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Impact of Talent Management

Implementation and Leadership

Highlights

Effects of Leadership Style

Employee Assistance Program

Discovering Thoughts, Inventing Future

VOLUME 17 ISSUE 7 VERSION 1.0

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Workshop Implementation and Leadership Development for Linking Six Sigma with Business Strategy

By Jung-Lang Cheng
Cheng Shiu University

Abstract- The presence of a Six Sigma system when integrating strategic factors into a Six Sigma activity improves the probability of successful implementation. However, few systematic studies have investigated the relationship between business strategy and Six Sigma. This paper presents a framework for linking Six Sigma with business strategy for the purpose of obtaining competitive advantage. To examine the conditions that are conducive to Six Sigma long-term success, we conducted workshop consensus activities and carried out Six Sigma strategy development. Using these workshop consensus activities, we integrated business strategy development into a Six Sigma implementation framework that allocates organizational resources to meet core customer requirements.

Keywords: six sigma, business strategy.

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WORKSHOP IMPLEMENTATION AND LEADERSHIP DEVELOPMENT FOR LINKING SIX SIGMA WITH BUSINESS STRATEGY

Workshop Implementation and Leadership Development for Linking Six Sigma with Business Strategy

Jung-Lang Cheng

Abstract- The presence of a Six Sigma system when integrating strategic factors into a Six Sigma activity improves the probability of successful implementation. However, few systematic studies have investigated the relationship between business strategy and Six Sigma. This paper presents a framework for linking Six Sigma with business strategy for the purpose of obtaining competitive advantage. To examine the conditions that are conducive to Six Sigma long-term success, we conducted workshop consensus activities and carried out Six Sigma strategy development. Using these workshop consensus activities, we integrated business strategy development into a Six Sigma implementation framework that allocates organizational resources to meet core customer requirements.

The value of this paper lies in its observation that the factors of workshop consensus activities affect the link between Six Sigma and business strategy. As a strategic-oriented initiative, Six Sigma must be adapted and modified to fit an organizational strategy. To ensure Six Sigma successfully to fitting organizational strategy, it is essential to promote the workshop consensus activities as necessary.

Keywords: six sigma, business strategy.

I. Introduction

Six Sigma provides business leaders and executives with the strategy, methods, tools, and techniques for changing their organizations. The long-term goals of Six Sigma are to develop and implement processes within management activities via organizational change. The Six Sigma approach that seeks to identify and eliminate defects, mistakes or failures in business systems by focusing on key process performances that are of critical importance to customers, thus, Six Sigma is central to the company's strategic drive. However, as a strategic-oriented initiative, Six Sigma activities need to be adapted and modified to fit an organization's strategy.

As a strategic-oriented initiative, Six Sigma is not just a systematic methodology but is also a business strategy that leads to breakthroughs in profitability through quantum gains in quality, customer satisfaction and productivity. However, the integration of Six Sigma within business strategy has not been systematically and widely studied. What is the nature of the integration of Six Sigma within a business strategy framework? What is the flow chart of integrating Six Sigma with business strategy? What are the necessary preliminarily conditions are necessary to successfully implement a Six Sigma business strategy? This research seeks to address these critical questions, and, in so doing, an exploratory framework will be constructed.

The first recommendation is that senior leadership should articulate a clear vision and take a leadership's intervention stance concerning Six Sigma development, through workshop consensus activities. The second recommendation is that Six Sigma needs to include business strategy principles.

II. Integrating Six Sigma with Business Strategy

Harry and Schroeder (2000) recognized Six Sigma as a competitive philosophy by which provide better products at a lower cost than those of competitors. For a successful Six Sigma system, Six Sigma initiatives must be strategy-driven, process - focused and project-enabled. The strategy-driven nature of Six Sigma initiatives requires adherence to a whole management philosophy rather than just to the deployment of quality management tools and techniques. As a competitive organizational strategy, Six Sigma requires rigorous education and training, managerial commitment from top leaders and total employee involvement (TEI). Hoerl, Rodebaugh and Snee (2003) summarized that the successful deployment of Six Sigma needs organizational change, which includes leadership commitment, top talent in Six Sigma roles and an appropriate supporting infrastructure.

