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The Lack of Leadership Leading to Misguided Organizational Change

By Orlando Rivero, D.B.A

Carlos Albizu University, United States

Abstract- Organizational change continues to be a focal point for most American organizations. Although, American firms have been successful in promoting organizational change in the workplace, unrealistic expectations continue to be endorsed in most organizational structures. Consequently, this organizational dilemma has led to misguided expectations resulting in dissatisfaction in the workplace, leading to dysfunctional organizational behavior. Additionally, studies have suggested that the lack of leadership is blamed for disproportioned organizational behavior issues leading to misguided organizational change in the workplace. In so doing, recommendations will be offered in an effort to streamline organizational change in the workplace, which will lead to improved work productivity.

Keywords: *organizational development, learning organizations & training and development.*

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Keywords: *organizational development, learning organizations & training and development.*

I. INTRODUCTION

Organizational change is unavoidable and continues to be the focal point for most organizations in the United States. The organizational competitive nature continues to ignite new product lines and services; however, this has led to organizational expectations to be unreachable. The lack of leadership to support change in the workplace continues to hinder certain organizations to reach revenue expectations. In so doing, recommendations will be offered to promote positive leadership behavior

that will coincide with seamless organizational change initiatives in the workplace.

II. CAUSE AND EFFECT – REASONS FOR ORGANIZATIONAL CHANGE RESISTANCE

Organizational leaders are faced with tremendous challenges with minimum operational resources and increased work responsibilities, which have led to dysfunctional organizations. Unfortunately, this is a common trend that continues to be embraced by most mid/large organizations throughout the United States. Studies have suggested that communication breakdown is to blame for organizational change resistance (Ford, Ford and D'Amelio, 2008). Other studies have suggested that leaders who promote trust in the workplace are far more successful, as opposed to others who do not exhibit this behavior (Matthew, 2009). Unfortunately, this has led to unproductive work environments leading to disastrous results for certain organizations (Bass & Avolio, 1993). As listed in Figure 1, according to Gilley, Gilley, & McMillan (2009), 60% of organizational change will fail in some capacity. Most alarming in Figure 2, Kotter (2008) states that "it is estimated that 70 percent of needed change either fails to be launched or completed (p.12).

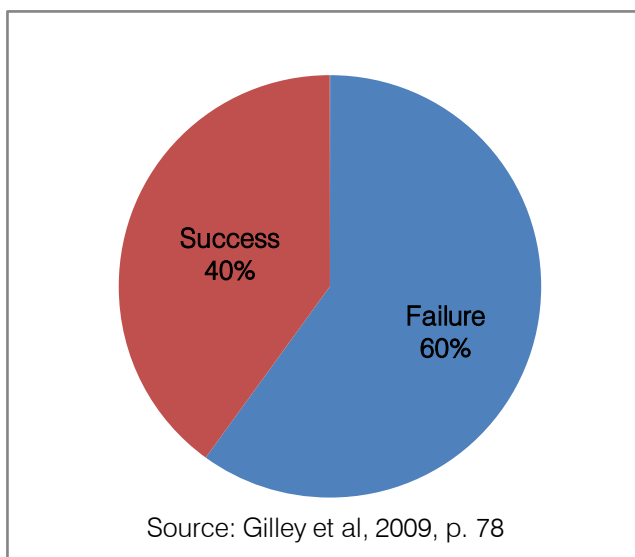


Figure 1 : Organizational Change Effectiveness

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Figure 2 : Organizational Change Effectiveness

Moreover, this has rooted surfaced a false sense of urgency among management personnel. This

type of behavior (false sense of urgency) leads to intangible battles among management and staff, which leads to a dysfunctional organizational setting (Rivero, 2013). In so doing, it is vital to understand that managers and employees must be able to exchange ideas, that transcend into a shared vision and respect for all parties involved during organizational transitional stages (Blau, 1964).

III. UNDERSTANDING HISTORICAL INFORMATION – ORGANIZATIONAL CULTURAL CHANGES

Prior to promoting changes in the workplace, it is vital to understand an organization's historical information. Knowing an organization's history can solidify the organization's vision which can contribute to a change to the organization's mission statement thus promoting change in the workplace. Bass and Avolio (1993) further state ".....promotions should be made to ensure that these older values can survive despite the necessary changes.values of trusting employees and respect will hopefully transcend over time" (p. 115). Consequently, this will reinforce innovative efforts, which will coincide with the new mission statement. The objective is that the founder's vision remains intact; but most importantly, should the founder's beliefs and values come into question, changes should be forthcoming and should not be considered as part of organizational change initiatives (Bass & Avolio, 1993).

IV. ORGANIZATIONAL CHANGE – READINESS

During organizational transition, employees are uncertain of the future, which can have an effect on the transitional stages of an organization. This is a critical stage that will determine how quickly the organization can transcend its business processes. This being said, it is important that an organization promotes organizational change readiness. This leads to successful change agents that promote a positive work environment. In most instances, employees are eager to understand the new forecasted changes to the organization. As Weiner (2009) points out, "....unfreeze the existing mindsets and develop a sense of urgency, before the change is actually set in motion for implementation." Moreover, the objective is to promote a seamless transition in an effort to make sense of organizational changes that will take place (Bercovitz & Feldman, 2008).

In an effort to promote organizational change readiness, it is important to understand employees' relationship initiatives with the organization. According to Bateh, Castaneda, & Farah (2013), "some employees are more loyal to relationships, while others are more loyal to structural components of an organization, which are often based on principles such as efficiency,

tradition or creating an acceptable fit". This further validates the importance of being flexible during the transitional stages of an organization.

V. LEADING ORGANIZATIONAL CHANGE

A seasoned transformational leader should be at the helm during major organizational overhaul initiatives. A transformational leader is able to promote a sense of urgency that encourages growth potential for subordinates to think critically when it comes to organizational changes in the workplace (Bass, 1999). In most cases, from an organizational strategic level, most organizational changes are too broad and are directed to a larger audience, which may be misinterpreted (Carter, Armenakis, Field, & Mossholder, 2012). This being said, it is vital that open dialogue remains intact among managers and employees, which will enhance the social exchange among parties involved for common goals and objectives (Blau, 1964).

VI. RECOMMENDATIONS FOR STREAMLINING ORGANIZATIONAL CHANGE

The author of this article proposes the following recommendations for the improvement of Organizational Change Initiatives:

1. Improve the communication gap between mid-management/managers and subordinates before/during organizational change initiatives.
2. Defuse false sense of urgency stigma among staff/management by establishing an open dialogue among all parties involved. This will prevent this kind of behavior from ever taking place.
3. The organization's historical values/belief should be preserved and implemented as part of the organizational change initiatives. Moreover, should the founder's values/beliefs come into question, changes should be immediate.
4. Organizational change should be a seamless process and employees should be involved from its infancy to maturity stages. This will solidify loyalty among all parties involved during organizational change initiatives.
5. At times, an organizational strategic plan could be difficult to understand. With this being said, it is recommended that managers have informal meetings with staff in order to discuss the organization's strategic plan as it pertains to staff responsibilities in order to prevent an array of miscommunication.

VII. CONCLUSION

Organizational change initiatives will continue to be vital components among American firms. Competition is the driving force that supports change

within an organizational structure. It is important that the organization does not promote unrealistic expectations among staff members, which can later lead to a dysfunctional organizational setting. Certainly, change will not cease to exist and organizations throughout America need to be able streamline organizational change initiatives accordingly.

Moreover, it is vital that the organization appoints a transformational leader who is able to streamline organizational change initiatives by promoting an open dialogue with all parties involved. By doing so, the organization is better prepared for the new initiatives that will come to pass. Most importantly, employees should be involved during each transitional stage from beginning to the end. This will promote loyalty among employees and changes to the organizational structure will be acceptable by all parties involved.

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Attitude to Work by Nigerian Workers: A Theoretical Perspective

By Dr. Orok B. Arrey

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Abstract- The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for sometime now. The non-challant attitude to work of the Nigerian worker is independent of geopolitical divisions, rural urban residence, religious affiliation, sex and age. Nigerians generally have a poor attitude to work. Like most other general statements, the one about attitude to work in this country may be true without necessarily being an accurate assessment of the situations. Attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli; based on the understanding that they are relatively stable attitude of workers thus become very important to management in the discharge of their responsibilities and formulation of policies. Accountability, which has often been stressed should be given its due attention. This paper is focused on the attitude to work by Nigerians Workers.

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I. INTRODUCTION

The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for quite a long time now.

In a speech at the University of Nigeria convocation of 7th March, 1982, former president Shehu Shagari described Nigerian workers as having one of the worst attitudes to work in the world. He is obviously not the only Nigerian who has talked about the attitude to work of the Nigerian worker. Many prominent Nigerians have talked on that.

II. WHAT IS ATTITUDE?

The concept 'attitude' represents one of those social science concepts which lack a common definition. According to G. W. Allport (1985). It has come to signify many things to many writers with the inevitable result that, its meaning is somewhat indefinite and its scientific status called into question. He however defines it as a mental and neutral state of readiness, organized, through experience, exerting a directive or dynamic influence upon the individuals response to all objects and situations with which he is related.

This definition denotes that attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli.

The "effective" component of an individual's attitude is the feeling of this individual towards an object. This is seen on the basis of the kinds of behaviour

which indicate an individual's feelings, since feeling as a concept is vague. Thus two behavioural manifestations of feelings are usually mentioned. The first is emotion e.g. rises in blood pressure and the second elates to verbal expressions e.g. saying that one takes or dislikes an object. We could therefore state that the effective component of attitude of an individual relates to the emotional reactions and verbal expressions of the individual to a given object.

The "cognitive", which is the second component refers to the individual's knowledge or beliefs about a particular object. Thus this describes the object in some way. For example, an individual might say that an object (a person in this case is wicked). He has made a statement relating to the bad aspects of quality of the object. The statement of belief may also be directed to the future. A worker could for instance say that he believes that the new factory manager will make things better for them the third and final component of attitude which is the "behavioural" consists of the individual's "overt" non verbal actions toward an object. Thus it is said that attitudes consist of the individuals "action tendencies" toward an object. Action tendency should be seen as the deposition to take action of some kind. It is simply a readiness to display particular behaviour towards specific object.

III. BACKGROUND LITERATURE

a) Relationship Between Attitudes and Behaviour

According to Chismall (1986), there is almost universal agreement that attitudes tends to have only a comparatively low relationship to actual behaviour towards the object of the attitude.

Attitudes and behaviour are complex. One holds a particular attitude does not really mean that certain types of behaviour will occur. Attitudes are useful as guides to what a worker, for instance, is likely to do in certain circumstances.

In the words of Schuman, Steeh and Bobo (1986), if attitudes and behavior existed in entirely separate spheres, learning about attitudes would be of little practical values, whatever their interest from the stand point of total intellectual understanding.

Attitude and behaviour are obviously not entirely on spheres after careful reviews of a wide range of past studies. The discrepancy between attitudes and behavior have been explained in the context of three arguments. The first is that the operational measure of

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attitude are inadequate since they do not take into consideration a multi-component conceptualization of attitudes. Secondly, variables other than attitudes may influence a person's behaviour, thereby making the attitude construct irrelevant to behavioural prediction. In the final argument, it is stated that the discrepancy is a consequence of the act of measuring attitudes towards performing the behaviour in question.

IV. PRESENTATION

a) *Understanding Behaviour*

Understanding behaviour in work settings has been an area of interest and research among social scientists. Tim, Davis and Fred Luthans (1989), identified three major approaches in these attempts.

1. Behaviour is a function of the persons $B = F(P)$. In this theoretical position, explanations are given as to why people behave the way they do by the use of internal psychological constructs such as motivation, perception, attitudes, expectancies and personality characteristics.
2. Behaviour is a function of the environment $B = F(E)$. This theoretical perspective is particularly concerned with the role that reinforcing contingencies play in maintaining and changing behaviour. It is argued that behaviour is externally oriented and this is most closely associated with Skinner's operant conditioning. The work of Luthans and Kreitner and Miller are associated with this approach.
3. Behaviour is a function of a person and the environment $B = F(PE)$. This framework recognizes both internal cognitive variables and external environmental variables and is the approach that is most widely stressed today by scholars of organizational behaviour. Porter and Lawler's Model is a good example of this approach.

Davis and Luthans have however seen these major approaches as inadequate in explaining human behaviour in organizations. The approach stresses the interactive nature of all the variables of organization behaviour. That is called social learning theory.

- (a) The organization participant which includes internal cognition. It is thus suggested that organizational behaviour can be best understood in terms of interacting reciprocal determinism between the three variables.

Basically, the theory posits that learning does not only take place as a result of directly experienced response consequences, but also through observing the effects on the social environment of other people's behaviour.

The behaviour of the Nigerian worker can be obviously understood from this perspective. Two issues are central here these are:-

- (a) Directly experienced response consequences, and observing the effects on the social environment of

other people's behaviour. Our workers are active social participants and they are part of the wider social system. In their places of work, they would put up a behaviour, say discussing with co-workers when there is work to do, or leaving their seats for "essential" personal services like going to the bank. When their superior comes in and finds them discussing or 'not on seat' and does not act to correct the irresponsible behaviour, the net effect of this experience on the part of the workers is a continuation of these patterns of activity. When other workers realize the effect of their co-workers behaviour, they would equally indulge in such behaviour and become a cycle in which new entrants are socialized. This becomes worse where the worker superiors are seen to be involved in such practices.

Another aspect of this is that workers are much more likely to behave properly when their superior show not just good example; but expertise in their responsibilities. The (managers) will not only obtain obedience from their subordinates, but respect. Our researches in some industrial organizations have shown this to be case.

V. RECOMMENDATION

Accountability which has often been stressed should be given its due attention. The government has the power to question the sources of an individual's wealth and this should and ought to be done where an individual is seen to be living above his legitimate income. Managers or superior officers should punish erring workings and reward the hardworking ones, and this should be seen to be so by all sundry.

Also superior officers should show good example by doing their work diligently.

We really do not have to teach workers what to do and what not to do. Let them see us do what we preach.

VI. CONCLUSION

It is true that Nigerian workers has over the years been subjected to criticisms about his attitude to work and behaviour in the work situation. Care must be taken when labels are given, especially where properly designed empirical researches are need to give credence to labels.

Labels must be properly given not just to make comprehension possible but, more importantly, to create proper condition for worth-while explanation. The behaviour of a Nigeria worker is not his attitude. If his behaviour is really poor, that should be our central concern. We have to look not just within his work situation in understanding him; but also in the wider society. He can only behave properly if certain recommendations are put in to practice.

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Barriers to Strategy Implementation by Mid Sized Companies in Kenya

By Madegwa Andrew Lihalo K.

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Abstract- This paper builds on previous studies and examines the barriers to strategy implementation by mid sized companies in Kenya. The study looks closely at the barriers which can either be internal; management, communication, human factors such as resistance to change, leadership, organizational structure, information systems and technology or external factors; changes to the operating environment, un-anticipated competition or entrants by new players in the industry and changes in government policies. It further recommends ways on how to overcome these barriers.

Keywords: *internal barriers, external barriers, strategy implementation, mid sized companies.*

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I. INTRODUCTION

a) Concept of Strategy

All mid size companies in Kenya know where they are, where they want to be in some years to come and what actionsto take in order to get there. They have clear and elaborate plan of their vision and mission statement. According to Johnson and Scholes (2002), as quoted by Musyoka, (2011), strategy is the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations. In other words, strategy is about: where the business is trying to get to in the long-term; the markets it should invest in and the kind of activities involved in such markets; how the business can perform better than the competitors in those markets; the resources (skills, assets, finance, relationships, technical competence, facilities) required to enable it to compete; the external environmental factors that affect the business' ability to compete, and the values and expectations of those who have power in and around the business. She further state that strategy is often conceptualized as a term for operating at both the corporate and competitive level.

