona Abul Fadl (1988), Ilyas Ba-Yunu (1988) who have all elaborated on the views of Faruqi and the IIIT school, while Wan Mohd. Nor (1998) has focused on al-Attas. We can also find the writings of early contributors like Ja 'afar Sheikh Idris (1987), Syed

'Ali Ashraf (1984, 1988, 1989) and AK Brohi (1993), who did present slightly varied approaches to the IOK.

iii. *Comparative Studies*

There are quite a number of well written comparative studies/ reviews available in the area of IOK. For example, Abdul Rashid Moten (2001) looks at the development of the IOK agenda within the IIIT school. Wan Mohd. Nor (1997) and Rosnani Hashim and Imran Rossidy (2000) have attempted comparisons between Al-Attas, Faruqi, Fazlur Rahman and even Seyyed Hossein Nasr as have Nasim Butt (1989), Ausaf Ali (1989) and Yasien Mohd. (1993).

f) *Works with Methodology Focus*

The works of Luay Safi (1993), Imamuddin Khalil (1991) and Ibrahim Ragab (1995, 1997, 1999) are focused on methodology of IOK.

g) *Specific Discipline Applications*

There are numerous writers who have attempted to talk of the Islamization of various contemporary disciplines such as economics, politics, sociology, philosophy, education, linguistic, science, anthropology etc. Now we would like to mention discipline wise contributors as follows:

- Politics: Abu Sulayman, Eltigani Abdelgadir Hamid (2000) and Abdur Rashid Moten
- Sociology: Ibrahim Ragab (1993, 97, 99) and Ausaf Ali, I. Ba Yunus (1983) and M. Almubarak (1983)
- Economics: Muhammad Anwar, Muhammad Arif (1984, 87), Zubair Hasan (1998), Muhammad Nejatullah Siddiqi (1988, 1989), Dr. Umar Chapra (1992, 93), Masudul Alam Chawdhury (1986), Muhammad Akram Khan (1994) Syed Nawab Haider Naqbi (1994), Muhammad Aslam Haneef (1995), Abul Hasan Muhammad Sadeq (1991) and Ataul Huq
- Banking and Finance: Nabil A. Saleh (1986), Rodney Wilson (1990, 97), Ibrahim Warde (2000), Clement Henri Moore (1990), Sheikh Abod (1992), Rafique Issa Beekun and Syed Nazim Ali (1980-90)
- Philosophy of science: Mehdi Golshani (1984), Mazhar Mahmud Quraishi (1984), and Sayid Maqsum Ali Shah (1984), Osman Bakar (2006)
- Education: Syed Ali Ashraf, Sayed Naqib Attas
- Linguistic: Sayyid Muhammad Syeed (1988)
- Islamic sciences: S. Waqar Ahmed Husaini (2002)
- Psychology: Ja'far Afaq Ansari (1988), M.F. Hussain (1988), Hasan Langgulung (1984), Kamal Ibrahim Mursi (1984), Bashir al Rashidi (1984), Luay Safi (1998) and Malik Badri (1998, 2000)
- Anthropology: Muhammad Ma'ruf (1984) and Akbar S. Ahmad (1984)
- Science: M.R. Siddiqi (1983), M.A. Kazi
- Law: Taha Jabir Al-Alwani (1983)
- History: A. H. Dani (1983), A. Ahmad (1983) and M.M. Ma'ruf

- Theology: Isma'il Raji al-Faruqi (1984),
- Philosophy: Sayid Naqib al-Attas, Syed Hossein Nasr, Roger Garaudy (1983)
- Art and Architecture: Sayyed Hossein Nasr, Lamaya al Faruqi (1984), Aminah Sayyid Muhammed (1984), Stefano Bianca (1984) and Hussein M. Ateshin (1984)

It is also in this area, that is Islamization of disciplines, that one can use the experience of an educational institution such as the IIUM, ISTAC, IIUP, IIUC etc.

h) *Critiques*

We can also find many works that are critical of the IOK project as a whole or approaches to IOK such as Fazlur Rahman (1988), Ziauddin Sardar (1988, 1989) Yasien Mohammed (1994), Seyyed Vali Nasr (1991) and Hadi Sharafi (1984) who are critical of the IOK project, especially its IIIT variant. We can view the works of al-Alwani (1989, 1995) a proponent of the IIIT school, of being critical of the emphasis given in the original work plan and putting forward modifications to the 1982 document.

V. CONCLUSION

The subject of IOK, in spite of being extensively debated intellectually and epistemologically, the IOK project has played a prominent role in contemporary scholarship and literature, both in theory and its practice, and the latter manifested in attempts to provide 'Islamized' curricula and textbooks for undergraduate programs in various universities both in the Muslim and non-Muslim world. The Islamization of Knowledge project has been criticized, analyzed, and condemned by opponents, others have hailed and glorified it as the most promising approach to pull the *Ummah* out of its decline. In more tangible terms, we may look at the more than three hundred or so titles of quality books in Arabic, English, and other languages as a significant contribution to the intellectual wealth of the *Ummah*.

Numerous writers have elaborated, at different levels of scholarship, on the IOK. Proponents, some critical of certain aspects of the IOK project have developed further the seminal ideas of the major writers, and many have also added their own contributions to the ideas of the major writers. Therefore, we can find the contributions of Abdul Hamid A. Sulayman, Taha Jabir al-Alwani, 'Imad al Din Khalil, Louay Safi, Ibrahim Ragab and Mna Abul Fadl who have all elaborated on the views of Faruqi and the IIIT School with some differences while Wan Mohd. Nor has focused on al-Attas. On the other hand, one can also find the writings of early contributions like Ja'far Sheikh Idris, Syed Ali Ashraf, and A.K. Brohi, who did present slightly varied approaches to the IOK.