Six Sigma development aims to optimize overall business results by balancing cost, quality, features and availability considerations for products and their production into an best business strategy (Pearson, 2001 ; Snee, 2001). It is natural for Six Sigma to link business priorities to reflect Six Sigma strategic development and project management. The key success factor in implementing Six Sigma is determining how to overcome the fear of individuals within an organization. There are two basic fears among

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individuals: fear of change and fear of not meeting new standards. If an organization does not address individual fears, successful implementation of Six Sigma is impossible. To overcome these fears during the process of organizational change, individuals must be aware of the requirement for the Six Sigma business strategy system, why Six Sigma is important and how it work.

We suggest that implementing an initiative of Six Sigma workshop activities may be seen as a means of overcoming the fear of change within an organization. For the facilitating of organizational change, workshop consensus activities use communication and dialogue at the management level to attain consistent thinking and the understanding of concepts. Workshop consensus activities should contain a Six Sigma course on changes for refining organizational concepts and organization culture and build a common language of integrating Six Sigma with business strategy (Trompenaars and Hampden-Turner, 1998).

III. Workshop Consensus Activities Development

Workshop consensus activities development is designed to reinforce Six Sigma strategy developments; it includes workshop consensus activities and Six Sigma strategy development (Figure 1).

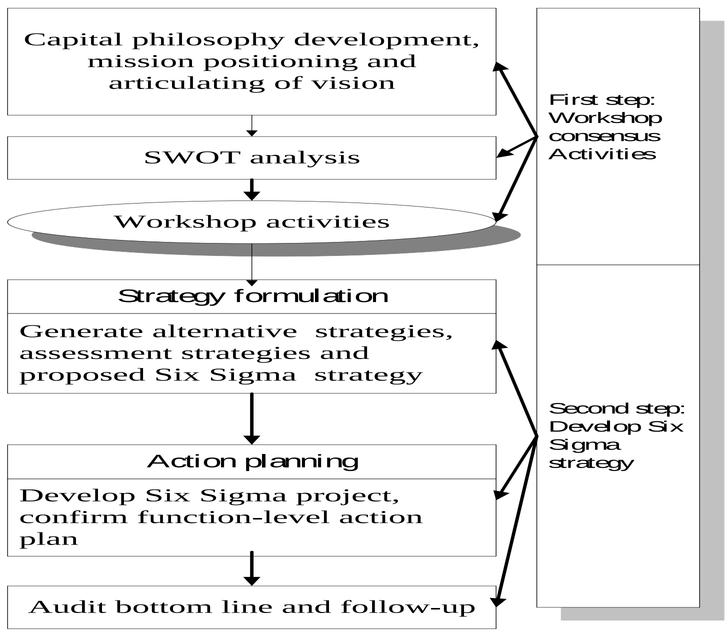

Figure 1: Workshop consensus activities

a) *Workshop consensus activities*

Eckes (2002) found that workshop consensus activities are used to communicate and share the language of business philosophy, organizational mission and articulation of vision (Table1). Via workshop consensus activities, participants are able to discuss how strategy initiative can help their organization meet business goals, allocate business resources, and determine the priorities of Six Sigma strategy. Such workshop consensus activities exist not only to meet business goals, but also to create thorough knowledge of a firm's strategic needs.

Table 1: Topic of communication and sharing during workshop consensus activities

Items		Idea generation
Infrastructure base	Vision articulation	
	Management Commitment	
	Mission positioning	
	Value philosophy	
Business philosophy		

The most important aspect of workshop consensus activities is that they are able to exert a personal impact, so that employees are prepared to realize a sharing understanding of Six Sigma strategy development because they will comprehend why the organization is implementing it.

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Workshop consensus activities require preparatory activities at the start of every process. Three such steps are described below.

i. *First step: The transformation of participating employees' ideology*

The transformation of participating employees' ideology occurs by communicating and discussing the risk management of the business environment. The approaches of ideology transformation are team interaction and brainstorming, which can bring together teams and build mutual trust. Via ideology transformation, employees can understand the reasons for organizational change and enjoy a common language to push Six Sigma forward.

ii. *Second step: The formulation of Strategy*

The second step is to construct strategy formulation for organizational development. The strategy formulation must reflect the core of the philosophy, mission and vision which as articulated in the consensus in the first phase. Preliminary action planning is also discussed in this step.

iii. *Third step: The Confirmation of the consensus process*

The preliminary action planning is repeatedly checked. Participating employees share their thoughts about the workshop's consensus activities. The organization is thus able to construct common values, set corporate culture and form a shared ideology.

