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Electric Vehicle (EV) Charging Station

Discovering Thoughts, Inventing Future

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How to Plan and Strategically Manage an Electric Vehicle (EV) Charging Station

By HooKah Khooi & Rashad Yazdanifard

Help College of Art and Technology, Malaysia

Abstract- The struggle to replace fossil fuel with clean bioenergy has come to an end. The possibility of electric batteries opens a new era for the transportation sector. This revolution is causing a great impact on the automobile sector by replacing fossil fuel with hybrid batteries. As such, there is a huge marketing potential for electric vehicle (EV) charging stations as the popularity of electric vehicles continues to grow. Aside from the potential revenue of owning one, planning and strategic management plays an important part. This research attempts to prove the flexibility of owning and managing an electric vehicle charging station, as with the current pace of the technology revolution it is believed to be a potential major field and a worthy investment.

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How to Plan and Strategically Manage an Electric Vehicle (EV) Charging Station

HooKah Khooi [α] & Rashad Yazdanifard [σ]

Abstract- The struggle to replace fossil fuel with clean bioenergy has come to an end. The possibility of electric batteries opens a new era for the transportation sector. This revolution is causing a great impact on the automobile sector by replacing fossil fuel with hybrid batteries. As such, there is a huge marketing potential for electric vehicle (EV) charging stations as the popularity of electric vehicles continues to grow. Aside from the potential revenue of owning one, planning and strategic management plays an important part. This research attempts to prove the flexibility of owning and managing an electric vehicle charging station, as with the current pace of the technology revolution it is believed to be a potential major field and a worthy investment.

Keywords: charging, batteries, hybrid, clean, energy.

I. Introduction

With the over exploitation of fossil fuel energy in the automobile sector, avoiding the exhaustion of this resource, substitution energy must be found. With the assistance of today's scientific advancement, out of all the possible energy resources the use of electric energy was proven to stand out more from the point of stability and reliability. The use of electricity as a substitute for fossil fuel unbolts a new era for the automobile sector. Since hybrid batteries were introduced, the numbers of plug-in hybrid or battery electric vehicles began to increase drastically. Henceforward, a number of electric vehicles (EV) charging stations must be a growing need.

II. Types And Levels In Electric Vehicle Charging

There are two types and three different levels of electric vehicle charging stations (Saxton, 2011). Both alternating current (AC) and direct current (DC) carries the same purpose in charging electric vehicles, however the differences between them is the amount of current it delivers which directly affects the duration of electric vehicle charging (Evsolutions.avinc.com, 2012). The level 1 and level 2 electric vehicle charging methodsare AC charging. Level 1 charging involves plugging the car into a normal household socket in order for the car to

recharge (Doom, 2013). Since it only carries 120volts, the expected duration is 8-9 charging hours. The level 2 charging is the most common found in most EV charging stations. It carries 240volts, which is capable of recharging an electric vehicle from flat to full in almost 5hours (Doom, 2013). As for level 3, also known as DC Fast Charging or "fast charging", it carries 480volt which makes them the fastest type of charging the market currently offers. Since the level 3 is capable of carrying a huge amount of energy, it significantly shortens the length of charging time to a mere 30min (Saxton, 2011). Besides that, it benefits industries with machinery in the big batteries segment such as airplanes, busses and other heavy industrial machinery (Saxton, 2011). The level 3 charging stations were meant to be set up in public charging infrastructures with the intention of minimizing the possibility of stations breaking down (Teslamotors.com, 2009). It stands to reason that in order to shorten the duration of charging these electric vehicles, adopting the level 3 DC fast charging stations were the best course of action.

III. Possible Source Of Energy To Powers The Electric Charging Stations

There are many ways to generate electric energy and it varies according to the national policies as well as geographical and strategic location of each country. The methods available to us via modern technology are electrical generation through burning coal, oil and gas, adapting the energy of hydro, thermal and solar, gathering the movements of winds and tides and etc. By categorizing them into two segments, the electric vehicle charging station sources their energy based on how their countries generate electricity (Breslin, 2011). In order to fully fulfill its purpose as an EV charging station and that of the creation of the electrical vehicle, both fossil fuel and renewable energy sources were obtained from their countries power supplies. Since the era of clean, renewable energy plays an important role in the economy and the future of the US, studies regarding the application and the potential of the solar charging are being heavily supported and funded by the coalition of government sectors - Office of Energy Independence, Department of Energy, UI Facilities Management, UI Office of Sustainability, and UI Parking & Transportation. Research conducted by the Electric Power Research

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Institute (EPRI), shows that with constructed solar photovoltaic (PV) on the electric charging station, these solar boards are able to collect solar waves, which is predicted to GATHER an expected 70,000 kilowatts of solar energy annually. To put things into perspective, 70,000 kilowatts of solar energy is capable of reducing the usage of 15,686 gallons of fossil fuel. If these solar regeneration systems could be integrated into future solar EV charging stations, as well as being paired with greater battery capacity storage and a more advanced energy monitoring technology, the solar powered electric vehicle charging stations could potentially bring about the practical reality of using sustainable energy in our vehicles (Facilities.uiowa.edu, 2011). Researchers have predicted that by installing solar boards, improving the storage capacities of batteries and the introduction of more efficient energy monitoring systems on current electric vehicle charging stations, not only will we be able to power more electrical vehicles and machinery, we might also be capable of powering entire households as well as other essentials like lamp posts along the streets, without burdening the resident and the government.

IV. Strategically Tackle The Market with The Increasing Number Of Electric Vehicles

In the United States of America (US), massive demand exists in the current electric vehicle market (AFDC. energy. Gov, 2013). According to the data provided by the Department of Energy United State of America, comparing the year 2011 and 2012, the demand for electric vehicle spiked from 17,735 to 52,835. During that period of time, car manufacturers such as Fisker, Ford, Chevrolet, Nissan and Tesla were the major electric car suppliers in the US market (Department of Energy United States of America, 2015). Hence, among all the company that produces EV charging stations, Charge Point is the world's biggest largest. It has won major awards such as "Global Cleantech 100and Future Mobility Company of the Year", "CNBC's Disruptor 50 List" and "Sustania100" (Morton, 2013). With the increasing demand for electric vehicles, the EV charging infrastructures must keep up with the pace. (CLERCQ, 2014) In May 2013, the number of these charging stations reached 20 thousand throughout the US (Department of Energy United States of America, 2015). Spreading across the cities of the US, the number of usages of charging stations per day was recorded at a whopping number of 12 thousand daily (Lantero, 2014). Charging stations along some pathways and parking bays are easily spotted in the east of America (Kehoe, 2015). With the application of the level 2 AC charges in these infrastructures, people were encouraged to purchase electric cars due to the lower cost and the wide availability of charging stations.

Since these charging stations are powered by electricity, the cost of building one is lower compared to that of fossil fuel stations (Environmental Management & Sustainable Development News, 2014). Of course, the electricity powering these charging station depend on how each individual country generates their national electricity supply such as through solar power, wind power, nuclear power and etc. (Institute, 2014).

V. The Advantages of Owning and Managing an Electric Charging Station

The decision to select networked or non-networked electric vehicle charging stationsis the most common problem faced by managers (Gibbs, 2013). A charging station with network requires internet which enables managers to manage their own charging station through a web based portal more effectively and efficiently (Kehoe, 2015). On the other hand, a non-networked charging station doesn't offer any management tools; it simply carries out the task of transferring huge amounts of electricity to electric vehicles without any additional access or control of the station (Millàn, 2011). Besides the electric vehicle segments, electric vehicle charging stations are also benefiting the built-in hybrid vehicle industry. With the difference in characteristics between both hybrid electric vehicles (HEV) and plug-in hybrid electric vehicle (PHEV), the plug-in hybrid electric vehicle (PHEV) requires a charging station to increase its performance from the regenerative braking system and because the internal combustion engine is not designed to charge the PHEV's battery to its maximum capacity(In.gov, 2015). Judging from the grade of energy consumption between both electric vehicles (EV) and plug-in hybrid electric vehicle (PHEV), the electric vehicle (EV) charging station's market was predicted to be profitable due to less management being required to run it and it generates passive income with each usage of these charging stations by EV and PHEV drivers.

VI. Pros and Cons of A Networked and Non-Networked Charging Station

A comparison between the advantages and disadvantages of both networked and non-networked charging stations are being evaluated according to their capabilities in generating the wattage needed and for observing the information and condition of each charging station (Raleigh, NC. Gov, 2015). There are tons of benefits in fitting the EV charging station with networks. With the ability for a charging station to go online, owners are able to receive prompt information regarding the current status of the charging station through a networked gadget. With these controls and the ability toremotely monitor the charging station's

system functionality, it simplifies the process of management. Besides that, a networked charging station is bundled with software advancement upgrades which can be conducted online and provides the facilities to easily charge each consumer by automatically calculating the amount of energy transferred into their electric vehicle or plug-in hybrids. Accompanied with certain mobile applications, a networked charging station can gain visibility on the digital map, which allows electric vehicle owners to detect the availability of charging station's in their area and to make electric vehicle charging reservations (Morton, 2013). In contrast, the non-networked charging stations require more on-site, manual processes in order to run smoothly. Non-networked stations do not come with any convenient management tool which includes the privilege of obtaining software updates for the station's facilities (Lilypadev.com, 2015). Besides that, it does not notify the station managers about the functionality conditions of the station; since it does not have the software that is in charge of dealing with transactions that are found in networked stations, meaning that the manager's actions are bound to be constricted by the collection of income after each EV is fully charged (Moloughney, 2014).

VII. Discussion

With the increasing population of humankind and the continuing deterioration of our environment, more and more environmentally friendly vehicles are required in order to meet society's demand for transportation. The era of fossil fuel transportation vehicles as well as society's general dependency on fossil fuel as their sole energy source, today the supply of fossil fuel is experiencing a major shortage. With the continuing and unhealthy global demand for fossil fuel, substitutions must be found in order to replace this environmentally harmful and non-renewable energy source. With the help of scientific and technological advancement, the application of electric energy as a substitute for fossil fuel opens a new era of clean energy for each and every possible industry. In addition, since the national market introduction of electric and hybrid batteries, the attentions of large industries have beenintrigued. Due to years of research and development regarding the expansion competency of these batteries, hybrid and electric cars became more popular in the land transportation industry. The other reason for their surging popularity is the injection of these new selections of vehicles into the electric motor industry's market.. With the increasing number of on-road electric vehicles, the number of electric vehicle charging stations began to pick up its pace. Since the main energy sources of these electric vehicles are electricity, the electric vehicle (EV) charging station serves the purpose of generating and transferring loads

of energy into the electric vehicle's battery to charge. Therefore, during the pre-installation and selection of the nature of these EV charging stations, planning and strategical management of a charging station is crucial. As owning each level of an EV charging station serves as a long term investment that generates passive income, it serves to balance out the supply and demand between electric vehicles and electric vehicle charging stations in the market.

VIII. Conclusion

With the continuous improvements being made tothe technology behind electric batteries, the electric vehicle finds itself playing a very important revolutionary role in the motor sport industry as a result. With the rapidly increasing number of demands for electric vehicles, the supply of its energy sources was bound to keep pace with its advancement. As for electric vehicle owners, the electric vehicle (EV) charging station serves the purpose of recharging the aforementioned built-in hybrid batteries. With the help of government sectors, powering electric vehicle charging stations with solar energy is becoming easier as the technology to gather and adapt solar energy to electrical energy through solar boards integrated into these stations. Additionally, it brings about a cleaner environment and is a better solution to reduce the usage of fossil fuel. In the present day, owning a charging station is a long term investment with high returns on the rate of investment (ROI). It requires only a small patch of land and smaller capital in terms of managing and the provision of resources. Among the networked and non-networked electric vehicle charging stations, having a networked station is advisable as it offers far more benefits than the non-networked station. Networked stations are capable of generating prices, providing better health monitoring regarding the condition of the station, increasing the station's visibility on the map. Besides that, managing an EV station is less complex and more compact than managing a current fossil fuel station. It requires less manpower and is less of a hassle during refueling like fossil fuel stations. As for the benefit to the managers, the only thing that the charging station needs is software that upgrades the system and ensures the smooth flow of electrical supplies. Judging from the mentality of today's consumer and the market trend, it is predicted that it will not be long before society and businesses shift away from the use of fossil fuel. With the current pace of technological advancement, the potential of electricity as a substitute for fossil fuel is strong and it is better and more supplies more power than fossil fuel.

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The Significance of Intercultural Communication for Businesses and the Obstacles that Managers should Overcome in Achieving Effective Intercultural Communication

By Shum Su Kei & Rashad Yazdanifard

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Abstract- Along with the rapid globalization of the era, the public is increasingly paying attention to intercultural communication as an important component to success, both in life and in work. It is general knowledge that human beings cannot live without communication and due to the influence of globalization; communication is no longer confined solely to a community and nationwide level but also on an international scale. Thus, intercultural communication is now more important than it ever was for enterprises. Yet the effective intercultural communication needed for the aforementioned success is difficult to achieve. This paper will discuss the obstacles that a manager should overcome in order to achieve intercultural communication.

Keywords: intercultural communication, culture, communication.

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The Significance of Intercultural Communication for Businesses and the Obstacles that Managers should Overcome in Achieving Effective Intercultural Communication

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Abstract- Along with the rapid globalization of the era, the public is increasingly paying attention to intercultural communication as an important component to success, both in life and in work. It is general knowledge that human beings cannot live without communication and due to the influence of globalization; communication is no longer confined solely to a community and nationwide level but also on an international scale. Thus, intercultural communication is now more important than it ever was for enterprises. Yet the effective intercultural communication needed for the aforementioned success is difficult to achieve. This paper will discuss the obstacles that a manager should overcome in order to achieve intercultural communication.

Keywords: *intercultural communication, culture, communication.*

I. Introduction

It is impossible to live in a world without interacting with others, thus making communication an indispensable part of living and effective communication an extremely useful skill. The basic principles of the communication process is the sending fin formation, ideas and emotions through a channel to specific individuals or groups who receive and decode it and may give feedback (Lussier, 2009). Additionally, communication is not only defined as a combination of natural sciences and social sciences, but is also an essential and effective tool for the management of a company (Snell, 1985). As a result of the rapida dvancesin information technology, the ensuing globalization has led to communication becoming more complicated in the 21st century. The sharing of information among various individuals in society is no longer confined to a communal and national level, but also to aglo ballevel, thus making intercultural communication more crucial than ever before.

a) McLaren (1998) has demonstrated that

"Culture is a human phenomenon; it is the way we are, both physically and mentally. It is both state in which each of us exists and a process which changes constantly according to the individual, the time and the place. This combined state and process called culture affects us all as we respond to others, to events and to the environment." (p.14)

b) Intercultural communication, also known as cross-cultural communication, is commonly defined as the following

"the ability to successfully form, foster, and improve relationships with members of a culture different from one's own…is based on knowledge of many factors, such as the other culture's values, perceptions, manners, social structure, and decision-making practices, and an understanding of how members of the group communicate--verbally, non-verbally, in person, in writing, and in various business and social contexts, to name but a few" ("What is Cross-Cultural Communication?," n.d.).

As a consequence of the rapid development of international business, more attention is being paid to the importance of intercultural communication. In other words, intercultural communication has become increasingly significant both in work and in life. Nevertheless, to achieve effective intercultural communication there are some hurdles that we are required to confront and overcame.

II. The Significance Of Effective Intercultural Communication For Businesses

Generally, the main intention of communication is to express oneself; however, there are different modes of expression and also different types of communication, for example, cross-culture communication. Intercultural communication is the process of conveying and receiving messages between individuals or groups whose cultural background scan considerably affect to the different interpretation of

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verbal and non-verbal signs (Thill & Bovée, 2005). In view of globalization, aptitude at inter cultural communication will give any company a competitive edge.

a) Business Expansion

An enormous amount of previous studies have illustrated how poor communication can result in lackluster organizational performance, as well as how communication is crucial to all employees of the company including both the manager and subordinates. Generally, the ability to communicate effectively is undeniably a challenge in the global environment. For an instance, misunderstandings can still arise when both parties speak the same language because of different cultural backgrounds (Hilton, 2007). Therefore, an understanding of the influence of globalization on intercultural communication is undeniably necessary to businesses which are attempting to create a competitive advantage for themselves in both the domestic and international markets.

We have established that communication is a critical competitive advantage for businesses. For instance, effective communication enables a company to explain more succinctly to the customers the differences and superiority of the company's products and services in comparison to their competitors (Hilton, 2007). Likewise, businesses which can communicate cross-culturally will possess a vital competitive edge in the international market; for example, the company is capable of spending more of their time and resources to engage in business instead of solving internal and external communication problems (Hilton, 2007).Furthermore, communicating with business partners from foreign corporations is unavoidable and necessary in an international company. Without a doubt, communicating with foreign business partners is more difficult than with domestic business partners, due to the difference in cultures that most probably lead to the foreign companies to conduct business in a whole other way. Moreover, business partners from other cultural environments are unpredictable to us therefore necessitating effective communication in order for clarity of understanding to both parties. In short, dealing with employees, colleagues, customers, and also business partners from different cultures is imperative, in order to achieve the mission of the company and building values for the stakeholders. Accordingly, an effective intercultural communication is a significant requirement for businesses.

b) Elimination of Conflicts

With international migration becoming increasingly affordable and available, employees work in increasingly diverse environments, thereby being exposed to diverse cultures. Each person has their own culture which influences their mode of thinking, feeling and behavior and these differences can and will result in conflict.

Conflict is defined as a type of friction, disagreement, discord and even expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in accomplishing their goals (Adams, 2009).In a busy workplace, conflict is acknowledged as an unavoidable issue in an organization due to multiple personalities, multiple pressures, or even multiple cultures (Adams, 2009).Nevertheless, a counterproductive workplace conflict can result in numerous negative consequences. For the purpose of eliminating the conflict at a fundamental level, communication is required.

Relationship conflicts, a disagreement or argument that takes place between two or more people within a relationship, most probably arises when an individual behaves in a negative manner or others have skewed perception (Pelled, 1993).Employees in firms come from various walks of life and different cultures thus resulting in different personalities. When such diverse individuals work in a firm to achieve a common goal, it is common that the disputes between personalities occur, causing interpersonal tension, resentment and frustration (Jia-Chi, 2010). The overall group performance of the firm can decrease drastically if such disputes of personalities are not resolved and they do no treach a common ground to work collaboratively (Pelled, 1993).Therefore, intercultural communication is particularly important to avoid conflict caused by a diverse cultural working environment.

c) Positive Work Atmosphere

Each individual wishes to be respected and to be recognized by others and society so as to find their self-worth. Employees are a critical and fundamental resource of any business, small or large, who want to get the respect of others as well as social recognition. Since employee engagement and business success are closely interrelated, healthy relationships in the workplace should be built to establish a good business sense (Hynes, 2012). In other words, a company which contains energized employees will possess higher innovation and productivity, and ultimately higher profitability ("Workplace conflict erodes productivity," 2014). Motivating language being used by the management is one of the critical elements to strengthen the self-efficacy of employees and to enhance the performance of employees (Mayfield & Mayfield, 2012).Managers can adopt the usage of cultural-related motivating languages to encourage employees in order to build a positive working atmosphere. On the contrary, non-energized employees will significantly affect the company's operation.

One of the important determinants causing employees to become non-energized is negative emotions. Emotions have a direct effect on health and a negative work atmosphere in the workplace will result in health issues among employees, for examples, stress and depression. Consequently, unhealthy and non-energized employees will work ineffectively and/or reluctantly, thereby, resulting in absenteeism (Sonnentag, Unger & Nägel, 2013). Supposing that the negative work atmosphere is not able to be changed to become positive, the absenteeism will get worse and may even lead to the increased employee turnover (Sonnentag et al., 2013). Accordingly, the productivity of a company is influenced by a negative work atmosphere which will affect the company's performance and profits. This problem has become a common issue because of the increasingly diverse workforce caused by globalization. As the main cause of a negative work atmosphere is misapprehension and incomprehension, one of the fundamental solving approaches is that of effective communication. Effective communication is defined as having a direct positive effect on the performance of a company as the demonstration of Schein (1993) that "organizational effectiveness is therefore increasingly dependent on valid communication across subculture boundaries . . . Dialogue, then, is at the root of all effective group action" (p. 28-29).Therefore, effective intercultural communication is significantly required for preventing a negative working atmosphere caused by a diverse cultural working environment, and also building a positive working atmosphere.

III. Obstacles that Manager should Overcome in Achieving Intercultural Communication

Culture is defined as an approach to life and worldview shared by individuals and groups in a society (Helman, 2001). As a society becomes more globally connected, the necessity of intercultural communication has gained increasing prominence. Getting involved in global business operations causes the workforce in a company to become more complex because employees are commonly composed of individuals who possess diverse cultures with different backgrounds. Therefore, the ability of managers to communicate effectively and cross-culturally is definitely unable to be underestimated.

a) Values and Beliefs

Cultural values and beliefs have a vital influence on the perceptions of others' acceptance, credibility and trust worthiness (Brislin, 1993). Each employee may intend to complete their tasks in their own ways regardless of others' opinions, in accordance to each person's values and beliefs, which are significantly influenced by their cultural background. The more employees from different cultural backgrounds who work together, the more different opinions there will be in the workplace. Eventually, conflict could arise from employees who insist on their own views and do not accept others' opinions, which is to the detriment of the company. Thus, skills for effective intercultural communication are needed by managers to communicate with and ensure the employees from different cultural background scan understand each other and share a common vision and goals. Nonetheless, it is inevitable that managers themselves may possess definitely different values and beliefs from their employees. Understanding each person' values and beliefs while also convincing employees to accept others' cultures is not recognized as an easy matter for managers. Hence, differences in values and beliefs are one of the obstacles that managers need to overcome to achieve effective intercultural communication.

b) Apprehension

Culture is represented differently from person to person, either slightly or extremely. Different cultures influence the communication patterns between individuals or groups. Ignorance leads to apprehension and the diverse workplaces that are becoming increasingly common force interaction among cultures that traditionally never had anything to do with each other, becoming a possible source of conflict. If this issue is not nipped in the bud, and education on other cultures is not provided, the performance of company will be affected, and eventually damaging the values of stakeholders. Managers need to learn effective intercultural communication skills in addition to having a certain understanding of different cultures. Nonetheless, understanding others' cultures is not an easy matter for managers as mentioned above. As each individual grows up within a single culture, interacting with others from different cultural backgrounds is undoubtedly a challenge for them, including managers (Fink, Neyer & Kölling, 2006). Thus, managers who may not possess a sufficient knowledge on dealing with employees from diverse cultural backgrounds will find it doubly difficult to deal with conflicts of that sort. This is also the major factor resulting in apprehension in managers, and also one of the obstacles that managers should overcome in order to achieve effective intercultural communication.

c) Ignorance

People who live in the same area and interact with the similar group of people most probably have the same culture (Hofstede, 2001). For examples, Japanese living in Japan share common values and beliefs. However, Japanese living in foreign countries may have slightly or even extremely different cultures from Japanese who live in their home country due to the different growth backgrounds. Each individual forms

their own definitions of culture based on their growth background, which consists of the historical, political, social as well as cultural contexts(Sorrells,2013).These growth experiences will directly or indirectly affect people in that defining culture, ultimately resulting in each person having their own distinctive definitions for culture. This results in one of the general errors that managers will regularly make. Managers often assume that employees from the same nation, race, or even religion adopt the same cultures. Thus, managers will mistakenly apply an identical mode of communication to employees who they assume adopt the same cultures. Regrettably, this leads to in effective communication and managers should abandon this ignorance so as to adopt the appropriate mode of intercultural communication that takes into account different growth cultures.

d) Ethnocentrism

The initial step in achieving effective intercultural communication is determined as not to be ethnocentric ("Intercultural Communication," n.d.). Ethnocentrism is defined as the following:

"The feeling that one's group has a mode of living, values, and patterns of adaptation that are superior to those of other groups. It is coupled with a generalized contempt for members of other groups. Ethnocentrism may manifest itself in attitudes of superiority or sometimes hostility. Violence, discrimination, proselytizing, and verbal aggressiveness are other means whereby ethnocentrism may be expressed" ("Ethnocentrism," 2013).

Hence, ethnocentrism is recognized as an obstacle leading to failure in intercultural communication. The reason is because one of the critical terms for effective intercultural communication is to understand and respect different cultures. Nonetheless, individuals who are ethnocentric are almost certainly not able to appreciate another culture, but will engage in judgmental behavior of other cultures which differ from theirs. For this reason, ethnocentrism must necessarily be avoided by managers. All cultures should be determined as equal and be treated equally because there is no one culture which is superior to another culture. Nevertheless, this is not an easy matter to be implemented due to most people feeling a sense of pride in their own group and cultures, while also doubtful of others and others' cultures. It is clear that ethnocentrism is one of the obstacles that managers should overcome in order to achieve effective intercultural communication.

e) Stereotyping

Ball (2010) has demonstrated that stereotyping is:

"The practice of assigning to all members of a group—particularly an ethnic or racial group—the same characteristics on the assumption that all members of the group share these traits…stereotyping can be based on traits associated with race, cultural backgrounds, sexual orientations, age, gender, and even occupations and physical disabilities."

Generally, people tend to label and classify others based on information from the media, their own experiences and so on because it can make people feel secure, as they can consider themselves to be someone that "knows something" even though they may not (Gill, 2012). Stereotyping is encompasses both positive or and negative judgments; none the less, the negative bias will undeniably be a disadvantage to intercultural communication. As culture is not observable until people engage in their culture specific behaviors by communicating and interacting with other people (Brislin, 1993), managers who are stereotyping may fail to truly understand their employees from different cultural backgrounds. Consequently, the failure of intercultural communication occurs as a result of this.

IV. Discussion

Communication is a critical factor of a company's competitiveness which cannot be ignored. This is because employees need to be able to cooperate with each other in order to achieve the company's goal (Erez, 1992; Bennis & Nanus, 1985; as cited in He& Liu,2010).With the rapidly advancement of technology and the advent of globalization, people begin to have more contact with others who adopt other cultures, either voluntarily or involuntarily. Having the ability to communicate effectively with others who possess slightly or definitely different cultures, is at once an advantage and a necessity; thus, the important relationship between the intercultural communication and businesses, both internal and external, is.

Above all, as communication skills area competitive advantage for companies, skill at effective intercultural communication is doubly important for a company that wishes to be a major player on the international market. Effective intercultural communication enables customers to have clear information and understanding of a company, for instance, the difference and superiority of the company's products and services in contrast to that of their competitors, because the messages are able to be conveyed accurately and effectively. In addition, effective intercultural communication becomes a competitive advantage of the company, especially in the international market, as it prevents the company from

wasting time and resources on solving communication problems; thus enabling the company to spend their time more wisely and effectively in conducting business.

Secondly, having effective intercultural communication skills helps to avoid unnecessary misunderstandings and thereby eliminating conflict in the workplace. As different patterns of thinking, feeling and behavior are the results of different cultural backgrounds, each employee will possess different ways of dealing with their tasks. Therefore, disputes will commonly arise when employees from cultures with vastly different approaches are required to work together to implement a common goal, and eventually the performance of company will be affected as the previous studies have demonstrated. Hence, effective intercultural communication is the most timely, forefront and practical way to correct the misunderstandings and solve the conflicts before they even happen. Apart from those, effective intercultural communication is significant to build a positive working atmosphere in the diverse working environment, i.e., by using cultural-related motivational languages. As a negative working atmosphere will have a direct negative impact to the company, for example, high employee turnover and retention, it should be prevented. The main factors resulting in a negative working atmosphere are misapprehension and incomprehension, therefore having effective intercultural communication skills are one of the fundamental solving approaches needed to solve these issues.