On the other hand, there are other many works those are critical of the IOK project as a whole or

approaches of IOK. In the former group, we can find the writers such as Fazlur Rahman, Ziauddin Sardar, Yasien Mohammad, Seyyed Vali Nasr and Hadi Sharifi who are critical of the IOK project, especially its IIIT variant. Indeed, most critiques of the IOK project are based on Faruqi's work-plan, and implicitly that of IIIT, although the IIIT position has itself evolved over the years. Although in terms of writings, one would place Sardar's criticism as the earliest comprehensive critique of Faruqi's IOK work-plan, other scholars such as Seyyed Hossein Nasr and Fazlur Rahman were already presenting alternative ways to develop contemporary Islamic scholarship with their writings in the 1960s. One could like to say that Islamization of Knowledge the term should be changed into Islamic worldview as used by Sayeed Hossain Nasr and Zahra al Zeera. Because most of debates were occurred for the word "Islamization of Knowledge" what is seemed as a fight without preparation. The term has been used in many "confusing ways". In this case, Ibrahim A Ragab's suggestion is the most logical and secured that the term of Islamization should be used in particular area like Islamization of Specific Disciplines or Islamization of Social Sciences not as a comprehensive phenomenon.

Rahman (1988) criticizes Faruqi's work-plan for being too "enamored over making maps and charts of how to go about creating Islamic knowledge"⁶⁰ when what is more needed are greater efforts in the "creation not of propositions, but minds"⁶¹. Following the arguments of Rahman and Sardar, Yassien sees the need to disengage with the West, to turn to our legacy in order to build Islamic disciplines first, before we try to evaluate modern disciplines.

However, the IOK is a continuous process of "moving towards a moving target," and most probably would change its dimensions through proper Ijtihad and deep research. There is a need for serious evaluation (implying criteria, standards) before accepting, rejecting, assimilating or synthesizing can be done in developing contemporary Islamic knowledge. The effort needed can be exacting, because it requires the comprehensive and systematic analysis of the legacy of Islam in all its primary and secondary sources. A great deal of editing will be needed. Subjects will have to be categorized; terms will have to be coined, modified, or defined anew. A total renovation will be required. Armed with deep insight, critical understanding and systematic analysis, we should not refrain ourselves from investigating knowledge discovered by non-Muslims or adopting new experimental methods, provided that we remain conscious of the differences in background, motivation and purpose.

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Corporate Governance and Organizational Management: An Ethical Perspective of the Challenges Facing Effective Corporate Management in Kenyan State Owned Enterprises (SOEs)

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Abstract - Today's administrative and management environment requires professionals to deal with dynamic markets, changing technologies and governance methods. In practice this means defining desired outcomes, nominating the best most skilled and talented people to guide the SOE and monitor management and operations, incentivizing hard work and good performance, and ensuring accountability for results. Good governance requires having effective corporate structures. This was the main intent of this research paper. The paper employed advanced statistical techniques such as Anova, PCA and Regression analysis to confirm the key hypotheses. From the findings, it was established that though Kenyan state owned enterprises had distinct corporate governance structures, there was need to employ a fair interplay of ethics and management in the process.

Keywords : *state owned enterprises, corporate governance, ethical dimension, effective management.*

GJMBR-A Classification : *JEL Code: MO, H12*



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Abstract - Today's administrative and management environment requires professionals to deal with dynamic markets, changing technologies and governance methods. In practice this means defining desired outcomes, nominating the best most skilled and talented people to guide the SOE and monitor management and operations, incentivizing hard work and good performance, and ensuring accountability for results. Good governance requires having effective corporate structures. This was the main intent of this research paper. The paper employed advanced statistical techniques such as Anova, PCA and Regression analysis to confirm the key hypotheses. From the findings, it was established that though Kenyan state owned enterprises had distinct corporate governance structures, there was need to employ a fair interplay of ethics and management in the process.

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I. INTRODUCTION

State owned enterprises (SOEs) are fundamentally important to the Kenyan economy, especially at this time when the country is pursuing the path of becoming a middle level economy by the year 2030 within the framework of year 2010 constitutional dispensation. Many scholars have strongly maintained that they provide crucial services to industry and the public. When things go well, they can provide a solid base for economic and social development, contribute significantly to state budgets, and be an important tool to achieve government policies as stipulated in Kenyan Constitution. When things go wrong, they can become a crushing financial and political burden (Liu and Lin, 2009). The public interest in the performance of SOE's is thus often acute. From the state's perspective, maximizing SOE performance is a goal of overriding importance. One of the most important factors driving SOE performance is the quality of their governance (Roe, 2003). Studies on SOEs performance show that good governance translates to better results; while weak

governance is often the root of numerous performance problems in state ownership. Good governance is thus a key to the solution (Rosser, 2003). For one, corporate governance is not to be confused with the tasks of management. Corporate governance refers to the way that the state sets high level strategic goals, and how it implements them through corporate structures such as boards. In practice this means defining desired outcomes, nominating the best most skilled and talented people to guide the SOEs and monitor management and operations, incentivizing hard work and good performance, and ensuring accountability for results (Visser, 2006). Good governance requires having effective corporate structures (Malin, 2008). The principal tool of good governance is a professional board of directors. It is important to note at the outset that there are different forms of oversight structures and boards. The "board of directors" refers to the body that provides oversight over executives. It does not refer to "management boards" or "executive boards" that compose 100% of the executives (Komolafe, 2008). Such "management boards", cannot reasonably be expected to provide proper oversight over themselves (Scott, 2007). Good governance also relies fundamentally on systems of reporting, audit and control that minimize risks, the potential for corruption, and conflicts of interest. Seen from the opposite perspective, politicized and uneconomic decision making, nepotism, opacity, corruption, and lack of controls and accountability are all antithetical to good governance (Wieland, 2005).