Workshop consensus activities regarding organizational change fall in to three phases (Figure 2). The first phase is to refreeze the current organizational culture (Sensibility process). New organizational cultures and values are integrated in the second phase (Rationality process), and in the third phase, using a situational building approach, a new paradigm of organizational culture is frozen.

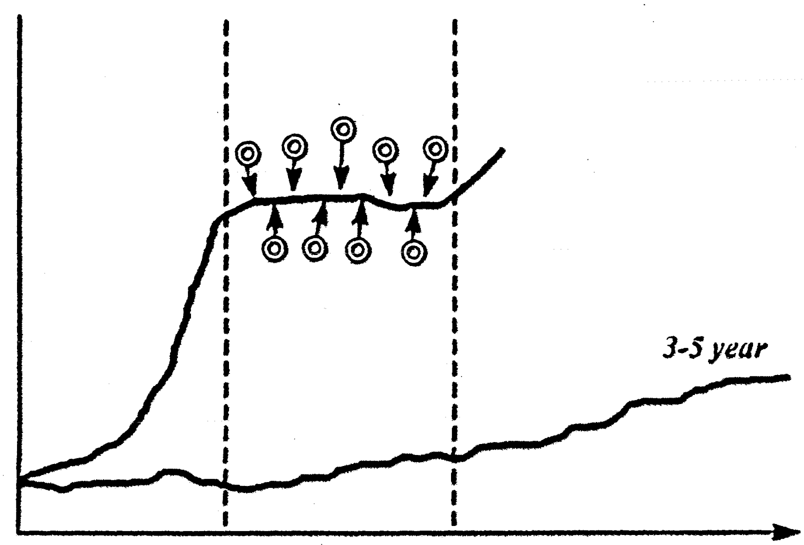

Figure 2: The formulation process of corporate culture

b) Develop Six Sigma Strategy

Six Sigma initiatives must be strategy-driven, process-focused and project -enabled. Six Sigma strategy deployment models enable organizations to implement Six Sigma at a pace at which employees can digest the methodology and reap its benefits. After the Six Sigma initiative becomes strategy-driven and the full methodology and discipline are in operation, the foundation of strategy formulation is in place to achieve the maximum success from each Six Sigma project (Sophronia and Sheila, 2005). Overall alternative strategies are analyzed through diagnosis by external and internal chains of the business organization in the context of its suppliers, customers, goods and services (SWOT analysis, Table 2). Following the project, Six Sigma strategy is formulated through generating alternative strategies, developing tactical planning and confirming function-level action planning (Table 3).

Table 2: SWOT Analyzing

Strengths of internal organization	Weaknesses of internal organization
Opportunities of external organization	Threats of external organization

Table 3: Alternative strategies, objectives and tactical planning

Alternative Strategies	Objectives	Tactical Planning
1.		
2.		
3.		
4…		

IV. Integration of Six Sigma within a Business Strategy Framework

Figure 3 demonstrates the process of integrating Six Sigma activities within a business strategy framework. The contexts of the process flow model are as follows:

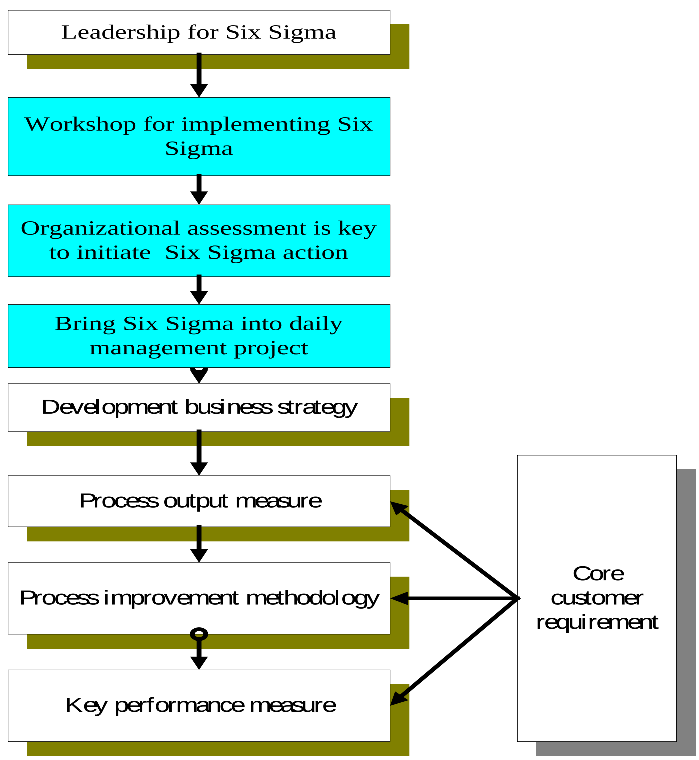

Figure 3: Integrating Six Sigma with business strategy framework

a) *Leadership for Six Sigma*

Six Sigma leadership means a leadership-driven process that inspires employees to be willing to change and learn new skills. Six Sigma is more a management philosophy than just a few tools and techniques. As such, the success of a Six Sigma initiative depends on top-management involvement, extensive training, tracking progress, and relevant incentives. Top management here means that it is typically a CEO or top executive who adopts Six Sigma principles and implements Six Sigma. When such management embarks on a Six Sigma project, it should develop an explicit change of leadership strategy in seeking to use the project as a vehicle for reengineering the business. The force for integrating Six Sigma into a corporate culture must come from top management if business organization is to be restructured and employees' attitude are to be changed

b) Developing a business strategy

A Six-Sigma steering committee audits and confirms the business strategy in the framework of the Six Sigma system. Diagnosis and auditing of the core business process lead to the generation and proposal of alternative strategies; it then the follows the development of the goals of the Six Sigma business strategy and the Six Sigma project is finally implemented.

c) Process improvement methodology

Regarding the development of business strategy, the key element, the process improvement methodology, identifies the core business process. The core business process improvement team confirms the key competences of critical customer requirements; TEI (Total employee's involvement) then develops an improvement schedule. In actualizing the Six Sigma improvement project, the improvement teams implement the DMAIC methodology to improve the efficiency of core business process.

d) Key performance measures

Six Sigma improvements is a customer-driven recognition that confirms key performance measure. The Six Sigma project management is closely tied to an organization's business goals or objectives. The Six Sigma project and action must be founded on key performance measures, which take into account marketing, quality, finance, accounting, and human resources.

Six Sigma project management based on key performance measures is considered to offer a solution schedule that integrates planning, management, and accountability, with the ability to select, prioritize, and remove barriers to Six Sigma projects. Key performance measures are also powerful ways to integrate organizational resources to solve critical business problems that may already be known to exist.

e) Process output measurement

Process output measurement relies on statistical tools and specifically designs processes-related methodologies to achieve measurable goals. Process output measurement is connected to the key performance measure and directly linked to core customer requirements. A list of measurable process outputs has been developed to provide targets for measurement results, including process time, standard time, time based issues critical to human factors, and performance metrics that are critical to cost and quality. The list also defines a sequence of work.

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The Bridging Leadership in Mauritius

By V. Sharma

Introduction- Bridging Leadership is a leadership style to tackle complex and systematic social inequities. It is an approach that goes beyond the capacity of one sector alone to resolve and needs collaborative action of all sectors such as government, parent teacher association, management, teacher and society. This leadership style uniquely suited to confront the challenges the society is facing such as social injustice, widespread disease like diabetic, poverty and environmental degradation.

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THE BRIDGING LEADERSHIP IN MAURITIUS

The Bridging Leadership in Mauritius

V. Sharma

I. Introduction

Bridging Leadership is a leadership style to tackle complex and systematic social inequities. It is an approach that goes beyond the capacity of one sector alone to resolve and needs collaborative action of all sectors such as government, parent teacher association, management, teacher and society. This leadership style uniquely suited to confront the challenges the society is facing such as social injustice, widespread disease like diabetic, poverty and environmental degradation.

Bridging Leadership is a style of leadership that focuses on stimulating and sustaining effective working relationships among stakeholders whose collective input is needed to make progress on a given systemic challenge.