Nevertheless, it is undeniable that effective intercultural communication is difficult to achieve but it must be, regardless, handled well. There are five main obstacles that managers should overcome in order to achieve effective intercultural communication. Firstly, culture is known as the "software of mind" that one's patterns of thinking, feeling and behaving are possibly influenced by (Hofstede, 1997, p.4). Therefore, the integration of employees from different cultural backgrounds who possess different values and beliefs to work together and share a common organizational goal is not an easy matter for managers. Additionally, managers feel apprehensive when they have not enough knowledge on dealing with diverse employees in various situations. Furthermore, assuming that groups of people who adopt the same cultures is a common mistake that managers make, resulting in ineffective intercultural communication because of an inappropriate mode of communication. The abandonment of ethnocentrism is the initial step that managers should take in order to achieve intercultural communication since ethnocentric managers ignore or even judge others' cultures, to detriment of the work environment and employer-employee relationships. Aside from that, the abandonment of stereotyping is also required by managers in order to better communicate with the individual employee. Managers who possess negative bias fail to truly understand their employees from different cultural backgrounds. Overall, I recognized that intercultural communication is exceedingly important for businesses; however, it is not an easy matter to be achieved, particularly by management level employees.

V. Conclusion

In the modern era of easy international migration and social media, intercultural communication is now a necessity that cannot be excluded from our life. Effective intercultural communication skills can not only assist us to eliminate many problems such as conflicts and misunderstanding, but also to promote good relationships with each other. Additionally, it is able to strengthen the performance of employees and enhance the development of the company. Thus, it is essential to the development and competitiveness of the business. However, achieving effective intercultural communication is not easy. Therefore, managers should be able to identify the obstacles that stand in the way of achieving effective intercultural communication and put more effort into overcoming these obstacles. In a nutshell, effective intercultural communication skills area competitive advantage and a necessity required by us to succeed in life or business.

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The Review of Challenges Foreign Workers Face in Construction Industry of Malaysia

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Abstract- Malaysia intends to be a developed country with the United Nations by the year 2020, and the construction industry has always been a stalwart economical key to that goal. In recent years, this industry has had to hire more, to the point of being dependent on, foreign workers in order to meet the ever growing demands of Malaysia's continuing thirst for new building projects. Working conditions for these foreigners are often unfavorable but this does not stop them from working in Malaysia. This research will therefore be providing a general overview of the challenges faced by foreign construction workers in Malaysia.

Keywords: foreign workers, malaysia, construction site.

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THEREVIEWOFCHALLENGESFOREIGNWORKERSFACEINCONSTRUCTIONINDUSTRYOFMALAYSIA

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The Review of Challenges Foreign Workers Face in Construction Industry of Malaysia

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Abstract- Malaysia intends to be a developed country with the United Nations by the year 2020,and the construction industry has always been a stalwart economical key to that goal. In recent years, this industry has had to hire more, to the point of being dependent on, foreign workers in order to meet the ever growing demands of Malaysia's continuing thirst for new building projects. Working conditions for these foreigners are often unfavorable but this does not stop them from working in Malaysia. This research will therefore be providing a general overview of the challenges faced by foreign construction workers in Malaysia.

Keywords: *foreign workers, malaysia, construction site.*

I. Introduction

Malaysia's insatiable hunger for new buildings is quickly outstripping the construction sector's ability to provide; and with more young Malaysians refusing to work in backbreaking blue collar jobs, this leads to more construction companies hiring the necessary manpower from less developed countries in order to complete the massive amount of projects they get every year. According to the Report of Immigration in Malaysia, released on 2013 by the Ministry of Human Resources of Malaysia in collaborating with ILMIA , the total number of immigrants has risen from 1.3 million in the year 2000 to 2.6 million in the year 2007 with an increment of 30 percent (Portal of immigration department of Malaysia, 2012). These immigrants are mostly low-to-medium skilled workers and the bulk of their work knowledge is gained from being hired by assisting peers.

The Malaysian construction sector employs approximately 9 percent of their total workforce from Indonesia and other member nations of the Association of Southeast Asia Nations (ASEAN) (Anglioinfo, 2015).These foreign workers contribute heavily to the productivity of their companies, and not only do they keep the country's economy running well but they are also major contributors to its continued growth. Their jobs are often grueling and thankless, with numerous cases and dismemberment happening in Nevertheless,

not many Malaysians show concern and respect for this group of unsung heroes behind those dazzling buildings and transporting system. construction sites being reported every year. To make matters worse, the relevant authorities seldom make a move to resolve the problems in infrastructure and policy, that causes the preventable loss of many innocent lives and that considerably sets back the development of the country in many aspects.

II. Human Rights

According to a report by Amnesty International foreign workers are lured to Malaysia by promises of high salaries by the construction companies but always end up being exploited and abused (The Star, 2014). The report goes on to urge the Malaysian Government to do better in protecting the vital human capital that are foreign laborers, Undoubtedly, most of the foreign workers who come to Malaysia do so to escape poverty and to provide a better life for their families. From the very beginning, these workers are beset by misery. Many workers that are brought to Malaysia by agents often find themselves deceived about their pay, type of job and even their on-site accommodation. Some even find themselves locked up behind bars for flimsy and unacceptable reasons (Chelvarajah. L, 2015). In Malaysia, foreign workers have a limited ability to enforce the rights in enshrined in their contract due to the language barrier, the cost of lawyers and the period of time they are allowed to stay in Malaysia. Foreign workers are also subjected to psychological stress when such cases occur, as they often feel isolated and helpless when their rights gounprotected in a foreign country (Chelvarajah. L, 2015). Their only hope is the Construction Industry Development Board (CIDB), a statutory body under the Malaysian Minister of Works, which serves a major role in undertaking functions related to the construction industry and construction personnel, which includes protecting the rights of foreign workers (International Academy of Design and Health, 2015).

III. Applying Work Permit

Applying for a working permit is the first barrier most foreign worker have to overcome in order to set foot in Malaysia. The application procedure is often unnecessarily complex and needlessly time-consuming.

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According to the official portal of the Malaysian Immigration Department, the recruitment terms and conditions for foreign workers differ from country to country. Only certain nationalities are allowed to work in some of the listed sectors whereas individuals from countries not on the list are prohibited from entering Malaysia under section 8(3) of the Immigration Act 1959/1963 (Portal of Immigration Department of Malaysia, 2015). For example, prospective workers from India are only allowed to work in the high tension cable subsector of the construction sector. There is also a quota system in place for foreign workers, which employers are subjected to, and this also jeopardizes the chances of a hopeful applicant from getting the permit. (Portal of Immigration Department of Malaysia, 2015). Furthermore, there are 2 phases in the application process -pre arrival and post arrival. Hopeful workers are required to prepare a list of documents that include among them medical certificates, an approval letter, security bonds, copies of passports and their insurance policy. Besides the long waiting period of approval for the permit, a huge sum in fees have to be paid, depending on the sector and nationality of the worker, in order for the foreign workers to get an identity card that allows them to work in the sector of their choice (Portal of Immigration Department of Malaysia, 2015).

Foreign workers usually come from less developed countries to find a living in Malaysia, but language is often a barrier for them because they have no need to learn Malay and have limited access to English. Yet they are required to prepare a list of documents based on requirements that are written in English or Malay in order to apply for their permit. It is a task that is tedious and difficult even for the native-speaker, and it is unreasonable to expect a non-native speaker with limited prior education to do it. And yet, they often demonstrate themselves to be testimonies to human ingenuity and tenacity so it is only right that we help them.

IV. Communication Barriers

Language barrier has been a problem amongst foreign workers in the construction industry in Malaysia, especially between the supervisors and the foreign laborers in the construction site. Referring to the statistics for the issuance of the foreign workers pass in the construction industry in Malaysia, most of the foreign workers are from developing countries with a significantly lower exchange rate such as Indonesia, Nepal, Myanmar, India, Vietnam and Bangladesh (Valither. A, 2014). These countries are the top choices for worker recruitment by construction companies as the wages they demand are not high by local standards. This, however, leads to complications in the worksite as most of them cannot understand or speak the local language with their supervisors, which causes a breakdown in team cohesion due to inability to communicate. Workers also find it difficult to understand work orders, safety rules and to interpret safety warning signs. This is among the factors that contribute to accidents happening in the construction site and brings with it huge consequences to the project, such as delaying progress, injury, disability or even death of workers causing the company to be short staffed and to incur them losses from myriad compensations and from the delay. It will definitely be a loss to all parties involved that could have been avoided with language classes and more effort to understand each other. Language, is a simple thing but it can have big, sometimes fatal, consequences on everyone involved.

V. Compensation And Insurance Scheme

Most cases of injury, accidents and death are issues that can be prevented if certain precautions are taken by employers of potentially dangerous workplaces like the construction site. Most of the foreign workers do not get the benefits of compensation and insurance which they are rightfully entitled to but often get cheated out of due to their lack of knowledge, which is really unfair to them. Under section 26(2) of the Amended Workman's Compensation Act 1952, it is mandatory for every employer to insure all foreign workers employed by him under an approved insurance scheme in respect of any liability (Laws of Malaysia, 2006). Any employer who fails to insure the foreign workers under the scheme shall be guilty of an offence and shall be liable, on conviction, to a fine not exceeding RM20, 000 or to imprisonment for a term not exceeding 2 years or both (Laws of Malaysia, 2006). Nevertheless there are employers who take advantage of their foreign employees' ignorance of the local laws and deprive them of their rightful compensation. Thus, while the scope of the coverage of the law guarantees benefits to the employee in the long term, it is often not enforced.

VI. Equal Treatments

Foreign workers always face issues in getting equal treatment with that of local workers. First and foremost, foreign workers often don't get their salary on time due to the inefficient arrangement of their employers. The punctuality of their payment does make a big difference for them and their families back home that depend on them for a living. In addition, not all foreign workers get their salary, after conversion, on a salary scale that is proportional to that of their Malaysian counterparts which shows the act of inequality (Elias, J. 2008). They also don't get equal treatment in terms of leaves, as local workers get a greater number of public holidays, sick leave and vacation leave. Their working

hours are also extremely long and often longer than the government mandated eight hours a day. Foreign workers also don't get much benefit in terms of free medical treatment as well as bonuses and shift duty allowances. Employers should not cheat their employees off of their rights but should instead provide equal and good benefits to their foreign laborers as their business is dependent on the hardwork that these people put in every day (Elias. J, 2008).

VII. Working Environment

A good working environment at a construction site is important for all the workers so that safety and health issues can be avoided but, most of construction site sare dirty, tough and dangerous, with few of the recommended safety precautions being followed. Despite the unpleasant and unsafe working environment, foreign workers are not bothered by this lack and are willing to take these risky jobs that locals do not wish to do just to earn a living. Safety in construction must always be a priority among the employers, supervisors and workers during all stages of the project, beginning from the very start of pre-construction, construction and to the very end of post construction (Kamural. A, 2012). A holistic approach to safety must be introduced and implemented in the construction industry as it is not only a strategic way for construction stakeholders to move up to a greater value in the future but a vital human right

VIII. Discussion

The research shows that foreign works in Malaysia have been subjected to unequal, dangerous and unsatisfactory treatment under the hands of local employers as well as the infrastructure of the law. Jobs in the construction industryentail irregular long hours, unsafe working condition, low pay and also demands that foreignlaborerswork during weekends and holiday seasons. It shows that despite all the unpleasant situations that they are going to face, these foreign workersdonot stop coming to Malaysia, in order to fill the gap that local distaste have left in labor intensive jobs like those in the construction sector. Their determination and persistence towards their jobsaretruly worthy of morerespect than they get for their contributiontowards the construction industryofour country. Despite all the challenges, construction workersneed to be provided with a better way to voiceout their opinions and concernsto the Malaysia Construction Industry Development Board (CIDB). This organization was established in 1994 for the sake of labor rights and reform and it is a shame that there is no easier way for foreign workers to lodge complaints and seek justice when their rights are being trampled on. The CIDB can act as a platform to advise and make

recommendations to the government for better resolution and protection for the issues plaguing foreign low and medium-skilled talent in Malaysia. Challenges that the government and the CIDB should look into, for a start, include the constant abuse of human rights by employers, complicated application of working permit, overcoming communication barriers, proper compensation and insurance schemes, ensuring equal treatments and safer working environment.

IX. Conclusion

All foreign workers should be given treatment that is equal to that of their Malaysian counterparts in the construction industry. The government and other relevant parties have to address the current weaknesses in the legislation, particularly the safety aspect, for the construction to become better and more profitable. The image of the construction industry as dirty, difficult and dangerous (3-D) has to be eliminated through better regulations and safety protocols. The construction industry may create wealth and benefit through the completion of many impressive projects but there is absolutely no good in a technologically and infrastructurally advance society if employees are not treated fairly or respected as they should. There is much that can be achieved with intensive effort from the CIDB and the government on the improvement of foreign employee safety and health. Construction companies should lend their hand to assist the government through enforcement agencies in order to build a Malaysian construction industry that is stronger and more sustainable by the year 2020.

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The Impact of Rural Development Program on Poverty Alleviation: A Case of Bangladesh

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Abstract- Poverty alleviation through rural development programs (RDP) has significant implication for Bangladesh the world's most densely populated country having 71 percent rural inhabitants. Considering the significance, the study examined various rural challenges and poverty reduction strategies of RDP underpinned by a quantitative research technique. 192 poor households were randomly selected from four study villages under Chittagong District. The result indicates that the RDP, housing and agriculture, health and education, significantly improved the poverty situation among poor people through economic capabilities, human capabilities, protective capabilities, and political capabilities of sample households.

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GJMBR - A Classification : *JEL Code: P46*

THE IMPACT OF RURAL DEVELOPMENT PROGRAM ON POVERTY ALLEVIATION A CASE OF BANGLADESH

Strictly as per the compliance and regulations of:

The Impact of Rural Development Program on Poverty Alleviation: A Case of Bangladesh

Md. Mahi uddin [α], Mustafa Manir Chowdhury [σ] & Afzal Ahmad [ρ]

Abstract- Poverty alleviation through rural development programs (RDP) has significant implication for Bangladesh the world's most densely populated country having 71 percent rural inhabitants. Considering the significance, the study examined various rural challenges and poverty reduction strategies of RDP underpinned by a quantitative research technique. 192 poor households were randomly selected from four study villages under Chittagong District. The result indicates that the RDP, housing and agriculture, health and education, significantly improved the poverty situation among poor people through economic capabilities, human capabilities, protective capabilities, and political capabilities of sample households. This finding implies that improvement in rural areas can be safety net in lacking job opportunities in urban areas due to economic meltdown or recession. Therefore, result brings out implication for government and policy makers to reduce excessive population influxes of migrant workers and farmers from rural to urban cities through well-designed rural development program.

Keywords: rural development; poverty alleviation; bangladesh.

I. Introduction

Bangladesh is a densely populated country of 160 millions of population. Bangladesh, with its 40% people living below poverty line and 18% living in absolute poverty, is suffering from acute rural-urban economic disparity along with substantial poverty, inequality, deprivation, illiteracy, lack of proper health and sanitation facilities (BBS, 2014). The economy of the country is basically an agrarian one with vast majority of population living in rural areas. The agriculture sector is unable to generate scope for further employment resulting in entry of rural population towards urban areas. Rural areas are characterized by isolation, lack or inadequate provision of basic amenities, inadequate health and social services, stagnant agriculture and scanty industries. Underemployment and unemployment are ordinary phenomenon particularly in rural Bangladesh. The vast human resources are remained unemployed due to lack of education, proper training and concentrated efforts to help grow the rural economy. As a result, the country is in the problem of uneven distribution of income that causes serious hindrances in balanced geographical growth as well as growth of GDP (Mondal, 2000).

According to Ahmad & Hossain (1983), rural development is one of the most important factors for economic growth in Bangladesh. Bangladesh is primarily an agro-based country. Agriculture contributes nearly one-fifth of the gross domestic product in Bangladesh. In order to increase the growth of agriculture, the Government has planned several programs pertaining to Rural Development in Bangladesh. Rural development aims at improving livelihoods of rural people in an equitable and sustainable manner, both socially and environmentally, through better access to natural, physical, human, technological assets and social capital and services, and control over financial or economic and political productive capital that enable them to improve their livelihoods on a sustainable and equitable fashion. The basic objectives of Rural Development Programs have been alleviation of poverty and unemployment through creation and development of basic social and economic infrastructure, provision of training to rural unemployed youth and providing employment to marginal Farmers/ Laborers to discourage seasonal and permanent migration to urban areas (Taylor, Dyer, & Yunez-Naude, 2005).

The rural economy is an integral part of the overall economy of Bangladesh. As majority of the poor reside in the rural areas, the prime goal of rural development is to improve the quality of life of the rural people by alleviating poverty through the instrument of self-employment and wage employment programs, by providing community infrastructure facilities such as drinking water, electricity, road connectivity, health facilities, rural housing and education and promoting decentralization of powers to strengthen the economy of Bangladesh (Sen, 2003).

There are a number of different approaches to understanding the meaning and relationship of rural development and poverty reduction. Rural development as a concept has following dimensions: poverty alleviation, agricultural development, ruralization of development, and peasantization of development (Ahmed & Chowdhury, 2000). Rural development may be defined as the development of regions excluding the urban areas such as the towns and cities. Smaller settlements such as villages, farmsteads, and market towns are normally included within the concept of rural,

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while most of the land area is expected to be used as agricultural land, forest or in its natural state. Therefore, the promotion of rural development in a sustainable way has the potential of increasing employment opportunities in rural areas, reducing income disparities, stemming pre-mature rural- urban migration, and ultimately reducing poverty at its very source (Anriquez and Stamoulis, 2007). Hemson, Meyer & Maphunye (2000), explains rural development as follows: "Rural development is multi-faceted in nature. It unfolds into a wide array of different and sometimes interconnected practices. Among them are landscape management, the conservation of new nature values, agro-tourism, organic farming and the production of high quality and region-specific products." Poverty reduction and alleviation aims at reducing the negative impact of poverty on the lives of poor people, but in a more sustained and permanent way including using poverty relief programs. It includes the state's social grant programs which could reduce the impact of poverty for many people. It should be noted that poverty reduction programs tend to have longer term goals. Thus the state's social policies both provide immediate relief for poor people, but have also been found to provide a developmental stimulus by empowering people to look for jobs who live in households in which members receive social grants, or start their own small businesses. Basically, poverty reduction refers to strategies and policies that reduce the number or percentage of people living in poverty or the severity of the impact of poverty on the lives of such people. Almost all the developing countries in the world facing the challenge of providing adequate employment and food entitlements to their present population (ILO, 2005). Poverty is multi-faceted (Khan & Ali, 2014). It can be linked with hunger, unemployment, exploitation, and lack of access to clean water, sanitation, health-care or schools. It can also be vulnerability to crisis and homelessness (Woolard, 2002).

II. Review of Literature

The concept of rural development is all encompassing multidimensional facets of rural life. Conceptually rural development is inter-disciplinary relating to economics, political, public health, business management, co-operative, credits, community operation and other fields. The World Bank defines rural development as a strategy designed to improve the economic and social life of a specific group of people. It involves extending benefits of development to the groups who seek a livelihood in the rural areas (RDS, 1999). Rural development refers to improvement in the well being of the people living in rural societies. Rural development encompasses poverty reduction as it improves the livelihood of the people who lack capabilities to meet their basic needs. Since three-

quarters of the population and the poor live in rural areas, "impoverished (poverty)" indicates conditions resulting from income poverty. Improvement of well being of the bottom 50 percent of the rural people would contribute substantially to poverty reduction in the country (IBBL, 2008). The term rural development means raising the productivity and the real income of families their levels of livelihood by increasing employment opportunities in farm and non-farm activities, thereby facilitating their levels of physical, social and cultural well being (Veal, 2005).

Rural development deals with multi-dimensional issues, such as infrastructure, health care and hygiene, education, environment and governance as well as local income generation. Frequently, the concept of rural development is used confusedly with "agricultural development" or "regional development", however these concepts differ as "agricultural development" mainly aims at increasing agricultural products such as crops, livestock, fish and etc. Human being, land and capital are simply regarded as production of goods and means. On the other hand, "Rural Development" mainly targets on people and institutions. Rural development includes agricultural development activities; however it is one of the means of economic revival for active farmers and targeted rural villages. "Regional" has a wide meaning to describe "area" (i.e. a certain area in country) or "region" (i.e. continent of countries) (Fedderke et al, 2006).

Rural development aims to improve sustainable livelihoods by implementing comprehensive development programs for rural areas where a majority of people live in poor conditions. Rural development can also contribute to reduce poverty in urban areas by reducing excessive population influxes from rural areas. The promotion of rural development requires effective external inputs to generate sufficient results and is capable of bringing further improvements. Development issues must therefore be comprehensively and cross-sectional understood for this to be realized. Maximum use of human and material resources in rural areas is also necessary to alleviate poverty. It is also important to safeguard the environment through resource management and natural disaster prevention. Moreover, it is essential that governments assist a variety of activities through a cross-sectional approach (Fedderke, Perkins & Luiz, 2006).

Rural development issues are often equated with poverty reduction. Poverty is a multi-dimensional concept. Traditionally poverty is viewed as pronounced deprivation in well-being. "To be poor is to be hungry, to lack shelter and clothing, to be sick and not cared for, to be illiterate and not schooled" (World Bank, 2001). Poverty is usually measured with reference to a threshold level of income or expenditure (called poverty line) needed to meet food and non-food basic needs for a person to maintain a healthy and productive life. These

measures are called "income poverty". Social scientists and policy makers now agree that low levels of education and health are of concern in their own right. The deprivation in education and healthcare merit special attention when accompany material deprivation (NEDA-WB, 2003).

Rural development refers to the improvement in the well being of the rural people. Rural development would encompass poverty reduction, if the livelihood improvement brings into its fold people who lack capabilities to meet the basic needs. Since 75% of the total population in Bangladesh still lives in rural spaces, an extensive rural development that uplifts the well being of rural people would contribute substantially to alleviate poverty in the country. In order to alleviate poverty, rural development requires an increase of consumers, industrial development, and the improvement of infrastructure, and inhabitant's productivity through expansion, education, health care services (Glaeser & Kohlhase, 2003).

Balat & Porto (2005), defines rural development as the provision of social and physical infrastructure, the provision of financial services in non urban areas, non-farm and small-medium enterprises activities in rural communities and market towns that are more closely linked to the rural economy than they are to the economies of the larger urban cities, as well as the development of traditional rural sectors, such as agriculture and natural resource management. The key elements that will facilitate the realization of rural development include social infrastructure, physical infrastructure, and financial services. The dynamics of these three elements will pave the way to uplift the living conditions of rural households. Observing events and issues related to such dynamics can facilitate the measurement of the constructs of rural development.

According to World Bank (2001), the rural development strategies are: (i) Deepen and implement key structural reforms to help ensure a sustained, higher, and broad-based growth of agriculture, by removing policy and institutional distortions and making the sector more efficient and internationally more competitive; (ii) Facilitate increased and prioritized strategic public and private investments; (iii) Improve natural resource management; and (iv) Strengthen institutional framework, capacity and performance.

Glaeser & Kohlhase (2003), focused on peri-urban centers; they reported an efficient road system would enable an estimated 90% reduction in the cost of transporting goods. Lowering transportation costs has such implications as: people are no longer tied to natural resources, consumer-related natural advantages become more important, population is increasingly centralized in a few metropolitan regions, people are increasingly decentralized within those regions, high-density housing and public transportation become increasingly irrelevant, location of manufacturing firms is not driven by proximity to customers or suppliers, and provision of education.

a) Rural Development and Poverty Reduction

Rural development process reveals a remarkable policy shift from community development approach to poverty alleviation. Policy makers realized that development planning with local participation is meaningless without reference to the empowerment of the rural poor as possible way out to alleviate poverty (Khan & Ali, 2014). A large portion of the poor lives in rural areas. Rural development must constitute a major part of a development strategy if a large segment of those in greater need are to benefit. The importance of rural development on poverty alleviation in a developing country like Bangladesh is increasingly realized by the policy communities. Development of basic infrastructure is essential to progress towards social development (Hemson et al, 2004). Development of such infrastructure can facilitate rural development and, hence poverty alleviation. Rural development is closely connected with the empowerment of rural communities, which has to include the encouragement of civil society and public participation in decision making in a democratic culture. The International Labor Organization (ILO, 2005) assessed the dynamics between accessibility and poverty. Isolation of poor communities leads to poor access to basic goods like health and education, common risk factors that result initially in deprivation and eventually in poverty. Rural development is seen as a means of facilitating access to such goods. Development of capacity building and rural infrastructure results in lower transportation costs, access to farm inputs, and access to markets. Improved accessibility will minimize poverty. According to Balat and Porto (2005), policies that basically expand opportunities for households to earn higher incomes help in poverty alleviation. To secure higher levels of well being, complementary policies like provision of infrastructure credit and extension services are necessary. Rural development results from the improvement of the economic, social, and environmental conditions of the community. These three aspects complement each other and lead towards the overall improvement of individual and community well being.

According to *OECD/DAC Guidelines on Poverty Reduction*, poverty is described as the lack of the following five capabilities.

i. Economic capabilities: to earn an income, to consume, and to have assets
ii. Human capabilities: to have access to health care, education, sufficient nutrition, clean water, and hygienic living conditions
iii. Political capabilities: human rights, to participate in political and policymaking process, and to be able to have an influence on decision-making.

iv. Socio-cultural capabilities: to participate as a valued member of the community with social status and dignity

v. Protective capabilities: to prevent vulnerability from food insecurity, illness, crime, war, and conflict.

III. Objectives of the Study

The main objective of the study is to investigate the impact of rural development on poverty alleviation. In order to achieve the main objective, following specific objectives have been identified:

i. To examine various dimensions of rural development in terms of their impact on poverty alleviation.

ii. To assess the impact of rural development programs on poverty alleviation and social empowerment.

iii. To give some recommendations to make rural development programs more effective to alleviate poverty from rural Bangladesh.

IV. Methodology of the Study

The study adapted a quantitative approach utilizing survey methodology with associational and field-based analysis. The data collection exercises were aimed at gathering information about the impact of rural development programs on poverty alleviation and social empowerment. The study examined the relationship between poverty alleviation and social empowerment, as the dependent variable, and rural development evaluation dimensions, as the independent variables.

The target population for this study was the poor households of Chittagong District (south) in Bangladesh. The study was conducted in four villages of four police stations of Chittagong District. Survey questionnaires were distributed among purposively selected poor households through a group of 4-5 members. 246 questionnaires were distributed in the sample areas and a total of 212 completed questionnaires were returned. After removing the ones with missing data, 192 usable questionnaires were analyzed- a 78 percent response rate.

The constructed six dimensions of rural development evaluation are represented by 24 items. Four items assess housing facilities, four items assess literacy and education, five items assess healthcare support, four items assess employment opportunity, three items assess transportation facility, and four items assess agricultural support. Poverty alleviation and social empowerment is represented by a constructed six-item scale that measures poverty alleviation and social empowerment. All items are measured on a 5-point Likert-scale, with "1" indicates the strongly disagree, "5" indicates the strongly agree. Babakus and Mangold (1992) suggested that five-point Likert would reduce the "frustration level" of respondents and

increase response rate and quality. Six demographic items namely gender, age, marital status, and occupation of poor household respondents were included in the survey to facilitate the interpretation of the results.

Nardi (2003) defines unit of analysis as 'the element about which you are observing and collecting data, such as a person responding to a questionnaire, a school, an editorial or local business'. The study variables were measured at the individual level as this unit of analysis was one integral to the research design. Each individual and each subject investigated were treated as an individual source (Sekaran & Bougie, 2010).

Three kinds of statistical analysis were conducted for this study using SPSS 19.0. First, factor analysis was conducted to the construct validity, fit and appropriateness of the instrument (Fraenkel & Wallen, 2000). Second, internal reliability analysis using Cronbach's alpha was used to determine the reliability of all scales (Cronbach & Furby, 1970). Third and finally, multiple regression analysis was conducted to examine the relationship between predictor and criterion variables as highlighted in the research framework to test the research hypotheses. The study examined the following hypotheses:

H1: The dimensions of rural development (Housing and agriculture, health, education, training and development, and communication) have a significant impact on poverty alleviation and social empowerment.

H1a: The rural- housing and agriculture is positively related to poverty alleviation and social empowerment.

H1b: The rural- health dimension is positively related to poverty alleviation and social empowerment.

H1c: The rural-education is positively related to poverty alleviation and social empowerment.

H1d: The rural-training and development is positively related to poverty alleviation and social empowerment.

H1e: The rural-communication is positively related to poverty alleviation and social empowerment.