Corporate governance is an evolving field which has gained popularity in the last decade after the demise of Enron, WorldCom, Arthur Anderson etc in the United States which have forced academics, legal practitioners, accounting and other professionals, regulatory agencies, government institutions, NGOs and international financial institutions to pay attention to corporate governance reforms, (Vinten, 1998; 2002; Aquiler and Luervo- caruza, 2004; Wieland, 2005; Chambers, 2006; Malin, 2008; De Cleyne, 2008). Other

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Countries have had similar corporate scandals, for example HIH Insurance in Australia; Marconi in UK, Parmalat in Italy; Regal Bank, Leisure Net and Kiron in South Africa. Consequent upon these publicized corporate scandals and the preceding financial crises experienced in Asia in the late 1990s, there was a global impetus to promote good corporate governance, accountability and ethical business practices in many countries (Wilson, 2006; Iyang, 2009). Thus, many multilateral organizations such as the Organization of Economic Cooperation and Development, the Commonwealth Association of Corporate Governance, the United Nations Compact instituted principles and best practices of corporate governance which corporations and countries are encouraged to adopt and practice (OECD, 1999; 2004; UN Compact, 2002). Corporate governance codes are documents which state the principle, rules and procedures for making strategic decisions and prescribe the frameworks for governing corporations and achieving corporate objectives (Thomas et al., 1991). Corporate governance is a system by which organizations and company are directed, managed and controlled in order to enhance corporate performance and cater for shareholder concerns and stakeholder interests (Iyang, 2004). Corporate governance has a leadership dimension, because it provides directional leadership to organizations by creating an enabling environment which integrates and systematize various collaborative efforts for setting objectives and achieving corporate goals (Trevino and Nelson, 2007). Good corporate governance helps to prioritize organizational objectives achieve good corporate performance, enhances ethical decision making within organizations where shareholder concerns and stakeholder interest and are addressed properly (Wieland, 2005; Chambers, 2006; Malin, 2008; King, 2006; And reason 2009; Vinten 1998; 2002; Aquiler and Luervo-Caruso, 2004; Roe, 2003; De Cleyn, 2008). The triple bottom line reporting introduced by Elkington (1997) and adopted by the Kings Report, (IoDSA, 2002; 2009) requires modern corporations to disclose their economic, social and environmental performances instead for better decision making. Corporations are vital part of the society and as corporate citizens, they are expected to contribute actively to the development of society and protect the natural environment (West, 2006; King, 2006). It has been widely acknowledged that good corporate governance helps most developing countries and emerging markets to attract domestic and foreign direct investments, build their markets competitiveness, restore investor confidence, promote economic growth and boost national development (Armstrong, 2003) but there are many challenges to ensuring good corporate governance in these developing countries (Li and Flier, 2007; Wilson, 2006) especially when the corporations need to be convinced that they are not independent of

the society, host community or the natural environment in which they operate (Rossouw, 2005).

a) *Problem Statement*

Today's administrative and management environment requires professionals to deal with dynamic markets, changing technologies and governance methods. In addition to national regulatory requirements, practitioners have to be more aware and ensure compliance with public administration and governance rules and regulations. Kenyan's legal enforcement and regulatory framework are weakened and made inefficient. Institutionalized corruption has been widely accepted as the bane of poor corporate governance in Kenya. This alone cannot be blamed for the persistent corporate governance failures in Kenya. There are other socio-political, economic and cultural factors which create the dismal corporate governance environment in a country and these factors are analysed within the socio-political context of contemporary Kenya in order to provide more detailed ethical insights into the challenges of effective corporate governance and organizational management in Kenya. The objective of this paper was to identify major challenges to effective corporate governance and organizational management in Kenyan state owned corporations with an ethical dimension and suggest some possible solutions.

b) *Objectives*

This research was guided by both general and specific objectives :

i. *General Objectives*

The main intent of this research was to find out key challenge to an effective corporate management and governance in state owned enterprises (SOEs) in Kenya with an ethical perspective.

ii. *Specific Objectives*

This research was driven by the following specific objectives :

- a) To find out the effect of the lack of top corporate support on the corporate management and governance in Kenyan state owned enterprises with an ethical dimension.
- b) To determine the effectiveness of corporate managers in facilitating effective corporate management and governance in Kenyan state owned enterprises.
- c) To assess the impact of competency exercised by corporate managers on the effective performance and management in Kenyan state owned enterprises.
- d) To investigate the effect of organizational culture on the effective performance and management in Kenyan state owned enterprises.
- e) To ascertain the effect of corporate environment on the effectiveness of corporate management and governance in Kenyan state owned corporations.

II. LITERATURE REVIEW

This chapter is rather discursive and it focuses on some of the urgent management practices that have been worked on by scholars, academicians and researchers in the field of public sector management and administration, which could be relative to management development in public sector performance and effective delivery of managerial functions as well as public services. The chapter throws greater emphasis on the development of best management practices that are different from traditional forms of public sector corporate governance, which have their birth from total quality management.

a) *Corporate Governance Environment*

A country's corporate governance environment considers the impacts of the political, economic and social-cultural factors that enhance good corporate governance or prevent unethical conduct (Li and Nair, 2009). It embodies the political, economic, social, technological and legal institutions that influence the ethical dispositions of private corporations (Wilson, 2006). The Corporate governance environment determines the context for evaluation of a corporation's performance, decisions, strategic choices and actions. While the political, cultural and socio-economic ramifications of the recently introduced corporate governance codes in Kenya are still being studied, it is important to note that these codes were established as instruments for safeguarding the corporations against corruption, mismanagement and environmental abuse. These codes were invoked to promote corporate transparency and accountability, economic growth and social development (Armstrong, 2003; Andreason, 2009). The most typical method for ensuring good corporate governance reforms in most countries is through the invocation of corporate governance codes which supplement existing corporate laws. Corporate governance codes are documents which state the rules and procedures for governing and managing corporations (Scott, 2007). Since corporate governance is a process by which corporations are governed and controlled with a view to increasing shareholder values and meeting the expectations of other stakeholders (Classens and Bruno, 2007; Iyang, 2009), the codes categorically state the rules, principles and best practices for governing corporations properly (Armstrong 2003; And reason 2009). Most corporate governance codes are instituted by self regulating professional bodies with the consent of the relevant government regulating agencies but the responsibility for adopting and implementing the code lies on a corporation's board of directors (Elebute, 2000; Iyang, 2009). Hence it has been argued that the board's major responsibility is to ensure good corporate performance, increase shareholder value, protect stakeholder interests, contribute to society's well being, preserve the environment and to prepare accurate financial reports