Bridging Leadership offers an alternative paradigm in leadership:

FROM leaders as	TO leaders as
Commander and controller	Facilitator and convener
Sole owner of the problem and solution	Prime mover, but a co-owner of the problem and solution
Having all the answers	Creator of the conditions where answers emerge
A single intelligence	Focuser of collective attention and the distiller of collective intelligence
Head of one organization	Ligament between organizations and institutions across a system
Holder of power	Distributor of power, letting go to enable new things to emerge
Omnipotent and strong	Emotionally vulnerable and open to influence
Expert	Non-expert, mobilizing the expertise of others

By building upon the intellectual foundations of **transformative leadership**, and drawing liberally from the concept of collaboration from the field of organizational development, **Bridging Leadership offers an alternative approach that looks at the role of citizens within a partnership framework**.

The bridging method contains insights into a process that begins with convening and relationship building, through the development of consensus, all the way to action or implementation. It considers the needs and potential impacts of leadership at the level of the individual, the organization and society.

Several societal divides separate people from each other, among them poverty, illiteracy, disease, and conflicts of various natures which continue to plague society, and therefore threaten peace and human development. Such problems are so complex that no one person, agency or sector in society can resolve them. Therefore, the collaborative action of government, society, and the private sector in a shared governance era appears essential.

II. Elements of Bridging Leadership

Bridging Leadership is an influence **relationship** among **people** within and across groups, organizations and communities who agree to work together and **intend real changes** that reflect their **mutual purposes.**

The essential elements of Bridging Leadership are:

- Leadership is a **relationship** based on influence that is multi-directional and non-coercive.
- **People** in the relationship are leaders and followers; most likely multiples of both and in which the followers are active and influence leaders.
- The notion of **real intended change** is central. There is a prioritized, purposeful and specific change desired by all parties.
- Over the course of the bridging activities, **mutual purposes** are developed, which may lead to a common cause or vision.

Defined as "***an influence relationship among people within and across groups, organizations and communities who agree to work together and intend real changes that reflect their mutual purposes***". Bridging Leadership maximizes every stakeholder's comparative advantage and makes sustainable social change possible. Founded on shared **values**, common understanding, and mutual purposes, bridging leadership is particularly helpful in fostering inter-sectoral collaboration between business, society, and government.

In "**Leaders without Borders**", Mark Gerzon states, "Leadership is not only about what we do; it is about who we are. It is a metaphor for how we are trying to change ourselves as well as change the world around us." So leadership is more than a mere process, it is a relationship that speaks to our very core and reflects our

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essence. All leadership approaches are grounded in a set of principles or values.

These trends and **values** are:

- From image to authenticity - value of integrity
- From tradition to change - value of learning
- From nationstate to global economy - value of inclusion
- From homogeneity to diversity- value of respect
- From solo to team - value of collaboration

Gerzon further contrasts these emerging values with the values upon which command and control type of leadership styles are based, specifically: knowing, exclusion, fear, control and image.

In contrast, each one of the emerging values is key to the bridging process precisely because it promotes openness and acceptance and lays the groundwork for a relationship based on real understanding and trust. These relationships based on trust and the core values, then, become the building blocks for **collaboration**. Thus the bridging leadershipscontributes to leadership studies by introducing the concept of the group dynamic and collective action. It has contributed to the study of collaboration and partnership for development and social change as within the collaborative framework.

III. Characteristics of Bridging Leadership

The bridging leadership needs to have the following characteristics:

1. *Participatory Consciousness*– Belief that complex social issues cannot be addressed by one best solution but by collaboration, participation and ownership of community & other stakeholders.
2. *Passion & Influence* – Can sustain efforts and inspire others through personal energy and can influence the system and implement the desired interventions with or without formal authority.
3. *Emotional Intelligence* –
    - Deal with "stuff" below the surface and "what's in the room"
    - Build relationships of trust
    - Manage conflict
    - Live through ambiguity and confusion
    - Create safe "containers" where everyone is valued and heard
    - Listen to others from the others' highest future potential
    - Can co-own with others, knowing when to step in front and when to step down.
4. *Networked* – Able to call on a wide range of trusting relationships across different places in society and able to embrace diversity and difference to achieve high social return on relationship capital.
5. *Experimentation & Action Oriented* - able to help others suspend the voice of judgment, voice of cynicism and voice of fear so as to create cultures of experimentation and able to move beyond talk to try new things, to tolerate and learn from failure, to take action even if the first steps are small.