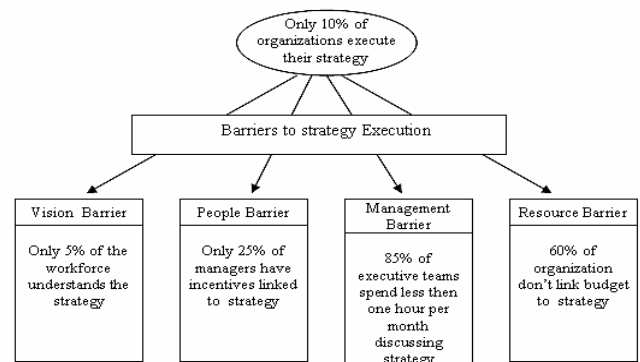
b) Strategy Implementation

Strategy implementation is process or paths that an organization takes in order to be or reach where it sees itself in the future. It's the process or path that leads to where the organization sees itself in the future. Musyoka, (2011) argues that Strategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture

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creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. She further argues that delicate and sensitive issues are involved in strategy implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry) (Byars et al., 1996).

c) Barriers to Strategy Implementation



Source: Niven (2002: 11)

Figure 1 : The Barriers to Implementing Strategy

Barriers are those factors that obstruct, prevent, block or hinder in the process of strategy implementation. These factors are an impediment or stumbling block thus making it hard for the organization to achieve or to realise its goals of being where it want to be in the years to come. The barriers to strategy implementation can either be by internal or external sources within an organization. These barriers are dependent on the type of strategy, type of organization and prevailing circumstances which can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation.

d) Internal Sources

This is the biggest barrier to strategy implementation in mid size companies in Kenya. The

staffs are complacent where they are and will resist any strategic changes being introduced by the organization. They would rather maintain the status quo than embrace the unknown changes introduced into the organization.

Systemic barriers results when the organization indirectly does not support a strategy thus leading to the process of strategy implementation lagging behind. Also issues such as unanticipated problems arising at the time of strategy implementation, when strategy implementation goes beyond the planned time, rigid and bureaucratic organizational structure and insufficient financial resources to execute the strategy form part of systemic barriers. For any strategy to be fully implemented, it requires well trained and competent manpower. But the cost of training the staff, lack of qualified people to train and limitation in time may act as a barrier to strategy implementation. A times strategy, implementation is resisted because it was introduced by certain managers and so the staff try to oppose him through resisting anything he introduces or when the staff realises they stand to loose if the existing structures are done away with. Resistance to change normally leads to delays, additional costs and destabilizes organization change process. People working in an organization sometimes resist change proposals and make strategy difficult to implement (Lynch, 2000).

Behavioural barriers may be exhibited at an individual or group level in an organization. Mistrust, Narrow-minded individuals self interest, misunderstanding, intolerance and formed opinions give rise to the behavioural barriers. Lacks of direction from manager's leads to employees not knowing what the organization is expecting from them. Also apart of the employees could have built their own goals aligned to the organizational goals. However, the organization goals might be different from how the employee has understood them and set the goals. Motivation problems can also make some employees to put their own interest over the organization at the organization's expense. A motivational problem arises also when an organization favors other departments thus the departments not favored may boycott any strategic direction by the organization. Employees also compare what and how other organization are doing and expect at least the same level in their own organization.

Culture also can be a barrier to strategy implementation. Inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy implementation. Lack of leadership from top executives arises when the top managers and leaders do not commit themselves to the process of strategy implementation in an organization.

Buluma¹ et al., (2013), quotes Wright (2003) who indicated that the planning of strategies dictates the direction of an organization for a year or more. Therefore, for an organization to be able to achieve its

targeted strategic objectives the entire organization should be involved. Strategic plans may fail to produce the desired results as noted by (Noble, 1999) who said that "organizations may have formulated the best strategies but the strategies may fail to produce the desired results if they are not implemented in the right way".

They cited various studies that have focused on institutional related factors that hinder the implementation of strategies in organizations such as Herbiniaak and Snow (1982) findings which indicated that, the participation and the interventions among the **highest level of management** in an organization promotes greater commitment levels in the implementation of a firms vision and strategies which in turn promotes success in the implementation of a firms selected strategy. Smith and Kofron (1996) believed that the senior management played a major role not only in the formulation, but in the implementation of the strategy while Nutt (1986) suggested that the tactics used in leadership styles may play important roles in overcoming obstructions from the lower levels that sometimes may appear in the implementation strategies. Nutt (1987) noted that strategic decisions formulated by the top-managers of a firm may be administratively imposed on lower-level managers and non-managers while inadequately considering the resulting functional level perceptions. The implementation of strategies therefore, may not be successful if the lower level managers and the non-management employees are not adequately informed on issues concerning the implementation of strategies, moreover, where the information passes through several management levels in an organization may lead to lack of consensus concerning the information hence creation of a barrier that hinders the success of implementing a strategy (Noble, 1999).

According to Alexander (1985) findings, **communication** was among the most frequently mentioned item which was behind the promotion of successful implementation of a strategy. Therefore effective communication should explain clearly the new responsibilities, duties and tasks which are to be done by the targeted employees. Chimanzi and Morgan's (2005) study indicated that firms which focus their attention to marketing and involvement of all employees significantly realize higher percentages of strategy implementation. Therefore, Chimanzi and Morgan's (2005) proposed that managers in charge of marketing should focus on improving relationships with their counterparts (human resource) by advocating for **communication** which is written and reward systems which are joint hence putting more emphasize on a two way process based dimension. Heide, Gronhaug and Johannessen (2002) other hand observed that there existed various communication related challenges. The communication related issues could have been brought

about by the structure of the organization which intern leads to the creation of a barrier to the implementation of the strategic activities which had been planned. Rapert, Velliquette and Garretson (2002) observed that shared communication and understanding among human resources is an important aspect in strategy implementation process. For instance, through communicating vertically, the shared understanding about the prioritized strategies are likely to be enhanced hence leading to improvements.

e) External Sources

These are sources which are external to the organization and include factors such as Economic, Politico-legal, social, technological and environmental. These barriers have adverse effect on strategy implementation.

Economic factors are the people purchasing power which depends on their current income, savings, prices and credit availability. Changes in the economic environment affect the overall financial performance of an organization.

Social environmental factors relates to the changes in social values, behaviours and attitudes regarding childbearing, marriage, lifestyle, work, ethics, sex roles, racial equality, and social responsibilities among others will have effects on firms' development (Pearce and Robinson, 2003).

Politico-legal relates to unanticipated changes in the government policies such as taxation, changes in legislation, incentives, environmental protection and education policies.

The entrance of important new competitors into the industry may throw an organization in tantrums. Anticipated new substitute or competing products may render the organization's products uncompetitive (Pearce and Robinson, 2003). Operating environment changes, such as in the Customer profiles, need to be anticipated and strategies adjusted to match customer expectations (Pearce, and Robinson, 2003).

The challenge of advances in innovation technology means an organization has to ensure that its staffs are up to date. The resources required in order to implement the strategy can be beyond the organizations capability thus leading to the strategy not being implemented.

According to Canhada (2011), the barriers to strategy implementation include Lack of consensus, understanding and transparency regarding the meaning of the enterprise mission and vision, Lack of relation between strategic content and strategic process, Lack of coherence between strategic planning and resource allocation, Lack of strategic feedback, A relatively inflexible formal structure due to IT, Lack of involvement of the organization's management and Using models that are ill-suited to organizational reality.

Table 1: Obstacles to effective strategy implementation (Hrebiniak 2005, 5-13)

Managers are trained to plan, not execute	Managers have been educated and trained to plan the strategy, not to execute. In major MBA programs strategy implementation is not kept to any level, but only formulation. Instead, execution is learned in on-the-job experience.
Top management task is to plan, let the operational level implement strategy	Top level management aim is to plan and think strategically, while action left to operational level employees. The sensitive subject here is also division in "smart" and "not quite as smart" or "doers" groups, which lead to separation.
Planning and implementation are separated processes	Planning and implementation has been separated from each other. Planning affects execution, the execution, in return, affects changes to strategy and planning over time.
Faster is not always better, thus, implementation is a process that takes longer time than formulation	The execution of the strategy usually requires more time than formulation. The longer time frame can make harder to focus on and control the execution process.
Strategy communication becomes challenge execution involves more people than strategy formulation	This presents additional problems. Communication across different functions becomes a challenge. Linking strategic objectives with day-to-day activities at different organizational levels becomes a legitimate, but challenging task.
Execution is the process, not an action or step	Execution is not the result of a single decision or action. It is a result of a series of integrated decisions of actions over time. Execution is a process that demands a great deal of attention to make it work.

II. METHODOLOGY

This study was conducted using a combination of secondary sources. It was therefore a desk study of an exploratory nature. In exploratory studies, important principles, hypotheses and solutions can easily be formulated. This study investigates the barriers to strategy implementation in mid sized companies in

Kenya and recommends ways on how to overcome them.

III. CONCLUSIONS

The study sought to determine the barriers to strategy implementation in mid sized companies in Kenya. The barriers were found to be from external and internal environment to the organization. The major

barriers identified from the internal operating environment were behaviour resistance to change, inappropriate systems; specifically the structure, culture, leadership, systems used in the organization that did not have a strategic fit with the strategy. The inadequate human physical and financial resources were also a key challenge in implementation. Other major internal barriers were poor communication on the organization strategy, insufficiency in effectiveness of the employees involved, lack of proper training and instruction given to the lower employees, advocates and supporters of the strategic decision left the organization or did not play an active role in implementation and lack of staff motivation for executing the plan.

The external barriers were found to be business macro factors in the operating environment and they include factors such as stiff competition compounded by new entrance of important new competitors into the industry, un-anticipated new substitute or competing products, stakeholders in the operating environment such as customers, creditors, government and the politico-legal status of the organization in the operating environment.

IV. RECOMMENDATION

From the research, barriers that were found to be significantly strong suggest the need to take certain action in order to overcome these barriers. The research suggests that during planning, more emphasis should be placed on the implementation. Most of these barriers can be overcome if they are accounted for during the formulation stage. It is obvious that many strategic plans fail to realize the anticipated benefits due to problems & difficulties faced during implementation. Managers aiming to overcome these barriers should:-

1. Have a visionary top management that has knowledge of the processes and also knows how to create an organization that works together, support, encourage and provide resources that will enable the organization fully implement its strategies.
2. Clarify the role of organizational structure and positions in the implementation of strategies.
3. Ensure that supportive structure is in place to provide staff employees with the needed training & instructions during implementation phase.
4. Involve strategic influencers in recommendations/ support of follow-through implementation tasks.
5. Spend more time and analysis on identification of problems in implementation.
6. Develop and evaluate strategies that expedite implementation.
7. Link employee performance during implementation phase with the overall reward and compensation system in the organization.
8. Develop a good information system where employees will be updated on implementation tasks.
9. Align its own organizational structure to what the strategy is calling for in order to enhance effectiveness of communication and coordination during implementation processes.
10. Ensure that the entire management is involved and maintain focus during the implementation processes.
11. Have higher involvement of lower level employees in strategic planning inputs and feedback.
12. Involve employees in the formulation of goals.



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Credit Portfolio Management of Bangladesh Krishi Bank

By Nushrat Nahida Afroz

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Abstract- The study specifies and estimates the necessity of credit portfolio management of Bangladesh Krishi Bank. Portfolio management of any banking institution involves both liabilities and asset management. Estimating deposit and loan liabilities need in most efficient manner is the central point of portfolio management in a bank. Through portfolio management of banks in Bangladesh is considered by a number of factors, the recent introduction of financial sector reform measures has injected an element of dynamism and necessitated the need for diversification of credit in the portfolio management of banks. This article is an attempt to describe the present credit portfolio management practice of Bangladesh Krishi Bank and provide some suggestions to overcome those problems associated with credit portfolio management.

Keywords: *credit portfolio management, deregulation, globalization, bangladesh krishi bank.*

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1. INTRODUCTION

Deregulation and globalization of economy are the two most talked subjects of the day. About 140 countries all over the world are now practicing these reform programs in the name of structural adjustments with financial and technical assistance from the World Bank. Bangladesh is one of them. A key element in the structural adjustment strategy is the adoption of far-reaching trade and financial reforms or adjustments based on economic liberalization. The liberalization measures are designed to eliminate distortions in the allocation of resources, increase competition and encourage productivity in order to achieve higher and sustainable rates of growth. A central component of such reforms is the restructuring of the portfolio through credit diversification with a view to increase the productivity and profitability of the organization.

Bangladesh Krishi Bank has moved a long way since liberation in the field of rural financing activities. It was committed to economic development with prime objective of ensuring social welfare, to be assisted by an efficient and effective monetary and banking system. But prior to reform programs, government and Bangladesh Bank intervened extensively in credit allocation programs. These programs designated priority sectors imposed compulsory lending targets. Rapid credit expansion to priority sector delivered

mainly through BKB, in response to government directives without due attention to the quality of loans have left the Bank unprofitable. The current financial distress position of BKB is partly responsible for inclusion of directed credit programs in its credit portfolio.

Following reforms in the financial sector, banks now enjoy freedom in the allocation of credit. Thus to make the organization profitable and sustainable it is essential to restructure its credit portfolio. Financing facilities need to be extended to diversified activities where from maximum profit to be earned. If we analyze, different variables of Bangladesh Krishi Bank, it will be clear to us why we must diversify our activities. After implementation of loan classification measures at BKB since, 1991, it could not make any profit. Rather it is losing each year and the figure is increasing which may be seen from the following table-I.

Table I: Showing profit and loss position of BKB since implementation of loan classification measures.

Year	Profit/Loss
2007-08	(-)144.42 crores
2008-09	(-)73.13
2009-10	(-)193.13
2010-11	(-)165.07
2011-12	(-)238.37

Source: Central Account and Fund Management Department, BKB, HO, Dhaka-2013

As we know current years invested funds become due to recovery in the next year. If we do not invest more than the recovered amount in the same year, the scope for recovery in the next year will be contracted. Thus, for business expansion, more investment is a must. But where to invest, Day by Day, the scope for investment in traditional items like farm activities are becoming very limited. Some are becoming defaulter and some are landless. Therefore, we are to look for alternative prospective activities.

Now the question comes, where to diversify and how to do it? Thus, for survivability and sustainability of BKB, we have to identify the potentiality of the branch area and diversify our financing activities irrespective of the heads of enterprises or economic activities and also develop appropriate mechanism effective for successful implementation of the credit programs.

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II. CONCEPTUAL FRAMEWORK OF CREDIT PORTFOLIO DIVERSIFICATION

Portfolio management of any banking institution involves both liabilities and asset management. Estimating deposit and loan liquidity needs in most efficient manner is the central point of portfolio management in a bank. Through portfolio management of banks in Bangladesh is considered by a number of factors, the recent introduction of financial sector reform measures has injected an element of dynamism and necessitated the need for diversification of credit in the portfolio management of banks. Banks try to influence the volume of certain kinds of deposits they receive in order to provide customers with credit and to conduct other elements of banking business at lowest cost.

Funds for short term uses can be provided through encashment of assets or by liability increases. Likewise, inflows of fund may lead to asset increase or liability decrease. A bank will choose the least cost method for fulfilling its needs. It is widely recognized that the activities or success of any organization depends upon its ability to establish and maintain a good fit between itself and its changing environment. Therefore, the process of diversification of credit portfolio of any banking institution implies what activities/enterprises it was financing, what activities/enterprises it is financing and what activities/enterprises it will need be financing and how to make necessary changes in the credit portfolio. The goal of diversification is to retain or improve comparative advantages in the emerging environmental changes. Since, diversification follows strategy, new strategies must be supported by appropriate policies and programs, which in turn will influence the performance the organization. Considering the continuous changed circumstances of socio-economic environment of the country different banks and financial institutions are taking steps in diversifying their credit portfolios.

Analysis of Bangladesh Krishi Bank's Credit portfolio Management: the past and the present:

Bangladesh Krishi Bank, a state owned specialized bank, since its birth acting as a pioneer credit institution in agricultural sector for the economy. In section 2(a) of the BKB's order, the term "Agriculture" has been defined to include the raising of crop of any kind, horticulture, forestry, animal husbandry, poultry farming, dairy farming, bee keeping and sericulture and other agro industries.

Bangladesh Krishi Bank was originally created with a view to cater the credit needs of the farmers. In order to rehabilitate the war ravaged agricultural sector, special measures were taken to grant loans to the poor farmers. The credit portfolio of BKB in addition to, Governments special credit programs (like Tarabi loan, Flood loan, Cyclone loan etc.) and crop financing programs including financing and development of

agriculture and agricultural produce, horticulture, dairy, fishery, poultry, sericulture, tea plantation, irrigation equipment, farm machinery, processing and marketing of agricultural or fish produce, employment generation and poverty alleviation programs. In transacting the business, the board of director of the bank as far as possible gave preference to the credit need of the small and marginal farmers including share croppers (the Bargadar) and disadvantaged segment population of the country. Till 1976, BKB was almost a monopolistic organization in rural financing. The special agricultural credit program (SACP) was launched in 1977 with taka 100.00 cores in addition to normal agricultural credit program and six nationalized commercial banks were involved in financing agriculture sector. From 1982, Government introduced integrated irrigation credit program (IICP) and matidak credit program to boost up agricultural productivity through over the country. During that period BKB, started its credit diversification, with giving due importance to different channel or agricultural marketing. In addition, more importance was given to financing agro-based industries and small and cottage industries.