(Wilson, 2006; Roe 2003; Elebute, 2000; Iyang, 2009). The effectiveness of a country's corporate governance mechanism depends largely on the country's regulatory frameworks and public governance systems (Wilson, 2006; Roe, 2003). The corporate governance codes are best enforced by professional bodies in collaboration with government institutions and the capital market regulators or vice versa (Vinten, 2002; Reed, 2002; Wilson 2006; Roe, 2003). The existence of many corporate governance mechanisms does not necessarily translate into good corporate governance as many corporate scandals in Kenya and other countries have proven. The wide-spread adoption of a country's corporate governance code by private sector corporations often indicates mere conformance which does not necessarily mean that the corporations are committing themselves to sound and ethical business practices (Rossouw, 2005; Iyang, 2009).

b) *Lack of Top Corporate support*

There is little doubt that corporate management leadership is critical to the success of State owned enterprises (SOEs) administration and management (Trevino et al., 2000). The top management/corporate team (steering committee) must involve the project manager, any consultants working with the corporate committees, and agency staff to develop an effective strategy execution (Trevino and Nelson, 2007). In this regard, considerable attention and support need to be provided by senior corporate management to ensure that the strategy execution in the public administration and governance reforms have been well understood in the agency (Tanya et al., 2008). Furthermore, the executive management team is responsible for setting the vision and goals, bringing about collective commitment for change in the process and organizational structures, and formulating the policies and strategies necessary to put a State owned enterprises (SOEs) administration and governance initiatives in place (Vaughan and Ryan, 2006). Wilson (2006) stipulates that efficient corporate management is one of the most effective preventive mechanisms for it promotes transparency and accountability, facilitates oversight and provides a good basis to prevent corruption. Rosser, (2003) opines that formal controls must first be defined, agreed, and applied top-down internally within an organization if they are to be effective. An organization with a genuine commitment to legal compliance is evidenced by top corporate management's dedication to ethical corporate behaviour (Malin, 2008). As cited in Scott (2007), a compliance culture in an organization must start in the boardroom and should be reflected and evidenced in directors' own behaviour and attitudes. In a related argument, Vinten, (2002) stipulated that strong institutional support at top levels of governance is needed by administration and management personnel in order to promote integrity,

monitor the public administration process and apply governance law appropriately.

c) *Levels of Competency and Professionalism of Corporate Managers*

According to Judge (2008), professionalism in public administration and governance relates not only to the levels of education and qualifications of the workforce but also to the professional approach in the conduct of business and management activities. If the workforce is not adequately educated in administrative and management matters, serious consequences; including, breaches of codes of conduct (Liu and Lin, 2009). Roe (2003) also linked lack of a high degree of professionalism in public administration and governance to corruption, which ultimately impedes professional compliance. The corporate officers must be trained and aware about all regulations in relation to public administration and related procedures (Visser, 2006). Rosser (2003) asserts that ethical code is not only a deterrent of incorrect behaviour but also an enabler for all members of the organization to safeguard the ethical legacy of the firm. Decleyn, (2008) also attributed non-compliance in State owned enterprises (SOEs) administration and governance to lack of management professionalism in the public sector (Wieland, 2005). Corporate managers professionals need to acknowledge and devise strategies for managing all these complex challenges (Andreasson, 2009). The professionals must be seen as champions of efficiency and effectiveness and must acknowledge the challenges and their various forms, and their sources. The requirements to educate professionals and equip them with new and higher-level skills have consequently become urgent (Reed, 2002). A skill is the ability either to perform some specific behavioural task or the ability to perform some specific cognitive process that is related to some particular task (Armstrong, 2003). However, Trevino et al., (2000) report that finding, hiring and retaining dedicated, energetic, and ethical employees with special skills is always hard. While we understand that professionalism is a key mechanism for, and primary targets of institutional change, the precise role of professions and professional service firms in processes of institutional change remain under-theorized (Chambers, 2006).

d) *Effectiveness Of Corporate Managers*

Different researches have been carried out to infer the role and position of different corporate managers in facilitating effective implementation of public administration and governance laws. Komolafe (2008) argued through his research that open governance tends to play a critical role in ensuring the laws governing public administration and corporate governance are followed and implemented. Such open governance systems according to Malik (2008) are relative to fight corruption, to instill professionalism and

ensure that accountability is observed in the administration processes. The positions and findings of (Reed, 2001) connote that accountability constitutes a central pillar of any public administration system. Without transparent and accountable systems enabling governments and citizens to engage in a mutually responsive way, the vast resources channeled through public procurement systems run the danger of increased corruption and misuse of funds (Vinten, 2002). Open governance can play an important role in raising awareness around public administration and other areas of public management to facilitate effective implementation of the proposed governance laws and regulations as noted from the findings of McNutt (2010). Another similar view was noted from the findings of Mallin (2004), which contend that the aim of this awareness raising is to exert political pressure: "Local or citizen efforts aim to pressure public officials to use public resources and powers for civic, not private, purposes". The ways in which corporate practices and other open governance can influence public administration and law implementation are many. For instance in the research by Malik (2008) open governance and other convened associations are allowed to monitor all stages of the management process. From the research conducted by Trevino and Nelson (2007) it is clear that introducing the civil society or other independent observers has the potential to strengthen transparency and accountability in public administration and management. However, this is not without challenges. One pitfall is the possibility for misunderstandings on the part of the observers/committees as public administration and governance processes can be complex (Decleyn, 2008).