IV. Bridging Leadership Framework

Bridging Leadership is the type of leadership that is appropriate in promoting multi-stakeholder processes to address societal inequities. The **Key to the leadership concept** is the capacity of the **individual to move from a personal understanding and ownership of a social issue to a collective action to resolve the issue**. It is about leading collaborative action to bring about social change.

The leadership acts involve three main segments, Building Ownership of the response, Developing Co-Ownership with other stakeholders and together engaging in the Co-Creation of a new reality.

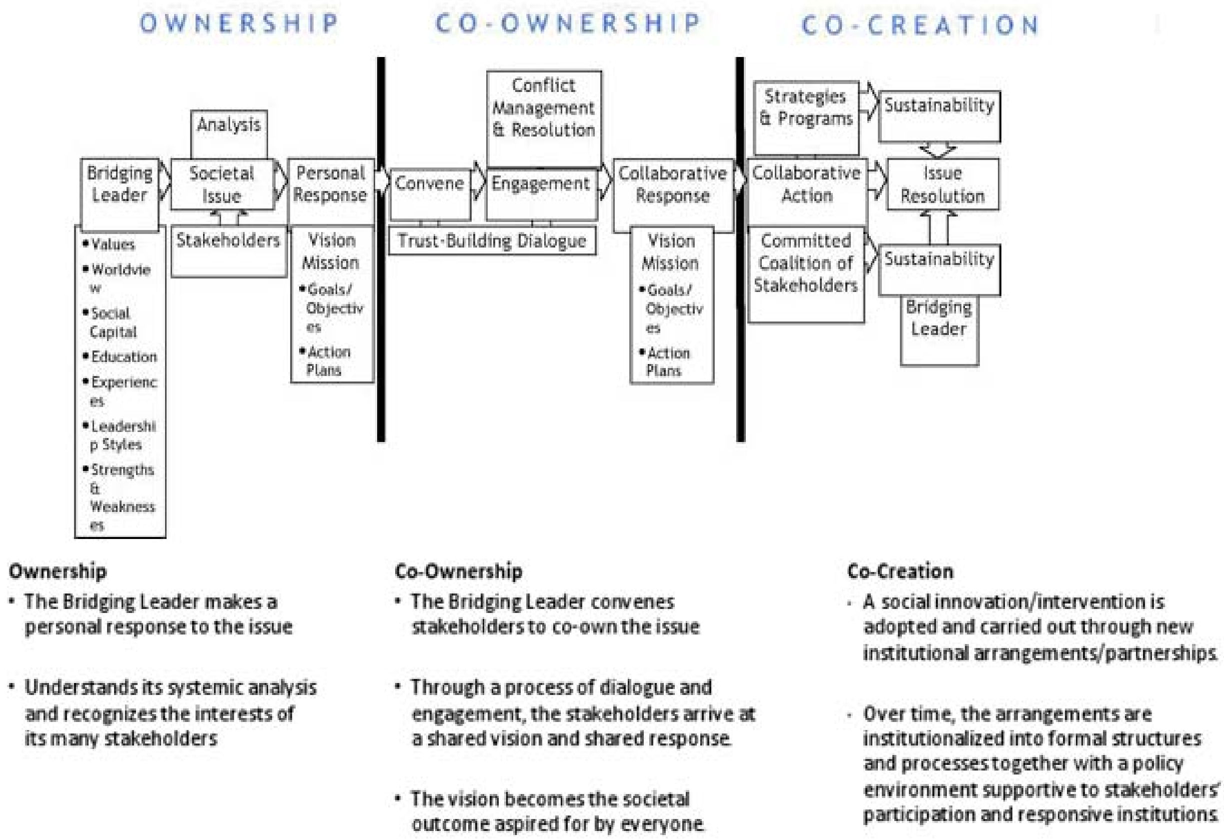

Figure 1: Bridging leadership framework

The bridging leader whose values and principles compel him to make a personal response to address inequities and societal divides recognizes that the complexity of the problem can only be solved by convening the stakeholders to the divide. (Ownership)