V. Analysis of Data

a) Demographic Profile of Respondents

Out of 192 completed questionnaires 87.5 percent are male and 90.6 percent are married. 34.4 percent respondents were aged between 36 and 45 years old and 27 percent were aged between 46 and 55 years old, and 72.6 percent respondents had three or more children. 30 percent and 26.5 percent respondent were qualified with higher secondary and secondary level respectively. Only 6 percent respondents were uneducated. Out of 192 poor households, 60 from village one, 40 from village two, 50 from village three, and 42 from village four. In terms of occupation, 42.3 percent respondents were involved with agricultural

sector, 32 percent were from small business. Only 6.5 percent respondents were self employed.

b) Factor Analysis

To conduct the factor analysis to verify the basic structure (Hair, Black, Babin & Anderson, 2010) as well as dimensionality (Sekaran & Bougie, 2010) of variables of the study principal component factor analysis using the Varimax rotation approach was applied. The factors of independent variables namely housing & agriculture, health, education, training and communication were shown in table two. A five factor solution emerged explaining 66 percent of the total variance in five dimensions of rural development. The KMO value of sampling adequacy is 0.729 indicating sufficient inter-correlations with the Bartlett's Test of Sphericity was significant (Chisquare=3308.475, P<0.01). The findings of the analysis of dependent variable (poverty alleviation and social empowerment) are shown in table three. All the items were loaded into one factor explaining a total variance of almost 65 percent. The KMO measure of sampling adequacy is 0.612 indicating a good inter-correlations with a significant Bartlett's Test of Sphericity (Chi square=2634.475, p<0.01).

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.729
	Approx. Chi-Square	3308.475***
Bartlett's Test of Sphericity	df	158
	Sig.	.000

*** *p<0.01*

Table 2 : Component Matrix

Items	Component				
	1	2	3	4	5
1. Now agriculture office ensures distribution of high quality seeds in our village.	.79				
2. Distribution of fertilizer bow becomes smooth.	.77				
3. Most of the time my family members have the supply of electricity.	.76				
4. The agricultural production has been increased in our village	.75				
5. Housing has become more comfortable in our country.	.72				
6. There is a recent development in the farming tools and machines.	.70				
7. Most of my family members use sanitary latrine.	.68				
8. Most of my family members have access to pure drinking water from tube-well piped line etc.	.67				
9. Number of elderly people has increased in our village.		.76			
10. Infant mortality rate has been decreased for the last five years in our village.		.74			
11. Costs of health care facilities are reasonable.		.72			
12. Health care centers are equipped with necessary machines.		.62			
13. People are aware about healthcare services in our village.		.59			
14. Now more of our children can read and write.			.74		
15. The number of educated people has increased in our village.			.72		
16. Rate of school attendance of our children has increased.			.66		
17. Access to school attendance of our children has increased.			.63		
18. Training opportunities are available for agricultural farmers.				.84	
19. Income generating training is also available in our village.				.79	
20. Livelihood opportunities have been increased in our village.				.76	
21. Income generating opportunities have been increased in our village.				.71	
22. Now our travel time from village to town is decreased.					.64
23. Travel cost is reasonable.					.62
24. There are available public transports in the village.					.61

The five factors derived are housing & agriculture, health, education, Training and employment, and communication. The content validity ratio of all items in the scale was more than 0.50. This fully confirms the report of Hair, Black, Babin, Anderson & Tatham (2005) regarding the appropriateness of factor analysis. Finally, the instrument contained 24 items, excluding six dependent variables. The various factors and the corresponding statements, along with their reliability alpha have been incorporated into.

Table 3 : Factor Loading for Poverty Alleviation and Social Empowerment

Items	Factor Poverty Alleviation and Social Empowerment
Poverty and Empowerment 1	0.81
Poverty and Empowerment 2	0.83
Poverty and Empowerment 3	0.87
Poverty and Empowerment 4	0.91
Poverty and Empowerment 5	0.74
Poverty and Empowerment 6	0.82
Percentage of Variance	64.87
KMO	0.612
Approximate X^2	2634.542***

*** $p<0.01$

c) *Reliability Analysis*

Reliability analysis is the second important criterion after factor analysis that ensures goodness of measures. Reliability analysis using Cronback's alpha was conducted to determine the reliability of the scales as shown in table 4. The reliability coefficients for variables of Independent variables- housing, 0.90; literacy and education, 0.88; healthcare support, 0.83; employment, 0.81, transportation, 0.79; agriculture, 0.84; and poverty alleviation and social empowerment, 0.89, respectively, exceed Nunnaly's (1978) recommended threshold of 0.70. Hence, the instruments used in the study were both reliable as well as valid (as shown by the factor analysis results).

Table 4 : Reliability Statistics

Variables	Number of Items	Cronbach's alpha
Housing	4	0.90
Literacy and Education	4	0.88
Healthcare Support	5	0.83
Employment Opportunity	4	0.81
Transportation Facility	3	0.79
Agricultural Support	4	0.84
Poverty Alleviation and Social Empowerment	6	0.89

d) *Regression Analysis*

Table 5 : Regression for Poverty Alleviation and Social Empowerment

Measuring Scales	Standardized Coefficients	Significant (p)
Housing & Agriculture	0.29	0.01
Health	0.23	0.03
Education	0.14	0.06
Training and Employment	0.13	0.43
Communication	0.11	0.13
F-Value		17.23
R^2		0.324
Adjusted R^2		0.221

The results of the regression analysis, as presented in table 5, showed that there is a significant positive relationship between poverty alleviation and social empowerment, and dimensions of rural development. The resultant output has an adjusted R^2 of 0.324 (p=0.01) and yielded three significant dimensions namely housing & agriculture, health, and education which concurred with the findings by Mashreque & Nasrullah (2001). This implies that the dimensions "Agriculture & housing", "Health", "Education" contributed significantly. These three dimensions accounted for $\{(0.29+0.23+0.14)^2=0.43\}$ 43.0 percent of the variance of dependent variable. The other two dimensions training and development, communication did not contribute significantly towards explaining the variance in the overall rating of poverty alleviation and social empowerment. These two dimensions accounted for about only 6 (5.7) percent variance of poverty alleviation and social empowerment. Hence, the hypotheses H1a, H1b, and H1c are accepted, and hypotheses H1d and H1e are not accepted.

VI. Conclusion

The results of the present study indicate that rural development programs like housing and agriculture, heath, and education bring significant results in terms of increasing income and social empowerment which is similar to the study of Ahmed & Hossain (1983). The study suggests that expenditure on rural development programs increases income and socio-economic capacity of rural poor households in Bangladesh. The relationship between rural development dimensions: housing and agriculture, health, education, training, and communication imply that rural poor households experienced positive impacts. This means that rural development programs succeeded to bring a positive impact on the alleviation of poverty and development of socio-economic capacity of rural poor households. The positive impact is consistent with respondents' perception expressed during the survey. The results also indicate that housing and agriculture, health and education have a positive significant relationship with poverty alleviation and social empowerment. The other two dimensions namely training and communication have also a positive but not significant relationship with dependent variable. Housing and agriculture is the best predictor of rural development program dimensions.

There is still a dearth of research carried out on measuring the impact of rural development programs on poverty alleviation. Future research might usefully be done on how to make training effective and communication in terms of contribution to alleviate poverty and develop socio economic condition of rural poor of Bangladesh. In order to make the training effective training needs analysis may be conducted to make the training programs effective. So, the country, policy makers, concerned ministry should take necessary steps for proper rural development to alleviate poverty and improve income and quality of life of poor people.

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The Impact of Individual Investor's Perceptions on Perceived Self Efficacy while Trading Internationally

By M.Yousaf Raza, Khalid Latif, Touqeer Sultan, Muhammad Bashir,

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Abstract- Trends are changing and reshaping rapidly and effectively in individual and company business nationally and internationally. How to overcome financial crisis positively is a major concern? This research explains how the individual investor's insights change and constrain trading and risk enchanting behavior through the financial disaster. Examine and find how investor insights vary significantly during the crisis, with risk acceptance and risk awareness being less explosive than return outlook? During the worst months of the crisis, investors' return expectations and risk tolerance, decrease, while their risk perceptions increase. Individual investors carry on to trade actively and do not take any risk in savings portfolios during the crisis. Self usefulness pertains to optimistic thoughts to deal with the large stressors.

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GJMBR - A Classification : JEL Code: D73

THEIMPACTOFINDIVIDUALINVESTORSPERCEPTIONSONPERCEIVEDSELFEFFICACYWHILETRADINGINTERNATIONALLY

Strictly as per the compliance and regulations of:

The Impact of Individual Investor's Perceptions on Perceived Self Efficacy while Trading Internationally

M.Yousaf Raza [α], Khalid Latif [σ], Touqeer Sultan [ρ], Muhammad Bashir [ω], M.Ibrar Khan [¥] & Mushtaq Ahmed [§]

Abstract- Trends are changing and reshaping rapidly and effectively in individual and company business nationally and internationally. How to overcome financial crisis positively is a major concern? This research explains how the individual investor's insights change and constrain trading and risk enchanting behavior through the financial disaster. Examine and find how investor insights vary significantly during the crisis, with risk acceptance and risk awareness being less explosive than return outlook? During the worst months of the crisis, investors' return expectations and risk tolerance, decrease, while their risk perceptions increase. Individual investors carry on to trade actively and do not take any risk in savings portfolios during the crisis. Self usefulness pertains to optimistic thoughts to deal with the large stressors. In this way the investor can cope in all the difficulties and can solve the problems with the alternative solutions.

Statement of the Problem

Individual investors' perceptions change significantly throughout the crisis.

Research Questions

This research is conducted to find out the answer of following questions.

1. How the single investor's perceptions vary and make trading and risk taking behavior throughout the financial crisis?
2. Can all the investors solve problems they face while trading?

Purpose of the Study

Examine the investors' correlations of the points of and amendments in perceptions with the levels of self-efficacy and changes in the market and individual investor's income, while trading respectively.

Significance of the study

This study has an optimistic emotion about my financial expectations. Small and medium organization whose capital structure is suitable for their growth so they can earn more and attract investor financing by providing high return. If a benchmark for capital structure is available, then it provides guidelines for new firm as well as existing firms to gain extra return on their capital invested.

Objective of the Study

Objective of study is to determine the relation of individual investors' perceptions on perceived self-efficacy while trading internationally.

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Research methodology

Data was collected from the different organizations and investors investing their money in Pakistan. The survey was completed by 105 employees, 95% responses were observed. The Results were made using Correlation, regression and ANOVA with the available data.

Findings

The results showed that investors and businessmen are more interested in reducing the risks when the country is in crisis. Finding is that investor perceptions diverge significantly during the crisis, with risk acceptance and risk knowledge being less unstable than return position.

Limitations

- This study was conducted in twin cities of Pakistan (Rawalpindi/Islamabad) due to time and budget restraints.
- Covering only financial institutes and investors.
- The sample size may be on the lower side, it is possible that if there is large sample size, results would be clearer and specified.

Future Work

This research is limited to Pakistani investors only who are trading nationally /internationally; working in Pakistani environment can make their business well by using international techniques. We can make our study more efficient if we judge and contrast with other environmental factors.

Keywords: self efficacy, investors, investment, trading.

I. Introduction

An investor is a person who buys relatively small lots of stocks for his or her own collection. He is also called a small investor or retail investor. This study shows the investors trade, attitude and behavior when he invests his stock in the international market. Self-efficacy is the degree or strength of one's belief in one's own capability to complete tasks and reach objectives. While the Perceived self efficacy is like people's thinking about their competencies to select levels of performance that work out, influence over events that affect their lives. Self efficacy beliefs establish how people feel, think, inspire themselves and behave. Such beliefs produce these miscellaneous effects through four major processes. They include cognitive, motivational, emotional and selection processes.

The Campbell Shiller model describes the dividend price ratio to a present value of predictable future profits and outlook dividend growth rates, high prices should ultimately be followed by high future dividends, low future returns or some mixture of the two (Jiang & Lee, 2007). All the other VAR (value at risk) models use different attitudes to check the distribution of the returns (Dias, 2013). A constructive risk and return exchange is an essential rule of finance, and there is a continuing dispute about whether such a tradeoff is appropriate for company specific or individual risk (Guo & Qiu, 2014). For continual volatility, one would expect a normal distribution for stock returns. However, as is clear, the normal distribution is not a good fit. On the other hand, the stochastic volatility model specifies that it is the ratio of stock return to volatility that should be normal (Max & Serota, 2014). A return test checks that firms in the lowest forward E/P ratio portfolio earn the lowest returns in the following two years, and a long–short investment strategy based on the forward E/P ratio creates knowingly positive abnormal returns (Wu, 2014). The number of returned products is often stochastic, demanding estimates for several application areas, such as inventory management and remanufacturing planning (Krapp, Nebel, & Ramin Sahamie, 2013). The profits are calculated in the orientation currency and in surplus of the risk free rate, which communicates to the short term deposit rate denominated in the locus money (Santis & rard, 1998).

Educated and experienced top management may have high risk tolerance level because they are self-assured of their ability to analyze the outcome of their strategic decisions (B.T, Ariffin, A.N, Saini, & W.N.W, 2013). Many variables, with resources, practice variation, and risk tolerance, need to be considered (Wiler, et al., 2009). Cost based procedures give confidence mismatched client agency values based on lack of objectivity, risk tolerance or unfounded customer agency transforms in advertising products (Davies & Prince, 2005). Some life cycle funds focus on levels of risk tolerance, proposing conservative, moderate and aggressive portfolios (Davis, 2006).

Risk perception may vary depending on cultural, geographic, and behavioral habits. Knowledge of these population characteristics may be important when scheming educational programs for prevention (Guardia, Lopez, Salmeron, S. Pose, & Modejar, 2014). Workplace assurance and ecological righteousness issues are often focused around insights of increased risk due to unpleasant odors. Factors known to supplement risk perception comprise (Paustenbach & Gaffney, 2006). Risk perception and disease related worries may be measured through illness perceptions. The growth of interventions targeting illness perceptions may provide tools for genetic counseling (van Hulsteijn, Kaptein, Louisse, Biermasz, A. Smit, & M. Corssmit, 2014). It is argued that risk awareness is more important

for behaviors that donate to the lessening of a health threat, they are less prone to external pressures, and are easier to perform than for compound behaviors such as exercise and well eating habits (Catrinel Craciun, Schuz, Lippke, & Schwarzer, 2010). Risk insight may be more easily predisposed in low versus high populations and this should be considered in the design of clinical interference and potentially mass media movements seeking to influence risk of care behavior on child health with ethnic and cultural minorities (Wagener, Busch, Dunsiger, Chiang, & Borrell, 2014). The reality is that risk perception may be powerfully inclined by the situation in which the individuals are, when they take their conclusions (Ele Cohen, Etner, & Jeleva, 2008).

Perceived self efficacy can be stated as peoples' judgments of their competencies to arrange and implement courses of action required in managing selected types of performances. It is disturbed not with the skills one has but with judgments of what one can do with the skills (Wahl, Rustoen, Hanestad, Gengedal, & Moum, 2005). Apparent self-efficacy to implement control over stressors plays a central role in anxiety stimulation (Mystakidou, Parpa, Tsilika, Galanos, & Vlahos, 2008). If the efficacy is stronger, the efforts will be more active. People often don't carry out optimally even though they know full well what to do and acquire the necessary skills to do it (Blok, Morton, Morley, Kerchoffs, Kootstra, & Van Der Vleuten, 2004). Number of studies have shown that low perceived self-efficacy and weak self-confidence are limitations to the liberation of anticipation services, such as dental screening, screening for risky health behaviors, family aggression selection, safety and family issues (Finch, Weiley, & H, 2008).

II. Literature Review

a) Individual investor

Mostly individual investor's EPS, reports periodically by corporations, constitute the piece of financial information mostly examined by investment proficients and individual investors equivalent (Giannetti, 2007). The noise trader model, requests that individual investor's sentimentality can have an impact on stock returns. Their findings are reliable with blast trader theory and designate that methodical trade transaction activities have incremental descriptive power for value stocks, small stocks and stocks with low institutional ownership, and stocks with lower prices. Therefore, their results support the concept that investor feeling has an important impact on stock prices (Sayim, Morris, & Rahman, 2013).

b) Return Expectation

Experimental research discovers that predictable excess return has a constructive relation with extra yield and book to market ratio in both cross sectional and time succession associations (Jiang &

Lee, 2007). The expected return is the characteristics of the asset return sharing (Dias, 2013). Expected returns are related with revision to the instability regime and returns on total assets (Bae, Kim, & Nelson, 2007). To manage any probable effect of the level of leverage ratio on predictable returns, we execute a two measurement kind of the sample, first by the level of leverage ratio at the commencement of the previous quarter, and then by the change in leverage ratio (Cai & Zhang, 2011). Argument of Ball's, upper risk firms with higher expected returns and lower principles, can still be useful to those variables such as size (ME), leverage, and book to market equity ratio. Because these variables such as size (ME), leverage, and book to market equity ratio, are variables that extract risk and return information from prices by scaling stock prices using different methods (Lam, 2002). To split the strong association between book-to-market and expected returns requires extra magnitudes of distinction in firm parameters that lead to distinctions more strongly in one attribute than the other. A usual candidate is a firm profitability, which will be reflected in evaluation multiples without touching asset risk exposures (Johnson, Chebonenko, Cunha, Almeida, & Spencer, 2011). The intercept in the expected return model captures the expected underperformance of the Despotisms (Democracies) relative to the other docile portfolios (Core, Guay, & Rusticus, 2006). The evident realized asset return is collected of people's probable return, the instability feedback effect, and the shock to the benefit of market. So, the people's efficient expectations have a pressure on asset returns (Huang, 2013).

c) Risk Tolerance

Educated and experienced top management may have high risk tolerance level because they are confident of their ability to analyze the outcome of their strategic decisions (Matemilola, B.T, Ariffin, A.N, Saini, & W.N.W, 2013). If numerous organizations are used for adjusting global fights for local addressees, there is the probability that their risk receptions will be unequal to that of their international consumers. The central global agency that owns their restricted agencies in foreign markets can guarantee more control by coordination (Prince & Davies, 2005). The long term direction provides the constant capital required for investment in employee skills and training while the adoption of core labour values may result in greater tolerance of employee voice and illustrative structures and enhanced wages and conditions up and down supply chains (Waring, 2005). One approach to dealing with these heat related restraints is to improve wheat germ to supply higher tolerance to stresses linked with these environments (Ortiz, et al., 2008). Declines in heat and cold tolerance among the elderly can be caused by chronic health conditions and poor aerobic tolerance,

rather than by increased age per se (Hajat, Vardoulakis, Heaviside, & Eggen, 2014).

d) Risk Perception

Individual decisions in risk taking can be busted down into groups that differ in pleasant and variables that affect risk insight and risk taking, such as consciousness and controllability (Rau, Wang, & Salvendy, 2009). Studies that are based on the use of accurate numerical risk values are more probable to result in high levels of misclassified risk insights compared with those that use broader categories of risks, such as inferior than normal, average or high risk, maybe they are more cognitively challenging (Hopwood, 2000). Relationship between risk awareness and health under judgment of risk (Santos, Lourenço, & Rossi, 2011). In urban regions, risk perception reduced and dangerous behaviors continued or increased. This contrasted with increased risk perception and decreased unsafe behaviors observe in rural areas (Barennes, Harimanana, Lorvongseng, Ongkhammy, & Chu, 2010). Risk perception and safety issues' was a companion to the session biological effects (Berry, 2003). Social location regulates both one's sense of efficacy, or personal ability to control, and outcome assessment of alternative risks, which can play a mediating role between risk perception and behavior (Lee, Su, & Hazard, 1998). Risk discernments were recorded for the same sets of threats, but with respect to an imagined state as if their birth schemes had not occurred and the renewal sites were still in a state of negligence or redundancy (or mostly so), creating a baseline position for the audit (Ayres & Thomas, 1998).

e) Perceived Self efficacy:

The control value theory of achievement emotions suggests that negative emotions arise when control over success is low or uncertain and positive emotions arises when control over success is high. Thus, a first critical variable in the appraisal of fear appeals is self-efficacy (Putwain & Symes, 2014). Self efficacy is alleged to be a situational rather than a stable trait (Fisher, 2011). Self-regulation is not only directly related to supposed design success, but also indirectly, via a delicate level of self-efficacy (Beeftink, Eerde, Rutte J, & Bertrand, 2012). Self efficacy is an examination of task necessities, e.g., an attribution analysis of past experience, the difficulty of the task; and an appraisal of the accessibility of specific resources and constraints for implementation the task (Wang & Hu, 2012).A factor that absolutely controls self-efficacy is learning by one's own knowledge (Furutani, Kobayashi, & Ura, 2009). PSE forecasts the audience of cardiac treatment, future hospitalizations, revival of function in cardiac rehabilitation and superior health position, better physical purpose and low levels of nervousness, and despair (Greco, et al., 2014). Self-efficacy appraisals reliably are influenced by contextual

cues that trigger particular judgmental heuristics (Tillema, Cervone, & Scott, 2001).

III. THEORETICAL FRAMEWORK
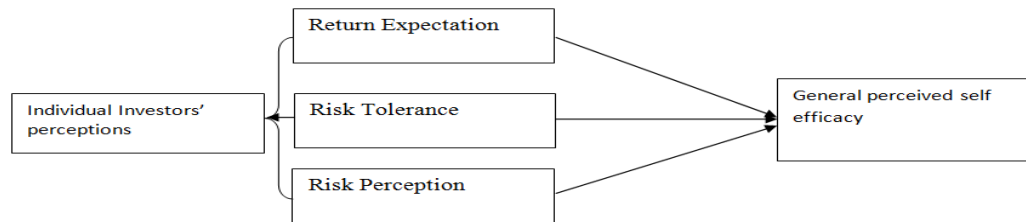
Figure 1.

Hypothesis Development:

H1: There is a negative relationship between Return Expectation and General Perceived Self-efficacy (Hsu, Ju et al. 2007). Because the investor's expectation mostly depends on market forecast.

H2: There is a positive relationship between Risk Tolerance and General Perceived Self-efficacy (Krueger and Dickson 1994).

H3: There is a +ve relationship between Risk Perception and Personal and General Perceived Self-efficacy(Kallmen 2000).

IV. METHODOLOGY

The methodology of this paper is based on the different variables. The variables use the model as previous study of fama and schewert (1977). The regression equation is used in it.

$$Y = C + \beta X1 + \beta X2 + \beta X3 + \ldots + \beta Xn + \mu$$

$Y_{it} = \alpha_{it}$ + Return Expectation $_{it}$ β_1 + Risk Tolerance $_{it}$ β_2 + Risk Perception $_{it}$ β_3 + μ_{it}

Where ith are the consequences of banks with time period of t, α_{it} is the intercept (constant).β is the change in dependent variables with respect to change in independent variable. Where β_1, β_2, β_3 are the variables changes w.r.t time. Where μ_{it} is the random error with the change of time.

The behavioral Consequences on E- banking show the relationship among the variables.

$Y_{\text{Perceived self-efficacy}}$ = f (Return Expectation, Risk Tolerance, Risk Perception).

a) Sampling size

It is difficult to explore the impact of three Vs, i.e. Return Expectation, Risk Tolerance, Risk Perception on general perceived self efficacy. Total employees surveyed are n=110 but the responses were 105. We administered our questionnaires to make the sample size more suitable to understand the effectiveness of investors and brokers. Rawalpindi/Islamabad are the selected for sample data in our research. In this paper, we used a simple random sampling technique.

b) General Profile of the Sample

Sample was divided into four groups, Gender, Age, Education, and Experience (n=105). Table1 shows the percentage of gender; Table 1.2 demonstrates Age with percentage, Table1.3 describes Education and Table 1.4 shows the Experience with percentage.

Table 1 : Gender

		Frequcy	Percent	Valid %	Cumulate%
Valid	Fmale	23	18.4	21.9	21.9
	Male	82	65.6	78.1	100.0
	Total	105	84.0	100.0	
Misig	Systm	20	16.0		
Total		125	100.0		

Table 1.2 : Age

		F	Percent	Valid %	Cumulate%
Valid	20-25	5	4.0	4.8	4.8
	25-30	5	4.0	4.8	9.5
	30-40	25	20.0	23.8	33.3
	40-50	56	44.8	53.3	86.7
	50-60	14	11.2	13.3	100.0
	Total	105	84.0	100.0	
Misi..	Systm	20	16.0		
Total		125	100.0		

Table 1.3 : Education

		F	Percent	Valid %	Cumulate%
Valid	Matric	17	13.6	16.2	16.2
	Interme..	18	14.4	17.1	33.3
	Bachelor	57	45.6	54.3	87.6
	Master	8	6.4	7.6	95.2
	MS/PhD	5	4.0	4.8	100.0
	Total	105	84.0	100.0	
Missi.	System	20	16.0		
Total		125	100.0		

Table 1.4 : Experience

		F	Percent	Valid %	Cumulate%
Valid	1-5	55	44.0	52.4	52.4
	10-15	34	27.2	32.4	84.8
	15-20	11	8.8	10.5	95.2
	20-30	5	4.0	4.8	100.0
	Total	105	84.0	100.0	
Misg.	Systm	20	16.0		
Total		125	100.0		

c) Analysis and Discussion

The variables are tested with Correlation Regression and ANOVA by using SPSS Version 21.0

V. Reliability of Measures

Table 2 shows Cronbach's alpha reliability coefficients of one dependent variable i.e. general perceived self efficacy and other three independent variables were obtained which are as follows :-

- Return Expectation
- Risk Tolerance
- Risk Perception

Reliability test of all the variables shows the rate of Cronbach's Alpha used for all variables is more than 0.70, considered to be excellent for internal reliability of data. According to Gliem (2003) Range of Cronbach's alpha is between 0 and 1. In reliability test, .70 is acceptable value of alpha but .8 is expected to be a required target which shows a good consistency of internal scale of the items (Gliem, 2003). Reliability test with cronbach's alpha: The following rules of thumb for checking the Cronbach's Alpha is as follows:

If value of Cronbach's Alpha is >0.9, it is Excellent, If>0.8 then it is Good, if >0.7 Acceptable, >0.6 Questionable, if >0.5-Poor and If its value is <0.5, it is considered as Unacceptable" (Joseph and Gliem, 2003).

Reliability Analysis Table 2

Coefficients	Cronbach's ά
RE	0.764
RT	0.692
RP	0.841

Descriptive Statistics: Measuring Mean and Standard deviation

In descriptive statistics, means and standard deviations were inspected for dependent and independent variables. The consequences are shown inTable3. On a 5-point scale, the Mean of General Perceived Self-efficacy is 4.0790, RE 3.7276, RT 3.9405 and RP is 3.8738. So, this research shows that data is more reliable and near to 4 in the scale i.e. agreed by respondents in an average. Standard deviation is below 1.0. So it shows strong impact on Performance. N=105.

Table 3 : Descriptive Statistics

	N	Mini..	Maxi..	Mean	Std. Devi..
GPS	105	3.40	5.00	4.0790	.33331
RE	105	2.40	5.00	3.7276	.54991
RT	105	2.50	5.00	3.9405	.66554
RP	105	2.50	5.00	3.8738	.53047
Valid N	105				

Correlation

All the outcomes of Pearson correlation matrix are exposed in 4 table .GPS correlated with all the variables.

Table 4 : Correlations

		GPS	RE	RT	RP
GPS	Pearson Corre..	1	.764**	.692**	.841**
	Sig. (1-tailed)		.000	.000	.000
	N	105	105	105	105
RE	Pearson Corre.	.764**	1	.908**	.931**
	Sig. (1-tailed)	.000		.000	.000
	N	105	105	105	105
RT	Pearson Corre..	.692**	.908**	1	.818**
	Sig. (1-tailed)	.000	.000		.000
	N	105	105	105	105
RP	Pearson Corre..	.841**	.931**	.818**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	105	105	105	105

**. Correlation is significant at the 0.01 level (1-tailed).

a) Multiple Regression Analysis

The chart 5 lists three autonomous variables which are put in the regression model and R (.845) is the positive correlation of three I.V with the D.V, inter correlations amongst these 3 sovereign variables are considered. The model summary of table 5, R Square is (.715), that is explained s^2, actual the square of the Adjusted R Square (0.706).