e) *Organizational Culture*

Different views have been postulated regarding the role of organizational culture in the public administration and governance processes. Due to regulatory reforms and changing community expectations, the role of culture in organizational compliance has gained momentum. Basing on the competing values model (hierarchical culture), which involves enforcement of rules, conformity and attention to technical matters, individual conformity and compliance are achieved through the enforcement of formerly stated rules and procedures (Wallace and Zinkin, 2005) as cited in McNutt (2010) although there is no single definition of culture. One can define it as 'the structure of behaviours, ideas, attitudes, values, habits, beliefs, customs, language, rituals, ceremonies, and practices of a particular group of people that provides them with a general design for living and patterns for interpreting behaviour' (Mackenzie, 2007). Williams (2000) maintains that the willingness to comply because of moral obligation and social influence is based, among others on the perceived legitimacy of the authorities charged with implementing the regulations. Hui et al; (2011) stipulated that legitimacy theory provides a sufficient and a

superior len for the understanding governance system. Williams (2000) adds that voluntary compliance is the result of personal or corporate ethics, motivation schemes and in most cases the result of corporate interest alignment with the legal provisions behaviour. White (2009) also asserts that moral obligation, may be a significant motivation explaining much of the evidence on compliance behaviour. They also add that Groupthink has been found to have a serious implication on effective compliance. As cited in Trevino et al (2000), the higher the compliance by others the stronger the individual's incentive to comply. This is an indication of the role of social influence on compliance. Ramon (2001) further observes that, it is difficult to combat fraud and corruption in public administration and governance if a group of individuals in an organization collude with common interests in maintaining secrecy around their corrupt acts. Such acts relate strongly to organizational culture. As moral obligation and social influence are weakened, regulatory compliance and enforcement of administration and governance laws also weakens (Colley et al., 2004). According to Mallin (2004), culture plays a central role in the compliance process and associated outcomes. It is also contended that in a specific type of culture, characterized by specific values such as openness, trust and honesty (Ruin, 2001) as cited in Manville and Ober (2003), employees are more likely to engage in compliance behaviours, which collectively will contribute to organizational compliance. Solomon and Solomon (2004) further indicated that awareness of the nature of public organizational culture is vital in explaining and assessing the appropriateness and outcome of the current reform process. This applies to developing countries where waves of governance reforms have resulted in enactment of public administration and governance rules and regulations.

f) The need for Corporate Ethics in Governance

The legal and regulatory framework within a company context sets the minimum standards of acceptable conduct in doing business, and reflects what society holds as fair and appropriate behaviour by all types and sizes of firms. Thus, compliance with national laws is the starting point for doing the right thing by private sector organizations (Trevino et al., 2000). Company executives, and the board of directors that provide oversight over management decisions, rely on a battery of internal policies, guidelines, regulations, and governance mechanisms to meet their compliance obligations (Tepper, 2000). With increasing frequency, these governance systems transcend the minimum floor established by law and reflect the higher level of business ethics aspired to by companies (Mamic, 2005). The variance of ethical performance found across companies cover a spectrum ranging from merely complying with legal requirements to setting new standards for responsible business behaviour (Mack, 2002).

Building ethical organizations is no easy task, but a commitment to such an ideal reflects a broader understanding of private sector enterprise, where meeting the core purpose of maximizing profit is in balance with the broader interests of society. The regulatory framework in advanced market economies can be very comprehensive in the demands it places on a firm's disclosure, reporting, and corporate governance requirements (Ciulla, 1998). Stringent requirements go a long way in creating robust checks and balances on inappropriate business behaviour. However, even under ideal conditions, such regulatory environment is never enough to safeguard against corruption. Ultimately, building an ethical organization has to do more with individual leadership and organizational commitment than about mere compliance with formal processes or systems (Maignan et al., 1999). The exercise of such leadership is often referred to as setting the tone at the top and its significance applies equally to both internal and external stakeholders (John, 1998). As it is to trust, it takes long-term organizational efforts and investments to build a corporate ethical culture but it only takes a second of poor judgment or bad luck to undermine it beyond repair. Thus, any exceptions to the ethical standards and values that are internally promulgated will generate apathy and undermine all efforts. Externally, any scandal, no matter how trivial it may appear, can instantly destroy the progress made through years of hard work and invested resources (Hamel and Prahalad, 1994).

The best way to protect the ethical culture of an organization is to actively promote it, practice it, train with it, update it, and make it real and visible to external and internal stakeholders. In other words, the development of an ethical culture result from the continual and ongoing corporate commitment to integrate and align a company's ethical standards with business strategy and operations (Fisher and Lovell, 2009). In turn, such a process is institutionalized through the implementation of a comprehensive ethics program whose various elements are elaborated further below. Managers, the board, and staff at all levels must exemplify through behaviour and decisions the values and standards defined in an ethics program, even to the degree where leadership in particular is seen to "eat, drink and sleep" ethical behaviour (Mack, 2002). Senior executives have the paramount responsibility to embed ethical behaviour into the culture of the company. By leadership, boards and CEOs can build an ethical organization and become the benchmark to be emulated by competitors, industry peers, and the private sector in general (Trevino and Nelson, 2007). Such visible commitment helps keep the organization on track to progress from just having a firm commitment to business ethics to creating an organizational culture where ethics is a central consideration in business

decisions across all layers of a company. The perceived and observed behaviour by senior management sets the tone throughout the company, it establishes the commitment and reputation of anticorruption initiatives, and it shapes the identity of the company (Thomas et al., 1991). To an ethical organization, ethics is about doing business right, not an issue of compliance. In practice this means that to uphold its ethical philosophy, at times a company must stand ready to lose business before compromising its values (Ciulla, 1998). However, by having in place a comprehensive ethics program that is aligned to its business strategy, a company can rely on institutional checks and balances that will help it make the right decisions when faced with challenging ethical dilemmas (Trevino et al., 2000). Good corporate governance and concrete ethical standards are strong allies to help companies navigate the minefields of corporate corruption (Tepper, 2000).

g) Greater Demands for Accountability and Transparency

Just as improved ethical decision making requires more employees and executives, so too are boards of directors feeling greater demands for accountability and transparency in their management and corporate affairs. In the past, board members were often retired company executives or friends of current executives, but the trend in the modern world today is toward "outside directors" who have little vested interest in the firm before assuming the director role (Trevino and Nelson, 2007). Inside directors are corporate officers, consultants, major shareholders, or others who benefit directly from the success of the organization. Directors today are increasingly chosen for their expertise, competence, and ability to bring diverse perspectives to strategic discussions. Outside directors are also thought to bring more independence to the monitoring function because they are not bound by past allegiances, friendships, a current role in the company, or some other issue that may create a conflict of interest (Fisher and Lovell, 2009).