BKB has given due importance (more priority) in advancing loans to crop sector, tea plantation, working capital loans, marketing of agri products, export credit, dairy and poultry farming, small and cottage industries, tea development, project loans and loans against other ancillary business and at the same time reduced advances against traditional sectors like irrigation equipment, farm machinery, fishery and aquaculture and transport sectors. From above position it can be concluded that BKB has already started diversifying its activities from traditional sectors to commercial one's.

III. OBJECTIVES OF THE STUDY

- To provide the present credit portfolio management practice of Bangladesh Krishi Bank.
- To identify the problems associated with the credit portfolio management of Bangladesh Krishi Bank.
- To give some suggestions to overcome those problems.

IV. METHODOLOGY OF THE STUDY

This study is basically descriptive in nature and mainly based on secondary information. This study analyses published books, different published research work, newspapers, different government officials, various reports and websites. Different officials of Bangladesh Krishi Bank were interviewed to obtain relevant data.

V. FINDINGS

1. Initially Bangladesh Krishi Bank was not established for earning profit. Ultimate goal was to ensure welfare of the rural people of the country.

2. The conceptual frame work of BKB's functioning is not yet clear to all. Some one term it as development financial institutions (DFIS), while others term it as a bank. First of all, it should be clear. If it is a DFI, then profit would not be the main motto. In that case, welfare would get priority over profitability. Here government should give subsidy if needed. On the other hand, if it to be termed as bank, it should be allowed to run on banking principles.
 3. Agriculture and agro related activities financing are risky business. BKB has been restricts not to finance beyond eighteen heads of activities. To run the bank on commercial considerations, this restriction need be withdrawn, BKB should be allowed to finance irrespective of heads of activities.
 4. Commercial activities like letter of credit(LC) business, purchase and sale of foreign currencies and other international business is very negligible at BKB, out 836 no. of branches only 10 no. of branches are involved with foreign exchange business, which is only 1.2% of total branches. This business need be expanded.
 5. The performance of poverty alleviation credit programs of BKB has been found very successful. But its involvement is only (3-4) % of the total credit portfolio. This sector needs special attention.
 6. Area approach credit programs ensuring marketing channel like BADC contract growers schemes depict a success story. This program may be intensified.
 7. There are three parties in financing project/activities. The entrepreneur, the enterprise or project and the financier. The banker invests for the enterprise/project, invest for human resources development (HRD) of its staff and officers through imparting training, but do not invest proportionately for entrepreneurship development.
 8. Mere diversification of loan port-folio may not fulfill the objectives of the bank if appraisal of the loan proposal remains defective.
- areas) may be planned and implemented. At initial stage these may be undertaken on model basis. If found successful may be multiplied later on.
 4. More branches might be given foreign exchange business license to diversify business activities.
 5. To reduce liquidity problem, and to encourage diversifying credit portfolio, foreign credit lines at low rate of interest might be explored. To do so project planning diversion of BKB head office, Dhaka might lined up foreign credit from different international agencies like ADB, IDA, IFAD, UNDP/FAO, Norad, etc.
 6. Since, BKB is financing agro and agro related activities, which are very much risky business and it cannot realize the cost of fund as a result its loss figure is increasing year after year. Arrangement may be made to claim loss subsidy from the government for financing this sector.
 7. To make credit diversification program successful man power planning must be re-structured.
 - Bank need to recruit fresh graduates.
 - They might be trained on the diversified activities financing. If needed specialized training programs might be imparted to fresh recruited.
 - Motivational training program in respect of change of attitude, leadership development and moral development may be organized for the in service personnel of the bank.
 8. BKB has to develop entrepreneur class. In addition to conducting training programs for the bank officials, training programs for the entrepreneur must be organized. For this purpose long run training perspective plan must be developed and implemented properly.
 9. Similar training programs may be organized regularly by training institute. Transparency of the work done by each officers/staff must be visualized and accountability might be fixed and get work done must be ensured. To ensure these, monitoring, follow-up and supervision system has to be reorganized. Field officials, engaged in the field work might maintain creditor contract register, where in they would maintain all records of the creditor.
 10. For successful implementation of the credit programs, the field officials of each branch might do the following works.
 - a) Conduct socio-economic survey of his allotted area (say a union) and to identify all business potentiality. All these data to be recorded and maintain in a source data register (Branch manager will maintain the same for the whole branch area).
 - b) Should maintain creditors list/register (village and union wise). There should have identification mark for the classified loans showing SS, DF and BL.

VI. SUGGESTIONS

One the basis of the fore going discussion, the following suggestions are made:-

1. Bangladesh Krishi Bank has no alternatives but to diversify its credit port folio.
2. Off farm activities especially (microcredit) should be given top priority in the credit portfolio. Of the total credit budget at least (50to 60) % should be earn marked for this sector. Financing big size loans should be discouraged as far as possible.
3. Area approach credit program like, BADC contract growers program, sugar cane growing at Faridganj thana of Chandpur district, nut plantation at Noakhali, Battle leaf cultivation at Moheshkhali thana of Cox's bazaar district etc as for examples(That is specified enterprises at specific

- c) Should maintain loan recommendation register, wherein he will keep records of recommending different types of loans in each month.
- d) Should maintain performance register as per the pro-forma, Branch Manager will keep these records in a separate register for all the field officials month wise. For better monitoring and follow up of the activities of the field officials by regional office, branch manager should send this statement within 7th day of the following month to Regional manager's office.
11. To collect deposit from the Bangladeshi people working at abroad, field officials might be given monthly target to collect address (Both Bangladeshi local address and foreign address) of the person living abroad. Branch manager will record their address in a register and will send letters to the foreign address requesting him to open accounts in his branch. Account opening form including specimen card indicating places of his signature may be send to him. At chandpur region, by applying this technique BKB got better result. This practice may be implemented at all regions.
12. Mere diversification of credit portfolio will not be fruitful unless credit proposals are appraised properly. In present practice, for appraisal for a loan proposal more importance is given to the security and business potentiality aspect rather than behavioral aspect. The cause behind is that no systematic techniques for analyzing the behavior aspect has yet been developed. As it has been observed that among the three risk factors, the behavioral risk factor occupies the number one risk for non recovery of the loan. Thus, top priority should be given in analyzing tools might be developed and followed rationally. The responsibility for designing such a tool may be given to the research and statistics department of BKB, Head office, Dhaka.
In designing the same, entrepreneurs address, age, health, education, training local reputation, financial dealing, sister concerned business, business condition, ownership position of assets, equity bearing ability, liability position, other sources of income, past history of his family background etc. may be taken into consideration. Rating system through applying number in each aspect may be introduced. Entrepreneurs, securing above 60% number may be treated eligible for getting selection as a banking entrepreneur.
13. Both over financing and under financing are to be avoided.
14. Valuation of security property especially at city areas might be increased on the basis of real market price and MCL to be fixed accordingly.
15. Diversified credit system is to be introduced even there should be provision for expanding credit facilities to meet the consumption need at lean period as well as to meet their socio culture needs in emergencies, so as to free them from the exploitation of money lenders.
16. There should be provision for adequate conveyance facility in every branch for proper follow-up and direct contact with the lenders when required, motor cycle may be supplied to each branch.
17. Different campaign through mass media and educational program should be carried on to develop positive attitude and sound motivational support of the people towards banks and its utilization.
18. A group fund may be created for each credit program which will reduce the volume of risk premium. Similarly emergency fund may also be created to take care of some of the needs of the target groups during post disaster period.
19. Gurantee scheme both for the lending institution and the rural farmers may be introduced. Gurantee fund should be created for the purpose of protecting the banks form losses due to administered by the central bank or the ministry concerned.

VII. CONCLUSION

Bangladesh Krishi Bank, is a development financial institution (DFIS) established with a view to ensure welfare of the rural people of the country through financing different agro and agro related and other activities. At the initial stage its main activities were concentrated to primary agriculture. Later on it has diversified its activities to secondary agriculture. During 1980's BKB has started diversifying its credit port folio in multifold aspect, through initiating foreign credit lines. During 1990, with the introduction of financial sector reform measures, especially classification measures, the real financial position of the bank became transparent to all concerned. Continuously, running on loss for the last six years, since introduction of classification measures, BKB has to rethink in respect of restructuring its credit portfolio. As a result it is felt need from all concern to further diversify the credit portfolio of BKB.

Under the existing socio economic condition of the country, BKB for its survivability and sustainability must diversify its credit portfolio and also restructure its operational procedure, including improvement of appraisal techniques. In the credit portfolio of BKB, in addition to agro and agro related activities of all types of commercial activities (both agricultural and non agricultural) need to be incorporated. Micro-credit especially off-farm activities financing should be the main head of financing. If fund possible, at least 50% of the total credit budget may be allocated for micro – credit. To implement the same, strict supervised credit system might be introduced and implemented properly. Monitoring, follow-up and supervision system need to be intensified and redesigned in such a manner so that

accountability can be fixed transparency is visualized and ensure get work done. The sooner, these may be ensured better result is expected. However, we are waiting for those good days.

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Job Satisfaction of Indigenous Women - Working in the Beauty Parlors of Bangladesh

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Abstract- The present study highlights the job satisfaction of indigenous women who work at the beauty parlors in Bangladesh. The study consists of 240 sample indigenous women workers of different beauty parlors situated in six divisional towns of Bangladesh. Judgment sampling technique was used to select the stated sample. A structured interview form was used to collect data from the indigenous women beauty parlor workers by using 27 factors to measure their job satisfaction. The study found that six factors which are 'the salary/wage paid by the beauty parlor is satisfactory', 'the beauty parlor authority provides money for sickness', 'there is no risk of sexual harassments while you are at the parlor', 'working condition like space, air, toilet etc. at the parlor is satisfactory', 'you do not being looked down by the employer/customers because you are a indigenous' and 'the beauty parlor authority allows to take leave during religious festival' are significantly and positively correlated.

Keywords: *job satisfaction, indigenous women, beauty parlor, research, bangladesh.*

GJMBR-A Classification : *FOR Code:150304 JEL Code: J28*



JOB SATISFACTION OF INDIGENOUS WOMEN WORKING IN THE BEAUTY PARLORS OF BANGLADESH

Strictly as per the compliance and regulations of:



Job Satisfaction of Indigenous Women – Working in the Beauty Parlors of Bangladesh

Professor Feroz Ahmed ^α, Mir Sohrab Hossain ^σ, Md. Mamunur Rashid ^ρ & Prof. Nargis Akhter ^ω

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I. INTRODUCTION

A substantial portion of human life is spent in work which is a social reality. It is of greater curiosity all the time to know why people work and how he or she satisfied with the job. Job satisfaction is an indicator of how well a person is doing his or her job. It is an emotional response toward various facets of job and also a psychological state of human being. Job satisfaction has brought higher employment opportunity which consequently amplifies earning level. The extent of job satisfaction among women is an imperative aspect of their work life. Here the key inputs are knowledge, skills, experience and time on job. The level of satisfaction among indigenous women is determined by the fraction outcomes against the desire of employees from their respective employments. In short, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization.

The new social demand has caused the tremendous growth of the beauty parlors in Dhaka City and the number of beauty parlors in other cities of

Bangladesh. There is absence of documentation on the subject of the number of indigenous women workers of the beauty parlors in Bangladesh but it seems that majority of the women workers are indigenous women. Since the scope of income generation among indigenous communities is limited at their own locality, as a result push and pull factors are working to migrate the indigenous women to the urban and sub-urban areas. In addition, some of the ethnic communities in Bangladesh are matrilineal and the women members of matrilineal indigenous society are more economically conscientious and vigorous as mentioned by Khaleque (1998). Besides, the interest to work at the beauty parlors which is still new as profession has not yet been developed among the main stream members of the society. All these factors played a vital role behind the major participation from the women indigenous communities to work at the beauty parlors in Bangladesh (Akhter, et.al. 2011).

II. LITERATURE REVIEW

Job satisfaction is one of the most extensively researched concepts within organizational behaviour, much of which is intended to enhance operations within the world of business (Judge, Heller, & Mount, 2002) though there is no universally accepted definition of job satisfaction. Different definitions about job satisfaction with different perspectives are used in various researches (Spector, 1997). Job satisfaction is generally defined in terms of how people feel about their jobs and different facets of their jobs (Rowden, 2002). Riketta (2008) defines this as "a cognitive and/or affective evaluation of one's job as more or less positive or negative" (p. 472). According to Smith (1969), job satisfaction is defined as "the extent to which an employee has a positive, affective orientation or attitude towards his job, either in general or towards particular facets of it". According to Spector (1997) "Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Mohr & Puck (2007) refer to job satisfaction as the "manager's level of happiness with his current work situation" (p.28), whereas Churchill et al. (1974) define the concept as "all characteristics of the job itself and the work environment which industrial salesmen find rewarding, fulfilling and satisfying; or frustrating and unsatisfying" (p. 255). Hart (2010)

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describes job satisfaction as: "People's emotional reactions to their jobs". According to Locke (1976), job satisfaction is "a pleasurable or emotional state resulting from an appraisal of one's job or job experiences" (p. 1300). These authors all define job satisfaction differently, but they agree with each other that job satisfaction is about the positive feelings that employees experience during their job. All these definitions have in common the "more or less positive" feeling people have about their jobs. Employees are satisfied when they have a positive attitude towards their job.

Organizations should concern with job satisfaction because according to Beatty (1996) "Job satisfaction can lead to behavior by employees that affects organizational functioning, as well as reflecting on organization functioning". The management has to care about the employees. The management plays an important part in the degree employees are satisfied with their jobs. Hart (2010) suggested that an employee is satisfied when the management appreciates and give recognition the work the employee has done. On the other hand when employees are not satisfied, they will leave (Hart, 2010). When an employee has faith that management has the best interests of the employees at heart; this will lead to satisfaction with his job. An employee is also satisfied with his job when the task he has to do contains variety. When an employee has been treated fairly, this will result in positive satisfaction. According to Haccoun and Jeanrie (1995), "People deserve to be treated fairly and with respect". Buhler (1994) states that lots of difficulties could be arise when a company does not understand the significance of job satisfaction like higher training cost, hiring cost. A good communication system with little uncertainty leads to job satisfaction because through response he knows how he is performing (Hart, 2010). A good regular payment of remuneration positively influences job satisfaction (Hart, 2010). When employees have high job satisfaction, this can mean that the organization is functioning very well. So it is important for the management to be concerned with job satisfaction. Job satisfaction is an indication of how well a company is performing. It is connected with important work-related and general outcomes like lower levels of absenteeism, lateness and turnover as well as higher levels of job performance and organizational citizenship behaviour, life satisfaction and organizational commitment. (Hulin & Judge, 2003).

Bangladesh is a densely populated country of South East Asia that has a rich indigenous presence. There are about 58 tribes living in different parts of the country. Bangladesh has around 1.2 million indigenous people, which is about 1.13% percent of the total population (Khaleque, 1998). Although the population of indigenous people is very few compared to the total population of Bangladesh, they differ in their social organizations, marital customs, rites and rituals, food

and other customs from the people of the rest of the country. The mother tongue of the most indigenous people is Tibeto-Burman tongues (Mullah et. al., 2007). There are about 51 indigenous communities lived in Bangladesh. The Population Census of 1991 puts indigenous population at around 1.21 million, and the current estimate is around 2 million. Chittagong, greater Mymensingh, greater Rajshahi, greater Sylhet, Patuakhali and Barguna are the places where indigenous people are mostly living but in Chittagong Hill Tracts is the place where most of indigenous people living. Chakma, Garo, Manipuri, Marma, Munda, Oraon, Santal, Khasi, Kuki, Tripura, Mro, Hajong and Rakhain are some of the well-known adivasi/ ethnic minority communities of Bangladesh.