Table 5 : Model Summary

M	R	R²	Adjust R²	Std.Error	Change Statistics				
					R²	F	df1	df2	Sig.F
1	.845ᵃ	.715	.706	.18068	.715	84.302	3	101	.000

a. Predictors: (Constant), RP, RT, RE

i. ANOVA

Table 6 shows the results of ANOVA. Through ANOVA table, we concluded that our model is goodness of fit because the significant value is .033, if the sig. rate is < the level of consequence (0.05) its shows, model is goodness of fit. It also shows that at least one of the coefficients is not zero.

Table 6 : ANOVAᵃ

Model		SS	df	MS	F	Sig.
1	Regresion	8.257	3	2.752	84.302	.000ᵇ
	Residual	3.297	101	.033		
	Total	11.554	104			

a. Dependent Variable: GPS
b. Predictors: (Constant), RP, RT, RE

ii. Coefficients

ANOVA table tells us about the goodness of fit, but coefficient table tells individual contribution of every variable. Coefficient table shows the effect of Return Expectation, Risk Tolerance, Risk Perception on GPS. Table 7 shows the results of Coefficients.

Table 7 : Coefficientsᵃ

	Model	Unstand..Coefficients		St.Coeffi	t	Sig.
		B	Std. Error	B		
1	Constant	2.032	.131		15.557	.000
	RE	-.187	.123	-.309	-1.524	.131
	RT	.075	.064	.149	1.159	.249
	RP	.633	.093	1.007	6.812	.000

a. Dependent Variable: GPS

$$Y_{it} = 2.032 - 0.187\,\beta_1 + 0.075\,\beta_2 + 0.633\,\beta_3 + \mu_{it}$$

VI. Regression Analysis

Regression Analysis is used to estimate the fundamental relationship between independent variables, Return Expectation, Risk Tolerance, Risk Perception and on the general, perceived self efficacy. So, we can see what amount general perceived self efficacy are dependent upon independent variables and how significant they are. In Table 5, the R-squared statistics measures success of the regression in forecasting the values of Dependent variable general perceived self efficacy with all other variables. It is the fraction of distinction in the dependent variable explained by this regression model. This model shows that R is 0.845. It shows that 83% of dependent variable is explained by its independent variables. In Table 6 the significance is not above 0.05 which proves the model used in the study is good.

VII. Conclusion

Results of the study will be useful for the higher management of the organizations to understand how they can perform better to develop their business where investors can better execute for their selves and for the country. We examined and found that investor's perceptions fluctuate significantly during the crisis, with risk tolerance and risk perceptions being less volatile than return expectations. This study shows the investors effectiveness with respect to return, return expectations and risk tolerance. Investors think that such behavioral studies can easily change and can provide optimistic results for future investments.

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The Best Way to Predict Your Future is to Invent it

By Muhammad Saqib khan & Ahsan Ahmed

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Abstract- Students have far cry varieties of stresses like the burden of academic, future is risky and questionable and problem of mesh or integrated into system. The students may also sometime face communal or social problems, sentimental and family problems that affects their learning skill and academic achievement. Too many stress can originate physical and intellectual health problems and cut down student's self-respect, confidence and will affect students schooling achievement. In this research different stresses i.e. examination, political, financial problems and law and order have conducted to check their influence on student performance.

Keywords: »student stress (SS), » financial stress (FS), »examination stress (ES), »political stress (PS) »law and order situation (LOS).

GJMBR - A Classification : JEL Code: H83

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The Best Way to Predict Your Future is to Invent it

Muhammad Saqib khan [α] & Ahsan Ahmed [σ]

Abstract- Students have far cry varieties of stresses like the burden of academic, future is risky and questionable and problem of mesh or integrated into system. The students may also sometime face communal or social problems, sentimental and family problems that affects their learning skill and academic achievement. Too many stress can originate physical and intellectual health problems and cut down student's self-respect, confidence and will affect students schooling achievement. In this research different stresses i.e. examination, political, financial problems and law and order have conducted to check their influence on student performance. Also Pakistan is under develop country, it has many issues which has direct influence on student schooling, there is load shedding, terrorism is also main problem, poverty is the major factor due to which parents are unable to give their children support for higher education, day to day ups and downs in the political situation i.e. political parties arrange sitting and strikes for uncalled matters due to which almost all major cities of Pakistan's educational institute are remained closed.

Keywords: »student stress (SS), » financial stress (FS), »examination stress (ES), »political stress (PS) »law and order situation (LOS).

I. Introduction:

Student Stress is the topic that has been discussed many times. Such topic might not be as such difficult and result less. Stress is considered a negative emotional experience that involves biochemical, physiological, cognitive, and behavioral changes (Flynn & Weckwerth, 2006). Schools, Colleges and Universities had almost no value without student. Students are most necessary and important asset for any schooling institute. The communal and economic development of any country has direct relation with student academic performance. The student's academic achievement had very important role in generating the best value graduates who will become great front-runner and work force for the country thus responsible for the country's economic and social or communal development. Student performance measurement has noticeable consideration in earlier research papers, it is challenging form of academic literature, and student performance are affected due to examination, political, financial problems, law and order and energy crisis factors. These factors strongly effect on the student performance, but these factors changes among different people.

From the last 5 to 10 year in Pakistan literacy rate and education system is improved and many of the institution in Pakistan had improving the educational level and produce educated, and highly skilled people.

This research is focuses on the some Universities of Islamabad, Pakistan. Students of private and government universities of Islamabad are taken as population and target on the result of the student performance and their success in the academic year.

II. Research Question

Does Financial stress, Examination Stress, Political situation and Law and order situation effects the schooling performance?

a) Research Objective

The main ambition of this research paper is to analyze and examine the valuable factors that affect the schooling performance?

b) Contribution

Different researcher researched on different variables but this research paper is different in this way that it is the first research in which we explore the four factors i.e. financial, examination, political and law and order that affect the schooling achievements.

c) Significance

Previous Researches focuses on various factor likewise educational facilities, proper guidance and family stress etc. Our research will helpful for Universities policy makers and guardians of the students. It facilitate schooling institution to implement the improved policies which enhance the student's performance and quality of schooling by changing the attitude of students towards learning and facilitating students. It also give the information that how much political stress, law and order situation effect the student academic performance.

d) Hypothesis

There are four hypothesis which are going for test:

H_1: There is relationship between financial stress and student performance

H_2: There is relationship between political situation and student performance

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H_3: There is relationship between Examination stress and student performance

H_4: There is relationship between law and order situation and student performance

III. THEORETICAL FRAMEWORK

Factors
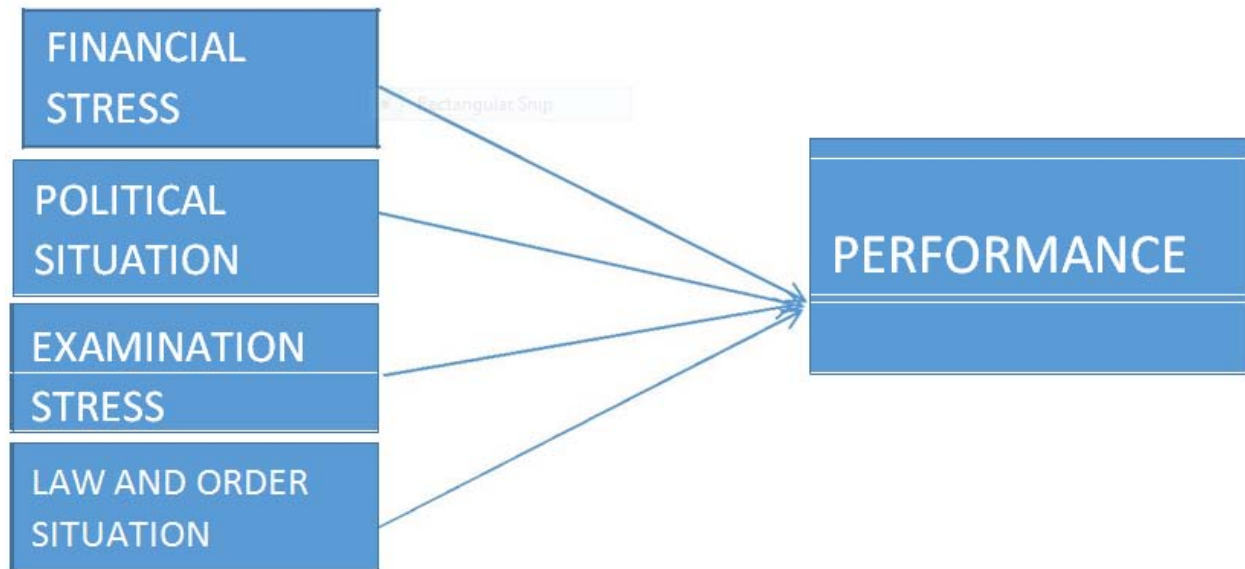
IV. METHODOLOGY

In this we will examine the variable selection, sample selection procedure, model used for the investigation and the statistical tools.

V. MEASUREMENT

All the variables in this research are measured on the 5 points Likert scale from strongly disagree to strongly agree. Ranging from "strongly disagree" "disagree", "neutral", "agree" and in last "strongly agree" and labeled as 1, 2,3,4,5 respectively.

a) Data set

The data for this research is primary data get form questionnaires, 64 questionnaires are handed out.

b) Statistical tools

Mean, median, standard deviation, Correlation, Regression ANOVA used for analysis.

VI. DESCRIPTIVE ANALYSIS

Descriptive analysis show tells us about the mean and standard deviation of dependent variable which is performance of student and independent variables which are examination stress, financial stress, and political stress and in the last law and order situation.

Table 1 : Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Examination	64	1.33	4.50	3.4531	.62182
Financial	63	2.13	4.25	3.2480	.38396
Political	64	1.57	4.71	3.0893	.51319
Law And Order	64	2.30	4.60	3.2922	.46779
Performance	64	2.00	4.80	3.2438	.63693
Valid N (listwise)	63				

Study tells us that mean of Performance is 3.2438 and standard deviation is .63693. Mean of examination, financial , political and law and order situation and are 3.4531, 3.2480, 3.0893, 3.2922 which

itself tells us that respondents give positive response that these variables are effects the student performance and standard deviation of these are. 62182, .38396, .51319, .46779 which shows in table 1:

➢ Correlation Analysis

Table 2 : Correlations

		Examination	Financial	Political	LawAndOrder	**Performance**
Examination	Pearson Correlation	1	.000	-.117	-.041	**.307***
	Sig. (2-tailed)		.997	.357	.746	.014
	N	64	63	64	64	64
Financial	Pearson Correlation	.000	1	-.130	.102	**.051**
	Sig. (2-tailed)	.997		.311	.428	.690
	N	63	63	63	63	63
Political	Pearson Correlation	-.117	-.130	1	.176	**.243**
	Sig. (2-tailed)	.357	.311		.165	.053
	N	64	63	64	64	64
LawAndOrder	Pearson Correlation	-.041	.102	.176	1	**.470****
	Sig. (2-tailed)	.746	.428	.165		.000
	N	64	63	64	64	64
Performance	Pearson Correlation	.307*	.051	.243	.470**	1
	Sig. (2-tailed)	.014	.690	.053	.000	
	N	64	63	64	64	64

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

**. Correlation is significant at the 0.01 level (2-tailed).

Student performance and the examination shows the degree of association i.e. 30 percent and there is also degree of association between law and order situation, political situation financial stress are 47 percent, 24 percent and 5 percent accordingly which shows in table 2:

➢ Coefficient & Hypothesis Testing:

Table 3 : Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-.938	.919		-1.022	.311	-2.777	.900					
Examination	.368	.108	.357	3.407	.001	.152	.584	.325	.408	.355	.991	1.010
Financial	.054	.177	.032	.305	.761	-.300	.407	.051	.040	.032	.967	1.034
Law And Order	.600	.145	.441	4.137	.000	.310	.890	.466	.477	.431	.957	1.045
Political	.248	.135	.198	1.843	.070	-.021	.517	.233	.235	.192	.943	1.061

a. Dependent Variable: Performance

On the basis of above table 3 we can see that examination cause 36 % positive variation on the performance so we can say that H3 i.e. there is relationship between performance and examination stress, financial stress cause 5% , law and order situation cause 60 % and political situation cause 24 % on the study of the students.

VII. Discussion

The study was performed to show that, what are the important factors that have strong impact on the student academic performance. The data collected from different universities of Islamabad which includes Air University, Quaid-e-Azam University, Shifa Tamer-e-Milat University ,Arid University, NUML University and Federal Urdu University of arts science and technology. By using different appropriate statistical tool we find that examination stress, financial stress, political situation and law and order situation have effect on the student academic performance.

VIII. Limitation

Our study is only limited to the universities of Islamabad and take the data from some universities students its recommended that future research should be carried on a large scale.

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Barriers and Incentives for Youth Entrepreneurship Start-Ups: Evidence from Bangladesh

By Md. Mahi uddin, Mustafa Manir Chowdhury & Md. Maruf Ullah

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Abstract- Reducing unemployment of youth has become one of the most difficult challenges for Bangladesh where youths constitute one third of total population. This study examined a range of key constraints that impede young people in Chittagong, Bangladesh, from starting and running a business and at the same time the study identified incentives, initiatives and measures that may improve young entrepreneurship. For a qualitative intervention, 44 complete questionnaires were analyzed who were selected from Chittagong, the second largest in Bangladesh, following a convenience and purposive sampling technique. Results reported that most cited start-up challenge is neglecting knowledge-based innovation, being their own boss is the main motivation to engage in business, parents and family mainly influenced young people to start business while financial risk is the most pressing de-motivator to start-up business.

GJMBR - A Classification : JEL Code: L26

BARRIERSANDINCENTIVESFORYOUTHENTREPRENEURSHIPSTARTUPSEVIDENCEFROMBANGLADESH

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Barriers and Incentives for Youth Entrepreneurship Start-Ups: Evidence from Bangladesh

Md. Mahi Uddin[α], Mustafa Manir Chowdhury[σ] & Md. Maruf Ullah[ρ]

Abstract- Reducing unemployment of youth has become one of the most difficult challenges for Bangladesh where youths constitute one third of total population. This study examined a range of key constraints that impede young people in Chittagong, Bangladesh, from starting and running a business and at the same time the study identified incentives, initiatives and measures that may improve young entrepreneurship. For a qualitative intervention, 44 complete questionnaires were analyzed who were selected from Chittagong, the second largest in Bangladesh, following a convenience and purposive sampling technique. Results reported that most cited start-up challenge is neglecting knowledge-based innovation, being their own boss is the main motivation to engage in business, parents and family mainly influenced young people to start business while financial risk is the most pressing de-motivator to start-up business. The results also suggest that attracting funds for the business is the most important problem to run a business successfully, and lack of savings; securities and credibility, and experience are the key start-up financing constraints. The prime educative constraints are the lack of adopting enterprise education and inadequate curricula and programs, tax systems and levels is the major administrative and regulatory barrier and lack of contracts and networks is the main constraint of business support services. The study draws implications for policy makers, the Ministry of Youth Development, Chamber of Commerce and Industry, and the government to adopt multi-faceted, multi-targeted, and multi-tiered approaches addressing the start-up constraints and problems to facilitate and encourage youth entrepreneurship.

I. Introduction

Bangladesh is a densely populated country with a youth population of 55 percent. Every year nearly 2 million people are entering into the labor force while only 1 million get employed in domestic and overseas job markets (BBS, 2014). A current record by Ministry of Industries indicates that up to June 2010, there were 0.77 hundred thousand small industries and 6.30 hundred thousand cottage industries in Bangladesh. About 70 percent of these enterprises are run by the young entrepreneurs. 80 percent of these young entrepreneurs are underprivileged. National policies have emphasized on self-employment to provide opportunities for part of the new entrants in the

labor force (Hytti & Gorman, 2004). To stimulate the economic growth the government of Bangladesh is putting special emphasis on new enterprise creation, women entrepreneurship and enhancing access to formal financial system for the cottage, micro and small enterprises. One third of total population of Bangladesh is between the ages of 18 and 35 years old (Ali, Roy & Bhattacharjee, 2006). It is very difficult to attain sustainable economic growth without entrepreneurial efforts of this large group of population. Bearing the fact in mind the government of the country, at present, intends to build up a supportive environment for the youth to facilitate the tools and atmosphere to succeed in their entrepreneurial activities. A glowing, self-driven and energetic young generation is rising in Bangladesh. Today's youths are better educated, tech savvy, dynamic, visionary, ambitious, pragmatic and smarter than the previous generations. The youth has the potential to create a better Bangladesh and building a knowledge-based society. It is also necessary to ensure the contribution of vigorous, hardworking and entrepreneurial youth to make Bangladesh a middle income country (GoB, 2012).

As conventional career opportunities are fading away increasingly entrepreneurial activities are becoming an important choice for young people who face a labor market crisis with high rate of unemployment. Reducing youth unemployment has become one of the important challenges for Bangladesh whose youth constitute one third of total population. Youth unemployment is an enormous waste of human resources that could contribute to socio-economic progress of the country. Boosting up youth entrepreneurship may bring multiple effects on the economy of a country resulting in increase in consumer demand and national revenue (Momen, 2005).

According to ILO (2004), reducing youth unemployment could contribute to the addition of GDP, societies may gain direct economic benefits, violence and crime as well as vulnerability and exclusion might be reduced. Decent work can, moreover, change the status of young people from social dependence to self-reliant and facilitate them to break away from poverty. It also provides young people a sense of belongingness and opportunities to achieve their visions and dreams. Hence, consistent programs and policies addressing

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the issue of youth employment are required for the country to benefit all in the long run (ILO 2005). Entrepreneurship is considered as an important and useful avenue of generating income for young people to enhance employment and creating job. Youth entrepreneurship is viewed as an alternative way of assimilating youth in the mainstream labor force and alleviating poverty. Entrepreneurship can unleash the economic prospective of youth people.

Accordint to Chigunta (2002), self-employment, taking youth into the economic mainstream, addressing socio-psychological problems and crime coming out of joblessness, developing new expertise, encouraging creativity and flexibility, rejuvenating the local community by supplying valuable goods and services, and making young entrepreneurs receptive to new economic opportunities and trends are the main reasons for the importance of inspiring young entrepreneurs. Entrepreneurship can be a source of creating jobs and economic drive, and can advance the livelihoods and economic independence of youths in developing countries. Apart from that, entrepreneurship is an innovative way to generate income, to be self-sufficient, to earn a living, and to care for oneself (Maxwel, 2002).

In order to reduce youth unemployment, one of the major challenges of Bangladesh, the need for employment creation efforts focusing on youth is undeniable. So far my knowledge goes, very few studies have been conducted from the perspective of motivating young people to engage in entrepreneurial activities. There is also a general lack of in-depth research and concrete findings on motivating and identifying start-up barriers of youth entrepreneurship especially in the context of Bangladesh. So, this study is an attempt to address this gap. The study attempts to provide a picture of youth entrepreneurship about concrete barriers and incentives to youth enterprise start-ups in particular. In this context, we examined the key challenges, constraints and deficiencies that obstruct young of Bangladesh from starting and running a successful business and at the same time the study identified the motivators, initiatives, and measures to improve the situation. It is hoped that the findings of the study will encourage policy debate on the issues that foster or impede youth entrepreneurship and the policy measures that may facilitate youth in starting and running their own business, Moreover, this study will contribute to the existing works of youth employment providing an update. Hence, the present study also serves a directory of initiatives, programs, and instruments to benefit the practitioners and policy makers in the field of youth employment, youth entrepreneurship and development of SME.

II. Review of Literature

a) Youth and Entrepreneurship

Youth can be defined as transition period of an individual from childhood to adulthood. There are also differences of age limit among some Asian countries, which are as Bangladesh (18-35); India (15-34); Pakistan(18-30); Srilanka (15-29); Malaysia (15-29); Nepal (15-40); Singapore (15-30); Hongkong (10-24) etc. (Sutradhar, 2005). With a view to examining youth entrepreneurship and scrutinizing and assessing policies intended to promote it, there is a necessity of youth entrepreneurship definition. But, there is a lack of widely acceptable definition of "entrepreneurship", "entrepreneur" or "youth entrepreneurship" in the available literature yet. Accordingly, entrepreneurship is a set of actions and an entrepreneur is someone who undertakes these actions (Schnurr & Newing 1997, cited in Chigunta, 2002, p.1). According to Lewin (1941), entrepreneurship can be defined as "practical application of enterprising qualities, such as innovation, creativity, and risk-taking into the work environment (either in self-employment or in small start-up firms), using the appropriate skill necessary for success in that environment and culture". Entrepreneurship is something instinctive, rather than something that can be learned. Entrepreneurship is the realization of an opportunity to create value, and the process of acting on this opportunity, which may or may not indicate to form a new entity. While the terms such as innovation and risk taking in particular are typically related with entrepreneurship, but are not essential to identify them (Hedge & Sidh, 1960).

b) Barriers and Incentives to enterprise start-ups

Mueller & Thomas (2001) have realized that cultural and social attitudes influence the drive of entrepreneurial activities of a population, a country, region or ethnic group and there is a strong relationship between culture and entrepreneurship (Birley, 1987; McGrath, Macmillan, Yang, & Tsai,1992; Kreiser; Marino; Weaver, 2001). Cultural variations among nations are increasingly recognized as an essential factor for economic and entrepreneurial development of a nation. A socio-cultural perspective that shows respect and honor to the entrepreneurs is viewed as a source of learning experience than shame is more motivating to entrepreneurship (Basu, 2002). Culture influences the values and again differences in values have an influence on entrepreneurial behavior, the decision to become an entrepreneur, needs and motives for achievement, affiliation or the pursuit of individual and social goals, beliefs, behavior and orientation towards risk-taking, pro-activeness and self-efficacy of individuals (Harding, Cowling & Ream, 2003). Parents, relatives and friends can play a significant role on young people's outlook about entrepreneurship and in imparting positive or

negative views of business. Family background, in particular, plays a vital role in the development of entrepreneurial attitudes (Street & Sykes, 2003). A survey of Kalafaltelis & McMillen (2004) in New Zealand on entrepreneurship culture among young people also provides strong facts that parents are a key influencer. 85% of respondents claimed that their parents had influenced the formation of mindsets about business and approximately 35% reported that their parents owned a business.

Young people's attitude towards starting their own business is also influenced by the image, reputation, and credibility of entrepreneurs in a society. There is a perception in our society that starting a small business is still risky where the social environment is such that small business ventures are still perceived as overly risky activities where shortcomings outweigh its benefits.

Furthermore, young people keen to start a new business, have to cope with the particular reputation and stereotype s given to young entrepreneurs (Fowler, 2000).

Knowledge of and acquaintance with the idea of entrepreneurship as a viable career path motivates young people to become entrepreneurs. Education, in this regard, can play a vital role in creating awareness and attractiveness towards entrepreneurship. Education also facilitates to equip young people with some skills and abilities necessary to be an entrepreneur (Gibb, 1988). A society with negative perceptions towards entrepreneurship may lead to a failure in business venture. This fright of failure is recognized as a strong factor that discourages young people to involve with business. For young people, the shortage of funds, experience, skills, knowledge and awareness about changes in the business world in general are the main factors in discouraging young entrepreneurs to start commercial venture.

i. Entrepreneurship education

Another crucial factor that assists young people to build up entrepreneurial expertise, competencies, behaviors, awareness, to cope with changes, to assess entrepreneurship as career option. Education provides learning those qualities, skills, attributes to young people that will help them to be creative, adaptive, and proactive, to identify and assess business opportunities, to manage resources (DEST, 2005). Entrepreneurship teaching is not only a way to promote youth entrepreneurship and self-employment but also to prepare young people with how to take responsibility, to be flexible, to be creative needed to survive with uncertainty and risks in today's global competitive business environment (Kapitsa & Larissa, 2002). According to Charney and Libecap (2000), enterprise education is found to have significant impact on risk-taking, starting new-ventures, and the probability of self-

employment. Apart from that, entrepreneurship graduates perform better than the graduates without entrepreneurship education (Hytti and Kuopsjàrvi, 2004). The study of Gallaway, Anderson, Brown & Whittam (2005) on the impacts and potential of entrepreneurship education in higher education, concluded that students with enterprise module at university level are more intended to aspire for entrepreneurship within their careers than students without enterprise in their studies.

ii. Access to Start-up Finance

It is said that young people are not short on passion or guts, they are short on cash. Shortage of sufficient start-up finance is one of the most important barriers to young people trying to start their business venture. According to Moog (2005), 78% of young people, aged between 15 and 24 years old, against 73% of all other age cohorts perceived that the constraint of adequate financial support is the most important barrier than administrative hurdles or economic climate. Young people are mainly considered as risky investments and face complexities to access funds because of shortage of resources, lack of considerable credit history, satisfactory security to get loans. Young people are not likely to gain business experience, track record, or enterprise efficiencies that banks or financial institutions consider essential for evaluating credit worthiness. Moreover, young entrepreneurs also face difficulties in fulfilling strict terms and conditions relating to rating and credit scoring methods for young people.

Documentation procedures and information needed by credit lenders as well as very high interest rates and fees also impede young entrepreneurs to avail credit. According to De Sa (2005), .another difficulty is related to the time needed to decide on an application for funding. Some other barriers that impede young entrepreneurs to have easy access to adequate funds are unfavorable firm characteristics and industries, legal status/form of enterprise, lack of (successful) micro lending/finance and seed funding, administrative complexities, political influence. Heidrick (2002) suggested some promotional attempts with regards to easy access to start-up financing, which are conducting research into start-up financing, provision of start-up and business capital, improving the regulatory environment for start-up finance, information and counseling on access to finance and funding.

iii. Administrative and regulatory Aspects

Legal aspects and bureaucratic complexities are also seen as impediments towards starting young enterprises (World Bank, 2005). According to the ILO (2004), 70% of the respondents of Europe (67% of respondents aged between 15-24 years) asserted that administrative constraints are identified to be a major hindrance for start-up business and self-employment. Nowadays, entrepreneurs face various administrative impediments that include businesses registration, tax

administration, obtaining investment approvals and business licenses, coping with copyright and patent regulations, competition law, access to work space and long-term leases, construction and building permits, customs clearances, utility hook-ups, delaying approval, political influence, high cost of getting approval, etc. (La Porta, Shleifer & Dianlov, 1999).

Reducing and making administrative and regulatory barriers easier and enhancing the assistance required to conform to them, will inspire the young people to start-up and run their business. Some of the key strategies, initiatives and policy-measures like encouraging tax rates and regulations, facilitating and restructuring business registration procedures and lowering costs, re-framing of bankruptcy laws, Consideration of young entrepreneurs when changing business regulations, provide information, counseling and assistance on regulatory issues

c) Motivation of Youths to Engage in Entrepreneurship

There are various factors that influence young people to start a business, which are related to their state of living, personal attitudes, preferences and objectives, interests and strengths. According to (Schuyler, 1998), economic necessity is the main driving force of entrepreneurship when there is no other alternative for generating income or making a living. Lack of employment opportunities and necessity to support household income and poverty are the important reasons to start entrepreneurial activities especially in developing and low-income countries (Chingunta, 2001). A strong desire to transform and develop the society is an important factor influencing youth entrepreneurs to start business (Chuyler, 1998).

According to (Prabhu, 1999; Henton, Melville & Walesh, 1997) personal motivations and causes of youth entrepreneurship are the need to be true to one's values and beliefs, to be socially responsible, to contribute in the health of local economy. In developed countries, as cited by young people, to be one's own supervisor, more independent and flexible, to take challenge, to earn more money, to achieve vision, to gain reputation, to have better quality of life, to carry on family traditions are the main reasons of starting business by young people. Finally, abilities and competencies of young people in particular may be an essential inspiration and catalyst to start a business.