Many of the corporate scandals uncovered in recent years in the world, for instance, the Enron' case, might have been prevented if each of the companies' boards of directors had been better qualified, more knowledgeable, and less biased but most importantly if they have been more ethical (Thomas et al., 1991). Shareholder involvement in changing the makeup of boards has always run into difficulties. Most boards are not true democracies, with shareholders ultimately wielding little power over decisions. This overlap creates the opportunity for conflicts of interest in decision making and limits the independence of individual boards of directors (Tepper, 2000). The change is part of an effort to improve accountability at the company, which, along with many other retailers, suffered a serious decline in share prices over the course of 2008

and 2009. In some cases, it seems that individuals earned placement on multiple boards of directors because they gained a reputation for going along with top management and never asking questions. This may foster a corporate culture that limits outside oversight of top managers' decisions (Trevino et al., 2000).

h) Conceptual Framework

In order to guide the researcher, the model consisting of the variables was developed. This framework consisted of both independent and dependent variables. Its diagram is as represented below. The independent variables lack of corporate support, effectiveness of corporate managers, level of competency and organizational culture. The dependent variable challenges to corporate governance.



Source: Author (2013)

Figure 2-8 : Conceptual Framework

III. RESEARCH METHODOLOGY

The study adopted descriptive survey research design. The descriptive survey design was used in preliminary and exploratory studies to allow the researcher gather information, summarized, present and interpret it for purposes of clarification (Orodho, 2002). This design was ideal for this study as the researcher assessed impediments to effective corporate governance practices.

The target population for this research was state owned enterprises (SOEs) with a distinct corporate structure of governance in Kenya and it specifically targeted Board members and executive management of selected institutions. The 50 Kenyan state owned enterprises included approximately 250 managers in the executive managements (e.g., Board members and executive managers). Thus, we took the whole target

population in this study. Prior to finalizing the questionnaire, industry professionals from public sector thoroughly refined it, assuring content validity, relevance and, representativeness. Next, it was pre-tested through 16 pilot interviews where an interview was carried out by the executive director or one of the deputy executive directors of each corporation. The respondents were informed of the confidentiality of their responses and purpose of the project which was for academic purpose. 250 questionnaires were distributed and only 239 questionnaires were returned to the researchers. The sum was reduced to a total of 238 usable responses, which in turn represents an overall response rate of 94.5%. These 238 usable responses were adequate enough to conduct a descriptive analysis and correlation analysis. The process of distributing the questionnaire was a drop-off approach (Aaker et al., 2008). Based on the logic of this method, the researchers hand-delivered the questionnaires to the executive management, explained to them the purpose of the study, stated the required procedures in filling out the questionnaire and answered any question in regard to any of the questionnaire's statements. A questionnaire consisting of twenty questions was distributed among the sampled population. Three options were given to the respondents i.e., Agree, neutral and disagree. The feedback was analysed and tabulated using descriptive analysis and correlation analysis with the aid of simple computer applications like MS Excel and standard software.

a) Focus Groups Identification

Before undertaking this specific study, we completed focus groups with executive board members from the selected corporations to list the various obstacles they face from each of the variables previously identified in the conceptual framework. 250 participants of ten (10) focus groups were conducted with an average of 25 executive board members per group to identify practices employed by executive board members. The practices identified were used as input to elaborate the measurement instrument related to the challenges facing effective corporate governance in state owned enterprises.

b) Surveys of executive board members to identify the 5 variables with Components Analysis

Principal Component Analysis (PCA) was employed using SPSS analysis tools. For the purpose of this research, data analysis was carried out using principal component analysis (PCA). The raw scores were standardized to allow uniform unbiased distribution of all variables. The product correlation matrix was derived and the eigenvalues of these variables from the matrix were used for multivariate principal component extraction and the (eigenvalues) established. The first four significant principal components with a cutoff of >1.0 were selected. More than 67 % of total variance

was attributed to five principal components (variables). Varimax rotation with Kaiser Normalization was used to obtain a simple variable model. The total variance explained by these 5 components is 67.91%.

c) Testable Hypotheses

The number of factors and the items loading to each factor were specified and the hypothesized measure-ement model was then tested for model fit. The result showed that the respective items indeed belong to the construct as hypothesized. The research model was developed from the research variables. These hypotheses included:

1. H1: Lack of top corporate support impedes the effectiveness of corporate governance in Kenyan state owned corporations.
2. H2: Low levels of corporate competency impede the effectiveness of corporate governance in Kenyan state owned corporations.
3. H3: Ineffective corporate managers impede the effectiveness of corporate governance in Kenyan state owned corporations.
4. H4: Non supportive organizational culture impedes the effectiveness of corporate governance in Kenyan state owned corporations.
5. H5: Unresponsive corporate environment impedes the effectiveness of corporate governance in Kenyan state owned corporations.

d) Hypotheses Testing

Hypothesis testing was based on the standardized path coefficient (r-path coefficient). To support the hypothesis, the p-value of the r-path coefficient was significant at the 0.05 level. In this research, r-path coefficient calculation was conducted through the following steps:

- i. The independent variables were individually regressed against the dependent variable perceived ease of use (Hypotheses H1, H2, H3, H4 and H5).
- ii. The independent variables were individually correlated against the dependent variable (Hypotheses H1, H2, H3, H4 and H5).