Indigenous people have lesser opportunities in education and skill development than their mainstream counterparts which are very important for job satisfaction. There is a lack of committed individuals and skilled teachers to encourage the indigenous communities to appreciate the importance and benefits of education. The quality of teaching at the primary level is poor and teaching and learning aids are insufficient (ADB, 2006). Those who live in urban areas have comparatively higher income and the average income per month is Tk. 2279.00 (Mullah, et. al., 2007). The problems relate to various aspects of indigenous peoples viz. social, economical, educational, health, religion, land, law and order situation, self-centered tendency and so on cannot be well-understood due-to lack of necessary and adequate information (Mullah et. al., 2007) but these are very much necessary to understand to determine the level of job satisfaction of indigenous women. Women have been playing a key role in the upliftment of social, cultural, economic and political values since age-old in the mountainous region. The position of women in the study area is, by and large, equal to men; women work 14-16 hours a day and enjoy their life. They never feel bore in harsh and inhospitable geo-climatic conditions but they have molded themselves to contribute optimally through conducive functioning at different subsystem levels (Singh, 2005). Women in the hills, in general, spend more of their time in productive work in integrated manner than the women in the plains (Singh, 2005).

A large number of researches have been conducted in different countries including Bangladesh on job satisfaction. But no attempt has been made in case of measuring job satisfaction of the indigenous women working in beauty parlors of Bangladesh. No literature has been found by the researchers in this perspective. So this research will add a new dimension in existing literature and also will have practical implications.

III. OBJECTIVE

The aim of this research study is to identify the factors that affect the job satisfaction of indigenous women who are working in beauty parlors of Bangladesh.

IV. METHODOLOGY

Indigenous women workers of the beauty parlors in Bangladesh are the target group of this study. Most of the data required for this study were collected from primary source. The study also used secondary source which includes the various studies conducted on the indigenous communities of Bangladesh. Six divisional towns were selected for collecting the primary data and the study took 240 indigenous women workers of the beauty parlors in Bangladesh as sample for the study. An interview form was prepared and used to collect data from the respondents. The interview form covered various aspects relating to the job satisfaction of the indigenous women workers of the beauty parlors in Bangladesh. The collected data were edited, analyzed and interpreted in line with the research objective. Collected data have been checked, verified and analyzed by using SPSS 16. It should be mentioned here that the researchers appointed ten (10) indigenous students from three universities of Bangladesh after taking a preliminary interview. These indigenous students were given clear ideas about the research issues regarding which they were asked to collect data. The reason behind appointing the students from indigenous communities is that the sample indigenous of beauty parlors will fill free and will be able to communicate properly to provide the required information regarding the research issues. As there is no formal list available, judgment sampling technique was applied to select the sample. The sample sizes of the six divisional towns were as follows:

Area	Number of Respondents
Dhaka	121
Chittagong	50
Rajshahi	21
Khulna	16
Barishal	12
Sylhet	20
Total	240

To identify the job satisfaction of the indigenous women workers of beauty parlors following factors have been considered:

1. Monetary benefits (like wage, fringe benefits, overtime etc.) received by the indigenous women from the beauty parlor owners.
2. Leave facilities like casual leave, maternity leave etc.
3. Motivational facilities like increase of wage, bonus, recognition for better performance etc.
4. Other facilities like job security, behaviors of the parlor owners etc.

The reliability test (Cronbach's Alpha) of this study is 0.651. As the alpha value of beauty parlors is acceptable, the data has internal consistency. Note that George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”

Reliability test

Sample Size	Cronbach's Alpha
240	0.651

Survey: 2010

V. RESULTS AND DISCUSSION

In this model researchers consider the change in economic condition as the dependent variable, which also represents the job satisfaction of the respondent. Researchers think about 27 factors which may affect the satisfaction level of the respondent. Among these factors only 6 factors significantly affect the dependent factor.

Factors Related to Job Satisfaction

Particulars	Beta	Std. Error	Sig.
(Constant)	1.229	.454	.007
One of the main reasons of working at beauty parlor is to support the family	-.054	.050	.438
The salary/wage paid by the beauty parlor is satisfactory	.145*	.029	.050
The beauty parlor authority provides money for sickness	.108*	.031	.030
For earning profit or religious festival, allowance/bonus is being offered	.015	.025	.851
Whenever necessary the parlor owner provides maternity leave	.053	.036	.555
If required casual leave is being granted by the owner	.028	.010	.701
For working overtime, extra payment is being offered	.017	.025	.823
Behavior of the owner is satisfactory	.090	.009	.194
Parlor owners arrange proper training facilities	-.087	.028	.355

Security system in the parlor is good	-.028	.095	.833
There is no risk of sexual harassments while you are at the parlor	.136*	.024	.052
Working condition like space, air, toilet etc. at the parlor is satisfactory	.228*	.044	.027
There is always rest-pause(break) during working time	.107	.040	.198
You are allowed some time to go home and take launch	-.124	.027	.175
You are allowed to take your children home from school during working hour	.086	.031	.253
Your do not being looked down by the employer/customers because you are a indigenous	.162*	.048	.058
If you are sick for some long time, the owner don't sack you immediately	-.024	.008	.729
Your family is happy to see you as a parlor worker	-.056	.038	.572
Your family members help you to work at beauty parlor by taking care of your child	.109	.036	.197
Your husband and or other family members don't take away the salary of beauty parlor	-.045	.024	.599
There is arrangement for drinking water	-.018	.050	.835
There is fire extinguishing facilities at the beauty parlor	-.227	.028	.011
There is First Aid facilities at the beauty parlor	.039	.021	.649
There is child care facilities at the beauty parlor	.009	.027	.907
The beauty parlor authority allows to take leave during religious festival	.259*	.044	.007
The beauty parlor authority provides transport/transport allowance	.037	.030	.700
Overtime work is not mandatory at beauty parlor	-.106	.031	.225

Dependent Variable: By working at beauty parlor, your economic condition developed significantly

** Represents the 5% level of Significance*

The salary/wage paid by the beauty parlour is satisfactory, the management provides money for sickness, there is no risk of sexual harassments while they are at the parlor, working condition like space, air, toilet etc at the parlor is satisfactory, they are not being looked down by the employer/customers because you are indigenous and the beauty parlour authority allows to take leave during religious festival are significantly and positively correlated with the dependent factor. This implies if the authority can ensure these facilities the satisfaction level will be high among the employees. Among the six factors, the factor of 'beauty parlor authority allows taking leave during religious festival (B = .259)' contributes most than the other five factors for the job satisfaction of indigenous women worker at beauty parlor in Bangladesh. Then according to the Beta value, working condition contributes more than the other four factors. Then second most contribution has come from the 'working condition' where the B value of the variable is 0.228.

VI. CONCLUSION

This study has found that out of the 27 factors which were used to identify the level of job satisfaction of Bangladeshi indigenous women workers who are working in the beauty parlors of Bangladesh are positively and significantly correlated only with six factors which are 'the salary/wage paid by the beauty parlor is satisfactory', 'the beauty parlor authority provides money for sickness', 'there is no risk of sexual harassments while you are at the parlor', 'working condition like space, air, toilet etc. at the parlor is

satisfactory', 'your do not being looked down by the employer/customers because you are a indigenous' and 'the beauty parlor authority allows to take leave during religious festival'. Among the six factors 'the beauty parlor authority allows taking leave during religious festival' plays an important role for the high level of job satisfaction.

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Level of Compliance of Core Construction Professionals to Ethical Standards in Nigeria

By Adeyinka Busayo Funmilola, Jagboro Godwin Onajite, Ojo Grace Kehinde
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Abstract- The study assessed the level of compliance of construction professionals to ethical standards in the Nigerian construction industry. The study area was Lagos State and the target respondents were the registered professionals including architects, quantity surveyors, builders and engineers. A total of one hundred and seventy (170) questionnaire were randomly administered on the professionals and one hundred and thirty eight (138) were retrieved representing 81.18% response rate. Findings revealed that professionals displayed high level of compliance to clients service delivery with Mean Item Score (MIS) ranged between 3.22 to 3.79, educational and professional qualification MIS ranged 3.18 to 3.71 and standards of practice MIS ranged between 3.16 to 3.63. The overall rating revealed that professionals have highest level of compliance to standards of practice with 54.76%, while the least ranked ethical standards was fair compensation with 49.31%. ANOVA test established a statistical significant difference among the professionals view about compliance of the professionals to clients service delivery (F value=2.447, P value=0.020) and professional development (F value=3.774, P value = 0.001).

Keywords: *compliance, core, construction industry, ethics, professionals, standards.*

GJMBR-A Classification : *FOR Code:150304 JEL Code: K23, M19*



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Level of Compliance of Core Construction Professionals to Ethical Standards in Nigeria

Adeyinka Busayo Funmilola^α, Jagboro Godwin Onajite^σ, Ojo Grace Kehinde^ρ & Odediran Sunday Julius^ω

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Keywords: *ethics, core, compliance construction industry, professionals, standards.*

1. BACKGROUND TO THE STUDY

The nature of construction industry is complex and dynamic. Besides, the industry is fragmented and thereby requires the involvement of various professionals and specialists that work together to achieve a common goal (Gray 2000; Gido, Kerzner and Meredith, 2003). Construction activities involves conceptualizing, designing, managing, organizing and coordinating project requirements including time, money resources, technology and methods. All these must be integrated in the most efficient manner possible to complete construction projects on schedule, within estimated budget, in accordance to the required quality and performance expected by the client Nadeem, Sohail and Muhammed (2009).

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The industry's primary goal therefore focuses mainly on achieving value for the money the clients has paid for. This is achieved through good service delivery which centres on ethical standards displayed by the construction industry professionals. Construction industry has the sole responsibility of providing physical development through the provision of infrastructure, manpower development, resource employment, fixed capital formation and improvement of the gross domestic product (Omole, 2000; Hillebrandt, 2000). In the light of this, it is therefore expected that construction professionals should discharge their duties with utmost compliance to professional ethics and standards.

Professional ethics is the justification of standards of behaviour against practical tasks, which is not necessarily limited to technologies, transactions, activities, pursuits and assessment of institutions. It rather involves practical conceptualization of public expectations in the interest of responsibilities, willingness to serve public interest with high competencies (Chalkley, 1990; Fan et al., 2003; Poon, 2003; Poon, 2004a, 2004b). The strength of the link between the construction industry and the public therefore sustains its existence through overwhelming recourse to demand for the services of its practitioners and unique products such that the relationship is a function of the pride of professionalism.

However, the most important threat to the harmonious relationship between the public and the construction industry is the cultural misalignment between public expectations and the construction professional's conducts (Pollington, 1999). This has brought various criticisms and wrong perception of the public about the professionalism of construction professionals in relation to professional ethics. Based on this fact, it is quite evident that the industry needs to be dynamic and re-appraise the ethical conducts and perception of her professionals so that services provided by the industry can be improved. (Lam et al., 2001; Doree, 2004). In response to this, the study therefore appraised the level of compliance of construction professionals (focusing on some selected professionals that are engaged throughout the life cycle of any project) to ethical standards in the nation's quest for modality for combating the endemic and intractable monster of corruption.

II. THE THEORY AND PRACTICE OF ETHICS IN BUSINESSES ENVIRONMENT

Generally, business ethics involves two tasks. The normative task of defining standards of behaviour and the practical task of applying these standards to business conduct. This is interpreted to be the normative versus the positive approach. The normative approach is concerned with developing models of expected behaviour and seeking out example in the real world that validate the model. This simply means what ought to be done and what is actually done. The positive approach is about describing real world practices whereby prescriptions of the ideal are suspended until the characteristics of real world behaviour are ultimately understood. Normative and positive ethics can in some ways be considered in relation to the theory and practices of ethics and how they are combined (De - George, 1990). The normative definition of professional ethics is tied up with practical concepts and expectations from the public, such as competence and responsibility.

Allen and Davis (1993) established that combination of professional values and real life practice are not easy to combine in real life situations. It is therefore important for business consultants to be familiar with the field within which they operate if they are to determine whether an action in ethical choices made by consultants is influenced by their values and ideas. Actions may or not coincide with professional norms. However, economic and political considerations may override commitments to ethical values and responsible behaviour, particularly in those situations where individual is placed under pressure, or exposed to a set of opportunistic circumstances. The study of Yang (2000) supported and acknowledged the conflict between theory and practice. The study explained that consultants who maintain high personal and professional values in theory disintegrate in practice through actual ethical dilemmas.

III. PREVIOUS STUDIES ON PROFESSIONAL ETHICS

Professional ethics are embodied in codes of practice which defines the roles and responsibilities of professionals. These professionals are expected to be the upholders of these virtues otherwise known as professional ethics (Harris et al., 1995; Calhoun and Wolitzer, 2001). Codes of practice addresses client service delivery, qualifications (both academic and professional), standards of practice among construction professionals, Terrenzio (2004). Professionals must therefore adhere strictly to these standards when discharging their duties. There have been several criticisms about construction professionals concerning adherence to ethical standards. Integrity of construction

professionals have been questioned with many empirical studies that emphasized practices such as illegal agreements between tenderers that resulted in seemingly competitive bids, price fixing, or market distribution schemes that circumvent the spirit of free competition and defraud clients, bid-cutting, bid-shopping, cover pricing, hidden fees and commissions and compensation for unsuccessful tenderers after consultation with other tenderers Ray et al, (1999), Zarkada-Fraser and Skitmore, (2000), Zarkada-Fraser (2000) and May et al., (2001)

The study of Shankatu (2003) on forms, susceptibility and possible solutions on corruption in the industry noted that uniqueness of many projects made costs difficult to compare. The study revealed the prevalence of uncovered unethical practices such as bad workmanship which may not be easily detected. Vee and Skitmore (2003) examined professional ethics in the construction industry. Findings from the study revealed that various unethical issues surrounding construction activities include unfair conduct, negligence, conflict of interest, collusive tendering, fraud, bribery and violation of environmental ethics among others. The study concluded that all participants, regardless of professional allegiance require a common understanding of ethical and professional values to move the construction industry forward.

Competence of professionals was assessed in the South African construction industry by Nkado (2000) and Poon (2004a). The study found out that the industry's performance cannot only be measured with respects to meeting clients demands through the dynamism of technical competencies and innovative skills only. The behavioural pattern of professionals to protect clients' interest and sustain public industry harmony should be looked into. This shows that the attitude, behaviour and integrity by which professionals' handle matters are quite observed by the public.

As an extension of Poon (2004) study, Pearl, Bowen and Mankanjee (2005) examined professional ethics in the South African construction industry. The study observed that several unethical conducts and ethical dilemmas in the construction industry such as corruption, negligence, bribery, conflict of interest, cover pricing, front loading among others were rampant. The study established significant areas of concern pertaining to the practice of ethical conduct among construction professionals. The research further established that 79% of construction professionals were involved in unethical behaviour, which is on increasing trend with adequate means of curbing the practices yet unavailable. Hamzah, Saipo, Mohd, Mohammed and Yap (2007) examined professional ethics as it affects construction quality by investigating the relationship between professional ethics and construction quality in Malaysian construction industry. The study found out that unethical practices among professionals have direct

negative consequences on the output of the construction industry. Despite the emphasis on the importance of ethical standards on the image of professionalism and practices of construction professionals, it appears little attention had been paid to examine the level of compliance of professionals to ethical standards in the Nigerian construction industry. Thus this research intends to fill this gap.

IV. METHODOLOGY

The study was conducted in Lagos State on the premise that 75% of construction firms in Nigeria are either based in Lagos States or have their branches located in Lagos (Fagbemi, 2008.) Data for the study were collected through one hundred and seventy (170) copies of questionnaire administered on the professionals in the Nigerian construction industry comprising architects, builders, quantity surveyors and engineers in this area. The choice of these core professionals as the target population was on the basis that these professionals are involved throughout the various stages of construction works. Also, they are involved in the procurement of building projects as established by Ameh and Odusami (2009).

Section A of the questionnaire consisted of the demographical information of the respondents, while section B focused on the study objectives. Fifteen (15) major ethical standards were identified from literature. Professionals ranked the level of compliance of professionals to these ethical standards, ranked themselves and also ranked their co-professionals on the level of compliance of professionals to ethical

standards on a 5-point likert scale where 5=very high, 4=High, 3= Moderate, 2=Low and 1=very low. The overall level of compliance by professionals was rated from 0-10% to 91-100% where 0 is the lowest and 100 is the highest. A total of one hundred and thirty eight (138) questionnaire were retrieved which represents 81.18% response rate of the total 170 copies administered. Data collected were analysed using descriptive and inferential statistics which includes percentages, Mean Item Score (MIS) and Analysis of Variance (ANOVA). The results of the analysis are presented in tables below. Mean Item Score (MIS) was calculated from the formula given below:

$$\text{Mean} = \frac{5_{n_5} + 4_{n_4} + 3_{n_3} + 2_{n_2} + 1_{n_1}}{(n_5 + n_4 + n_3 + n_2 + n_1)}$$

Where,

n^5 = number of respondents who picked 5

n^4 = number of respondents who picked 4

n^3 = number of respondents who picked 3

n^2 = number of respondents who picked 2

n^1 = number of respondents who picked 1

V. RESULTS AND DISCUSSION

Table 1 shows the type of organisation of the respondents. The result revealed that 24.27% are in the contracting firms, while 33.33% are in consulting firms while 34.78% are in the government organisations. This formed a good representation of construction industry stakeholders as their various wealth of experience at different sector will provide a reliable data for this study.