According to Hagigi & Lin (2012), the main motivating factors for young entrepreneurship development in Bangladesh include (1) the linkage of compensation decision making with the success of decision; (2) the investment time-horizon;(3) the experience; and (4) the degree to which the responsibility is borne solely by the decision maker. By stimulating its entrepreneurship development, Bangladesh can take advantage of its population & geography to experience greater economic growth by stimulating its young people to engage in entrepreneurial activities. Ali, et.al (2006) in another a study on An Assessment of the Effectiveness of the Ongoing Programmers of DYD revealed that the self employed respondents have created additional employment within and outside their families. In considering the importance of youth entrepreneurship development, the Department of youth Development (DYD) was established in 1981 with the vision of facilitating the unemployed youth with vocational/skill development training for gainful self employment to bring them in the mainstream of national development process. The National Youth Centre (NYC) was also established by DYD in 1998 as a human entrepreneurship development centre to transform the unemployed youth into an organized, disciplined and productive human resource by organizing training, seminars, workshops, symposium, youth summit and youth exchange program s both at national and international levels. Moreover, the centre conducts research work on youth development issues of national interest. DYD has been implementing several programs to achieve the goal of socio-economic development of the youth of this country (GoB, 2012).

III. Objectives of the Study

The purpose of the study is to analyze specific barriers and constraints that hinder young people from starting and running a business enterprise and at the same time, incentives and stimuli that stimulate young people to engage in entrepreneurial activities. In this context, the study specifically focuses on crucial start-up issues like social attitudes, entrepreneurship education, and regulatory framework, start-up financing, and business support constraints.

IV. Methodology of the Study

In order to complete the objectives of the study, a qualitative research approach was applied. In depth desk study along with interviewing young entrepreneurs was carried out. The desk research reviewed relevant literature relating to youth entrepreneurship, including relevant texts and journal articles, and other publications. The literature review was done with a view to summarizing and updating key information with regards to youth entrepreneurship in general and to crucial factors for engaging in entrepreneurial activities of young people in particular. Young entrepreneurs' viewpoints have also been integrated into the study.

The questionnaire was derived, with some modifications, from Schoof (2006), which is a SEED working paper of ILO on youth and entrepreneurship. To use the questionnaire permission was taken from the Library Section of ILO Office and the author of the paper through an E-mail. The questionnaire was used to obtain young entrepreneurs' perceptions and opinions

regarding the challenges, barriers, and incentives to start and maintain in entrepreneurial activities. The questionnaires also provided the study with practical experience, motivating examples, observations, and quotes of different young entrepreneurs of the sample area, Chittagong, the second largest city of Bangladesh. Any sort of quantitative analysis was not undertaken in this study due to the small size of sample.

At first a list of 68 young entrepreneurs was prepared and out of this list, 52 young entrepreneurs from Chittagong were contacted and requested to fill up the questionnaire. 52 questionnaires were distributed among the contacted young entrepreneurs by a group of three members in the sample area and a total of 47 completed questionnaires were returned. After removing the ones with missing data, 44 useable questionnaires- with a response rate of 84.6%- were selected for analysis. So, the sample of the study is 44 young entrepreneurs selected purposively and conveniently from Chittagong, the second largest city of Bangladesh, for easy access and collecting data and opinions smoothly.

With this small sample size, it would be inappropriate to draw representative conclusions for the young entrepreneurs of Chittagong. Further, the collected perceptions, opinions, experiences were described and analyzed in the light of barriers, hindrances and incentives to engage in entrepreneurial activities by young people applying a qualitative approach.

V. Analysis of Data

a) Start-up Challenges, Motivators and De-motivators

Table 1 : Start-up Challenges

Sl.	Challenges	Percent
1	Traditional middle class mindset	43%
2	Knowledge-based innovation neglected	74%
3	Bureaucratic and technical problems in starting a new venture.	71%
4	Absence of special policy strategies for young entrepreneurs.	58%
5	Ineffective strategic partnership between established & new partnership	67%
6	Improper branding and access to international market.	37%

The challenges faced by the young entrepreneurs to start a business are shown in table 1. It is seen from table 1 that lack of knowledge-based undertakings is the most important challenges in starting a new venture. Here business start-up process is time consuming, cumbersome, complex, because of bureaucratic and technical hurdles in starting a new venture. Young entrepreneurs also face inexplicable delay and feel discouraged. Strategic partnership, the third most important, is another problem for starting a business.

Table 2 : Factors Influence to be Entrepreneurs.

Sl.	Motivators	Percentage
1	To be your own boss	76%
2	To earn more money	72%
3	To realize your ideas/vision.	65%
4	To do something new	58%
5	To seek new challenge	44%
6	To connect your job/business with your passion/hobby	42%
7	To be respected	27%

"The main reason of starting the business was to be my own boss and, to find an activity to earn enough to live decently and to achieve economic growth". (Syed Rifat, a young entrepreneur from Chittagong, Bangladesh). "In a developing country like Bangladesh where unemployment is a big problem, starting up a business is the only way to find employment and to earn money, if you are young and educated". (Tasnova Akter, A young women entrepreneur in Chittagong). It is reported from table 4 that the main drivers of young entrepreneurs are to be their own boss, to earn money, to realize their ideas or vision. A young entrepreneur mentioned that "I engaged in business to gain financial and personal freedom". Table 4 outlines the results of factors influencing young people to be entrepreneurs. It is seen from table 4 that the main factors influencing young people are to be their own boss, to earn more money and to achieve their vision. Doing something new, seeking new challenge and passion also influence youths to start up business venture.

Table 3 : Influencers to start a business

Sl.	Influencers	Mean
1	Parents & family	4.16
2	Entrepreneurs	3.92
3	Teachers or lectures	3.81
4	Media (TV, Radio, Internet) coverage of businesses and business people	3.67
5	Career advisers	3.23
6	Friends	2.31
7	Others	1.27

Table 5 shows mean scores of different influencers who encourage, discourage young entrepreneurs to start-up a business. The main influencers, according to the opinions of respondents, are parents & family, entrepreneurs, and teachers or lectures. Different media like TV, Radio, Internet, etc. career advisors and friends also play an important role to encourage or discourage young people to engage in business activities. According to a young entrepreneur named as Md. Anisur Rahman from Chittagong, "My family gave me a strong support in my endeavor to start a private business, but they have always been telling me how risky it is to start any king of business today". "Garments were a family business. My parents are both

accountants and it is natural that I would enroll at the faculty of Business". (Md. Shah Alam, a young entrepreneur of Chittagong).

Table 4 : De-motivators/fears to engage in business

Sl.	De-motivators	Mean
1	Financial risks	4.28
2	Access to finance – Capital to invest	4.17
3	Market Demand	3.96
4	Competition	3.84
5	Political Instability	3.75
6	Lack of skills	3.61
7	Administrative hurdles	3.44
8	Social (protection) risks or costs	3.18
9	Corruption	3.36
10	Workload	3.21
11	Gender	3.07
12	Shame associated with failing	2.12

Table 6 displays the opinions of respondents regarding de-motivators or fears that refrain young people to engage in entrepreneurial activities. Financial risks, access to finance, market demand, completion and political instability and influence are the key de-motivators that create fears among young people to start new business venture. Less frequently cited factors include lack of skill, administrative hurdles, social risks, corruption workload etc.

Table 5 : Problems of Running a Business

(in percentage)

Sl	Particulars	Percentage
1	Difficulties in attracting funding to the business	56
2	Not being taken seriously by colleagues or business contacts	47
3	Age discrimination by institutions or the government.	38
4	Age discrimination by suppliers or customers	22
5	Lack of support from family or friends.	12
6	None of these.	24

Table 5 outlines the problems faced by the young entrepreneurs in terms of running a business. It is noticed from table 3 that most of the respondents reported that attracting funds from several sources is the key problem for running their businesses. Because of their age, life and experience, young entrepreneurs are not taken seriously by older ones. The result is consistent with the study of Hagigi & Lin (2012) that 'not being taken seriously' and 'age discrimination' is two of the biggest problems faced by young entrepreneurs in the course of running business.

b) Start-up Financing

Table 6 : Constraints to Start-up Financing

Sl.	Constraints	Percentage
1	Lack of personal savings and resources	67
2	Lack of securities and credibility (for debt financing)	58
3	Lack of business experience and skill (for debt financing)	53
4	Strict credit-scoring methodologies and regulations.	43
5	Complex documentation procedures	35
6	Long time needed to decide on an application for funding.	31
7	Lack of knowledge, understanding, awareness of start-up financing possibilities.	22
8	Unfavorable firm characteristics and industry.	16
9	Legal status/form of enterprise.	15
10	Lack of (successful) micro lending/finance and seed funding.	9

It is noticed from table 7 that the most important constraints that young people face in accessing funds for their business venture are: lack of personal funds, lack of sufficient collateral or guarantees to secure loans, lack of business skills and experience that young people are unlikely to have, meeting strict credit scoring criteria required by many commercial lenders of credit, and documentation procedures and information required by lenders.

The opinion of a young entrepreneur is given here. "I was considering the option for taking a bank loan, but I have given up on the idea, as bank interests are extremely high (18% per year), grace period is very short or it does not exist at all, conditions for granting a loan are very unfavorable, procedures are very complicated .So, taking a bank loan was very unfavorable, and I did not want to be restricted at the beginning with loan and high bank interests."

Another entrepreneur, Md. Ataur Rahman doing business in RMG Sector, mentioned that "It is ironic that the people who need the most have the least guarantees, are asked to underwrite loans at 18-20 percent interest".

In some cases it is seen that due to lack of knowledge and information young people are not aware about several types of financing and support programs and often they do not understand the benefits, possibilities, and drawbacks of different forms of debt and equity financing. An entrepreneur said, "I have accessed the start-up funds quite easily, because my parents have provided me with the money. If I did not have their financial support, I probably would not have started this business. Even in later stages, when I had problems with lack of my own money to expand the

business, I did not decide to take a loan, but instead I borrowed money from my parents".

Further the respondents were asked to mention how to improve the access to finance. In response they mentioned that to improve and expand the access to finance for young people. Some promotional efforts like provision for grants and free money, facilitating debt financing for young people, fostering equity finance, transparent rating procedures and risk assessments, shortening and simplification of documentation procedures, verifying and differentiating lending criteria, information and counseling on access to finance.

c) Educational constraints and Influence of Education

Table 7 : Key educative constraints

Sl.	Constraints	Percentage
1	General lack of introduction and adoption of enterprise education.	74
2	Inadequate curricula and study programs	67
3	Lack of business and education linkages	61
4	Wrong learning methods	52
5	Lack of trained and educated teachers.	38
6	Lack of ICT infrastructure/capability	31
7	Lack of career information and business possibilities	27
8	Negligence of students' personal environment (parents and family members)	16

The key shortcomings and constraints in the current education structure of Bangladesh are presented in table 7. The key educative constraints are lack of introduction and adoption of entrepreneurial education, inadequate curricula and study programs; lack of business and education linkage. Enterprise education simply does not exist or has not been adopted on different levels of education (Haftendorn & Salzano, 2004), and teaching of entrepreneurial skills, attributes, and behaviors (European Commission, 2004), lack of relationship between educational institutions and business community exist in developing countries particularly (Gallaway et al., 2005). A young entrepreneur said "We were educated and encouraged to be managers, not entrepreneurs". Teachers have limited experience on small business and self-employment and are not adequately trained to teach entrepreneurial skills. There is still clear lack of practical, experimental, and teamwork learning. Tools, resources and information are not also readily available. Lundstrom (2005) suggested some promotional programs like curricula and study programs, information resources and materials, business activities and events, and simulation games to follow to overcome educational constraints to motivate young people to engage in businesses.

Table 8 : Influence of Education

Sl.	Particulars	Percentage
1	Strongly supported my entrepreneurial career	84
2	Influenced my entrepreneurial career positively	76
3	Had no influence on my entrepreneurial career.	9
4	Had a negative influence on my entrepreneurial career.	0
5	Impeded my entrepreneurial career.	0

The results of influence of education on entrepreneurial activities, as shown table 8, showed that there is a significant influence of education as reported by 84 percent of respondents. A young women entrepreneur said regarding education, "Education is a key issue. Schools should send out the message that being an employee is not the only option after the completion of studies. The advantages of being an entrepreneur should be promoted and the hopes of those young entrepreneurs who face the risks of starting their own business should be nurtured. Virtuous examples to follow should be provided to those still doubtful among potential young entrepreneurs, in order to give them more confidence and demonstrate that it is indeed possible to become a successful entrepreneur, even in young age."

d) Regulatory Barriers

Table 9 : Administrative and Regulatory Barriers

Sl.	Influencers	WA
1	Unsupportive tax systems and tax levels	3.74
2	Business registration procedures and costs	3.51
3	Ineffective competition law	3.43
4	Property rights, copyright, patent and trademark regulations	3.34
5	Changes in regulatory framework and lack of transparency	2.14
6	Bankruptcy laws	1.17

The main administrative hurdle, as shown in table 8, is unfavorable and complex tax systems which may destroy new business in the starting phase. Another major obstacle for young entrepreneur is the time needed to start up business which is related to bureaucracy, corruption and lack of transparency or accountability. Mr. Tabarak Hossain, a young entrepreneur, said "the registration process is the biggest hurdle: it is complicated, full of redundancies, obsolete and too time consuming". Due to ineffective competition law and trade liberalization policies have increased completion. The risk of losing one's property is another important constraint for young people to start a business. According to De Sa (2005), in developing countries, the procedures are often associated with bureaucracy, corruption and lack of transparency or accountability. It is also mentionable here that there are

no monetary costs to set up business in Denmark (World Bank, 2005). Poor enforcement of copyright, patent and trademark regulations may largely disadvantage young people who are not usually familiar with these issues.

Minimizing and simplifying regulatory and administrative hurdles and maximizing the support will make it easier for young people to start-up and run their business. Some of the important suggestions given by respondents are as: (i) supportive taxation regulations and rates, (ii) facilitating and streamlining business registration procedures and lowering costs, (iii) considering young entrepreneurs when changing business rules and regulations; (iv) providing information, counseling and assistance on regulatory issues. The young entrepreneur should be exempted from all kinds of taxes, charges, overhead costs until a certain profit level is reached (Street & Sykes, 2003).

e) Constraints of business assistance and support

Table 10 : Constraints of Business Support Services

Sl.	Constraints	Percentage
1	Lack of contracts, suppliers, suitable partners and networks.	68
2	Lack of training and advice for young start-ups.	61
3	Lack of knowledge of available business support services.	54
4	Lack of trained counselors, development workers and adequate support agencies.	50
5	Lack of mentoring capacities.	46
6	Lack of work space and ICT infrastructure.	42
7	Lack of exchange networks	37
8	Lack of other business development services.	26

The results of important constraints in business assistance and support where young people face particular difficulties and severe challenges are presented in table 10. 68 percent of young entrepreneurs reported business idea, contacts, and networks as the most important challenge to start and survive with small business. There is a lack of tailor-made training and counseling focusing on technical aspects of starting-up a business, according to 61 percent of respondents. Durby (2004) in his study of UK found that young entrepreneurs need support services to be tailored to their needs. Enterprise and support agencies are not to young entrepreneurs. In general, there are few enterprise agencies or centers that provide business advice, training, guidance, to young people. In developing countries there is a lack of particular business support for young entrepreneurs seeking to expand and further develop their enterprise (White & Kenyon, 2001). According to the opinions of respondents, the promotional efforts like research on

business assistance, provision of training, guidance, and counseling; working infrastructure; enterprise integration and linkage may be suggested to improve business assistance and support for young entrepreneurs in Bangladesh.

VI. Conclusion and Recommendations

The study aim analyze constraints that hinder young people from starting and running a business, and at the same time incentives that makes starting a business a viable alternative for young people for young people in Bangladesh. The results of the study suggest that lack of knowledge-base undertakings is the most important challenge followed by bureaucratic and technical hurdles for starting a new business. Being boss of their own, earning money and seeking challenge are important motivators to be an entrepreneur. Parents & family, successful entrepreneurs, and teachers or lectures are the key influencers for young people to engage in entrepreneurial activities. As regards de-motivators to engage in business, the respondents opined that financial risks, access to finance and market demand are the most important de-motivators that create fears among young people to start new business ventures. According to respondents, the main problems they faced while running a business are difficulties in attracting funds for the business, negligence of colleagues, and age discriminations by institutions. Lack of personal savings, securities and credibility, and experience and skill for debt financing are the key constraints to start-up financing. The key educative constraints as reported by the young entrepreneurs are lack of introduction and adoption of enterprise education, inadequate study curricula and programs, and lack of business and education linkage. Most of the respondents also opined that education influenced and supported their entrepreneurial career positively. The sample young entrepreneurs faced regulatory and administrative hurdles with tax systems, registration process and costs to start and run their business enterprises. Lack of contracts, suppliers, suitable partners and networks, training and advice, and knowledge, trained counselors are the main barriers related to business support services.

According to OECD (2001), for the promotion of entrepreneurial activity among youth new programs need to be developed in different cultural and national settings showing more varieties in their contents and mechanisms. Initiatives and policies to promote youth entrepreneurship should focus on the main factors that facilitate and stimulate, or hinder and impeded, the entrepreneurial activity of young people. To address the huge variety of barriers and difficulties young entrepreneurs face, it becomes obvious that primary research is urgently required to get a better understanding of the specific problems and needs of

young individual and entrepreneurs in Bangladesh. An appropriate review of quality and range of data and statistics regarding youth in general, and entrepreneurship and self-employment among young people in particular (YEN, 2005). Objectives and accurate impact assessment and evaluation of introduced programs and initiatives are also important to improve entrepreneurial conditions for young people (Greene & Storey, 2005). Long, medium, and short-term orientation investments have to be carefully examined with regard to their costs and their expected effects.

Promotion of enterprise education is the heart of any youth entrepreneurship policy. Identifying and filling the gaps in this field should be the prime task of any government and country. Positive attitudes can be promoted through raising awareness and familiarizing young people with entrepreneurship as a valuable career path. Enterprise education improves young peoples' general employability on labor market. Moreover, enterprise education may enable them to overcome many of the existing barriers. According to White & Kenyon (2001), interventions in entrepreneurship education can be resource intensive and are in general long-term investments.

It is apparent that promotion of youth entrepreneurship is a field which is conclusive for public-private partnership and collaboration. Bringing various partners closer together on a national, regional and local level is therefore particularly beneficial.

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The Review of Alibaba's Operation Management Details that have Navigated them to Success

By Chanttel Tham Jo Ee & Dr. Rashad Yazdanifard

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Abstract- Alibaba, the most well-known online company in the world founded by Jack Ma has implemented and improved their management system in many different styles in order to fit different companies in the world. In Jack Ma's concept, autocratic management is applied to make employees more responsive due to the nature of the works in the industries. However, it will limit the freedoms of the employees when it comes to giving ideas or making decisions. Moreover, Jack Ma has changed his style into conductive style of management. This has strongly built loyalty as well as motivation within the employees. After a long period of management experience, the style that most probably used by Jack Ma throughout his career for managing Alibaba group is the persuasive style.

Keywords: *alibaba company, autocratic management, conductive management, persuasive management, democratic management.*

GJMBR - A Classification : *JEL Code: O32*

THEREVIEWOFALIBABASOPERATIONMANAGEMENTDETAILSTHATHAVENAVIGATEDTHEMTOSUCCESS

Strictly as per the compliance and regulations of:

The Review of Alibaba's Operation Management Details that have Navigated them to Success

Chanttel Tham Jo Ee [α] & Dr. Rashad Yazdanifard [σ]

Abstract- Alibaba, the most well-known online company in the world founded by Jack Ma has implemented and improved their management system in many different styles in order to fit different companies in the world. In Jack Ma's concept, autocratic management is applied to make employees more responsive due to the nature of the works in the industries. However, it will limit the freedoms of the employees when it comes to giving ideas or making decisions. Moreover, Jack Ma has changed his style into conductive style of management. This has strongly built loyalty as well as motivation within the employees. After a long period of management experience, the style that most probably used by Jack Ma throughout his career for managing Alibaba group is the persuasive style. When the company has expanded globally, persuasive management style is enhanced in order for the manager to spend more time working with their subordinates in order to try to convince them of the benefits of the decision that have been made. Not only that, Jack Ma even found democratic style of management very effective. It meant that the manager allows the employees to take part in decision-making and come up with the best result when everything is agreed upon by the majority.

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I. Introduction

Alibaba was founded by a Chinese entrepreneur called Ma Yun, who is more commonly known by the English language media as Jack Ma. He is currently the richest man in china and has been ranked the 18th richest man in the world, thanks to the solely internet-based company – Alibaba (Adizes, 2004). Though the company he started was initially small, it has now evolved into the Alibaba group, whose main website is one of the world's top twenty most visited websites and has broken records for sales and IPO in many countries across the world. Jack Ma, like his company, came from humble beginnings. His parents were story tellers and musicians and he himself was only an average student but who made up for it by being very hardworking ("Alibaba Sells Extra Shares; IPO Raises $25B, Breaks Global Record", 2014). He started his career as an English teacher and only began to look at the internet as a viable source of income when he was over thirty years old. Instead of following the conventional way and going back to school to learn how to write code or to design websites, Jack Ma decided to connect businesses to clients and other businesses on the web (Adizes, 2004). His Alibaba website works like ebay and serves a lot of ebay's functions in the Asian market due to restrictions in policy and geography.. In fact, it was so popular that some years past, ebay had to stop operation in China because it could not turn a profit due to the inclination for Alibaba among Chinese consumers/. Jack Ma became one of the richest and most influential people in the world because he was able connect everyone in a global marketplace, despite China's policies preventing him from receiving foreign investment.

II. Alibaba, An Online Company

Alibaba, in essence is an online company that makes a business of conventions. Unlike most businesses, it does not try to sell a product but connects one business to another and acts like a marketplace ("Alibaba.com limited; alibaba.com shareholders approve privatization proposal", 2012). One of the reasons why it is useful is because it ensures quality suppliers by utilizing quality check tools like the gold standard seal and trustworthy ratings. In addition, Alibaba usually targets the Asian market and it gets support from China and the majority of Asian countries that are more likely to trust a seller that is local instead of from somewhere far away like most western markets, i.e. eBay and other American based companies. Jack Ma started with a Chinese client base, a huge market, as China is the most populated country in the world and also one that needs more connections because of geographic obstacles. In China, it is very difficult and expensive to travel from one place to another and so the best way to promote and sell your items is through the internet. Jack Ma and his investors took advantage of the ease of communication provided by the internet to connect services to each other for a small fee, and in doing so helped to create a global marketplace which makes everything easily available for the buyers and sellers ("Alibaba.com limited; alibaba.com shareholders approve privatization proposal", 2012). Over time, they also added more convenient features to their website like pictures and music to make the shopping experience more pleasant for customers which really cemented their success in the online marketing genre.

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III. Autocratic Management Style

One of the main reasons Alibaba is so successful is because of their implementation of a good management system. Good management is the key to the success or failure of any company and in the case of Alibaba, Jack Ma (who is the founder and CEO) had to experiment with a few management styles before finding the one that fits their company. His willingness to recognize when things are not working out and to change accordingly highlights the problem most managers and leaders face – inflexibility. Most managers choose only form of management and then stick with it until it starts to become ineffective, leading to first, dissatisfaction within the company's employees and ultimately the downfall of the company. Being born in China and being a Chinese man, Jack Ma is very familiar with the concept of autocratic management (Bassett, 1966). An autocratic management style is one where the manager makes decisions unilaterally, and without much regard for the subordinates (Bassett, 1966). As a result, decisions will only reflect the opinions and personality of the manager, which in turn can project an image of a confident, well managed business. On the other hand, strong and competent subordinates may become irritated because of the limits placed on their decision-making freedom, leading to a higher turnover rate amongst the company's best staff, and the organization will in turn suffer from limited "front line" perspectives on what works and what does not (Benfari, 2013). When Alibaba was first being launched, Jack was the only man at the helm and had to take an autocratic position. As the only person who was internet savvy in their small province, he had to first prove to his friends and family that the internet existed, by showing them a web page on a computer, and then he had to prove to them that his non-traditional business could work. With no one to help, Jack had to be the executive decision maker for the company and all matters involving business related to alibaba.com (Bolton, 1984).

IV. Conductive Management Style

However, as the company grew and expanded they started attracting more qualified people who wanted to work for them, each with new ideas and expertise to offer to the company if the management just opened their ears. Jack Ma knew he had to change his management style as it was not conducive to the running of the company. Even though he was still CEO of the group as a whole, he started to share responsibility with his trusted co directors and managers. He adopted a management style that was more conductive and allowed people to work with him, not just for him (Gough, 2014). While more paternalistic in form, this type of management style is also essentially

dictatorial. The difference is that, executive decisions take into account the best interests of the employees and not just purely that of the business (Hille, (2013). Communication is again generally downward, but feedback to the management is encouraged to maintain morale. This style can be highly advantageous when it engenders loyalty from the employees, leading to a lower labor turnover, thanks to the emphasis on social needs (Guilford, 2014). This is a definite improvement from the autocratic management style where lack of worker motivation is typical because no loyalty is established between the manager and the people who are managed (Guilford, 2014). However, the conductive management style also shares disadvantages with the autocratic style, such as employees becoming dependent on the leader. Nevertheless, it is important to note that Jack Ma recognized when he should start making changes to his management style in order keep up with the growing needs of the company, and though the changes were not extremely drastic it still brought the company one step closer to greatness. It is interesting to observe through this example, the variation of this management style that is exclusive to Asian cultures. This style is grounded in the example of the Asian family unit and is known as the paternal style. One parts consultative and with an undercurrent of what is easily confused with autocratic and dictatorial, managers of this style make decisions that take into account the best interests of the employees in addition to that of the business, often more so than interests of the individual manager (Hoff, 1981). Communication is downward, as feedback and questioning of authority are absent for utmost respect to superiors and group harmony are central characteristics within the culture. This style demands loyalty from the employees, often more than that required by society's rules in general (Hsu, 2013). Staff turnover is discouraged and rare. A strong work ethic is the status quo as East Asians often have the world's highest numbers of hours worked per week due to a sense akin to family duty, with the manager being the father and staff their obedient children, all striving for harmony and other related Confucian characteristics (Kwok, & Thomas, 2014). Most aspects of work, as in daily life, are done with a highly collectivist orientation. It shares disadvantages with an autocratic style, such as employees becoming dependent on the leader, and related issues with seniority based systems. That particular bent never left Jack Ma's style as it is inherently apparent at the beginning of the formation of alibaba.com, when he was still working with friends and family to expand his business, and later when he began hiring more workers. At that time, he was comfortable using this style because everyone involved in the company was someone he knew on a personal level.

An Asian Paternalistic style means that the manager makes decisions from a solid understanding of what is desired and is considered the best by both consumers and staff. Managers must appear confident, knowing all answers, and they must promote growth with harmony, often including hiding harmful or sad news is required （Leites, 1985).

V. Persuasive Management Style

Finally, through studies and deep analysis, the style Jack Ma mostly used throughout his career of managing Alibaba group is the persuasive style （Li, 2008). When the company expanded to a global scale and needed lots of foreign partners, he could no longer keep it within the circle of his family and friends, as he needed to understand not just the business aspect of running the company but also the political aspect of it as well （Osawa, 2014). He had to utilize manipulation to keep the investors happy by giving them a prominent position within the company as well as to get outside help that was crucial for Alibaba to better understand the markets outside of China, especially when they collaborated with the United States of America where the culture is totally different. In this, his persuasive style of management was really useful （Prez-Cerezo, 2013). A persuasive management style involves the manager sharing some characteristics with that of an autocratic manager in the sense that a persuasive manager maintains control over the entire decision making process （Prez-Cerezo, 2013). The most prominent difference here is that the persuasive manager will spend more time working with their subordinates in order to try to convince them of the benefits of the decision that have been made. A persuasive manager is more aware of their employees, but it would be incorrect to say that the persuasive style of management is more inclusive of employees, for just as there are occasions where the use of an autocratic management style would be appropriate, there are also instances where a company will benefit from a persuasive management style. For example, if a task that needs to be completed is slightly complicated it may be necessary to rely upon input from an expert （Schepp, & Ebrary, 2010). In such a situation, the expert may take the time to explain to others why events are happening in the order in which they will occur, but ultimately the way in which things are done will be that person's responsibility. In those circumstances, they are highly unlikely to delegate any part of the decision making process to those who are lower down in the hierarchy so this can demonstrate how he ran his company still based on an essentially autocratic style but still remain mindful of the needs of his employees and the times, helping Alibaba.com to maintain its relevance in today's modern market.