IV. RESEARCH FINDINGS

This section presents our findings for each of the five research variables previously identified by our PCA analysis.

a) The Reliability of the Findings

The reliability of our findings was examined in details with a KMO and a Bartlett's test. In the KMO and Bartlett's sphericity's test results on the reliability of data set, the KMO value of 0.905 was close to 1.0 and thus statistically very significant. This adds good confidence and weightage to our Principle Component Analysis (PCA).

Table 4.1 : KMO and Barlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.905
Bartlett's Test of Sphericity	Approx. Chi-Square	2873.131
	Df	190
	Sig.	0.000

Table 4.2 : Below explains the results of the Principal Component analysis

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9,118	25.471	25.471	9,118	25.471	25.471	6,066	24,263	24,263
2	1,651	23.605	49.076	1,651	23.605	49.076	2,557	10,226	34,489
3	1,527	20.106	69.182	1,527	20.106	69.182	1,953	7,813	42,302
4	1,271	19.083	88.265	1,271	19.083	88.265	1,912	7,650	49,952
5	1,220	11.735	100.00	1,220	11.735	100.00	1,856	7,423	57,375

Extraction Method: Principal Component Analyses

Note : (Component 1 (Lack of corporate support); Component 2: (Level of competency); Component 3: (Effectiveness of corporate managers); Component 4: (Organizational culture); Component 5: (Corporate governance environment))

Component 1: (Lack of corporate support)

The variance explained for the lack of corporate support is 25.471% based on the Principle component analysis. This was based on the initial Eigen values and sums of the squared loadings. A further rotation of the sums of squared loadings showed a variation of 24.263%. For any formulated strategic plan and objectives to be realized, top corporate support is very essential. The criticality of their support remains important in the course of administration, planning, strategy execution and overall management.

Component 2: (Level of competency)

The dimension had a variance of 23.605%. This was based on the initial Eigen values and sums of the squared loadings. A further rotation of the sums of squared loadings showed a variation of 10.266%. It is not easy for an entity to stable, and it must, then its corporate managers should be competent and should possess high level of professionalism and ethical inclination. Lacking any of this tend to pose a challenge to an effective corporate governance in state owned enterprises.

Component 3: (Effectiveness of corporate managers)

The variance explained under this dimension is 20.106%. This was based on the initial Eigen values and sums of the squared loadings. A further rotation of the sums of squared loadings showed a variation of

7.813%. Those managers charged with the sole direction and strategic planning of the corporations should be effective in their approaches. From the findings, it was established that inefficient corporate managers impede the effectiveness of corporate governance in state owned enterprises in Kenya.

Component 4: (Organizational culture)

The variance explained for the dimension of rules is 19.083%. This was based on the initial Eigenvalues and sums of the squared loadings. A further rotation of the sums of squared loadings showed a variation of 7.650%. Organizational culture creates an atmosphere where, some hard challenges tend to affect the effectiveness of corporate governance.

Component 5: (Corporate governance environment)

The dimension had a variance of 11.735%. This was based on the initial Eigen values and sums of the squared loadings. A further rotation of the sums of squared loadings showed a variation of 7.423%. This implies that the corporate governance environment tends to become an impediment to the effective corporate governance of state owned corporations.

The total variance explained by these 4 components is 67.91% (table)

Table 4.3 : PCA output summary

Dimensions			Communalities		Components				
Variables	Mean	Standard deviation	Initial	Extraction	1	2	3	4	5
1	2.91	1.062	1.000	0.644	0.760				
2	2.85	0.994	1.000	0.687		0.713			
3	2.98	0.946	1.000	0.644			0.804		
4	2.83	1.133	1.000	0.589				0.681	
5	2.82	1.077	1.000	0.688					0.747
Eigen value					10.084	5.012	2.041	1.35	1.19
% Var. explained					40.33	9.23	8.16	5.40	4.79
Cumulative % Var. Explained					40.33	49.56	57.72	63.12	67.91

Component 1 (Lack of corporate support); Component 2: (Level of competency); Component 3: (Effectiveness of corporate managers); Component 4: (Organizational culture); Component 5: (Corporate governance environment)

Component 1: The variance explained for the dimension of rules is 40.33% with the Cronbach alpha 0.760 based on the results of the Component Analysis. The mean value for this variable was 2.91 with a standard deviation of 1.062 and an extraction value of 0.644.

Component 2: The variance explained for the dimension of emotions is 49.56% with the Cronbach alpha 0.713 based on the component analysis. The mean value for this variable was 2.85 with a standard deviation of 0.994 and an extraction value of 0.687.

Component 3: The variation explained for the dimension of initiative is 57.72% and the Cronbach alpha is 0.804 based on the results of the component analysis. The mean value for this variable was 2.98 with a standard deviation of 0.946 and an extraction value of 0.644.

Component 4: The explained variance is 63.12% with a Cronbach alpha value of 0.681 based on the component analysis. The mean value for this variable was 2.83 with a standard deviation of 1.133 and an extraction value of 0.589.

Component 5: The explained variance is 67.91% with a Cronbach alpha value of 0.747 based on the component analysis. The mean value for this variable was 2.82 with a standard deviation of 1.077 and an extraction value of 0.688.

Hypothesis	Dependent Variables	Independent Variables	R-Path Coefficient	P-Value
H1	Impediments to Effective corporate governance	Lack of Corporate support	0.409	0.843
H2		Level of Competency	0.186	0.705
H3		Effectiveness of managers	0.367	0.523
H4		Organizational culture	0.258	0.815
H5		Corporate environment	0.106	0.267

Table 4.4 : Regression analysis of the formulated research hypothesis

Hypothesis H1 that : Lack of top corporate support impedes the effectiveness of corporate governance in Kenyan state owned corporations Having high sense of accountability leads to an effective public administration and management, is supported (r=0.409, p<0.843). This result is consistent with the findings from the focus group discussion. For any formulated strategic plan and objectives to be realized, top corporate support is very essential.