Table 1: Type of Organisation

Type of Organization	Frequency	Percentage (%)
Contracting	35	24.27
Consulting	46	33.33
Government	48	34.78
No response	9	6.52
Total	138	100

Table 2 shows the year of establishments of firms, the average years of establishments of these firms is approximately 19.06 years. The result showed that

these professionals were experienced in construction activities, therefore their responses could be relied upon.

Table 2 : Year of Establishment of Firms

Years of Firms	Frequency	Mid-Point	Fx	Percentage(%)
0-10 years	28	5	140	20.28
11-20 years	37	15.5	573.5	26.81
21-30 years	29	25.5	739.5	21.01
31-40 years	5	35.5	177.5	3.62
40 -49 years	18	44.5	801	13.04
Above 50	4	50	200	2.89
No response	17	-	-	12.31
Total	138		2,631.5	100

Mean=19.06 years

Table 3 presented the profession of the respondents. The result shows that 29.70% of the respondents are Architects, 18.10% are Builders, and 23.91% are Quantity Surveyors while only 28.26% are

engineers. Responses from these different categories of professionals will assist this study to evaluate different perspectives of the professionals as regards ethical standards.

Table 3: Profession of the Respondents

Professional	Frequency	Percentage (%)
Architects	41	29.70
Builders	25	18.10
Quantity Surveyors	33	23.91
Engineers	39	28.26
Total	138	100

Table 4 shows the highest academic qualification of the respondents. The results indicated that 48.50% are holders of B. Sc/ B. Tech, 7.24% are holders of M. Sc, 2.89% are holders of Ph.D. Only 8.69% are holders of PGD while 28.97% of the respondents had academic qualification not less than

HND. From the results, 58.63% of the respondents had the minimum qualification of B. Sc/B. Tech. This indicated that the respondents had the required academic qualifications that could assist to provide a meaningful data from which inferences could be drawn for the study.

Table 4: Highest Academic Qualification of the Respondents

Professional Qualification	Frequency	Percentage (%)
OND	8	5.79
HND	32	23.18
B.Sc./B.Tech.	67	48.55
M.Sc.	10	7.24
Ph.D	4	2.89
PGD	12	8.69
No response	5	3.62
Total	138	100.0

Table 5 shows that 86.16% of the respondents belong to various professional bodies in construction industry while only 13.76% of the respondents were not

professionally qualified. This shows the ability of these professionals to provide and supply reliable information for the study.

Table 5: Professional Qualification of Respondents

Professional Qualification	Frequency	Percentage (%)
Nigerian Institute of Architects (NIA)	37	26.80
Nigerian Institute of Builders (NIOB)	22	15.90
Nigerian Institute of Quantity Surveyors (NIQS)	29	21.0
Nigerian Society of Engineers (NSE)	31	22.46
No response	19	13.76
Total	138	100

Table 6 shows the number of years of work experience of respondents. The results indicated that the respondents have mean of 20.9 years working experience. The professionals would have been exposed to various ethical issues in construction

projects during this period. This implied that the respondents have adequate professional experiences to supply adequate and meaningful information for this study.

Table 6: Respondents' Work Experience

Years	Frequency	Mid-Point	Fx	%
0-10 years	39	5.5	214.5	28.26
11-20 years	32	15.5	496	23.18
21-30 years	28	25.5	714	20.28
31-40 years	21	35.5	745.5	15.21
>40 years and above	18	40	720	13.04
Total	138	122	2,890	100

Mean=20.9

Table 7 presented the nature of projects the respondents have undertaken during the course of their professional practices. The results indicated that 93.46% of the respondents have undertaken projects ranging from residential, commercial and engineering. This shows that the professionals must have accumulated

wealth of experience based on their exposures to various practical ethical issues on the project, which would have being gathered both from the management and administration of projects. Therefore responses from these professionals could be relied upon in achieving the objectives of this study.

Table 7. Nature of Projects Executed by Respondents between 2001-2010

Nature of Projects	Frequency	Percentage (%)
Residential	46	33.33
Commercial	35	25.36
Educational	9	6.52
Engineering	25	18.11
Service installation (mechanical & electrical)	14	10.14
No response	9	6.52
Total	138	100.0

Table 8 shows the mean item score (MIS) for the level of compliance of ethical practices as perceived and ranked by each professional. From the result of the analysis, all the fifteen (15) ethical standards identified by the study were highly ranked with MIS ranged between $3.79 \leq 2.93$ which showed ranking above average. Three ethical standards were ranked 1st, 2nd, & 3rd that is client's service delivery, educational training and professional qualification and standards of practice respectively indicating client service delivery as the most significant ethical standard. The MIS ranking shows the ranking of Architects (MIS=3.79, Rank=1st); Builders (MIS=3.38, Rank=1st), Quantity surveyors (MIS=3.29, Rank=1st) and Engineers (Mean=3.22, Rank=1st). In construction works, architects prepare both the sketch and final drawings. They also have the general knowledge of planning, designing and oversight of a building construction. Simson and Atkins (2006) established that architects must have standard of care and should be responsible to the client by discovering and reporting works that are not in conformity to clients' taste. It is crystal clear that client service delivery is paramount in all professions. In most construction projects, architects are usually the clients' representatives to protect the clients' interest. Builders also ranked this ethical standard as 1st which shows they are also in agreement that client service delivery is very important for construction professionals. In most cases, builders are the contractors that execute construction projects. They are therefore liable and responsible to the clients directly. In all the stages of the contracts ranging from contract award, procurement of materials, site operations and up to completion, they should therefore ensure that clients receive value for the work paid for. The quantity surveyors were also in agreement to client service delivery as the first ethical standard that construction professionals should consider when performing their professional obligations. Quantity surveyors can either be working for the contractor or for the client organization. Whichever the

case, they are saddled with the responsibilities of preparing the cost estimate of any proposed project, preparation of interim valuation and physical measurement of works to enable payment to the contractor etc. They are to monitor the clients' resources to ensure services are delivered with the best standards and at minimum cost which is the major service delivered by quantity surveyors.

The engineers ranking also supported other professionals ranking on client service delivery as one of the ethical standards professionals must comply with. Engineers are at the helm of providing the structural design details of the projects and thereby hold the duty of care to the client or whosoever appoints them. Jackson and Powell (1992) established that an engineer is a person in the engineering construction contract performing the same function as an architect under the traditional construction contract. The nature of their profession makes them to have direct impact on the lives of people, and as professionals must therefore owe special moral responsibilities John (1991). Due to their knowledge and importance in society, they should have standard of conducts to attend to all issues regarding the construction activities and thereby provide answers to ethical questions Belis and Impe (2001).

This shows that as much as engineer stays in the same role with the architects as a member of design team, they must be versatile, experienced, dynamic and well trained to be suitable for the diverse roles expected in the construction activities.

Also, they should adapt to the changing environment and client service delivery should be paramount to them. The results indicated that majority of the professionals have high level of compliance to this ethical standards. This shows the need for professionals in the construction industry to discharge their duties in a way to satisfy and protects the client's interest. This is contrary to the work of Yakub 2005; Masidah and Khairudeen (2005) which affirmed that professional

services and opinions are under chronic criticism as they are mostly unnecessary and unsatisfactory.

The 2nd highly ranked ethical standards were educational and professional qualification. The MIS values are as follows: Architects (MIS=3.71, Rank=2nd), Builders (MIS = 3.26, Rank= 2nd), Quantity Surveyors (MIS = 3.24, Rank = 2nd) and Engineers (MIS = 3.18, Rank = 2nd). The MIS values of the four professionals ranged $3.71 \geq 3.18$. This shows a correlation in the ranking and a level of agreement in the professionals' opinion with respect to educational and professional qualification as one of the ethical standards the professionals must put into consideration. Architects ranked this ethical standard highest with MIS value (3.71), while other professionals' rankings were between $3.26 \leq 3.18$. This shows that Architects believed that educational training & professional qualification is a cogent criterion for professionals to dutifully discharge their professional duties. This result is expected because majorly in most of the construction sites, Architects are majorly the clients' representative or the site manager (lay men refers to architects as "site engineer"). Educational training is therefore needed to relate with other professionals and to communicate well with the semi-skilled artisans who might not understand the technical terms used on site. Generally, apart from the academic and professional training acquired while in school, some core values such as human relations are taught in tertiary institutions. These core values are equally important in all fields of learning to successfully relate with people from different families, cultural backgrounds and also to perform the expected roles by each professional.

The rankings by the Builders, Quantity Surveyors and Engineers were similar which shows their perceptions about educational training and professional qualifications as ethical standards are correlated. These rankings also supported that professionals should be academically and professionally qualified in their respective fields. Moreover, educational training and professional qualification is of great importance, because this is where professionals acquire academic training, technical competence and skills about a particular profession. It is therefore important for professionals to have sound educational background to be able to cope with the projects challenges. This finding conformed to Chan and Chan (2002) that professionals need to be placed in appropriate educational framework to ensure their continuous relevance. Professionals should only accept to offer services for which they are qualified by education, training and professional experience.

The third ranked ethical standard by the professionals is standard of service. This ethical standard was ranked 3rd by two professionals, that is Architects (MIS = 3.63, Ranking = 3rd) and Engineers (MIS = 3.16, Ranking = 3rd). The rankings showed

agreement between architects and engineers on standards of practice as the 3rd important ethical standards for professionals in discharging their duties. This correlation is not farfetched as their roles are interchangeable as earlier established. Therefore a level of agreement is expected in their responses, this established the fact that they have the same perception on the subject matter. Also, builders and quantity surveyors ranked standards of practice as the 4th ethical standards with MIS = 3.19 and 3.17 respectively. The closeness in their mean ranking could be interpreted that they share the same view on this ethical standard.

The Builders (as in most cases the contractors) believed that confidentiality was more important than standards of practice as it was ranked 3rd (MIS = 3.20). On the contrary, quantity surveyors ranked integrity as the 3rd (MIS=3.18) important ethical standards. Contractors' perspective on confidentiality is expected to be high as they are involved in several monetary issues which is the backbone of ethical issues in the construction industry. Money is a strong sager in construction industry and centres so much on the contractors, ranging from the pre-contract stage to post contract period. Contractors wish to win contract at all cost and also maximise profit as much as possible. In the quest to win at all cost, some contractors might engage in bid shopping from careless consultants so as to have an idea of the tender figures of other contractors, they also engage in front and back loading of items and rates in bills of quantities. All these acts are unethical standards with respect to confidentiality of information. The position of information confidentiality have been established by Vee and Skitmore (2003) that unless otherwise stated should a professional release public statements that are truthful and objective. Information and records that are confidential should be kept when appropriate. Improper information flow both internally and externally within should be discouraged.

Confidentiality as ranked 3rd by the Builders (contractors) cannot be compared with other professionals' ranking because contractors are not mostly professionals in quote. Architects ranked confidentiality 5th; Quantity Surveyors ranked it 6th while Engineers ranked it 9th. The view and perception of different professionals on each ethical standard are indicated and revealed in their respective rankings. Quantity Surveyors ranked integrity as the 3rd (MIS=3.39) significant ethical standard in the construction industry. Architects ranked it 4th, while Builders ranked 5th, and Engineers ranked it 6th. Quantity surveyors deals basically with financial management of the contracts and this is the area where the integrity of most professionals are put into the mud especially if there is a conflict between personal and professional values. The moral standing and upbringing of each individual professional appears on how they

protect their own integrity in dealing with clients rather than being mindful of their personal gain.

In the case of safety as an ethical standard, Architect ranked it 8th (MIS=3.31), Builders ranked 10th (MIS = 3.07), Quantity surveyors ranked 11th (MIS=3.04) while engineers ranked 5th (MIS=3.04). The 5th ranking of safety by engineers shows they see safety both on human resources and equipment as core due to the technicalities involved in construction projects. This even manifested in the safety precautionary measures usually taken on construction sites to safeguard dangers and accidents such as wearing of helmet, restricting unnecessary visitation to site, employing safety/health personnel among others. Little lapses could lead to great human and financial losses that might not be regained easily, and this will not be cost effective for the client. This is also manifested in engineers ranking of cost effective as 4th (MIS= 3.06) most significant ethical standard. Architect ranked 11th (MIS = 3.27), Builders ranked 8th (MIS= 3.14) and quantity surveyors ranked 7th (MIS=3.12).

Table 8 showed, the overall rating of professionals regarding ethical standards. Standards of practice (MIS=2.73) was ranked 1st, educational & professional qualification and clients service delivery (MIS=2.71) were both ranked 2nd, while clients service

delivery & professional development were both ranked 4th. The least ranked was fair compensation (MIS=2.46), which indicated that these ethical standards are important for professionals in their professional services.

The overall rating of all the professionals also corroborated the importance of these ethical standards for professionals to discharge their duties with greatest professionalism and integrity. Quality services are expected by the clients for all the services paid for. The professionals should therefore note that good value for money is of utmost importance. Furthermore, clients create markets for the construction industry, and so should be placed at the centre of the construction process as established by Latham (1994); Langford and Male (2001). Professionals should clearly define project performance in the services they render as the achievement of fitness-for-purpose in construction and also as the absolute realization of the client's satisfaction of his requirements as established by Male and Mitrovic (2005). In addition to this, the findings also corroborated Cardammone (2011) that established that professionals are linked with notion of services they provide. Professionals should therefore focus more on their personal professional development so as to provide services that are of high quality for all that needed their services.

Table 8 : Level of Compliance of Professionals to Ethical Standards

Ethical Standards	Arc.		Bldr.(Cont)		QS		Engr.		All Professionals	
	Mn.	Rk	Mn.	Rk	Mn.	Rk	Mn.	Rk	Mn.	Rk
Standards of practice	3.63	3	3.19	4	3.17	4	3.16	3	2.73	1
Education & Professional Qualification	3.71	2	3.26	2	3.24	2	3.18	2	2.71	2
Safety	3.31	8	3.07	10	3.04	11	3.04	5	2.71	2
Clients' Service Delivery	3.79	1	3.38	1	3.29	1	3.22	1	2.68	4
Professional Development	3.36	5	3.16	6	3.15	5	3.03	6	2.68	4
Integrity	3.39	4	3.17	5	3.18	3	3.03	6	2.64	6
Sustainability	3.25	12	3.06	11	3.00	13	3.03	6	2.63	7
Confidentiality of information	3.36	5	3.20	3	3.14	6	2.97	9	2.62	8
Environmental Friendliness	3.30	9	3.03	13	3.02	12	3.03	6	2.60	9
Cost Effectiveness	3.27	11	3.14	8	3.12	7	3.06	4	2.58	10
Fair Competition	3.35	7	3.09	9	3.10	8	3.03	6	2.58	10
Maintenance Culture	3.25	12	3.03	13	3.01	9	3.00	8	2.56	12
Public Welfare	3.24	14	3.05	12	2.98	14	3.02	7	2.54	13
Conflict of Interest	3.29	10	3.16	6	3.01	9	2.98	10	2.50	14
Fair Compensation	3.23	15	3.03	13	2.96	15	2.93	11	2.46	15

Source: Authors Survey 2012

Legend

Rk. : Ranking

Mn. :Mean

Arc: Architects

Bldr: Builder

Cont: Contractor

QS: Quantity Surveyors

Engr: Engineer

Table 9: ANOVA Test of Level of Significance of Ethical Standards

Ethical Standards	ANOVA		Overall Rating of Professionals %
	F – Value	P- Value	
Standards of practice	0.431	0.882	54.76
Educational& professional qualification	1.824	0.084	54.33
Safety	1.193	0.307	54.03
Clients' service delivery	2.447	0.020*	53.73
Professional development	3.774	0.001*	53.61
Integrity	2.146	0.400	52.83
Sustainability	1.475	0.177	52.79
Confidentiality of information	1.707	0.108	52.45
Environmental friendliness	1.422	0.197	52.10
Cost effectiveness	1.184	0.313	51.72
Fair competition	1.686	0.113	51.63
Maintenance culture	0.351	0.929	51.29
Public welfare	0.779	0.630	50.94
Conflict of interest	1.024	0.415	50.04
Fair compensation	1.561	0.148	49.31

Source: Authors Survey 2012

Significant at $P \leq 0.05$

$$\text{Mean} = \frac{54.76 + 54.33 + 54.03 + 53.73 + 53.61 + 52.83 + 52.79 + 52.45 + 52.10 + 51.72 + 51.63 + 51.29 + 50.94 + 50.04 + 49.31}{15}$$

$$\text{Mean: Level of compliance} = \frac{785.56}{15} = 52.37\%$$

VI. RESEARCH HYPOTHESIS: ANOVA TEST

In order to determine the professionals' perception on the level of compliance to ethical standards identified in this study, two hypotheses were drawn below;

H0: There is no statistically significant difference in professionals' perception of the level of all professionals' compliance to ethical practices.