VI. Democratic Management Style

Jack Ma has also, on occasions, demonstrated his management style to be democratic (Shearer, 2012). Despite growing up in the People's Republic of China, he knew that a mix of democracy and power can bring about some very good results, and unsurprisingly incorporated that knowledge into the company he founded （Shearer, 2012). In a democratic style, the manager allows the employees to take part in decision-making: therefore everything is agreed upon by the majority. The communication is extensive in both directions (from employees to leaders and vice versa). This style can be particularly useful when complex decisions need to be made that require a range of specialist skills: for example, when a new ICT system needs to be put in place, and the upper management of the business is computer-illiterate (Sin-Kwok, 2010). From the overall business's point of view, job satisfaction and quality of work will improve, and participatory contributions from subordinates will be much higher (Sin-Kwok, 2010). However, the decision-making process could be severely slowed down unless decision processes are streamlined. The need for consensus may avoid the management from taking the 'best' decision for the business unless it is managed or limited. However, thanks to Jack Ma's blend of using various aspects of every style, Alibaba has been faced with very few bad decisions. The one time their deal fell through is because Hong Kong authorities were worried about their investment not being honored due to China's policy with foreign investors (Solomon, 2014). However, the same deal worked with the United States of America because they were happy with a Cayman Island account to keep track of their investments and rewards (Solomon, 2014).

VII. Managing by Walking around Management Style

Another management technique that is usually not mentioned is the "Managing By Walking Around: (Steadman, 2013). Just like the name suggest, this is usually when the manager seem quite visible. Throughout his career, Jack Ma was never lazy, but always prominently seen around his company. All of the employees knew him, the media knew him and he never took the back seat for anything in regards to the company. Basically he became a manager who was leading by example. "Management by Walking Around" is a classic technique used by managers who are proactive listeners (Steadman, 2013). Managers using this style gather as much information as possible so that a challenging situation doesn't turn into a bigger problem. By listening carefully to employees' suggestions and concerns, it will help evade potential

crises before they even begin. MBWA benefits managers by providing unfiltered, real-time information about processes and policies that are often left out of formal communication channels (Watling, 2014). By walking around, the management gets an idea of the level of morale in the organization and can offer help if there is trouble. A potential concern of MBWA is that the manager will second-guess employees' decisions (Wee, 2013). The manager must maintain his or her role as coach and counselor, not a director. By leaving decision-making responsibilities to the employees, managers can be assured of the fastest possible response time. As seen many times throughout Alibaba's brief history, the managerial team is always on hand before problems can happen such as when eBay petitioned to shut down taobao.com as it was encroaching on their user base and causing them to lose revenue (Zi, 2015). The situation was handled very quickly, with China Yahoo's founder sponsoring a huge investment sum to keep taobao running and finally ended with eBay being the one to stop their operations in China.

VIII. Discussion

One of the key factors of Alibaba group's incredible success in such a short amount of time is because the managerial team and Jack Ma were attuned to the needs of the company and market and were willing to change with the times. They took advantage of the internet phenomena that was sweeping the world and produced something from it that everyone can use. Their product was not just aimed at a specific market but at everyone because humanity has always had a need to congregate in order to buy and sell things and the global penetration of the internet made it a perfect tool to meet that need. From that simple philosophy, an online marketplace that everyone could visit and buy and shop from was born. They didn't seek to merely become leaders or rich, they were just looking for a way to facilitate easier connection with like-minded people much like other successful online ventures like Facebook and Twitter.

Jack Ma's management style that constantly changes and evolves according to the demands of the market and the company can be credited as part of the reason Alibaba is so successful. Another part of it can be attributed to his hardworking nature and hands on approach. When Jack was a child, he used to ride his bicycle for a long time every morning to go to a hotel outside his city and talk to foreigners staying there in order to improve his English. From this we can see how dedicated and hardworking he is but also his willingness to learn and to remedy his deficiencies. He can be autocratic when needed to be, persuasive in matters where it would work better, and leading by example among his employees in order that he and his company

remain relevant to the market. At a relatively young age he managed to amass a fortune with a concept that his friends and family were very skeptical about, and yet his best quality is knowing when to stop and take stock of the situation. In a surprising move, he actually stepped down as CEO of the Alibaba group in May 2013 saying that he had taken the company as far as it could go under him and that the company now required fresh blood to go on. Most leaders want to stay in their position of power for as long as possible but Jack Ma saw the wisdom in stepping down before he and his work could become irrelevant, damaging the company that he has spent so much time and effort on. This shows what an insightful and dynamic leader he is.

IX. Conclusion

Every once in a while, a great company comes along to be an example to everyone else and the world of management and business analysis gets busy trying to dissect what management style they used and what is their formula or recipe for success. Actually, there is no sure-fire way but it does help to possess qualities like willingness to work hard, dedication, being fair to your employees, flexibility as well as utilizing the skills you have and acknowledging the ones you do not have. Getting help in areas which you do not have the answers for doesn't make you a bad leader; it makes you a good and aware leader. Jack Ma is such a leader and it is no surprise that his company, the Alibaba Group of Industries, can be as successful as it is today.

Success of course is a relative term and cannot always be applied for same thing in the same way. For some it can mean success because they have a lot of money and for others it can mean fame or a happy life. In terms of this group, success means public acclaim for doing so well in their business until they can get international recognition for their work. In that way, Alibaba is a very successful company with the founders and managers being entitled to feel proud for nurturing it from the tiny website at its founding to becoming one of the top twenty most popular websites in the world as well as a large, flourishing company. And all this is down to its management team being willing to stop and admit that what they are doing does not work and to change accordingly, to the betterment of the little business that could.

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Cultural, Racial and Gender Comparison of the Workforce in Malaysia and the United States of America

By Khalid Mohamed Aboud & Dr. Rashad Yazdanifard

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Abstract- Countries and governments around the world have different rules and regulation in engaging with the way businesses are operated, sometimes it depends on the culture of the country in how businesses are run. This research demonstrates two different countries in two different continents, Southeast *Asia where Malaysia is located and North America where United States of America is situated. In addition, this research will be comparing these two countries' culture, race and gender in the workforce.*

Keywords: diversity, comparison, statistics, workforce.

GJMBR - A Classification : JEL Code: J81

CULTURALRACIALANDGENDERCOMPARISONOFTHEWORKFORCEINMALAYSIAANDTHEUNITEDSTATESOFAMERICA

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Cultural, Racial and Gender Comparison of the Workforce in Malaysia and the United States of America

Khalid Mohamed Aboud [α] & Dr. Rashad Yazdanifard [σ]

Abstract- Countries and governments around the world have different rules and regulation in engaging with the way businesses are operated, sometimes it depends on the culture of the country in how businesses are run. This research demonstrates two different countries in two different continents, Southeast *Asia where Malaysia is located and North America where United States of America is situated. In addition, this research will be comparing these two countries' culture, race and gender in the workforce.*

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I. Introduction

Workforce differences allude to associations that are getting to be more heterogeneous with the blend of individuals as far as gender, age and race goes (Robbins, 2009). In various workforces for example, incorporate sexual orientation, age, ethnicity, and training foundation. According to Robbins (2009), assorted workforce qualities has critical ramifications to administration practices and approaches. Often, assorted qualities are seen in a restricted manner, fundamentally tending to issues of race or sexual orientation contrasts, and connected to the laws giving secured status to specific gatherings.

Malaysia, with a zone of 329,750 sq km (127,317 sq mi), comprises of two noncontiguous ranges: peninsular Malaysia (previously West Malaysia), on the Asian terrain, and the states of Sarawak and Sabah, referred to together as East Malaysia, on the island of Borneo (Weiling, Mun, Chern & Yuan, 2011). The range possessed by Malaysia is somewhat bigger than the state of New Mexico. Peninsular Malaysia, projecting southward from the terrain of Asia, contains a zone of 131,587 sq km (50,806 sq mi), amplifying 748 km (465 mi) and 322 km (200 mi) . It is verged on the north by Thailand, on the east by the South China Sea, on the south by the Strait of Johor, and on the west by the Strait of Malacca and the Andaman Sea, with an aggregate limit length of 2,068 km (1,285 mi).

The United States of America is the world's third biggest nation in size and almost the third biggest as far as populace. Found in North America, the nation is verged on the west by the Pacific Ocean and to the east

by the Atlantic Ocean. Along the northern fringe is Canada and the southern outskirt is Mexico. There are 50 states and the District of Columbia (Weiling, Mun, Chern & Yuan, 2011).

More than double the span of the European Union, the United States has high mountains in the West and an inconceivable focal plane. The most minimal point in the nation is in Death Valley which is at -282 feet (-86 meters) and the most astounding crest is Mt. McKinley at 20,320 feet (6,198 meters) (Weiling, Mun, Chern & Yuan, 2011).

II. Culture in the Workforce

Culture comprises of some mix of ancient rarities (likewise called practices, expressive images or structures), values, convictions and hidden uncertainties that hierarchical individuals impart about proper conduct. Albeit there are numerous meanings of society, hierarchical society has been seen as all encompassing, truly decided, and socially built. Society includes convictions and conducts, that exists at different levels, and shows itself in an extensive variety of gimmicks in our authoritative life. As being what is indicated, organizational structures alludes to a set of imparted qualities, convictions, uncertainties, and practices that shape and aide individuals' mentality and conduct in the association (Rashid, Sambasivan & Rahman, 2007).

A standout amongst the latest typologies was produced by a study done by Goffee and Jones. Goffee and Jones structured authoritative society into four fundamental sorts in light of two measurements: Sociability and Solidarity. Sociability can be characterized as a kind disposition between individuals in an association. It is esteemed for its own purpose and autonomous of its effect on the execution of the association, through fellowships, thoughts, demeanor, hobbies and qualities that are imparted. Correspondence is a sign of companionship; with the goal that moves are made that support others with no desire of prompt payback (Rashid, Sambasivan & Rahman, 2007).

Then again, Solidarity is the capacity of individuals to seek after imparted objectives effectively and adequately for the greater good of the association without much respect for the effect on people and the

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connections between them. Solidarity is good as it produces determined commitment to the association's main goal and objectives, speedy reaction to changes in the environment, and an unwillingness to acknowledge poor execution. In this kind of culture, work parts are characterized and comprehended and everyone is working for the general great and everyone held to the same exclusive expectations. Individuals in high-solidarity associations frequently believe their superintendents to treat them genuinely, taking into account merit, with coming about duty and steadfastness to the firm (Rashid, Sambasivan & Rahman, 2007).

III. Malaysia's Culture in the Workforce

The way to a deeper comprehension of culture is to look at its values (Talib, 2014). Qualities are gotten from principal suppositions and convictions of its individuals and must be deduced from individuals' practices (Talib, 2014). Malaysian qualities are profoundly established and are truly unique in relation to the Western qualities. Malaysian qualities include concern for seniors, team introduction or accentuation on fitting in with an in-group.

There is one and only normal social esteem that is comparative for all the three primary races, which is Politeness. For this situation, Politeness was checked by polished behavior and by consideration for what people thought, and secured an extensive variety of different values, for example, politeness, thankfulness, and consideration (Zawawi, 2008).

In this research, organizational culture is characterized regarding the sociability and solidarity measurements as proposed by Goffee and Jones . Goffee and Jones structured organizational culture into four primary sorts in light of two measurements: sociability and solidarity. Sociability is characterized as the degree of agreeableness between individuals in an association. Solidarity is the capacity of individuals to seek after imparted objectives effectively and adequately for the greater good of the association without much respect for the effect on people and the connections between them.

In light of these two measurements, Goffee and Jones recommended that there were four primary sorts of corporate cultures, in particular the communal culture, fragmented culture, networked culture and mercenary culture. In this structure, culture is a group or the path in which individuals identify each other. This typology was chosen as it was found (from individual meeting and perception) that the order of the social sorts seemed comparable or similar to associations in Malaysia (Rashid, Sambasivan & Rahman, 2007).

The results demonstrated that 46.9 percent of the organizations had mercenary culture. In this sort of culture, the accentuation was on technique and winning in the commercial center. The individuals in the association have clear needs and act rapidly because of outside occasions. Individuals who did not perform were urged to go on the off chance that they were unequipped for development. This suggests that, at once where the nation is as yet confronting the monetary instability and securities exchange unpredictability, the business environment is very focused and delicate(Rashid, Sambasivan & Rahman, 2007). Therefore, mercenary culture would be more equipped for accomplishing higher productivity and adequacy in an association.

Then again, fragmented culture was least obvious in the example (Rashid, Sambasivan & Rahman, 2007). Around 3.9 percent of the respondents have such culture. This is not surprising as a hefty portion of the respondents were in manufacturing businesses, while fragmented culture should be more obvious in the skilled administrations. Virtual associations that outsource numerous capacities or administrations could likewise have such a kind of culture, which was not found in this study (Rashid, Sambasivan & Rahman, 2007).

The outcomes likewise demonstrated that 33.7 percent of the aggregate respondents embraced the system culture and 15.5 percent received the communal culture. The higher extent of the respondents in the networked culture is not shocking as it is predictable with the social estimations of the Malaysian administrators, and a run of the mill of business groups around the world. The high sociability recommends that it has high duty and subsequently guarantees general organizational achievement. The low solidarity scale would not hamper the organizational development and advancement as numerous choices are made on a casual premise or say at fairways instead of at formal gatherings. To a certain degree it demonstrated the idea of collectivity among the Asians/Malaysians (Rashid, Sambasivan & Rahman, 2007).

IV. America's Culture in the Workforce

The United States Office of Employment predicts that 29 percent of the U.S. work power will be occupied byminorities (Angeline, 2010). All the more critically, it gauges that from 1998 to 2008 by most accounts 41 percent of the individuals entering the U.S. workforce will be minorities (Lee, 2010).

Most organizations in America perceive that there are huge favorable circumstances for diversity in the workplace (Lee, 2010). By coordinating specialists from socially differing foundations into their workforce organizations gets to be much stronger (Kossek, Lobel & Brown, 2009). Then again, numerous firms don't comprehend the significance or difficulties of workplace diversity. Diversity needs to be seen as a vital piece of

the strategy for success, crucial to fruitful ideas and expanded deals (Lee, 2010). This is particularly valid in today's worldwide commercial center, as organizations collaborate with distinctive societies and customers.

Foreign executives are amazingly effective in the American corporate world as a result of globalization and internationalization. Individuals from China and India take advantage of American firms with their stellar quantitative abilities. Furthermore European natives - Swiss, Germans, British, and French- -do well here in anomalous state employments. Expanded gainfulness is an undeniable point of interest of assorted qualities in the work environment (Lee, 2010).

Americans may need to consider embracing the viewpoint different cultures have about time. American culture believes that "time is money" and "getting to the bottom line" is principal in business. On the other hand, in most different nations around the globe "time is for building connections" and an indispensable part of getting to know the other party you are considering working with before beginning an exchange.

American laborers must bring different aptitudes to nature, think diversely, and adjust rapidly to new situations. Those who meet these criteria are prone to do well, paying little heed to culture- -even in extreme monetary times (Lee, 2010).

V. RACE IN THE WORKFORCE

It's demonstrated in researches that: When you see another individual, one of the first things you recognize is his or her race (Norton & Apfelbaum, 2013). In business life, in any case, we commonly imagine we don't notice—a conduct that is called "color blindness"—in light of the fact that we need to diminish our chances of showing prejudice or taking part in separation, or of appearing to do either (Norton & Apfelbaum, 2013).

The research, demonstrates that there are disadvantages to the visually challenged methodology (Norton & Apfelbaum, 2013). In a progression of analyses, it was found that when individuals abstained from alluding to race in circumstances that shouted out for a notice of it, other individuals saw them as more racially one-sided than if they'd brought the subject (Norton & Apfelbaum, 2013).

VI. MALAYSIA'S RACES IN THE WORKFORCE

Concealedgroup imbalance stays huge and across the board in Malaysia crosswise over different financial circles, of which a few pointers relating to the work business merit plotting here. Malaysia's populace in 2010 contained 55.1% Malay, 11.9% non-Malay Bumiputera, 24.3% Chinese, 7.4% Indian, and 1.3% different gatherings. We concentrate particularly on contrasts in the middle of Chinese and Malay or Bumiputera(where information don't disaggregate Malays and non-Malay Bumiputeras). In 2010, 29.9% of

the Malay work power had achieved tertiary training, more than 25.1% for the Chinese work power. Nonetheless, the tertiary taught Malay workforce recorded a higher unemployment of 3.7%, contrasted with 2.6% for Chinese. Unemployment of Malay graduates is a repeating issue in discourses of instruction quality, governmental policy regarding minorities in society, and contracting practices. Further up the step, Bumiputeras in 2008 constituted 51.0% administration and experts, while Chinese involved 40.7% of these positions. Bumiputeras make up 19% of CEOs, and in participation of expert affiliations speak to around 25% in bookkeeping and 52% in designing. Regarding salary, Chinese families by and large gain 1.38 times more than Bumiputera family units (Yusof, n.d.). As an impression of possession, in 2008 Bumiputeras held 21.9% of value while Chinese held 34.9% (Malaysia, 2010; EPU, 2008)

Little has been inquired about on discrimination in Malaysia, to a great extent because of limitations on access to authority work power or salary information, and the lack of studies that have straightforwardly tended to the subject of discrimination and sufficiently caught quality contrasts among work market members. Other than Fernandez (2009), who inspects sexual orientation wage differentials through deterioration of income relapses utilizing information extricated from the Malaysian family pay overviews, no other work has been led particularly on work market discrimination. There are, nonetheless, concentrates on that suggest the presence of work business discrimination in Malaysia, prominently Snodgrass, CMI and Faaland et al. Snodgrass contended that organizations headed by Chinese were hesitant to utilize Malays, and possession and administration structures of Chinese firms hindered Malay section (Steven, Plaut& Sanchez-Burks, 2008). CMI and Faaland, et al., in examining vocation and income, found that salary for Bumiputera are 32% lower than for Chinese, in the wake of controlling for contrasts in training, background, industry, and occupation. They derived that there is some manifestation of discrimination against the Bumiputera in the private area. CMI likewise found that when the non-Bumiputera managers have the greater part of shares, just about 80% of the administrators and 90% of CEOs are Chinese. Both CMI and Faaland et al. further contended that non-Chinese not just confronted hindrances in entering the private work market, additionally experienced discrimination after section, mostly as denied progression and lower income (Lee & Khalid, 2009).

Research on income and riches determinants comprehensively agrees. Milanovic's investigation of income imbalance in Malaysia utilizing family salary overview information got an ace Chinese premium of 31%, in the wake of controlling for different determinants (Angeline, 2010). Muhammed, examining of the

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determinants of riches, discovered comparable results, with an expected master Chinese predisposition of 45% at the average quartile, and 112% at the first (most minimal) quartile(Lee & Khalid, 2009). Be that as it may, these studies, being gotten from non-test national-level family unit pay study information, exclude different individual capabilities, accomplishments and decidedly respected qualities. Most notably, scholarly capabilities are distinguished in a profoundly collected structure, with degree capability recorded as a twofold homogeneous variable (Kossek, Lobel & Brown, 2009). Regarding work market associations, it is imperative to test for aberrations between very qualified Malays and profoundly qualified Chinese However, separation in scholastic accomplishment (e.g. grades), and other individual attributes supported in the process of childbirth business sector collaborations (e.g. dialect or specialized aptitudes), generously effect on work market results. Field trials give an instrument to record to such variable (Steven, Plaut& Sanchez-Burks, 2008).

VII. America's Races in the Workforce

Previous researches has exhibited that white men are especially advantaged when it comes to wield power, and, in this manner, contrasting them with other racial groups, as past work has done (Mintz & Krymkowski, 2010).

African Americans and Hispanics are underrepresented in science and engineering occupations contrasted and non-Hispanic whites and Asians. In 2006, whites were twice as likely as African Americans or Hispanics to be utilized in science and engineering occupations (Lee & Mather, 2008).

Whites made up most of the work constrain in 2012 (80 percent). Blacks and Asians made up an extra 12 percent and 5 percent, individually (U.S Bureau of Labor Statistics, 2013). American Indians and Alaska Natives made up 1 percent of the work power, while Native Hawaiians and Other Pacific Islanders made up under 1 percent. Individuals of Two or More Races made 2 percent out of the work power (U.S Bureau of Labor Statistics, 2013).

16 percent of the work power was individuals of Hispanic or Latino ethnicity in 2012. Individuals of Hispanic or Latino ethnicity may be of any race (U.S Bureau of Labor Statistics, 2013). In 2012, the lion's share of Hispanics (89 percent) was White, 5 percent were Black, and 1 percent was Asian. The lion's share of Hispanics in the work power was Mexican (62 percent) (U.S Bureau of Labor Statistics, 2013). The rest of Central and South Americans (20 percent) were Puerto Ricans (9 percent), Cubans (5 percent), and Other Hispanics or Latinos (5 percent) (U.S Bureau of Labor Statistics, 2013).

In 2012, the work populace proportion (that is, the extent of the populace that is utilized) gone from 52.1 percent for American Indians and Alaska Natives to 63.0 percent for Native Hawaiians and Other Pacific Islanders. The vocation populace degree was 53.0 percent for Blacks, 57.6 percent for people of Two or More Races, 59.4 percent for Whites, 59.5 percent for Hispanics, and 60.1 percent for Asians (U.S Bureau of Labor Statistics, 2013).

Word related occupation. The most elevated paying major word related class is administration, proficient, and related occupations. In 2012, 49 percent of employed Asians worked in this occupational group, contrasted and 39 percent of employed Whites, 30 percent of employed Blacks, and 21 percent of employed Hispanics.

Among employed men, a large portion of (50 percent) of Asians worked in administration, proficient, and related occupations in 2012, contrasted and 35 percent of Whites, 24 percent of Blacks, and 17 percent of Hispanics. In 2012, 23 percent of employed Black men and 22 percent of employed Hispanic men worked in administration occupations, while 15 percent of employed Asian men and 14 percent of employed White men worked in these occupation. Employed Black and Hispanic men likewise were more probable than White or Asian men to work underway, transportation, and material moving occupations. One quarter of employed Hispanic men (25 percent) worked in characteristic assets, development, and upkeep occupations, a higher offer than for White men (17 percent), Black men (11 percent), or Asian men (6 percent).

Among the significant race and ethnicity gatherings, Hispanics and Blacks had impressively lower income than Whites and Asians. In 2012, the average ordinary week by week profit of full-time compensation and pay specialists were $568 for Hispanics, $621 for Blacks, $792 for Whites, and $920 for Asians. Among men, the income of Whites ($879), Blacks ($665), and Hispanics ($592) were 83, 63, and 56 percent, separately, of the profit of Asians ($1,055). The average profit of White ladies ($710), Black ladies ($599), and Hispanic ladies ($521) were 92, 78, and 68 percent, separately, of the income of Asian ladies ($770) (U.S Bureau of Labor Statistics, 2013).

VIII. Gender in the Workforce

Gender contrasts in the workplace regularly come from social variables, which impact the practices of men and ladies (Mccormick, 2007). A few associations welcome gender assorted qualities and empower the incorporation of both sexes when settling on organization choices and offering limited time opportunities. Different associations incapacitate gender incorporation and advance inclination in the workplace (Scott, 2012). With most organizations, gender contrasts add esteem and changing viewpoints to an association (Angeline, 2010).

Gender contrasts include both physical and enthusiastic components (Scott, 2012). They are basically the qualities that impact male and female conduct in the workplace. These impacts may come from mental components, for example, childhood, or physical variables, for example, a representative's ability to perform work obligations (Scott, 2012).

Contrasts might likewise originate from gender generalizations identified with men and ladies (Mccormick, 2007). Case in point, a stereotypical evaluation is that ladies have a place in the house while men work and give help. Generalizations regularly prompt sex discrimination in the workplace (Scott, 2012).As per the International Labor Organization (ILO), gender pay gap still exists, with ladies' wages being all things considered 70% to 90% of men's. The "glass ceiling" – imperceptible hindrances that keep ladies from climbing the positions of male-ruled administration – still endures. Inappropriate behavior is still a significant issue in workplaces with youthful, fiscally indigent, single or separated ladies being the most powerless. As for mothers, discrimination identified with pregnancy and maternity is still common (Yilin, 2013).

IX. Gender in the Malaysian Workforce

The Grant Thornton International Business Report (IBR) has uncovered that Malaysia has the most elevated number of ladies in the workforce, of up to 40%, contrasted and other Asian nations. In an announcement, Grant Thornton said the information additionally demonstrated that Malaysia was the third lowest internationally to have ladies on the leading body of organizations as director, CEO, CFO, official and non-official chiefs (Kossek, Lobel & Brown, 2009).

In any case, the nation had the lowest senior parts possessed by ladies, at just 26 %. "The positions held most by ladies in the senior administration are human asset chief (37%), CFO (36%) and deals executive (23%)," it include(The Star, 2013).

The general unemployment rate for 2008 was 3.3%; unemployment of ladies was somewhat higher at 3.7% contrasted and 3.2% for men. Presently, around 90% of ladies specialists are in the assembling and administrations area. In assembling, they structure the greater part of generation administrators in the gadgets and material and article of clothing commercial enterprises – occupations that are by and large labor-intensive and seen as low-skilled (Ng, 2012).

X. Gender in America's Workforce

Women are still underrepresented in higher paying positions, particularly in the common and physical sciences, arithmetic, and engineering. Women right now represent about one-half of the aggregate U.S. work compel yet one and only fourth of the science and engineering work power. Women make up more than a large portion of all social researchers, yet the female shares of data and innovation laborers and architects is much lower(Lee & Mather, 2008).

In 2012, employed Asian and White ladies were more probable than other ladies to work in administration, proficient, and related occupations—47 percent of Asian ladies and 43 percent of White ladies. By differentiation, 34 percent of employed Black ladies and 26 percent of employed Hispanic ladies worked in this occupational group. Among employed ladies, 63 percent of Hispanics worked in two occupation gatherings administration occupations and sales and office occupations—contrasted with around 58 percent of Blacks, 51 percent of Whites, and 47 percent of Asians (U.S Bureau of Labor Statistics, 2013).

In 2012, Hispanics represented 15 percent of aggregate job however were overrepresented by a considerable sum in a few occupation classes, including random rural laborers (49 percent), grounds upkeep specialists (44 percent), and servants and housekeeping cleaners (43 percent). Blacks made up 11 percent of all employed laborers, however represented around one-quarter or a greater amount of those in a few particular occupations, including nursing, psychiatric, and home wellbeing associates (35 percent); security monitors and gaming observation officers (27 percent); and transport drivers (25 percent). Asians represented 5 percent of all employed laborers yet made up a much bigger offer of specialists in a few occupation classes, including various individual appearance laborers (60 percent), programming designers (29 percent), and doctors and specialists (18 percent). Whites made up 81 percent of all employed individuals, however represented 96 percent of agriculturists, farmers, and other agrarian directors; 92 percent of development supervisors; and 91 percent of woodworkers.

For men the income uniqueness over the real race and ethnicity bunches for men holds for almost all major occupational groups (U.S Bureau of Labor Statistics, 2013). Case in point, in 2012, average typical week by week profit of Asian men ($1,464) and White men ($1,339) working full time in administration, proficient, and related occupations (the highest paying major occupation group) were well over the income of Black men ($1,021) and Hispanic men ($985) in the same occupation bunch. Among those employed in common assets, development, and support occupations, the income degrees of White, Black, and Hispanic men to Asian men were 96 percent, 85 percent, and 72 percent, individually. In deals and office occupations, the income of White men employed full time ($802) were higher than the profit of Asian, Hispanic, and Black men ($748, $620, and $606, separately) (U.S Bureau of Labor Statistics, 2013).

Among the race and ethnicity bunches, the average week after week income for women in some

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major occupational groups were genuinely closes (U.S Bureau of Labor Statistics, 2013). For instance, in administration occupations, the average ordinary week by week profit of White ($433) and Black ($437) women were about the same in 2012; the income of Asian and Hispanic women were $463 and $397, separately. By complexity, in administration, proficient and related occupations, the profit of Asian women were higher than women in other race and ethnicity bunches. In 2012, the income of White, Black, and Hispanic women in this word related gathering were 84 percent, 73 percent, and 72 percent, individually, of the profit of Asian women (U.S Bureau of Labor Statistics, 2013).