The Hypothesis H2: Low levels of corporate competency impedes the effectiveness of corporate governance in Kenyan state owned corporations (r=0.186, p=0.705). This is consistent with the findings from the focus group discussion. It is not easy for an entity to stable, and it must, then its corporate managers should be competent and should possess high level of professionalism and ethical inclination.

Hypothesis H3, that ineffective corporate managers impede the effectiveness of corporate governance in Kenyan state owned corporations is supported (r=0.367, p<0.523). This result is consistent with the findings from the focus group discussion. Those managers charged with the sole direction and strategic planning of the corporations should be effective in their approaches.

Hypothesis H4, that non supportive organizational culture impedes the effectiveness of corporate governance in Kenyan state owned corporations, is supported (r=0.258, p<0.815). This result is consistent with the findings from the focus group discussion. Organizational culture creates an atmosphere where, some hard challenges tend to affect the effectiveness of corporate governance.

The Hypothesis H5: that unresponsive corporate environment impedes the effectiveness of corporate governance in Kenyan state owned corporations is supported ($r=0.106$, $p<0.267$). This implies that the corporate governance environment tends to become an impediment to the effective corporate governance of state owned corporations.

V. DISCUSSIONS AND IMPLICATION OF THE RESEARCH

Our analysis brings to light, the modern perspective of corporate management for public managers, with greater emphasis the challenges facing the effective performance and management of state owned corporations. The analysis of the data highlights how public management gathers multidimensional practices with varying complementary facets. The effective performance of state managers has been considered as one of the key areas that need urgent address, and further research on the best and viable ways to revamp and re-engineer the whole faces of management and governance into a new form of management development. As Armstrong (2003) infers, the future of public management lies in a dilemma, owing to the fact that corporate administrators and managers have been faced with stiff challenges, some of which have their background from government interference, lack of the right personnel, conflicting interests between organizational objectives and individual needs, lack of proper statutes of total quality management among other related managerial needs and challenges (Elebute, 2000). From the findings of this research, it can be argued that that senior corporate management leadership is critical to the success of governance and management in state owned corporations. In this regard, considerable attention and support need to be provided by senior corporate management to ensure that the strategy execution in governance reforms has been well understood in the agency. Similarly, corporate officers must be trained and aware about all regulations in relation to administration and related procedures (Malin, 2008). Rosser, (2003) asserts that ethical code is not only a deterrent of incorrect behaviour but also an enabler for all members of the organization to safeguard the ethical legacy of the firm. In summary, the research has established some important implications, which public managers and administrators and other players should embrace so as to develop effective performance and corporate governance.

VI. RECOMMENDATIONS

Based on the focus group discussions and the formulated hypotheses, the following recommendations were formulated.

a) *Demarcating the Boundary between Business and Government*

The first step to overcoming the corporate governance reform challenges in Kenya is to demarcate the boundary between businesses and politics. This means that clearly separating the corporations from the government agencies that patronize them. There must be a clear distinction between the political elites and the business owners. The existing policies that forbid political office holders and public servants from being directors in private sector corporations should be enforced state corporations and other relevant government agencies. If enforced properly, the inherent conflict of interests which leads to unethical decisions by corrupt government officials would be checked and this will make contract bidding more competitive. Unless these laws are enforced properly and equally to all without prejudice to personalities or political positions, Kenya cannot have a good corporate governance environment and the present efforts at corporate governance reforms will surely come to naught.

b) *Promoting the culture of whistle blowing*

Promoting a culture of whistle blowing is dependent upon separating corporations from government which requires demarcating the boundary between business owners and political office holders. There should be hotlines where complaints can be lodged by employees or stakeholders who are aware of any violations. A culture of whistle blowing is encouraged when the signed complaints or anonymous petitions are properly investigated without disclosing the petitioner's identity. The culture of whistle blowing will be facilitated and allowed to thrive when the investigations and law enforcement are independent of political pressures and influences from the political office holders.

c) *Enhancing Business Ethics through moral Education*

It is important to instill moral values and enhancing business ethics through moral education in the youths. A nationwide programme where the citizens are inculcated with sound moral values and trainings at schools, universities, churches, mosques and cultural organizations is required. The essence of this moral education is to train the citizens that crime does not add value to a person's career. This step requires more transparency and accountability from their ethical and religious institutions for them to inspire, maintain and sustain a culture of moral discipline and rectitude among our citizens.

VII. PRACTICAL AND THEORETICAL IMPLICATIONS FOR EFFECTIVE CORPORATE GOVERNANCE PRACTICES

Our research has implication for the corporate management and governance practices by state owned enterprises. It shows how a specific focus should be;

regarding on the impediments corporate managers have had to deal with. Consequently, the case of corporate managers, a specific focus should be put for the impediments that are related to organizational culture and effectiveness of corporate managers. Our research has implications for social action in relation to the thorny subject matter of public administration systems. Our research also has implications for public managerial action in the sense that it will be always beneficial for our organization to express different sensibilities and approach to problem-solving within the framework to promote participative management among corporate managers and their employees.

VIII. LIMITATIONS AND FUTURE RESEARCH

In the context of challenges to effective corporate management and governance, additional research with larger samples will be necessary to support the current findings and its validity. Also global level categories have to be included in the additional research to generalize the current research findings of the corporate management and governance approaches employed by different state owned enterprises in other countries.

IX. CONCLUSION

This study is focused on the challenges to effective corporate management and governance in Kenyan state owned corporations with an ethical perspective. Taken as a whole, our findings suggest that, there are some impediments associated with the lack of top corporate support, lack of effective managers at the corporate levels, low levels of competency, unsupportive organizational culture and non responsive corporate environment to develop effective systems of corporate governance. Even if these obstacles are in multiple levels to develop and promote public management and corporate governance skills, it is imperative to study with more depth obstacles faced by corporate managers in order to better understand how the challenges they face represents an impediment to effective performance in this new era of corporate governance and enhancement of ethics.

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