Through a process of dialogue and engagement, the stakeholders arrive at a common vision and collective response to the situation. (Co-ownership)

The stakeholders then adopt a social innovation that leads to the societal outcome, and carries it out through new institutional arrangements. The bridging leader and the coalition of stakeholders ensure that these institutional arrangements have clear and measurable goals with the required capability and resources to demonstrate results. They regularly review their progress vis-à-vis the desired societal outcome and assess the individual and collective roles and accountabilities in the process. (Co-creation)

Over time, these arrangements become formal processes that lead to a reform-conducive policy environment and responsive programs and services. Other stakeholders are invited to the coalition regularly, and new bridging leaders are developed to sustain the transformation process towards societal equity.

Each part described can be a starting point for action. The process is non-linear and iterative, requiring the leader to constantly review each segment to ensure sustainability of the process.

V. Process of Social Change

People work in organizations and organizations operate within the broader context that is society. Thus, bridging is not just a horizontal exercise; it is a process that begins with the individual leaders, working through groups or organizations, which, in turn, comprise the fabric of society. Figure 2 is a graphic representation illustrating how bridging can spark and carry forward a process of social transformation.

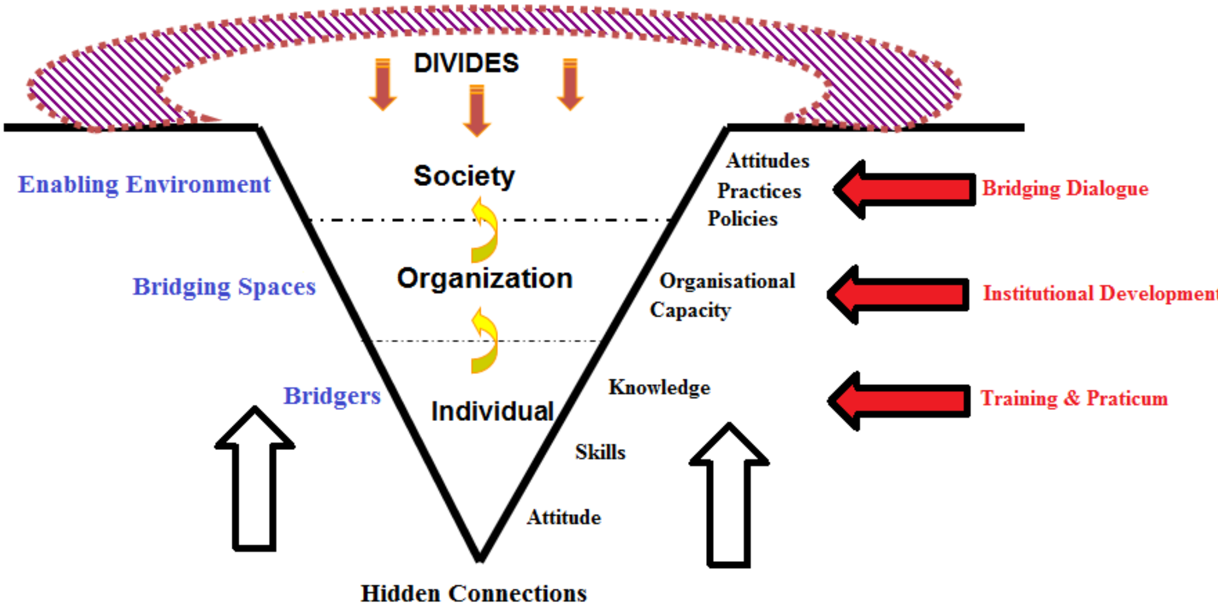

Figure 2: Bridging forward a process of social transformation

At each level a different set of elements are needed to advance the process to the next level and beyond. For example, bridging leaders require specific knowledge, skills and attitudes to become effective bridgers. Training and real time practice are the means of acquisition. Organizations, in order to be viewed as bridging spaces, must demonstrate certain core competencies such as systems of accountability, capacity to execute mission related activities, adequate revenue generation, and effective management of human resources, constituency responsiveness, and ability to mobilize and utilize information. Institutional strengthening programs can help organizations position themselves as strategic bridging spaces.