XI. Discussion

In Malaysia there are three fundamental races: Malays, Chinese and Indians. Values of the Malays incorporate Affiliation, Appreciative, Fairness, Loyalty and Obedience. The Indians were taught to esteem Self-certainty and Self-admiration. For them, when people were certain they could call their own capacities, they would have the capacity to accomplish anything. Chinese concentrated vigorously on individual development. Aside from Lifelong Learning, there was additionally the estimation of Self-change. Furthermore, the Chinese kept on having faith in their antiquated values, for example, Filial Piety and Reciprocation of Favors. The attentive visitor can recognize that Malaysians are peace-adoring individuals, who generally have lived agreeably for a considerable length of time. All ethnic gatherings perceive that they require one another: The Chinese are the irreplaceable benefactors to the nation's economy, the Indians give key labor; the Malays contribute with the political authenticity that keeps the nation together. Most diversity research in the USA has accentuated contrary individual, bunch, and authoritative results in view of a dependence on social personality, similitude fascination, generalizations, and social demography as hypothetical structures. Researches recommends that race and ethnicity assume a somewhat generous part in clarifying the difference in execution evaluations and particularly that raters have a tendency to assess individuals of the same race all the more positively. Most exact studies ascribed lower fulfillment among blacks to occupation attributes, hierarchical qualities, and structural conditions, for example, racial segregation. Women in the United States, Europe, Scandinavia and most other industrialized nations have secured rights to equivalent treatment in occupation by the. Nonetheless, there still exist imbalances in work in the middle of men and women in diverse occupations. Women still experience a distinction in pay and neglect to climb through hierarchical and expert orders. Each legislature on the planet today is more liberal relating to acquire women to get included in different sorts of workforce. On account

of Malaysia, the Ministry of Women and Social Development is requesting that women are likewise given the chance to have equivalent offer of work in every division (Chek, Mohamad, Jusoff, Razak, Norwani & Khairuddin, 2011).

XII. Conclusion

Despite the fact that these social qualities can't be summed up to the entire populace in Malaysia, new examples regarding the decisions and the accepted ramifications of these social qualities appeared to happen among grouped individuals. In a nation with an assortment of subcultures coming about because of the diverse races, the comprehension of these social qualities is vital particularly for associations. Since Malaysia is a multi-racial country, individuals from distinctive races and religions need to comprehend and appreciate each other to evade disagreements. The United States of America as a nation and correspondingly the U.S. workforce are progressively more various. Ethnic and social differing qualities are today the "new reality" in the United States of America. The economy, besides, is presently a genuinely worldwide one, and considerably more various one; yet managers can advantage from this assorted qualities by having a differing work drive as well. Differing qualities empowers the manager to hold skilled and educated individuals from all portions of the U.S. populace and also the world. Differing qualities in job likewise will permit the boss to utilize its different workers to relate well to a various client base. Besides, more prominent consciousness of the differences of the representatives and the candidate pool and the indicating of more prominent appreciation to the way of life of the workers, and a more prominent affectability to social contrasts, will advantage the boss and its stakeholders by attaining to a more tolerant and agreeable workplace. Men and women must be esteemed just as for their exceptional commitments. They must be dealt with not as contenders, but instead as integral to bring accomplishment to the working environment or association. Subsequently, groups, associations and working environments should not avoid anybody with authority potential to lead them.

There are numerous differences between the western and *Asian culture, race and gender as demonstrated in this research paper. In Malaysia ,women must be encouraged to pursue high ranking jobs rather than being discriminated by their gender. Both countries should give the rights to all their different races to have an equal level of opportunity to be hired in any type of job. Culture is something inherited and the societies should respect and engage with each other in the workforce even with their cultural differences. Despite of having advantages and disadvantages in both sides of the world , these two countries might have to come to a*

solution that will help them go forward rather than backwards in their workforce.

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The Unconventional Leadership of Corporate Leaders in the 21st Century

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Abstract- This paper discusses the various traits that modern corporate leaders of the 21st century that have adopted a different approach towards leadership and have guided their company to newer heights. Amongst the leaders discussed in this research paper is, Steve Jobs, Mark Zuckerberg and Larry Page. The purpose of this paper is to explore the decisions and choices that these revolutionary leaders have made and what made them different. At the end of this paper, we will learn of what are the good ideologies or practices we can take from them.

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The Unconventional Leadership of Corporate Leaders in the 21st Century

Terence Ho You Gio [α] & Dr. Rashad Yazdanifard [σ]

Abstract- This paper discusses the various traits that modern corporate leaders of the 21st century that have adopted a different approach towards leadership and have guided their company to newer heights. Amongst the leaders discussed in this research paper is, Steve Jobs, Mark Zuckerberg and Larry Page. The purpose of this paper is to explore the decisions and choices that these revolutionary leaders have made and what made them different. At the end of this paper, we will learn of what are the good ideologies or practices we can take from them.

I. Introduction

This research paper will discuss on how many CEOs and company founders of the recent decade has utilized a type of leadership that seems to be effective yet unconventional and rarely used. I will also be discussing as to why despite its almost-guaranteed success that not all company's leader are using it. Later in my discussion I would also be using examples of different company leaders that have utilized such an unconventional leadership and have proven success to their companies. What is it that this company leaders are doing that others are not doing that makes them different? What made Steve Jobs choose the quote "think different" (Taube, 2014).

II. Leadership Skills

A key company that we can really towards for innovative unconventional leadership can be found in Google Inc. Google Inc. renowned for their infamous HR actions and staff empowering efforts that makes everybody desire to gain an employment in the company. Ranked 9th in Fortune's Magazine in 2009 and valued at a estimate of $100 Billion USD, Google is considered one of the top few titans alongside Facebook and Apple.

Google's unconventional style of leadership was easily summarized by its Senior Vice President of Human Resource, Laszlo Bock, when he and his research team conducted on what made Google so effective, and the points listed were being a good coach, empowering the team and not succumbing to micromanaging. The key is to express interest in the team member's success and well-being. By being productive and results-oriented it drives the team to

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have a shared vision .Another vital skill is to be a good communicator and listen to the team. Ensuring to help the employees with career development, making sure they have a clear vision and strategy of the team. It is also crucial for the leader to have technical skills so that he can advise the team (Murray, 2011).

The listed points above are just some of the many traits that other successful leaders in the 21st century have done that made the difference in their company from being good to great. As we proceed further into this research paper, we will explore the leadership styles of Steve Jobs, Mark Zuc kerberg and Larry Page (Strock, 2015).

III. Fostering Greatness

In the words of a Titan of the 21st century in the Information technology industry, "My job is not to be easy on people. My job is to make them better", Steve Job really showed what it meant to be a leader to make the right decision not in the "Right" time, but the "Wrong Time" When things were going against the company and a series of bad decision had caused a downward plunge in the company's performance. These words were some of the highlights of actions that this legend had taken towards leadership and made the difference in the company he left as a legacy. This believe in people is not only found in Steve Jobs but also Mark Zuckerberg, who stresses the importance of people with his words "I think as a company, if you can get those two things right--having a clear direction on what you are trying to do and bringing in great people who can execute on the stuff--then you can do pretty well"(Walter, 2014).

When Steve Job muttered those words after making the decision of denying 3 of the Original Apple staff stocks in 1981 because he deemed them no longer critical assets to the company's growth, it seemed to be every resource manager's worse nightmare and the most controversial of its time. Denying a long-term and loyal staff compensation in such a form was a big no-no. Despite such criticism, Steve Job continued with the decision, under the defense that, he did not believe in the mediocrity in staff, that his heartless actions were not of personal hatred but for the betterment of the employees, His unique approach of fostering greatness is one of the aspects that made him stood out as an exceptional leader. This belief in people is also found in the words of Larry Page, "fostering a supportive working

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environment in which employee morale is high" (Davis, 2013).

IV. PURSUIT OF PASSION

Another aspect of what made up this great leader was his tenacity to pursue passion. Quoting the great man, "If you don't love something, you're not going to go the extra mile, work the extra weekend, challenge the status quo as much." , Steve Job has great insight as to what justifies a good employee, an employee that actively pursue their passion were the quality of people Steve Job chose to nurture. He constantly encourage employees to pursue their dreams and let Apple Inc. help them achieve their dreams, and in such he is able to merge passion with work and thus producing employees that were loyal and high achievers by loving what they do. Mark Zuckerberg in this aspect has also put in words saying "Find that thing you are super passionate about. A lot of the founding principles of Facebook are that if people have access to more information and are more connected, it will make the world better; people will have more understanding, more empathy. That's the guiding principle for me. On hard days, I really just step back, and that's the thing that keeps me going"(Walter, 2014).

Leaders in the 21st century that have made great companies all have a common pursue of passion that has driven them to bring their companies to great heights and Mark Zuckerberg has taken his passion from a dorm room project to a company that is now worth more than $200 billion USD. This really highlights what the difference is in the unconventional leadership approach (CNN, 2014).

V. PERSEVERANCE

The pursuit of passion was just one aspect that Steve Jobs & Mark Zuckerberg pursued; the other aspect to it that is equally crucial was the Perseverance part. Steve Job was commonly associated as being a heartless leader for the tough calls he made on staff. An example of such an exhibition was when he terminated one of Apple's best programmer on the spot for telling Steve Jobs that his request for some certain specification to be installed in the new Apple II could not be done. Steve Jobs had a low tolerance to people who did not share the same vision and the perseverance in attaining it, and he made sure that his staff knew what it was and to stay true to it. His signature quotes "If you don't share our vision…then GET OUT!" Another example of perseverance can also be found in Larry Page's initiatives to aunch what has become Google Maps with Street View. "I had the camera in my car and took a bunch of video," he told the Google Faculty Summit in 2009. After convincing himself it would work, he kept working on convincing others (Elmer, 2011).

VI. VALUING CREATIVITY

Another aspect that strongly distinguishes an unconventional leader is the choice to hire creativity instead of hiring the ones that followed strict Standard Operating Procedures. Steve Jobs made a shout out in a PC convention once saying "Here's to the crazy ones — the misfits, the rebels, the troublemakers, the round pegs in the square holes. The ones who see things differently…the ones that change things." As accordance to this saying, the Apple's slogan is "Think Different", he encouraged creativity by not just hiring any other computer scientist with the credentials but also those that had different perspectives that thought out of the box and had a mind other than just computer science. He believed it was that craziness that made the difference to making things that changed the world. In Google, they have a policy of recruiting only class-A employees and giving them the freedom to exercise their creativity (Manimala, 2013). Employees are encouraged to pursue creativity and in such, all form of innovation is contained within the company instead of venturing out into competitors. There is a 70-20-10 norm about time allocation by employees: 70 percent of the time should be devoted to Google's core business of search and advertising, 20 percent to off-budget projects related to the core-business, and 10 percent to pursue ideas based on one's own interest and competencies. There are also generous rewards and awards for implementing innovative ideas (Manimala, 2013). In the words of Larry Page, "Pay attention to your crazy ideas and cultivate the best of them" (Elmer, 2011) .Elaborating Page's focus on Creativity and new ideas, he told graduates in Michigan "When no one else is crazy enough to do it, you have little competition"

VII. TAKING RISK

The discussion to become an unconventional leadership now brings us to another aspect, the Ability to Risk Failure. With this quote, "The greatest artists like Dylan, Picasso and Newton risked failure. And if we want to be great, we've got to risk it too" he listed out a number of great figures in history who dared to explore the risk of uncertainty and challenge themselves to be great. Likewise it is shown in his actions when he would stake the company's growth just to pursue a new product or vision, only reflecting his decision he did as a youth to stake all that he had to start up Apple. Inc . This form of leadership encourages staff to go beyond their comfort zone, to be more than who they currently are and pursue growth rather than just being stagnant. It highlighted our point earlier of fostering greatness in employees (Elmer, 2011).

VIII. Serving a Purpose

Another aspect of unconventional leadership is the encouragement of serving a purpose. To work not just for the money or the profit but for the greater good of the product or for the company were what Steve Job pushed for. In his words, "If you keep your eye on the profit, you're going to skimp on the product. But if you focus on making really great products, then the profits will follow" (Elmer, 2011), the emphasis on such words really highlighted how Steve Job wanted to encourage his employees to see a purpose, share a vision, a common goal and not just to simply work for the paycheck but for the changing of the world, changing of the perspective of things in life. This encouraged staffs to stay long-term and to see a future with Apple Inc. which explains why the turnover of staff at Apple Inc. is so low.

Another such example of serving a purpose is also found in the unconventional leadership of Mark Zuckerberg which is highlighted in his quote" At Facebook, we're inspired by technologies that have revolutionized how people spread and consume information. We often talk about inventions like the printing press and the television-; by simply making communication more efficient, they led to a complete transformation of many important parts of society.

They gave more people a voice. They encouraged progress. They changed the way society was organized. They brought us closer together"(Walter, 2014).

IX. Simplify

Another key to an unconventional leadership is the pursue to Simplify things for the masses. Steve Job used an impressive tagline in his first marketing brochure and the tagline was "Simplicity is the ultimate sophistication" (Elmer, 2011). And this really highlighted the essence in leadership. What differentiates an unconventional leader is the ability to let the masses or the people under you absorb and understand the vision that the company leaders have and not make it complicated and ridiculously procedural. Steve Job made it so that his products were all approached in a minimalistic way and that they were not to be an absurd amount of features that staggers decision-making. Such an example can be found in Google's Slogan in 2008 where it states "You can be serious without a suit." (Morrow, n.d). Another quote by Google's former CEO, Eric Schmidt, "The goal is to strip away everything that gets in our employees' way. We provide a standard package of fringe benefits, but on top of that are first-class dining facilities, gyms, laundry rooms, massage rooms, haircuts, carwashes, dry cleaning, commuting buses – just about anything a hardworking employee might want. Let's face it: programmers want to program, they don't want to do their laundry. So we make it easy

for them to do both" (Morrow, n.d). This really illustrates the action to simplify work to ensure productivity and focus on what employees have to do.

X. Challenge Reality

Another visionary aspect that unconventional leaders present is the ability to Ignore Reality. The pursue of their vision and dreams for their company has brought them to distort their own perception on reality and enable them to find the means to achieve the vision and make it a reality. Steve Job possessed such a skill and it was called his Reality Distortion Field, he challenged his staffs to do what they thought was impossible but nonetheless pressured them and in the end each of them were able to achieve what was seemingly impossible and at the times even more than was expected. (Elmer, 2011).

The difference that unconventional leaders take is the step to dream bigger, to envision the future, to think of things that are yet to be relevant and make it relevant. This is what it means to set trends for other companies to follow. Likewise, Google has demonstrated such a trait by introducing many job titles that were seemingly irrelevant but now is vital to the competitive advantage of the company. Google also employs managers in unique positions that other companies may not have known they were missing. Google hired a Chief Culture Officer, Stacy Savides Sullivan, in 2006 to help maintain their characteristic start-up atmosphere (Mills, Meet Google's Culture Czar, 2007). They also have a Chief Internet Evangelist and a Distinguished Entrepreneur on staff to help identify and enable new technologies. These managers ensure Google stays innovative (Morrow, n.d).

XI. Discussion

As we divulge into this research of all the qualities that are demonstrated by this leaders, there is a sudden realization that this leaders practices habits and thought systems that are at times very controversial, making decisions that are out of the norm and are normally criticizes by media for being ruthless or unwise. But yet it is such choices, words and decisions that this leaders have made that brought their companies to such heights and to be able to be branded legends in the 21st century.

As I studied further into the topics of such leaders I realized that although the commanded a lot of respect they were not entirely popular. For instance, Mark Zuckerberg entered into multiple lawsuits with former colleagues and Steve Jobs was forcibly removed from the company at one time. The aspect that still intrigues me is to whether it takes such "ruthlessness" in decision making for them to be such a success. Would it be possible for them to breach the gap of unpopularity and be a servant-leader rather than the portrayal of such

ruthlessness, in this aspect, Larry Page of Google has indeed shown what it is like to run an employee-driven company.

If we were to dissect the 3 companies that were discussed in this research paper, Larry Page's Google is probably an example of leadership that focuses on Employee motivation and Satisfaction, Steve Job's Apple is the sort of leadership that emphasize less on employee motivation and satisfaction but rather a more active pressure into pushing the employee beyond their limits and achieving the impossible whilst Mark Zuckerberg's Facebook has a more wholesome approach to both of this aspect.

In the end, this leaders were able to make the call in tough times, to pull their company through situations where the company would be a stake. The qualities that these leaders cannot be doubt and no doubt, is an example for everyone to follow if they wish to pursue such a successs

XII. Conclusion

To adapt to changing times, leaders of corporation must evaluate their management styles and question themselves as to whether the style they are currently pursuing is the best style there is and whether the style they are employing is effective or not. Taking the examples of IT titans in the recent decade, many have chosen an approach to leadership that is seldom taken and have learned that the value of employee is really the lifeblood of the company. Companies like Apple, Facebook and Google have paved the way as to how unconventional leadership has brought about a change to the company that has made it what it is today, a giant in the corporate world and all of which is worth more than $100 billion USD.

The ever-changing industry in this age of innovation has spurred the growth of many new companies that are adopting different perspectives towards the management of staff. The emphasis of creating leaders instead of bosses is what makes the current age differentiate from the previous age of hierarchical leadership. The ability to lower themselves and yet take the responsibility of others is the essence of what today's leader is pursuing.

In conclusion, the 9 aspects to an unconventional leader of the 21st century is merely a guideline as to what needs to be pursued if success is the destination anyone is heading. To have essential leadership skills that foster greatness, encourage the pursue of passion, educate on perseverance, encourage creativity, to dare to take risk, to give a purpose to others, to simplify the hardest of things and to challenge reality is the essence of what it takes to be a great and revolutionary leader in this day and age.

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Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia

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Abstract- Women constitute about half of the population and had contributions for the development of the country in all fields in Ethiopia. In spit to their number and contribution, their participation in managerial positions has consistently lower than men in public organizations in Jimma Zone. It is universally accepted truth that women are the base and fuel for the overall development of a country. However their participation in all spheres of life is mainly at subordinate level and in managerial positions in public organizations are insignificant.

Therefore, this study is aimed to assess the factors affecting women participation in managerial position in public organizations in Jimma Zone.

Keywords: women participation, managerial position, mechanism to enhance women participation.

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Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia

Uki Gelashe Jebessa [α], Chalchissa Amentie [σ], KK Kaushik [ρ] & Geremew Muleta Akessa [ω]

Abstract- Women constitute about half of the population and had contributions for the development of the country in all fields in Ethiopia. In spit to their number and contribution, their participation in managerial positions has consistently lower than men in public organizations in Jimma Zone. It is universally accepted truth that women are the base and fuel for the overall development of a country. However their participation in all spheres of life is mainly at subordinate level and in managerial positions in public organizations are insignificant.

Therefore, this study is aimed to assess the factors affecting women participation in managerial position in public organizations in Jimma Zone.

The study had employed both quantitative and qualitative research approaches. The data of this study were both primary and secondary data collected from three public organizations found in Jimma Zone. The sample were selected by using stratified random sampling method. Data was collected through personal interview and questioners.

As the finding of the study shows, even though, the number of women increases in public organizations, their participation in managerial positions is still affected by several factors. Low participation of women in managerial positions results in serious consequences like job dissatisfaction, employee turnover, low productivity and absenteeism and minimizes various benefits that the organizations enjoy from their participations.

Hence, in order to reduce these factors and enhance the participation of women in managerial positions, organizations should develop different mechanisms and strategies.

Keywords: women participation, managerial position, mechanism to enhance women participation.

I. Introduction

In societies, where traditional or patriarchal values remain strong, many women found politics as unwelcoming and even hostile to participate in it and hold managerial positions. There are practical factors affecting the participation of women in managerial positions. These factors include lower level of education, financial problems, lack of necessary networks, greater family responsibilities and deprivation of their rights (IGAD, 2010).

Women are less participated and low represented in decision making positions in developing countries. Women's low access to information and media, less employment opportunity, organizational barriers coupled by cultural factors reduce their decision making power in the society in general and in organizations in particular (UNFPA, 2005).

Ethiopia is a patriarchal society that keeps women in a subordinate positions (Haregawoyin and Emebet, 2003). The socialization process, which determine gender role is partly responsible for the subjugation of women in the country. The differences in the ways in which individuals are treated through the socialization process due mainly to their sex status leads to the development of real psychological and personality difference between males and females (Almaz, 1991).

Women constitute 71.3% in the clerical and fiscal type of jobs in federal government employment list. Women representations in administrative and professional jobs category is only 25% and 18% respectively, which clearly indicates middle and upper management positions overwhelmingly dominated by men(Federal Civil Service Commission, 2005).

In the case of Jimma zone, women's participation in political activities and decision making role is still very low. As the data obtained from Jimma zone administration office, human resource department, many public organizations in the zone are dominated by male managers (Jimma Zone Administration Office, 2012).

Women are underrepresented in politics and civil service, especially at the managerial positions. There are several laws and policies which guarantee equal pay and employment right, in practice; however, women do not stand an equal chance of promotion (Walters and Gwen Mason, 1994).

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In the case of Jimma zone, while women have captured an ever increasing share of the labour market, improvement in the quality of women's jobs have not kept pace. The other reflection of this situation is their absence from senior management jobs. As per preliminary investigation made by the student researcher, there was a position difference in male and female managerial jobs stem from the reality that even when women hold management positions, they are often in less strategic and lower paying areas of an organization. Thus, this research tries to identify the factors hindering women from holding managerial positions in Ethiopia, particularly in Jimma zone's public organizations.

The main objective of this study is to assess the factors that obstruct women from participating in managerial positions in selected public organizations in Jimma Zone.
Specifically:

- To identify factors that affects the participation of women in managerial positions in public organizations in Jimma Zone.
- To identify institutional procedures and structures concerning women's career development and promotion to managerial positions.
- To examine organizational mechanisms and strategies in enhancing women's to managerial positions.

II.   Literature Review

a) An overview of gender inequality

Gender inequality can be considered as universal problem in developing countries. Women in developed countries are relatively empowered economically and have power to struggle for their equality with men. On the other hand women in developing countries are voiceless because of economic and cultural factors. These economic and cultural factors dictate the gender based division of labour, rights, responsibilities, opportunities and access and control over resources. Education opportunity, access to media, employment status, participation in decision making positions, involvement in political activities among other things, are some areas of gender inequality.

Gender disparity in education makes women to be underrepresented in the formal sector of employment. According to the survey conducted by the Central Statistical Authority (CSA, 2004) showed that women account for less than half (43%) of the total employee of the country.

b) Women's participation in managerial positions

The principle of equality of women and men was enshrined in the United Nations charter and was later inaugurated in many international instruments and national constitutions play a great role in minimizing the discrimination of women worldwide. The United Nations Commissions on the Status of Women legitimize and promote international norms and standards to eliminate all forms of discrimination against women in all fields (Walter and Mason, 1994).

In many organizations, the inequality between men and women in managerial positions are often revealed by numerical discrepancies. The research of (Collinson, 1996) has shown the role of gender in organizational functioning and has highlighted the importance of considering whether managers are men or women when understanding organizational behavior. As most managers of organizations are men, it is important to consider the role of women managers and investigates the constructions of women identities in male dominated working environment.

Despite some measures taken by the state governments, there is still small percentage of women participating in public decision making roles, especially in top managerial positions. Even in the traditionally women dominated professions; women are in the secondary position compared to men (Davidson, 1983).

Many scholars cited the role of women in economic, political and social process of their country. The contributions of women in the development of the country are immeasurable. Even though, their contribution in all sphere of life is increasing from time to time, their participation and representation in managerial position and decision making role is insignificant.

III.   Research Methodology

a) Study Area and Design

This study was conducted in selected public organizations in Jimma Zone, Oromia region, south west Ethiopia. Jimma zone is located to south west Ethiopia at 346km away from Addis Ababa. The three public organizations included in the study are South West Region Ethio Telecom, Jimma Zone Administration Office and Jimma City Administration.

This study were used descriptive research design by combining both quantitative and qualitative research approaches to analyze data and acquire adequate data about realities of the women.

b) Data sources and Sample Size

Both primary and secondary data were used to collect data on the factors affecting the participation of women in managerial positions. Before the collection of data by using data collection tools, the researcher has undertaken an observation in the selected three public organizations.

The sample size is 201 which is determined using single propotion formula and the sample respondents were selected from the selected three public organizations. Stratified sampling technique was

employed and the determined sample was distributed to each stratum using proportional allocation method. So, from Ethio-Telecom South West Region, Jimma Zone Administration and Jimma City Administration 94, 52 and 55 sample sizes was determined respectively.

Data were collected using structured questionnaire and individual interview were used as tools of data collections.

c) Data analysis procedure

The collected data checked for its completeness and coded on SPSS Version 16. Descriptive and inferential was used to analysis the data. Frequency table, mean standard deviation was used to describe the data and chi-square test of association were conducted to investigate statistically significant difference between men and women's responses. In the analysis of qualitative data, the researcher begins with the description of informant's responses and analyzing of open ended questionnaires.

IV. REUSLT AND DISCUSSION

All distributed questionnaires were selected from the respondents. A total of 201 questionnaires were analyzed for discussing and presenting the findings of the study. Finally, based on the findings of the study, conclusions were drowned and recommendations were forwarded.

a) Socio Demographic Characteristics of the Respondents

As the below Table 1 shows, 59.7% were female and 40.3% of them were male. The majority 42.8% of the respondent's were between 20-25 years age group. One hundred five of the respondents were married. Among religion 53.2% of the respondents are Muslim, while the education level 46.3% of them were first degree and above. The work experience of the respondents 74.6% of them had an experience of less than five years.

Table 1 : Socio-demographic characteristics of the respondents

| Socio demographic characteristics		Frequency	Percent
Sex of respondent	Male	81	40.3
	Female	120	59.7
Age of respondent	20-25year	86	42.8
	26-35 year	74	36.8
	36-45 year	41	20.4
Marital status of respondent	Married	105	52.2
	Single	62	30.8
	Separated	8	4
	Divorced	13	6.5
	Widowed	13	6.5
Religion of respondent	Muslim	107	53.2
	Christian	64	31.8
	Wakeffata	30	14.9
Education status of respondent	High school complete	31	15.4
	Diploma (10+3)	77	38.3
	First degree and above	93	46.3
Years of experience (In this organization only)	< 5 years	150	74.6
	5-10 years	35	17.4
	>10 years	16	8.0
	Total	201	100
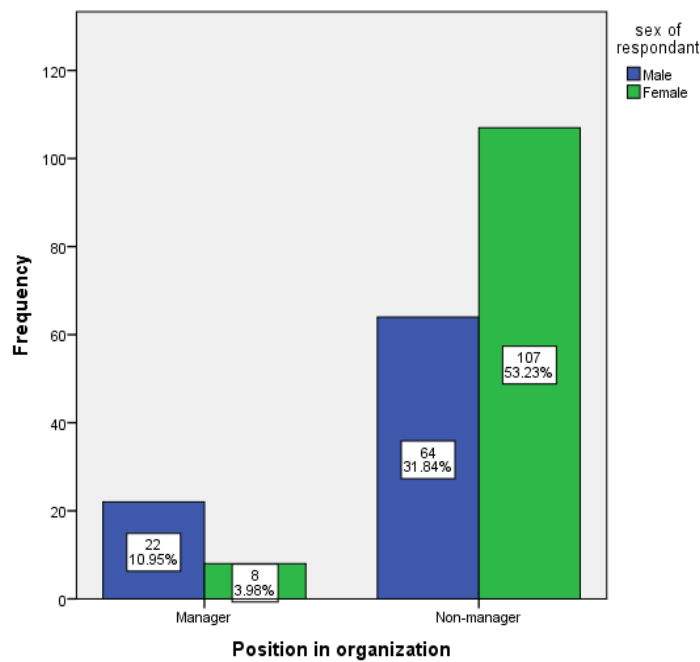
Figure 1 : Positions of respondents in organizations

As indicated in Figure 1 above, from total 30(14.9%) are managers of an organizations from that 22(73.4%) were male managers, while 8(26.6%) were female managers. This implies low participation of women in managerial positions in selected public organizations.

b) *Factors Affecting the Participation of Women in the Managerial Positions*

As per study conducted by IGAD, 2010, there were several causes for underrepresentation and low participation of women in managerial positions.

As indicated in Table 2, 78.1% of the respondents found lack of motivation from the family, society, organization and government as the hindering factor for women's participation in managerial positions.