H1: There is statistically significant difference in professionals' perception of the level of all professionals' compliance to ethical practices.

The hypothesis was tested using ANOVA. The results showed that, only two (2) out of all the fifteen (15) ethical standards were significant, which indicated a different opinion on the two ethical standards with P value < 0.05). The two ethical standards were clients service delivery (F value=2.447, P value=0.020) and professional development (F value=3.774, P value = 0.001). This implies that the null hypothesis could not be accepted. The result established a statistically significant difference between all the professionals view about compliance of all the professionals to these two ethical standards. It means all the professionals were of the opinion that the entire professionals have different views and perception to compliance. While some professionals believed that some ethical standards were significant, other professionals are of the opinion that other elements are more important and significant than others.

From Table 9, the result showed the overall general rating of all professionals, as rated by the

professionals themselves in percentages (0% - 100%). The percentage rating of respondents ranged from $49.30\% \leq 54.70\%$, which indicated that professionals ranked themselves on average. It can therefore be concluded that the professionals have average of 52.37% level of compliance to all ethical standards identified by the study. From this result, there is an indication that professionals in the industry know the importance of conformity with ethical standards. The construction industry in Nigeria is gradually coming up to change the perception of the public against the notion that the construction industry is the most corrupt industry due to high frequency of construction failures that have challenged the integrity of the professionals in the sector as asserted by Nduse (2010). Improving compliance to the ethical standard of the industry would not only come from individual professional and the industry, but would also require inputs from governments as opined by John (2006) that governments have responsibilities in ethical matters relating to the construction industry

VII. CONCLUSION AND RECOMMENDATION

This study appraised the compliance of construction professionals to ethical standards in the Nigerian construction industry. The study concluded that clients service delivery; educational training and professional qualification as well as standards of practices are the most significant ethical standards among construction professionals in Nigeria. The ethical standards that had the least professionals' compliance was fair compensation. The study recommended that

professionals should pay more attention to all ethical standards in the industry while discharging their duties to satisfy clients. If professionals continually uphold ethical standards, the perception of the public about the image of the construction industry would be changed and project performance and delivery be enhanced.

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Strategic Management of Technology and Innovation

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Abstract- This paper discusses the importance and need of incorporating technology and innovation strategy into business strategy to achieve overall competitive advantage for the company. The use of technology and innovation in value creation system is highlighted in a way that it plays a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Strategy formation and execution in the context of technology is discussed that technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company. Furthermore, concepts like technology strategy, forces affecting technology strategy formation and execution, technology management, innovation management, and what benefits companies can get from these are highlighted and discussed in relation to corporate business strategy.

Keywords: *innovation management, technology management.*

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STRATEGICMANAGEMENTOFTECHNOLOGYANDINNOVATION

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Strategic Management of Technology and Innovation

Z. Mahmood,^α A. Amir,^σ S.Javied^ρ & Dr. F. Zafar^ω

Abstract- This paper discusses the importance and need of incorporating technology and innovation strategy into business strategy to achieve overall competitive advantage for the company. The use of technology and innovation in value creation system is highlighted in a way that it plays a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Strategy formation and execution in the context of technology is discussed that technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company.

Furthermore, concepts like technology strategy, forces affecting technology strategy formation and execution, technology management, innovation management, and what benefits companies can get from these are highlighted and discussed in relation to corporate business strategy. As an example, Wal-Mart's case in becoming a market leader using technology strategy has also been discussed in this paper. All above highlighted aspects are justified with the help of literature findings already did by other researchers and provides guidelines for practitioners or companies to better understand the problem in hand. It will allow them to better incorporate technology and innovation management into their business model. This paper provides the basics of technology and innovation management in practice, and provides a need for further research to better understand the rationale.

Keywords: innovation management, technology management

I. INTRODUCTION

Rapid flow of information and accelerating technological advancements during the past century has made economy and social environments very complex and competitive. In 1911, Schumpeter (1961) concluded that technological advancements have brought about drastic changes in form of emergence, fusion, disruption and evolution of industries over time. Especially in highly technology-oriented industries, technological competition on global scale makes a significant managerial challenge for firms or organizations. The basic and absolute question is how firms can manage strategically their product offering, value chain system, product strategies and technology, competences and capabilities in complex changing business and technological environment.

Operating environment for businesses is considered as complex and ever changing, and technology plays a pivotal role in managing such

environment for better productivity, innovation and business model development. Companies do struggle in adapting to new technological trends, and investments optimization process to cater for new opportunities in the market place. Therefore, fundamental need for companies is to be capable of creating and executing business and technology level strategies side by side to achieve sustained competitiveness and value creation. Enterprises who had been managing and optimizing single function of the company at a time now manages multiple functions strategically. In order to achieve high return on investments and better performance as a whole, enterprises need to have strategic management capabilities. (Ansoff 1979, Ansoff 1987).

Strategic technology management is expected to provide means or ways to manage complexity, ambiguity and dynamic nature of businesses, caused by the technology. In this article, the term 'strategic' in relation to technology management emphasises the linkage of strategic management with technology management. Strategic management is a big umbrella, in which strategic technology management is one colour and food for thought in this article for various audiences. Furthermore, strategic refers to strategic technology management as being separate own disciple itself apart from other managements like innovation management and R&D management which surrounds technology management activities. Thus, strategic technology management is placed or considered apart from other types of management in practice. (Bleicher 2004).

II. STRATEGIC MANAGEMENT

Company strategy as defined by Chandler (1962: 7), "*determination of the basic, long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for those goals*". Strategic management is concerned with the policy that a company adopts to create, enhance and sustain its capabilities based on its environment and in achieving its objectives (Ansoff 1979). The concept of strategy and strategic management has evolved and matured over the years (Whittington 2001, Drejer 2004, Bigler 2009). Nag *et al.* (2007), amongst other scholars concluded the definition of strategic management as, "*The field of strategic management deals with the major intended and emergent initiatives taken by general managers, on behalf of owners involving utilization of resources,*

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to enhance the performance of firms in their external environments". The strategic manager of an organization develops and suggests company initiatives to be undertaken on behalf of its owner. This plan involves the efficient utilization of the available resources and enhancing the firm capabilities to meet the demands of its environment. According to this definition, strategic management covers aspects such as the current environment, society, organization, enterprise, management, people, knowledge, outcomes and value creation.

a) *Value Creation And Business Model*

An enterprise targets to create value throughout the value chain for customers, owners, personnel and society (Ansoff 1979). Considering economy on macro-economic level, the use of technology and innovation in value creation system play a pivotal role in productivity, economic growth, increasing wealth in socioeconomic environment, and evolution of entire industries. Apart from this, continuous change in technology and innovation has affected companies in changing their value creation systems, thus leading to evolution of entire new industries. The companies have to plan, define, and execute strategy in a way to develop required capabilities to meet customer and stakeholders' desires. The strategy creation and execution would eventually define the position of a company in the market and its value chain (Porter 1985). This position of the company is rooted from business model that a company pursues in completing its mission (Chesbrough 2006). If simply said, business model consists of value chain systems, product, offerings, and revenue model but existence of such models in practice is quite rare to be seen (Suikki et al. 2006, Makinen & Seppanen 2007).

The use of technology in elements of each business model defines the objects and aspects of a strategic management in an enterprise context. In both micro and macro levels, use of strategic technological management is concerned with the proactive use of technology of an enterprise to achieve sustained value creation and survival amongst business models changes and the industry evolutions enabled by advancements in technology.

b) *Strategy Formation And Execution*

For companies survival, value creation, and to achieve long-term success strategy formation and execution is very crucial. However, it is not sure what corporate strategy would be and how a successful strategy would be established in such a dynamic environment now a days. Strategy formation constitutes distinctive characteristics related to strategy creation process, its rationale, and the direction of its focus. Whittington, (2001) stated that meta-schools of strategy are coherent, evolutionary, and systemic in nature. Mintzberg et al. (2005) gave different school of thoughts for strategy in relation to prescriptive and descriptive

sense. According to him, there exist three prescriptive (design, planning and positioning) and seven descriptive (entrepreneurial, cognitive, learning, power, cultural, environmental, configuration) schools of strategy. However, there exists no observed evidence which strategy formation technique best meets the requirement of a company in terms of outcome and how company can actually create a better strategy for them.

Porter (1985) stated that technology is involved in all activities of value creation process of a company so technology aspects must be considered properly during strategy formation. Therefore, companies do need to cater for technology matters in line to product and business strategy. For instance, technology strategy should be aligned to corporate strategy in order to reap out benefits like performance and competitiveness for the company, or the other way, technology strategy is to be derived from corporate strategy (Mei & Nie 2008, Dodgson et al. 2008). Creating a successful business strategy is a complex managerial milestone to achieve for a company. And yet adding the abstract element of technology in strategy formation makes complexity and uncertainty even more. Companies' main concern in strategy formation related to technology is to deal with complex and dynamic nature of technological developments. Another challenge faced by companies is management control of firms' technological evolution in such fast changing and unpredictable technology and business environment (Ansoff 1987). Considering the expansion of technology and innovation, as well as strict involvement of these in every business process of a company, conduct and role of strategic technology management is inevitable.

c) *Technology Strategy*

Technology strategy is one of the basic ingredients in strategic technology management. Characteristics and capabilities of a technology need to be developed and evaluated across the company. Considering the importance and relation of technology with the firms' broad competitive strategy, technology should be connected and aligned to business strategy. Moreover, firms' strategy on products, services and processes must be devised in relation to technology throughout the value chain process (Dodgson et al. 2008).

In current era, technology strategy has become a key factor in devising business strategy and to sustain a competitive advantage. Burgelman et al. (2001), studied this fact and concluded that it helps to answer questions such as, which competences and technologies are to be adopted for competitive advantage, what should be the investment level on technology development, and how to organize technology development and its management etc. Although, scope and importance of technology strategy is defined in companies, but the extent to which such strategy is incorporated into business strategy and the

existence of an explicit technology strategy varies even in technology oriented firms (Kropsu-Vehkaperä et al. 2009). Moreover, there exist forces, both internal and external that do shape the formation and execution of technology strategy and these forces are integrative and

generative in nature. In this regard, Determinants of technology strategy are presented in the Figure 1, showing different forces affecting the formation and execution of technology strategy.

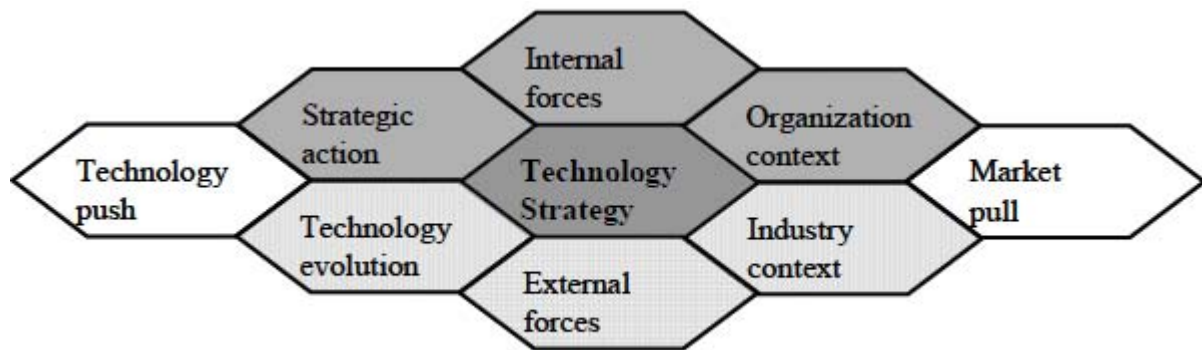


Figure 1 : Determinants of Technology Strategy (Sahlman k. 2010)

III. MANAGEMENT OF TECHNOLOGY AND INNOVATION

Technology management is essentially concerned with the interface of the organization and the external technological environment. Technological items include licensing, acquisition, technological status, R&D and technological policies. While innovation management areas are new product development, new process development and innovation policies.

a) Technology Management

Burgelman et al. (2001: 4) defines technology as "technology refers to theoretical and practical knowledge, skills and artifacts that can be used to develop products and services as well their production and delivery systems. Technology can be embodied in people, materials, cognitive and physical processes, plant, equipment, and tools".

Figure 2 demonstrates the various disciplines that can influence the management of technology and innovation.

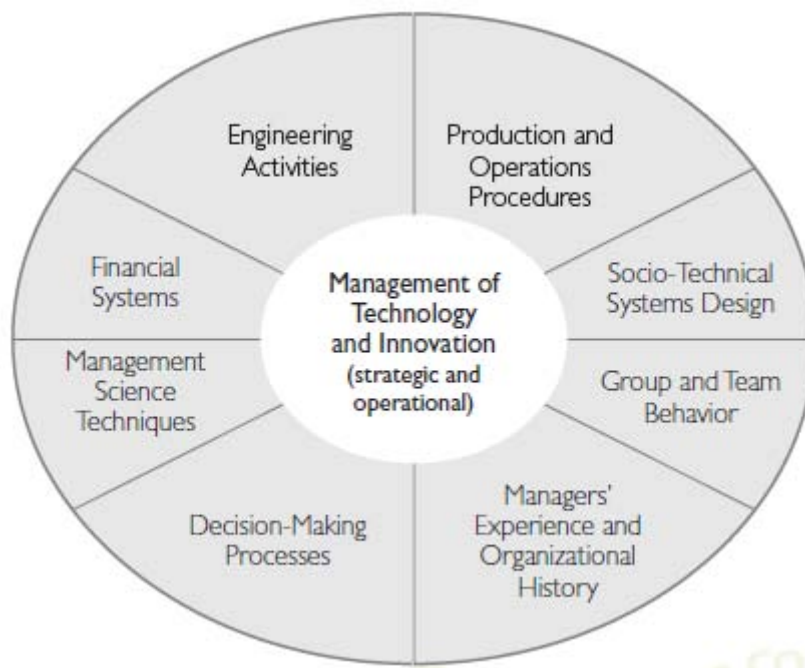


Figure 2 : Areas Influencing the Management of Technology and Innovation (Margaret A. White & Garry D. Bruton.2007)

b) Innovation Management

Innovation management is defined as a “comprehensive approach to managerial problem solving and action based on an integrative problem-solving framework, and an understanding of the linkages among innovation streams, organizational teams, and organization evolution”. It is about implementation—handling politics, control, and individual resistance to change. The manager is an architect/engineer, politician/network builder, and artist/scientist. (Margaret A. White & Garry D. Bruton, 2007)

Effective innovation management depends on the organization's top management inclination to commit the resources to allow individuals and groups to recognize “newness” and respond accordingly. This commitment by the top management to innovation, in turn, requires their recognition of several realities. These realities are as follows:

1. Management of technology incorporates the management of innovation.
2. It requires encouraging an environment where innovative thought and work are encouraged.
3. It involves leading a firm from existing processes and products to something that is “better” and more valuable.
4. It is proactive and encourages creativity and risk taking.

IV. IMPORTANCE OF TECHNOLOGY AND INNOVATION TO BUSINESS

In many industries technological innovation is most important driver to gain competitive advantage. The companies are adopting new technology

advancements and innovations due to the globalization of markets. Not only are innovation and technology imperative to the economy, but they are clearly worth arguing over. This can be illustrated by fact ten years ago pricing on many machinery and commodity products were done very inefficiently. It was very hard to know exactly what each firm would charge for its product and what the other firm would charge for the same product.

The result was that widely different firms charge different prices for the same product. Purchasing agents found so different and spent a lot of time looking for the best price. However, new technological advancements have eliminated this inefficiency. Especially the Internet has resulted in more transparent and efficient means of pricing for both capital goods and commodity products.