Lack of motivation is the main factor for women's lower participation in managerial positions.

Low academic qualification of women is another factor for low participation of women in management positions. Many management positions require educational qualification as criteria to hold the positions. Especially after the introduction of BPR (Business Reengineering Process), many positions begin to consider high education qualification as the main criteria to hold the position. From the total respondents, 65.67%, 48.8%, 47.8% and 34.9% of them put family commitment of women, lack of experience, lack of role model and lack of confidence of women respectively are an obstacle for women's participation in managerial positions.

Table 2 : Women's personal factors affecting their participation in managerial positions

Personal factors affect Women participation in managerial positions	Frequency		Percent	
	Yes	No	Yes	No
Family commitment	132	69	65.67	33.34
Lack of confidence among women	70	131	34.9	65.1
Low academic qualification	136	65	67.7	32.3
Lack of motivation	157	44	78.1	29.9
Lack of role model	96	105	47.8	52.2
Lack of experience	98	103	48.8	51.2

From Societal factors affecting women's participation in managerial positions 176(87.07%) of respondents responds Men are seen as decision makers and 81.60% of the respondent replied women's lack of social network as the obstacle for women's participation in managerial positions. This means they

are not actively participating in extra activities in and out of their organization. As indicated in the responses of interviewed informants, women are exposed to double responsibilities one in office and the other at home. Because of this they have no extra time to socialize with many people. Hence they lack information concerning

new jobs and vacant positions in and out of their organizations. Since they lacks social network or have few friends they are not informed about the flow of latest information in the organization (Table 3).

One hundred fifty three 76.11% of the respondents have indicated culture as the obstacle for women's participation in managerial positions. As indicated in the study of Almaz, (1991), the socialization process and cultural activities of the society is another factor that hinders women from participating in managerial positions. Culture includes the societal norms, beliefs and values. In Ethiopian, especially in Jimma culture, women are not encouraged to participate in managerial positions. The culture of society identifies the gender role of women. According to this, women are expected to perform domestic work and refrain from managerial activities. They are obliged to accept the decision of their husband in the family even on matters concerning their life.

From the total respondents, 62.69%, 58.70%, 57.21% and 46.27% of the respondents have replied lack of support from husband or family, lesser opportunity for women in education, inequalities in higher management positions and religious practice of the society respectively as factors affecting the participation of women in managerial positions. From the total 201 respondents, only 34.32% have replied fear of isolation as one of the obstacle for women's participation in managerial positions.

As information from available literatures, there are several institutional factors, which affect the participation of women in managerial positions. As indicated in Livinstone, 2004, study, there are several barriers for women participation in managerial positions. These include: entrenched cultures and norms, the way power is defined and exercised, selection procedures, exclusion of women from informal networks, organizational climates and placement. As indicated in Constance B. 2007, study, women in general suffer discriminatory practices in their organizations when promotions to senior positions are considered.

Table 3 : Societal factors affecting women's participation in managerial positions

Which of the following Societal Factors Affect Women Participation in Managerial Positions?	Frequencies		Percent	
	Yes	No	Yes	No
Fewer opportunity for women in education	118	83	58.70	41.30
Men are seen as decision makers	176	25	87.07	12.93
Inequality in higher management position	115	86	57.21	42.79
Fear of isolation	69	132	34.32	65.68
Women lacks social network	164	37	81.60	18.40
Religious practice	93	108	46.27	53.73
Culture	153	48	76.11	23.89
Lack of support from husband/family	126	75	62.69	37.31

As indicated in Table 4, most 93.03% of the respondents have replied as the management positions dominated by male managers. This indicates how male managers are influential in the organization and low participation of women in managerial positions. This is mainly because of the notion that women are not good manager as replied by 55.22% of the respondents. Marshal (1984) supports this view, that other peoples negative reactions to women in authority are particularly expected to undermine the ability of women. The notions of people towards women managers as indicated in Mason et al (1992), indicated two-thirds of men and one-fifth of women would feel uncomfortable to work for female managers. This study has also reveals that there is a negative attitude and beliefs on the performance of women managers in selected public organizations.

While 54.72%, 52.73% and 16.91% of the respondents have indicated the absence of affirmative actions, Appointment requirement and irrelevant questions asked during interview respectively as factor affecting women's participation in managerial positions at institutional level. The constitution of the Federal Democratic Republic of Ethiopia (FDRE, 1995), incorporates the article which states the affirmative action's entitled for women. Article 35 of the FDRE constitution states the rights guaranteed for women. There are also policies and procedures developed at national level which are focusing on women. But as it can be evident from the collected data, these policies and instruments are not fully implemented in selected public organizations found in Jimma zone. The interviewed informants were also affirmed the absence of affirmative action's for women in their organizations.

Table 4 : Institutional factors affecting women's participation in managerial positions

Institutional Factors Affect Women Participation in Managerial Positions	Frequencies		Percent	
	Yes	No	Yes	No
Few number of women	83	118	41.30	58.70
Management position dominated by men	187	14	93.03	6.97
Notion that women are not good manager	111	90	55.22	44.78
Unclear promotion procedures	102	99	50.74	49.26
Irrelevant questions asked at interview	34	167	16.91	83.09
Appointment requirement (long experience)	106	95	52.73	47.27
Absence of affirmative action	110	91	54.72	45.28

In regard to equal information sharing for women and men, 53.73% of the respondents replied the status of their organization as medium. This implies that, if the organizations did not share information equally for women, their participation in managerial positions would be affected.

In the case of feedback on actions taken, women had medium feedback since equal information sharing is not practiced in the organizations. As indicated in the same Table 5 below, even though women have not participated in managerial positions and decision making role, they had feedback on decisions taken. From the total respondents, 51.74% replied strong. This implies that, the participation of women in having feedback on decision taken is comparatively found at strong level, when compared with other mechanisms. The interviewed informants were also responded to feedback on decision taken as strong mechanism in enhancing women participation in managerial positions.

Knowledge development and training for women is the essential mechanism in enhancing the participation of women in managerial positions. The status of the selected organizations in this regard also found at medium level. More than half 55.22% of the respondents viewed knowledge development and training to women at medium.

According to the responses of interviewed informants, these organizations did not arrange knowledge development and training program exclusively for women. As per the responses of the interviewed informants, most of the time, these organizations sent male workers for training.

In regard to reward and recognition, 64.18% of respondents indicated it at medium. Rewards and recognitions can motivate and initiate women for further achievements.

In addition, key informants affirmed that, there is no special reward arranged for women. The organizations and their workers are not giving recognition for the performance of women. But few informants replied in contrast to this idea. According to these informants, there is a reward and recognition for women's achievements, which has started in recent time. Especially after the introduction of scaling up the

good experiences by the government, these organizations begin to recognize the potential of women and reward their achievements.

Team working in these organizations is another area where poor implementation of mechanisms to enhance women participation in managerial positions was prevailing 51.74% of respondents replied it as medium.

In the implementation of power sharing to women 60.20% of the respondents replied it as medium. From this it is possible to imply that organizations are found at medium level in implementing power sharing mechanism to enhance the participation of women in managerial positions.

Table 5 : Organizational mechanisms to enhance women participation in management

Mechanisms to enhance women participation in management	Presence of mechanisms in the organization				
	Never (%)	Rarely (%)	Medium (%)	Strongly (%)	Very strongly (%)
Equal information sharing		5(2.5)	108(53.7)	67(33.3)	21(10.4)
Having feedback on actions taken		20(10.0)	69(34.3)	104(51.7)	8(4.0)
Knowledge development and training to women		33(16.4)	111(55.2)	41(20.4)	16(8.0)
Reward and recognition	5(2.5)	51(25.4)	129(64.2)	8(4.0)	8(4.0)
Team working		8(4.0)	104(51.7)	73(36.3)	16(8.0)
Power sharing to women		43(21.4)	121(60.2)	22(10.9)	15(7.5)

From Table 6, 66.67% of the respondents agreed on the recruitment strategy to ensure women participation in management positions. 17.91% and 15.42% of the respondents were respectively replied neutral and strongly agreed regarding recruitment as the strategy to ensure women participation in managerial positions. This implies that, if all processes of recruitment such as selection, examination, interview and employment are in favour of women, their participation in managerial positions would increase.

Labour division for the workers of an organization can be another strategy to ensure women participation in managerial positions. Out of the total respondents, 56.72% agreed. Key interviewed informants and the participants of focus group discussion were agreed with the presence of labour division as strategy to ensure women participation in managerial positions in their organizations.

In regard to the strategy of representing women in committee activities 50.25% of the respondents agreed. This implies that women representation in committee can ensure their participation in managerial positions through experience sharing with other committee members.

Considering Facilities & initiatives 57.71% of the respondents say agree. This shows that, if organizations are fulfilling the necessary facilities and providing initiatives for women, they can ensure their active participation in managerial positions.

The other strategy, which can ensure the participation of women in managerial positions, is training and capacity building. The majority of respondents 70.65% strongly agreed on this strategy. The other strategy indicated to ensure women participation in managerial positions is group work. If women are participating in group work with men, they would be increasing their participation in managerial positions through experience sharing 45.77% respondents responds agree.

Table 6 : Strategies to ensure women participation in management

Strategies to ensure women participation in management	Level of agreement					
	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	mean	S.D
Recruitment		36(17.9)	134(66.7)	31(15.4)	3.97	0.58
Division of labor		41(20.4)	114(56.7)	46(22.9)	4.02	0.66
Representation in committee	13(6.5)	34(16.9)	101(50.2)	53(26.4)	3.96	0.83
Facilities & initiatives		6(3.0)	116(57.7)	79(39.3)	4.36	0.54
Training & capacity building			59(29.4)	142(70.6)	4.71	0.46
Group Work		53(26.4)	92(45.8)	56(27.9)	4.01	0.74

V. Conclusion

This study has noted and emphasized that, women participation in managerial position is critical for organizations in order to achieve their goals. Low participation of women in managerial position is attributed to different personal, societal and institutional factors.

The societal factors are the main hindering factors for women's participation in managerial positions. The culture of society, which design and assign gender role, put women at subordinate level in comparison with their male counterpart. Women are mainly assigned in domestic role and reproductive role, while men are expected and assigned to managerial positions in the society. Lack of education opportunity is

another obstacle for women participation in managerial position. Lack of social network, lack of motivation and support are also other societal factors, which affect women participation in managerial positions.

Low academic qualification and lack of experience are also the personal factor of women, which hinder them from participating in managerial positions. Other personal factors, which affect women participation in managerial positions, are lack of role model and poor confidence of women on their performance.

Managerial positions in public organizations are mainly dominated by male managers and it is not attractive for women. The notion that women are not good manager is the predominated factor in the institutions and it is an obstacle for women's participation in managerial positions. Ambiguous organizational structure and promotional procedures are also other factors that affect the participation of women in managerial positions. Moreover the absence or improper implementation of affirmative action is another hindering factor for women's participation in managerial positions.

Organizations can ensure and enhance the participation of women in managerial positions through different strategies and mechanisms. Training and continuous capacity building for women can ensure their participation in managerial position. Providing facilities and initiatives is also another mechanism to ensure the participation of women in managerial positions. Information of communication about the organization is the other critical strategy to enhance women's participation in managerial position.

VI. Recommendations

The government should realize the participation of women in managerial positions through its laws, policies and regulations.

Public organizations should review their organizational structure and promotional procedures and adjust them as suitable for women.

Family is the base for the society and the government; hence they have to give equal chances in every matter for their children without considering their sex. And also, women have to fill confident by their potential performance and compete equally with men in managerial positions. They have to use their own effort and upgrade themselves by knowledge and skills in order to fit to the managerial positions. They should increase social networks through social medias and by creating inter personal relationship with both men and women in and out of their organization and expose themselves to organizational and other current information.

VII. Acknowledgement

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Job Satisfaction and Teachers Performance in Abra State Institute of Sciences and Technology

By Mae Amalia B. Pilarta

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Abstract- The success and downfall of man's existence is based on how he works effectively. If he appreciates what he does, with all the knowledge and proficiency he has, there will not be even a single reason for him not to succeed.

The study aimed to determine the job satisfaction of teachers and its relationship to their students' achievement and teachers' performance.

GJMBR - A Classification : *JEL Code: J28*

JOBSATISFACTIONANDTEACHERSPERFORMANCEINABRASTATEINSTITUTEOFSCIENCESANDTECHNOLOGY

Strictly as per the compliance and regulations of:

Job Satisfaction and Teachers Performance in Abra State Institute of Sciences and Technology

Mae Amalia B. Pilarta

Abstract- *The success and downfall of man's existence is based on how he works effectively. If he appreciates what he does, with all the knowledge and proficiency he has, there will not be even a single reason for him not to succeed.*

The study aimed to determine the job satisfaction of teachers and its relationship to their students' achievement and teachers' performance. Specifically, it attempted to determine the extent of job satisfaction as experienced by the teachers in terms of educational qualification, technical preparedness, supervision, interpersonal relationship, salary, job status, physical resources ; and financial resources as well as achievement, recognition, promotion, work output; professional growth and responsibility; It also determined the level of work success of the teachers in terms of students' achievement and teachers' performance; determine whether there is a significant relationship between the job satisfaction of teachers' work success in terms of their students' achievement and performance; and determine whether there is a significant relationship between the job satisfaction and teachers' work success in terms of their students' achievement and performance. Results of the study showed that job satisfaction is related to teachers' job status and interpersonal relationship; financial and the physical resources of the school and supervision. The salary did not gain the majority of responses in any level. Most of the teachers however responded that they are satisfied with their salary. In the job satisfaction , majority of the teachers responded that they are much satisfied with their work and responsibility. Furthermore, the teachers are satisfied with achievement, promotion, and professional growth; and unsatisfied with their recognition and supervision. Regarding the work success of the teachers in terms of their students' achievement, majority of the teachers have students with satisfactory rating. A very satisfactory rating was noted in the teaching performance of teachers. No significant relationship existed between Job satisfaction and work success of the teachers in terms of students' achievement and teachers' performance. However, when the factors are taken singly, the interpersonal relationship is the best predictor for teachers' performance and job status for the students' achievement. Further result of the study revealed that job satisfaction was significantly related to teachers' work success in terms of student achievement and teachers' performance.

I. Background of the Study

We cannot ignore the promises of globalization nor its risks, including the tendency to forget the unique character of each human being. Yet we are summoned to choose our future and achieve our full potential within the carefully tended wealth of our traditions and our own culture, which, unless we are careful, can be endangered by contemporary developments.

The contemporary world is truly in a swift modification of conditions and innovations to make a change, and these changes are becoming more and more complicated and unpredictable. Teaching students to what you think they should acquire is not enough. It is impossible to provide them with everything they ought to know for their future.

Good education is an essential need at the same time a right. getting a good education equips one to survive in a competitive world where the ignorant are either pushed to the sidelines or gobbled up by the powerful. And in today's competitive society, one needs all the advantages he can get in order to survive if not to succeed.

Quality education is strained by lack of proper resources. What we need is competent teachers and not technology. The absence of competent educators results in mediocre education thus multiplying mediocrity among the innocent learners. Sometimes with modernization, the government and the educational institutions become careless in prioritization of interventions necessary to attain quality education.

Education is not only an appeal to the human intellect. There is a growing demand for technical and managerial skills. To get hold of modern life and survive in today's fast-paced age of information, it is a must to acquire the proper knowledge on new technological breakthroughs.

In order then to provide our children and youth with quality education, that is ready to face the challenges of the international community, we have to rely so much on what our teachers can do inside the classroom. Their knowledge, attitudes and skills definitely spell out the goods that we are providing to the learners.

With this magnanimity of the teachers' role in our system of education we should definitely not leave anything to chance. From the policy making to the implementation, everything should be braced from the results of the accurately conducted empirical research. Here lie our flaws.

According to the last known survey entitled "A Review of the State-of-the-art of Educational Research: the Philippines experience conducted by Rosas (1983),

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then the Assistant Director of the Bureau of Higher Education, there is definitely a dearth of educational researches in the Philippines. He categorically stated that there was a lack of research skills and competencies on the part of the students and that there is an adequate guidance and advising in the process. Such survey was never followed.

To fill in the gaps of the Philippine educational research this study focused on providing facts derived from empirical research on the issue of job satisfaction in the teaching profession.

Thus, this research is conducted based on the Two-factor Theory by Frederick Herzberg. Herzberg is a Harvard professor who interviewed 203 accountants and engineers from 11 different firms in the Pittsburgh, Pennsylvania area in the 1960s.

The Two-factor theory was considered as one of the four content theories of motivation vis a visthe Maslow's Needs Theory, Alderfer's ERG Theory and McClelland's Theory of Learned Needs. In the past centuries the Two-factor Theory has been constantly tested on different work groups to prove its reliability.

The research focused on the applicability of the Theory in the teaching profession that identifies the factors that motivate teachers to work and be productive in their chosen profession.

a) Theoretical Framework of the Study

This research is largely braced on the two-Factor Theory of Frederick Herzberg which is considered today as one of the four content theories of motivation. The other three are the Maslow's Needs Theory, Alderfer's ERG theory, and McClellands Theory of Learned Needs.

Motivation is a psychological drive or force that directs someone to an objective (Hodgette, 1980). Individuals within organizations have motives and needs that are the mainsprings of motivation. As stated in the preamble of the corporate objectives of Hewlett-Packard, "The achievements of an organization are the results of the combined efforts of each individual in the organization working towards common objectives." Therefore, if an organization does not satisfy these motives or needs, its people will see no logical reason to stay. People need to feel important and self-esteem and self-respect are vital in the teaching profession.

On the basis of research with engineers and accountant, Frederick Herzberg, in the 1950s, developed a about their jobs and a time when they felt especially bad about their jobs. He also asked them to describe the conditions that led to those feelings. Herzberg found that employees named different types of conditions for good and bad feelings. That is, if a feeling of achievement led to a good feeling, the lack of achievement was rarely given as cause of bad feelings. Instead, some other factor, such as company policy, was given as a cause of bad feelings (Newstrom, 1997).

The Theory proposes that employees are motivated primarily by growth and esteem needs, such as recognition, responsibility, advancement and personal growth which are motivators to make employees experience job satisfaction when needs are addressed. In contrast, factors extrinsic to the work called hygienes, affect the extent to which employees feel job satisfaction. Hygienes include job security, working conditions, company policy, co-worker relations, and superior relations. Improving hygienes, will reduce job satisfaction, but hygienes will have no direct effect on job satisfaction or employee motivation.

A unique characteristic of motivator-hygiene theory is that it does not view job satisfaction as opposites. Improving motivators increase job satisfaction, but it does not decrease job dissatisfaction. Improving hygienes reduces job dissatisfaction, but it does not increase job satisfaction. Job satisfaction is produced by growth fulfillment and other work content outcomes, whereas job dissatisfaction is produced by the work context. Thus, Herzberg theory differs from Maslow's and alderfer's Hierarchy models suggesting that growth needs represent the source of motivation (McShane, 2003)

As to the relationship of the Two-Factor Theory to work success, this research made use of the model of Turner(1975). He mentioned in his model that if research in teaching and education is to be of any value, "it must be able to show relationships between particular treatments in particular education programs and subsequent teachers performance." In order to see a relationship between job satisfaction and work performances of teachers, the researcher included students' performance and teacher's performance as measures of work success of the teachers.

b) Objectives of the study

The objectives of the study was to determine the job satisfaction among teachers and its relationship to their work performances.

Specifically, it aimed to answer the following:

- What is the extent of job satisfaction as experienced by the teachers in terms of;
  - educational qualification, technical preparedness, supervision, interpersonal relationship, salary, job status, physical and financial resources of the school;
  - achievement, recognition, promotion, task or work output, professional growth and responsibility ?
- What is the level of work performance of the teachers in terms of;
  - Students' performance
  - Teachers' performance?
- Is there a significant relationship between job satisfaction and the teachers' work performances?

- Is there a significant relationship between the job satisfaction and the teachers' work performance in terms of their pupils' performance and teachers' performance?

c) Methodology

The descriptive-correlation method was used. The descriptive survey method is the technique of qualitative as well as quantitative description of the general characteristics of the groups.

A two part questionnaire was used to determine the job satisfaction of the 80 teacher-respondents. The Performance Appraisal for Teachers (PAST) were used to gather data of the teaching performance of the teachers for school year 2013-2014. The academic performance of the 1500 students was taken from the report on Promotion of SY 2013-14 representing Bangued Campus of the Abra State Institute of Sciences and technology.

Frequency counts, percentages and mean were used to determine the extent of job satisfaction as experienced by the teachers in terms of work performance; and the students' and teachers' performance.

Multiple regression Analysis was used to determine the significant relationship between the job satisfaction and the teachers' work performance in terms of pupils' performance and teachers' performance.

II. Findings of the Study

The study revealed that majority of the teacher-respondents are much satisfied in their job status, and interpersonal relationship, satisfied with the physical condition of the school and much satisfied in supervision.

Only 50% of the teacher-respondents are satisfied with their salary.

Majority of the teacher- respondents were satisfied with their work and responsibility; achievements, professional development and promotion but unsatisfied with recognitions.

The study further revealed that work performance in terms of pupils' performance, showed a satisfactory rating while twenty percent of the pupil-respondents have unsatisfactory rating.

Likewise, a very satisfactory rating performance of the teacher-respondents was highlighted. Only two percent of the teacher-respondents have outstanding rating while two have a satisfactory rating among the teacher-respondents.

There is no significant relationship that existed between and among job satisfaction, teachers' and students' performance but job status showed the best predictor and interpersonal relationship appeared to be the least predictor for this relationship.

A significant relationship existed on job satisfaction and teacher performance in terms of predictors. It was revealed that most of the teachers are satisfied with their job status as permanent employee with security of tenure.

On the physical condition of the school, the study did not show any effect on the work performances of teachers in terms of students' performances.

This only shows that Hygiene factors though rated satisfied by the teachers are not in any way related to the performance of the pupils. This result then supports the assumption of the Herzberg two-factor Theory. According to Herzberg, even if the hygiene factors will be increased deliberately, it will not in any way satisfy the workers and eventually create a tangible effect on their productivity. It is true in the case of teachers. Although the data revealed earlier that teachers were satisfied with the hygiene factors still did not have any effect to the performance of students.

This research further showed that the result of this study are congruent to the assumptions of the Herzberg Two-factor Theory. Theory assumes that hygiene factors will not determine the workers job satisfaction and eventually will create a tangible effect on their productivity. In connection with teacher performance, this means that the hygiene factors is not a determinant to the worker's job satisfaction and eventually will create a tangible effect on their teaching performance.

The study further revealed that teachers are satisfied with their interpersonal relationship which means that a good interpersonal relationship existed between and among teachers, students, administrators and the stakeholders. Therefore, good interpersonal relationship is a key factor to work performance in the teaching profession. Furthermore, shared responsibility between and among stakeholders creates good interpersonal relationship that will eventually lead to the attainment of goals and objectives. Make teachers and students as well as parents create a positive school culture where all education workers attain a high level of confidence, discipline and enthusiasm with transparency, authenticity, integrity, compassion and achieve things with fervor. Thus, everybody can take part and contribute invaluable resources to do more than just survive a complex progression of educational affairs. Above all, reinforce student-centeredness in any endeavor. All these may seem far reaching but characteristically desirable and conforming to a nurturing school culture that is able to adapt to the needs of its constituents that will fervently empower mutuality among teachers and administrators in their pursuits of effective and efficient performance.

In terms of salary , there is a long standing belief that salary is the one that determines the productivity of the workers. This is when salary is raised, workers would become satisfied with their work. This

was refuted by the assumptions of the Herzberg two-factor Theory. According to Herzberg salary is considered as a hygiene factor and these hygiene factor will not determine the satisfaction of the workers in the job. Because of this, Herzberg gained many critics.

The research supports the idea of Herzberg for it was revealed that salary did not even serve as a predictor of the teachers' work success. This means that although many teachers think that their salary is not enough they still are being productive. This further means that something, a factor or factors other than the salary, pushes the teachers to work even with a meager salary.

With this, the null hypothesis stating that there is no significant relationship between the hygiene factors (except for interpersonal relationship) and the teachers' work success in terms of the performance rating of the teachers is accepted.

The Herzberg two-way factor Theory assumes that the satisfiers should determine the job satisfaction of the teachers and eventually their work success which is in this research are considered as the students' performance and teaching performance. The result of the data in this theory deviates from the assumption of Herzberg.

This deviation is due to the fact that in the teaching profession, the students' performance as output of the teachers could not be purely manipulated by the teacher himself. Let us consider that performance can also be influenced by the environment, genes, and other factors. One thing is proven in this research and that is students' performance is not affected by one factor alone. Many factors may affect students' performance and precisely , this research says that those factors, the job satisfaction of the teachers is not one of them. This maybe due to the fact that there are factors that were not included in the study that can affect teachers' performances.

It is noted that teachers consider their work responsibility and achievement, professional development, recognition and promotions to be satisfying. Furthermore, the very satisfactory rating of teachers reflected in their Faculty Performance Evaluation showed that teachers are performing in terms of Instructional Competence which includes Commitment, Knowledge of Subject, Teaching for Independent Learning and management of Learning; Research; Production, Production and Other Related Activities.

Moreover, among the satisfiers, no factor has emerged as the predictor when taken singly. This means that that the satisfiers have collaboratively established a relationship with the teaching performance of the teachers.

Generally, the data in this research collaborated with the Herzberg two-factor theory. That is in the teaching profession, the hygiene factors except with the job status and interpersonal relationship do not determine the job satisfaction of the teachers and eventually their work success.

Finally, this research established two salient points in the Theory of Herzberg. First is that salary did not have any significant relationship with the work success of the teachers in terms of their students' and teachers' performance.

III. Conclusions

Based on the findings, the following conclusions were drawn:

- In job satisfaction of the teachers, the teachers are satisfied in terms of the hygiene factors of their job. Specifically, majority of the teachers are very much satisfied with their job status, interpersonal relationship and physical condition of the school and supervision. Many teachers have also considered their salary to be satisfying.
- As to the satisfiers, majority of the teachers are very much satisfied with their task or work and very much satisfied with their responsibility. Many teachers have responded that they are satisfied with their achievement and professional development. Most of the teachers are unsatisfied with the recognition they received from their work.
- Most of the teachers have students with satisfactory achievement based on their average grades
- Majority of the teachers have a very satisfactory teaching performance.
- Job satisfaction in terms of the hygiene factors did not influence the work success of the teachers in terms of their students' when all the factors are taken as one. Job status appeared to be the best predictor on the influence of the hygiene factors on students' performance.
- Also, job satisfaction in terms hygiene factors did not influence the work success of the teachers in terms of their teachers' performance when taken as one. The interpersonal relationship is the best predictor in determining the influence of the hygiene factors to the teachers' performance.
- Job satisfaction in terms of the satisfiers did not influence the work success of the teachers in terms students' performance.
- Only job satisfaction in terms of the satisfiers has influence over the work success of the teachers in terms of teaching performance.

IV. Recommendations

The following recommendations were formulated to further enhance the students' and teachers' performance:

- As to job performance, school administration must continue it's policy which provide the teachers with the security of tenure.

- The scheme of recognizing the teachers for a work well-done must be improved. Also the teachers must be given recognition for projects realized inside and outside the classroom, school and in the community.
- Teachers must also be given opportunity for professional development. They must be sent for trainings/seminars relative to their expertise. Teachers must be motivated to undergo researches
- Students' performance must be continually be improved. Further study is recommended identifying other factors that would influence students' performance.

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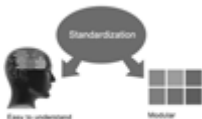
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Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

1. Choosing the topic: In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

2. Evaluators are human: First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

3. Think Like Evaluators: If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

4. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

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

6. Use of computer is recommended: As you are doing research in the field of Computer Science, then this point is quite obvious.

7. Use right software: Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

8. Use the Internet for help: An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

9. Use and get big pictures: Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

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

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

12. Make all efforts: Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

13. Have backups: When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

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

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

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

27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

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

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

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

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To make a paper clear

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Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
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- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

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

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript-- must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

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

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

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including <u>definite statistics</u> - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

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This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

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

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

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

Results:

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

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

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

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.

- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
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- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

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- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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

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