The influence of technology on business typically is not one-dimensional but rather new technology has a cascading effect within firms. To illustrate consider the previous example; in economic theory price is a function of supply and demand. But the technology resulted in both more demand and lower prices. Advancements in technology have made consumers more knowledgeable and they are more aware of opportunities to obtain and use products. This leads to greater demand and precise information leads to pricing being more systematic. As a result, technology leads to better pricing. A similar cycle has taken place in other markets, people use internet to buy automobiles, books and other products. This leads to greater number of buyers but also building pressure on firms in terms of lower prices.

V. WAL-MART - CASE STUDY



a) Wal-Mart and IT

Wal-Mart is the largest retail company around the world, using information technology to improve its operations and to gain competitive advantage. Wal-Mart is designed on a strategy to provide a broad assortment of quality merchandise and services at everyday low price. Information technology plays an important role in Wal-Mart's business success and they must pay continual attention to technological advancement to sustain competitive advantage. Wal-Mart looked into RFID technology to improve its operations and make further progression such as reducing labour cost, improving inventory control and evolving marketing intelligence. In the mid 1980s, Wal Mart invested in Central database, store-level POS systems and a satellite network. Wal-Mart developed Retail Link, was a largest civilian database in the world. Retail Link

contained every data of sale that a company made over a past two-decade period. In 1990, Wal-Mart was an early adopter of Collaborative Planning, Forecasting and Replenishment (CPFR), an integrated approach to planning and forecasting in which they share the critical information regarding Supply Chain.

b) Benefits Wal-Mart experienced by RFID

In June 2009, the CEO of Wal-Mart announced that company had decided to deploy RFID (Radio Frequency Identification) along its supply chain and revealed that its top 100 supplies would be required to put RFID tags carrying EPC on pallets. In 2005, Wal-Mart employed more than 1.6 million associates in more than 6200 facilities around the world which included 3800 US stores and 3800 international units and in that year Wal-Mart makes US\$ 418,952 billion. Heinrich (2005, p.25) states that RFID systems improve the flow

of supply chain. The author states that RFID provides many benefits to Wal-Mart such as in logistics operations, it enables supply chain visibility and its impact on Supply chain facilities such as warehouses is foreseeable. This new technology will place a small tag on each item at the manufacturer and will allow the product to be tracked from the time it leaves the manufacturer until it leaves the store. This ability helped the Wal-Mart to have a better control of shrinkage or loss. This also helped the Wal-Mart to improve inventory in the stores because Wal-Mart will know immediately if there is a shortage of any product in any store or a surplus in another store. And Wal-Mart will be able to know if the transfer of goods will be possible and profitable to them.

The RFID technology helped the suppliers to better manage their production to serve Wal-Mart more efficiently and effectively. For example, RFID is used by Wal-Mart suppliers, Procter & Gamble to obtain instant data on what is sold and where is sold. This information helped the suppliers to adjust their production

according to the needs of Wal-Mart. It is estimated that RFID implementation could save Wal-Mart US\$ 8.4 billion a year in costs when it is fully deployed. Wang et al. (2011, p.571) mentioned research conducted by University of Arkansas on 24 retailers of Wal-Mart and divided into two groups. The one group consisted of 12 retailers, the one not using RFID and the other using RFID technology. The results of this research showed that the group that used RFID along supply chain had a 16% decrease in the OOS rate compared to the other group not using RFID technology into supply chain system. (Massuod O & Hassan S. 2012)

c) Drivers of Implementing RFID

The main drivers that persuaded Wal-Mart to deploy RFID technology were following:

- Getting high visibility, accuracy and efficient productivity of supply chain operations;
- Optimizing Inventory levels, minimize stock levels;
- Creating more value to customers;
- Optimizing promotion management competences;
- Increasing Product availability.



Figure 3 : Wal-Mart Net Sales (Wal-Mart Annual Reports 2002-2011)

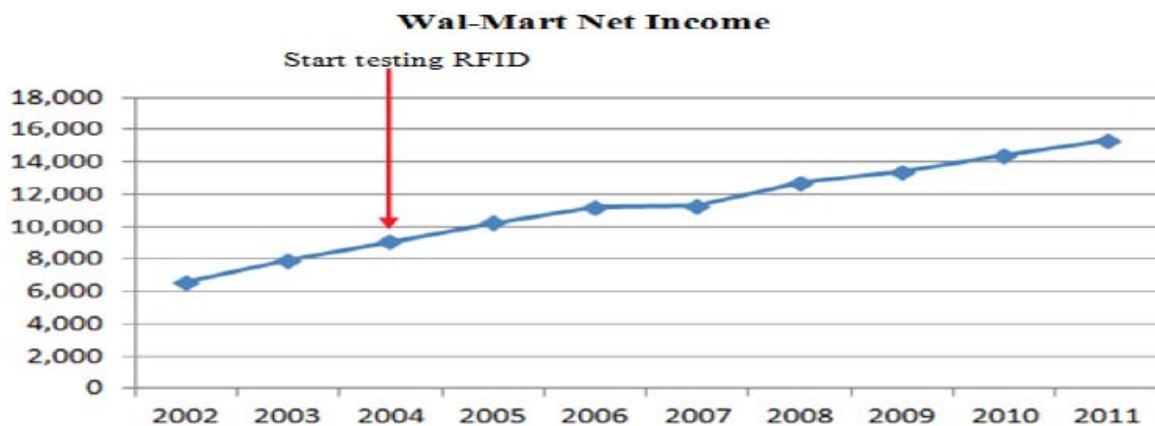


Figure 4 : Wal-Mart Net Income (Wal-Mart Annual Reports 2002-2011)

As shown in above figures, with the implementation of RFID the net sales and net income raised this means that implementing RFID technology had key role in increasing net sales and net profit. (Massuod O & Hassan S. 2012)

VI. CONCLUSION

In today's era, roots of a business are derived from technology and innovation. In near future, business success will be largely dependent or driven by these two salient factors. Companies would have to take technology and innovation as a strategic objective of the company to sustain their competitive advantage. Moreover, technology and innovation causes a cascading effect on an organization, meaning use of technology in one domain will eventually lead an organization to make greater changes in technology in other areas. Technology and innovation has not only affected the businesses but the society as a whole. It is a process of push and pull i.e. technology is pulled by society or society is pushed by technology. So, organizations do have to undergo technological developments and innovations to cater for economically complex and dynamically changing social environments. In order to achieve such objectives, need for strategic technological and innovation management becomes inevitable.

Technology strategy in being a key ingredient in technology management has become a primary factor in devising business strategy and to sustain a competitive advantage, so companies do need to connect and align technology strategy with business strategy. Portfolio of technological evolution in a company should be managed strategically by taking into account technology during strategy formation and execution process of a company. Companies have to plan, define, and execute strategy in a way to develop required capabilities to meet customer and stakeholders' desires. And for this to happen, technology and innovation management should be incorporated into value chain system of a company.

No commonly agreed frameworks are available that can define how technology and innovation can be integrated into value chain model of a business. Reason might be due to complex and dynamic nature of economy, and globalization effect on business processes as a whole. So, it is important to highlight basic aspects related to value creation and business model, strategy formation and execution, technology strategy, technology management, innovation management, and interface between technology and innovation strategy. This would allow companies to better understand concepts and intermediary steps, required to formulate a technology and innovation framework for them to develop and sustain technological capabilities. With this, organizations will be able to benefit from their internal strengths, overcome their weaknesses, exploit external opportunities and minimize their external threats.

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Empowering Front Office Professionals with Understanding of Guests' Personality Psychology

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Abstract- Purpose: To become a successful front office professional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively, a front office manager needs to understand and apply appropriate findings of psychology. Personality psychology is a branch of psychology that studies personality and individual differences. For years, practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these. By understanding the personality styles of guests, front office managers can easily accommodate the needs of each type. This conceptual paper analyses some of the findings of personality psychology which have direct implications for front office managers and professionals.

Keywords: front office professionals, personality psychology, guests' personality types.

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Empowering Front Office Professionals with Understanding of Guests' Personality Psychology

Mr. Rajiv Mishra ^α & Dr. Kulwinder Pal ^σ

Abstract- Purpose: To become a successful front office professional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively, a front office manager needs to understand and apply appropriate findings of psychology. Personality psychology is a branch of psychology that studies personality and individual differences. For years, practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these. By understanding the personality styles of guests, front office managers can easily accommodate the needs of each type. This conceptual paper analyses some of the findings of personality psychology which have direct implications for front office managers and professionals.

Design/methodology/approach: The types of personality and the principles discussed in the paper are arrived at through review of related literature and by interacting with the successful hospitality professionals and practitioners of applied psychology.

Findings: Along with the notable Big Five model of the personality, the paper enlists the characteristic of various sub-categories of the guests after broadly classifying them into various heads in relation to their planning, booking, pricing, lodging and complaining habits and discusses their implications for front office professionals.

Value: The knowledge and understanding of various personality types of guests would guide the front office professionals to plan their strategy to deal effectively with different types of guests in all of their job functions.

Keywords: front office professionals, personality psychology, guests' personality types.

I. INTRODUCTION

The front office is the heart of any hotel organization. According to H.E. Heldenbrand (1944), "To the guest, the manager is largely represented by the front office, and the unseen head will be judged favorably or otherwise by the guest treatment there." As such the duties and functions of a front office manager or professional are very much crucial since he/she is responsible for overall customer service, reservations, billing, and personnel management. To become a

successful front office professional, a person needs to be comfortable with interacting with strangers and dealing with various hotel-guests issues. To do so effectively, a front office professional needs to understand and apply appropriate findings of psychology. Applied psychologists have developed principles and methods for dealing with human behavior at all of the following levels: people as individuals, people as interpersonal entities (in leadership and team roles), and people as the key to understanding the way organizations look and behave (Schneider, 1991). So much research work has been done in studying the personality characteristics of the people that it has resulted into the creation of a separate branch of psychology known as Personality Psychology. Personality psychology is a branch of psychology that studies personality and individual differences. Its areas of focus include - constructing a coherent picture of a person and his or her major psychological processes (Bradberry, 2007); investigating individual differences, that is, how people can differ from one another and; investigating human nature, that is, how people's behavior is similar (Wikipedia, 2010). For years practitioners of applied psychology have tried to help companies identify personality types of customers and teach them how to handle each of these types. By understanding the personality styles of guests, front office managers can easily accommodate the needs of each type. The central idea is that one can relate and work with people well if one knows them well. This paper analyses some of the findings of personality psychology which have direct implications for front office managers/professionals.

II. PERSONALITY DEFINED

The word "personality" originates from the Latin word 'persona', which means mask. In the theatre of the ancient Latin-speaking world, the mask was not used as a plot device to disguise the identity of a character, but rather was a convention employed to represent or typify that character (Wikipedia, 2010). Although the term "personality" has different meanings to different people, one definition describes it as a set of characteristics or traits that are relatively enduring and differentiate one person from another (Guilford, 1959). It represents an

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individual's distinctive psychological characteristics that lead to relatively consistent responses to his or her environment (Reid and Bojanic, 2010). It may also be defined as dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations (Ryckman, 2004).

The various types of guests with whom front office professionals interact on a regular basis, are psychologically programmed in a highly similar fashion. This means that people analyze and use certain types of information in very predictable ways. This "every day" predictable elements of people constitute their personality, the understanding of which can help front office professionals to know and work with others personally and professionally much more effectively (Houran, 2009).

III. USING PRINCIPLES OF PERSONALITY PSYCHOLOGY FOR BUILDING CUSTOMER-CENTRIC MINDSET IN FRONT OFFICE MANAGERS

Hospitality is about a "customer-centric" mindset (Houran, 2009). Knowledge and practice of relevant principles of personality psychology can help front office professionals to live this mindset. The types of personality and the principles discussed in the paper are arrived at through review of related literature and by interacting with the successful hospitality professionals and practitioners of applied psychology.

a) "Big Five" model of personality

We will start our discussion with the famous "Big Five" model of personality given by Lewis Goldberg who proposed a five-dimension personality model, nicknamed the "Big Five" (Wikipedia, 2010) and can be easily remembered by the acronym OCEAN. These dimensions along with their implications for front office managers as given by J.W. Santrock (2008) and Jim Houran (2009) are listed below:

1. *Openness to Experience*: This dimension represents tendency to be imaginative, independent, and interested in variety. People like this are eager to learn more and ask many questions. They are motivated to seek stimulation and to learn things in general. While dealing with these guests, front office professional should emphasize hotel's new, novel or innovative approach, as well as leading-edge and proprietary information that gives it a competitive edge.
2. *Conscientiousness*: It represents the tendency to be organized, careful, and disciplined. People like this are very cautious, deliberate in word and deed, pragmatic, non-committal and sometimes downright skeptical. They are motivated to understand details and practical application of products and services.

To deal with them, front office professional should emphasize detail in reports and presentations and explain how that detail is derived from careful and authenticate information. Also, they should be precise in their language leaving nothing vague or irresolute for guests.

3. *Extraversion*: It reflects the tendency to be sociable, fun-loving, and affectionate. People like this make small talk and are very friendly. Their motivation is relationship-building. While responding to these, front office professional can emphasize the ongoing relationship the hotel organization has with client's company, e.g., past projects hotel organization has done for the company, success stories about collaboration and partnership, testimonials etc.
4. *Agreeableness*: This is the tendency to be soft-hearted, trusting, and helpful. People like this are good listeners, respectful, polite and amenable to the suggestions. They are motivated to avoid conflict and to please others. Front office professional while interacting with them should emphasize the powerful reputation hotel organization has in the market, along with mentioning how much he/she enjoys talking with them and wants to continue the discussion. Front office professional must act fast with highly agreeable people, because their views can easily change over time as they attempt to please the person of authority at the moment.
5. *Neuroticism*: It represents the tendency to be calm, secure, and self-satisfied. People like this are quick talkers and thinkers, who can come across as dominant, passionate, and narcissistic persons. They want to control circumstances, establish authority and assert their own expertise. While dealing with them, front office professional should emphasize the reputation and high standards of the guest's company and how hotel organization complements that brand and fits in with their innovative agenda or plans.

The way that people express themselves is related to their personality make up. Often one of these five traits will be dominant in a specific person. By listening to them and observing their mannerisms one can comprehend the dominant dimension of one's personality and respond to it accordingly. Information will be better understood and received by a guest when information is messaged in a way consistent to the guest's dominant personality (Houran, 2009).

b) Guests' personality types in terms of their planning habits

Irina von Bentheim (2009) has reflected upon the significance of the hotel choice and what it says about the character of the hotel guest. She has categorized the guests into following four types

depending upon the accommodation planning done by them:

The cautious guest: The cautious guest plans their accommodation right down to the last detail weeks, and even months, in advance. They maintain daily email contact with the hotelier. They belong to the most fearing yet adorable set of people. To build a good customer relationship with one of these types, front office professional should never dodge their endless search for perfection. Playing a tolerant partner at their side, front office professional can let them happily experience harmony.

The cunning guest: The cunning guest compares prices, furnishings and locations months in advance, and rings up their chosen hotel every day under a different name to ensure their hosts will still welcome them even if their demands are unfair. As these types of guests are generally in possession of the strongest of egos, front office professionals should be mentally prepared to face more confrontations and act according to the situation keeping their cool.

The lucky beggar: These types of guests do not do any planning, but always manage to have luck on their side and end up in a top hotel. They enter into every relationship with "Yes I can" attitude but their loud self-appreciation doesn't always result in as much as it promises. They like others to indulge more often in self-criticism which should be kept in mind by the front office professionals while interacting with them.

The jinxed traveller: The jinxed traveller never plans ahead, always seems to encounter bad luck and does not have sufficient self-belief. The front office professionals dealing with them must be well organized and accustomed to taking matters into their own hands. (Bentheim, 2009)

c) Guests' Personality types pertaining to booking/reservation process

Bryan Eisenberg (2009) categorizes the personalities into four groups on the basis of their queries while making bookings. The characteristics and aspirations of each group as explained below should be kept in mind by the front office professionals while handling their bookings:

Competitive personality: This type of person is decisive and looks for the bottom line. This personality asks 'what' questions. Regarding the hotel, this person will want to know location, comparison to other hotels, and star rating systems.

Humanistic personality: A person with this type of personality appreciates a hotel with friendly, helpful and polite staff. This personality asks 'who' questions. He/She wants to feel good about a hotel and values learning about the experience of others who have stayed there.

Spontaneous personality: A person who has this personality is impulsive and appreciates a personal touch. This personality asks 'why' questions. He/She

avoids cold, hard facts and wants to know if the staff will help him/her, or if there is a restaurant or nightclub. This personality type will be impressed by silky sheets, quality toiletries and special touches.

Methodical personality: A methodical person likes to see the hard facts and wants to see the information presented in a logical manner. This personality type asks 'how' questions. He/She is not impressed with the personal touch and will look for things such as check-out times, prices, and what comes with the room. (Eisenberg, 2009)

d) Personality variables relevant for understanding consumer behavior related to pricing and currency usage

Front office professionals should also be familiarized with the pricing and currency usage related behavior of the guest as a consumer. Two personality variables seem to offer a great deal of promise in understanding consumer behavior (Haugtvedt et al., 1992). These personality variables are: need for cognition and self-monitoring. The understanding of these variables would help front office professionals to be more insightful and considerate while dealing with guests in pricing related matters.

i. Need for Cognition

According to Cacioppo and Petty (1982), need for cognition refers to an individual's tendency to engage in and enjoy effortful cognitive endeavors. Based on need for cognition, individuals can be divided into cognitive spenders and cognitive misers.

a. *Cognitive spenders:* Individuals who possess high need for cognition are more highly motivated to think about the given information than individuals with low need for cognition (Cacioppo and Petty, 1982). In other words, individuals with high need for cognition are viewed as cognitive spenders, and they report greater enjoyment of complex tasks. They are more curious, enjoy mental activities, seek out additional stimulus information, differentiate between strong and weak arguments, and recall more information from an event (Hu, 2005).

b. *Cognitive misers:* In contrast to cognitive spenders, low need-for-cognition individuals are viewed as cognitive misers (Taylor, 1981), and they dislike effortful cognitive activities.

The results of the study by Imman, McAlister, and Hoyer (1990) demonstrated that for cognitive misers, promotion signal alone represent a sufficiently significant change in the choice condition to induce a shift in choice behavior toward the promoted brand. For cognitive spenders, however, a concomitant price cue is needed. This implies that cognitive misers might employ less complex decision rules than do cognitive spenders. Chatterjee and Basu-Roy (1998) investigated

the role of need for cognition on consumers' reactions to price-matching offers. Cognitive misers are unlikely to devote much thought to any situation. Hence they are more prone to use price-matching signals as a heuristic to simplify choice. Cognitive spenders, on the other hand, are more likely to consider both the competition as well as the collusion aspects of price-matching offers, and base their choice on more substantive cues. Whereas cognitive spenders are persuaded by price reduction, cognitive misers are persuaded by discount signals even when the price of the promoted brands is not actually reduced (Immanet al., 1990 and 1997). The study by Burman and Biswas (2004) suggested that the cognitive spenders scrutinize the information more and therefore enter the correction stage to either reject or discount an implausible reference price. On the other hand, cognitive misers remain in the characterization stage due to their lack of motivation to assess the information thoroughly and therefore will be more vulnerable to implausible reference price claims.

Since need for cognition appears to be a primary individual-difference variable identified as influencing motivation to think, it should also influence individuals' preference of currency usage. Cognitive spenders may prefer to use combined currency at high-end restaurant to maximize their savings. To avoid the complexity of dealing with two or more currencies, cognitive misers, in contrast, are most likely to pay with a single currency while visiting restaurants of their choice (Hu, 2005).

ii. Self-Monitoring

According to Snyder (1979, 1987), people differ in the extent to which their behavior is susceptible to situational or interpersonal cues, as opposed to inner states or dispositions. With regard to the level of self-monitoring, individuals can be classified as low self-monitors and high self-monitors.

- a. *Low self-monitors:* Low self-monitoring individuals are especially sensitive and responsive to inner dealings, attitudes, and beliefs. The behaviors of low self-monitors reflect their feelings and attitudes without regard to situational or interpersonal consequences of those behaviors (Snyder, 1979; Ajzen et al., 1982).
- b. *High self-monitors:* In contrast to low self-monitors, high self-monitors are much less sensitive to internal beliefs and values. Instead, they view their behaviors as stemming primarily from a pragmatic view of what external, situational cues define as socially appropriate action (Snyder, 1974).

High self-monitors tend to judge a product's quality higher if it is advertised with an image orientation (DeBono and Packer, 1991). Low self-monitors, on the other hand, tend to be influenced by advertisements that stress the performance of the product. Empirical evidence has shown that high self-monitoring

individuals prefer brands in congruence with social situations while self-image congruence and utilitarianism dominate the brand preference of low self-monitors (DeBono, 2000; Hogget al., 2000). Also, high self-monitors respond more favorably to status-oriented advertising claims while low self-monitors are more sensitive to the quality and functional performance of products (Shavitt et al., 1992; DeBono, 2000).

Individuals' preferences of payments (currency usage) may also be influenced by self-monitoring (Hu, 2005). High self-monitors view their behaviors as stemming primarily from a pragmatic view of what external and situational cues define as socially appropriate action and use these cues as guidelines for monitoring their own verbal and nonverbal self-presentation (Snyder, 1979). Since combined-currency price is a signal of price discount, high self-monitors may be less likely to use it in contrast to low self-monitors and hence may choose single currency to show their social status (Hu, 2005).

e) Guests' personality types in terms of lodging habits

Embassy Suites Hotels (2000) commissioned a proprietary survey of more than 300 frequent travelers and found that there are two distinct personality types in travelers: Upstairs and Downstairs guests. This classification provides good insight about the lodging habits of the guests.

Upstairs guests: These personalities are defined by actions and characteristics of more introverted people who spend less time in public areas and prefer private spaces such as bedrooms over more social spaces such as lobbies and lounges. While the findings indicate that nearly two out of three female respondents generally classify themselves as extroverts, more than half of these same women travelers changed attitudes when traveling for business, describing their behavior as more upstairs and introverted on a business trip. For example, female business travelers might opt for room service, in-suite wet-bar, and the spaciousness of a two-room suite that allows a separation of work and sleep areas.

Downstairs guests: Unlike their female counterparts, men overwhelmingly maintained the downstairs personality when traveling for business or pleasure. Travelers with downstairs personalities are considered to be more extroverted and tend to use concierge services more often, dine out of their rooms and prefer social spaces to private areas. Downstairs personalities might enjoy a nightly manager's reception, dining in the on-site restaurant and relaxing in open lobby areas.

The survey also found that while upstairs personalities enjoy staying upstairs, downstairs personalities also appreciate a spacious hotel room like a two-room suite. Depending on their personality, travelers seek specific comfort zones which front office managers should aim to provide.

f) *Guests' personality types in terms of their complaints*

Amy Bradley-Hole (2008) believed that the best way to please a guest is to understand his/her needs and motivations and the psychology behind their complaints. In her effort to better understand the psychology behind complaining, she began studying disgruntled customers, and noticed certain "types" of complainers.

People with ruined dreams: These are the people who have been dreaming of the most breathtaking vacations for years. They have got this perfect vision in their head of exactly how the entire trip, including hotel experience, should be. This type of persons may complain because they have major problems, but they often complain about minor things that may not really matter, simply because they are facing the reality that there is no such thing as a perfect vacation.

Face-savers: Face-savers complain because they think acting irate will camouflage their shortcomings. For example they know that they only made their reservations for two nights but insist it was three. Face-savers can often be identified by their low self-esteem and their beliefs that belittling other people makes them look good. They are the one who complain really loudly.

Freebie-lovers: These people love bargaining. They complain even when nothing is wrong just to get a lower rate or a refund. Freebie-lovers have one motivation: saving money.

Wounded warriors: The wounded warriors once had everything going for them. But then many unfortunate incidents happened in their life. They often complain because it's the only way to regain control of their life and become masters of the situation, if only for a brief shining moment. Instead of standing up for themselves and taking control of their life, they may also complain as they feel forced to do so by someone else.

Martyrs/passive-aggressives: Martyrs and passive-aggressives are the worst complainers because they don't complain at all, at least not to the hotel. These are the people who have the worst stay ever, and yet never breathe a word about their numerous issues to hotel staff. Instead, they wait until they return home to tell everyone they know and the local news station about how horribly they were treated. In fact, martyrs love to be mistreated, because it gives them something new to complain about.

The loyal customers: The loyal customers don't really complain at all. Instead, they provide constructive criticism. They let managers know when things are wrong simply because they love a hotel or chain and they want to make sure it's a nice place to stay for a long time. This type of complainer is the one who becomes good friends with the staff members at various hotels and gets all kinds of perks when he/she comes to stay.

The truly injured: The truly injured guests complain for a valid, important reason. They do so calmly, rationally and politely. They understand that no one is perfect, and that mistakes happen. They do not place blame or pass judgment. They ask for appropriate compensation for their problems, and are never demanding.

Categorizing complainers seem to help the front office professionals better please these customers, because they better understand what each guest wants. (Bradley-Hole, 2008)

IV. CONCLUSION

Front office professionals are always at the frontline to face all types of customers with their diverse attitudes, needs and aspirations. The knowledge and understanding of various personality types of guests would help them to plan their strategies to deal effectively with different types of guests in all of their job functions. The process of analyzing the guests in terms of their personality characteristics assists the professionals to know their guests in a better way. Once you know the prominent dimension of a guest's personality and their temperament in terms of their planning, reservation making, spending, lodging and complaining habits, you can very well devise the apt strategies to meet their expectations and increase the customer satisfaction. The hotel organization can use the findings of personality psychology to apply innovative strategies for boosting their trade name. One such strategy is adopted by OPUS Hotel, Vancouver where the guest rooms are grouped by "room personality". Room types are assigned randomly unless guests make a specific request. The hotel's website has a feature to help guests determine their personality type, and if a guest lets the hotel know which "type" they are, the staff will kick in with specific local dining and other recommendations (Travel & Leisure, 2010). The concept like this would definitely add more personal touch to the comfort of the guests leading to greater customer satisfaction and increased business.

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Rumors in the Workplace Affecting Organizational Change Readiness

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Abstract- The spread of Rumors/Grapevines/Rumor-mills continues to be an issue for most mid\large organizations throughout the United States. Rumors have been an integral part of American political views and have had an effect on most organizational change initiatives. The notion of not knowing something provokes human instincts to seek the truth among employees by spreading rumors. In so doing, rumor-mills have the potential to penetrate most organizational structures, which could lead to organizational change derailment if not addressed accordingly.

Keywords: *public administration; public service; management; leadership organizational development; learning organizations; organizational learning; organizational development interventions; organizational change; workplace rumors\grapvines\rumor mills; policies and procedures; evaluation of human resources; structure and design; training and development; human resources; communication; and leadership.*

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Abstract- The spread of Rumors/Grapevines/Rumor-mills continues to be an issue for most mid\large organizations throughout the United States. Rumors have been an integral part of American political views and have had an effect on most organizational change initiatives. The notion of not knowing something provokes human instincts to seek the truth among employees by spreading rumors. In so doing, rumor-mills have the potential to penetrate most organizational structures, which could lead to organizational change derailment if not addressed accordingly. Moreover, studies have suggested that most business related rumors are accurate. Most importantly, organizational immunity is not recommended. This can intensify rumors in the workplace. Consequently, this leads to a negative work environment that will ultimately affect work productivity. Although the spread of rumors cannot be completely eliminated, suggestions will be provided to streamline organizational change initiatives that can alleviate rumors in the workplace.

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I. INTRODUCTION

A sense of urgency among employees arises when organizational change initiatives are not communicated accordingly. In some cases, organizational change may not have been officially announced, which leads to employees seeking the truth. Most rumors have the potential to creep into most organizational settings. Consequently, if rumors are not addressed by the organization, this lack of action can be seen as validation by the employees, which can drain work productivity leading to profit reductions and ultimately damaging the organization's image.

II. RUMORS/GRAPEVINES/RUMOR-MILLS

It is commonly known that Rumors /Grapevines/ Rumor-mills have had an effect on most mid\large organizational settings throughout the years. According to Moulin (2010), "rumors are performances of border languages or an expression of how the sense of others is revealed for the political endeavors" (p. 350).

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Moulin (2010) further states that rumors are mechanisms used from a humanistic point of view by employees to understand the ambiguous and to make meaning of what is the truth. Unfortunately, American organizations have pushed employees to the outer limits and do not share the most accurate information when it comes to change, which leads to misunderstanding and the surge of organizational rumors that ignites curiosity (Rivero, 2013). Part of the problem occurs when the organization develops a powerful "immune system" similar to immunities developed in the human body. As a result, this immunity of resistance defends the status quo and resists changes that are unrecognizable to mid-management and staff alike (Gilley, Gilley, & Godek, 2009). This could lead to miscommunication among staff thus causing rumors to spread within an organizational setting. At times, organizations do not address rumors in the workplace and dismiss it as a common occurrence. "Rumors do not just fill up time around the water fountain. They can drain productivity, reduce profits, create stress in the workplace (Bordia, DiFonso, & Rosnow, 1994, p. 47).

Unfortunately, rumors in the workplace are prevalent in most organizational settings (Michelson & Mouly, 2002). Additionally, rumors relating to organizational change can actually predict where the organization is heading (Isabella, 1990). Workplace rumors are a symbolic verbal mechanism reflecting the state of the organization's climate. If unaddressed, this could lead to counter productivity among staff members.

III. WORKPLACE RUMORS – CAUSES AND EFFECTS

For years, researchers have attempted to have a better understanding of rumors in the workplace and their potential to derail an organization. Knapp (1944) suggests that rumors are shared attitudes, concerns and anxieties, which create mistrust among the organization's shareholders. Additionally, Voas (2002) suggests that false rumors are due to poor communication between management and subordinates and others who desire to seek the truth about inside information relating to the organizational setting. Voas (2002) further states that, "closed-door meetings spawn more incorrect assumptions than any other reason for rumors. Employees are suspicious of senior

managers and assume they are only out for themselves" (p. 62).

IV. MANAGEMENT – CHOOSING TO IGNORE WORKPLACE RUMORS

At times, management may choose to ignore rumors in the workplace, leading to the spreading of rumors. Studies have suggested that rumors prosper when not addressed accordingly (Moulin, 2010). According to Koenig (1985), "in a poorly managed organization, they can chip away at morale and fuel anxiety, conflicts and misunderstanding" (p. 55). Most interesting, another study suggests that rumors have the potential to enhance employees' status, filling gaps in social conversation within an organizational setting (Hicks, 1971). Moreover, workplace rumors are systematic and can be spread faster than the organization's formal communication channels. Mishra (1990) further states, "the grapevine is also capable of penetrating even the tightest security because it cuts across organizational lines and deals directly with people in the know" (p. 52). Organizations should not ignore rumors in the workplace that have the potential to harm its brand/image. This being said, organizations need to take responsibility and address rumors in the workplace before the situation becomes out of control.

Organizations have a choice to either address/ignore rumors in the workplace. It is highly recommended that managers address rumors accordingly. It is also recommended that rumor policies and procedures be established alongside a comprehensive ethics training program to address how to report/deal with workplace rumor mills from both perspectives – employer and employees. Moreover, rumors cannot be abolished or hidden away or even stopped. Trying to do so can only lead to the further spreading of rumors leading to negative organizational results (Mishra, 1990).

V. RECOMMENDATIONS – DAMAGE CONTROL MEASURES

The author of this article proposes the following recommendations for addressing rumors in the workplace.

1. Establish an open dialogue with employees, particularly when organizational change is taking place.
2. Management should address rumors that have the potential to damage the organization's image. It is recommended that management communicates publicly to "clear the air."
3. Management should also act quickly to address rumors in the workplace to avoid the further spreading of rumors in the workplace.
4. Establish workplace rumors procedures and a rumors training program that coincides with the

organization's ethics training program or a similar type of training program.

5. Hold "Town Hall" meetings to address organizational change initiatives and the latest information to the general public/employee population.
6. If applicable, attempt to identify and neutralize all relentless people who promote a negative work environment by spreading false rumors in the workplace.
7. Managers should pay attention to patterns or subtle disruption of the organization's climate. This will provide an indication of lurking rumors that have the potential to surface.

VI. CONCLUSION

Although research has suggested that miscommunication among employers\employees is the root cause of organizational failure leading to the spread of rumors, not enough evidence has been offered cementing this as the main source of the cause. Rumors are similar to bacteria; the longer they linger, the greater potential there is for them to spread. It is highly recommended that managers address rumors in the workplace. Also, establishing workplace policies and procedures/training programs for both employer/employee can be helpful. Most importantly, rumors are unavoidable and cannot be prevented and organizations must be able to address them on a case-by-case basis. Moreover, it is an organizational dilemma that must be addressed to avoid additional workplace related rumor-mill contamination.

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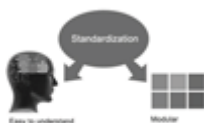
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