Finally, basic conditions must be met within the enabling environment to give bridging a chance to take hold. The seed of collaboration requires fertile ground for it to grow. It is impossible to sustain healthy organizations in a sick environment. A society populated with bridging organizations is necessary, but not sufficient, for achieving sustainable social transformation. Society must offer basic policies, practices and attitudes that encourage collaboration and the accumulation of social capital.

Bridging Leadership attempts to increase society's deposit of social capital by increasing levels of trust in the public space. The principal mechanism for accomplishing this is the bridging dialogue. It is a process of collective thinking and communication in which mutual understanding and trust are developed, new relationships formed, and barriers and obstacles removed.

Once a minimal level of trust exists and the chains of trust are extended across the public spaces, collaboration can begin and real progress made on solving complex problems. Over time, collaboration can evolve into what Waddell terms societal learning or "a process of changing patterns of interactions within and between diverse organizations and social units to enhance society's capacity to innovate." This capacity to innovate is essential to coming up with sustainable solutions to our most critical problems.

So bridging leadership is the removal of barriers that prevent groups from finding common ground and working together towards sustainable solutions. It attempts to initiate dialogue involving all the critical stakeholders. Initial activities are designed to develop trust and relationships, building from a foundation of "early, small successes".

Figure 3 indicates, dialogue should involve a wide range of actors at the initial stages. As specific activities begin to take place and progress towards concrete goals is made, the process may become more focused.

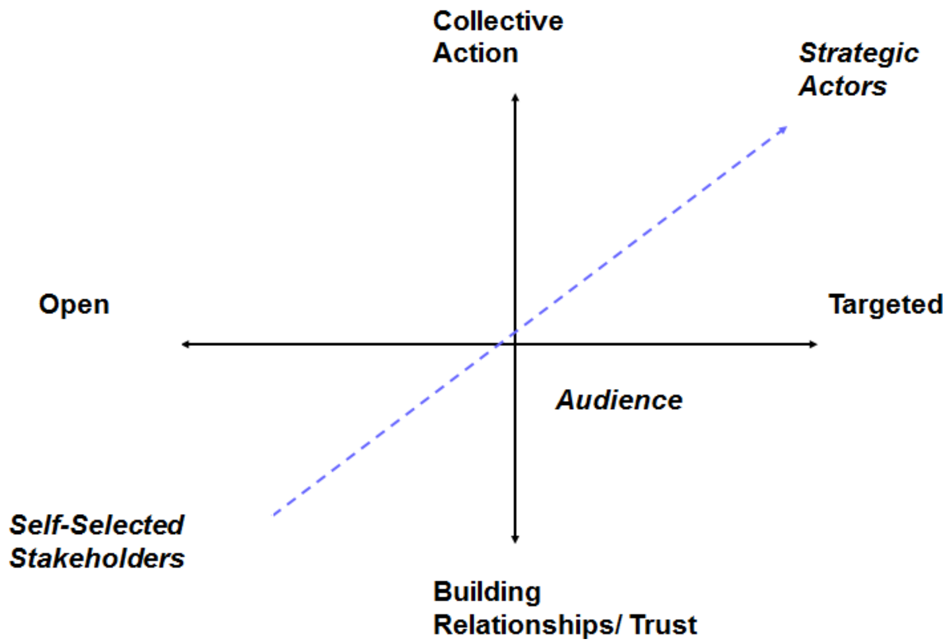

Figure 3: Bridging Dialogue

Thus, from a bridging perspective, the initial stage of dialogue involves casting a wide net for potential stakeholders. The essential early objectives involve building relationships and trust. Ideally, this stage would be centered upon small, low-risk activities that allow for immediate successes and for trust to take hold and grow. Over time, the objectives would tend towards more sophisticated types of collective action. As activities intensify and require increasing levels of commitment and investment, the participants would be targeted, in part, based upon potential contributions to the collaboration, in addition to specific interests.

VI. Example: Bringing Leadership in ZEP School

A good example of the Bridging leadership approach is about the 'Zones d'EducationPrioritaires' (Z.E.P.) school in Mauritius. The Mauritian government made an attempt to upgrade the performance level of low achieving schools. Emphasis was placed upon improving the overall school infrastructure and to a limited extent on pedagogical innovations with a view to raise the level of achievements. This sectoral approach, although it had some strength, has, however proved to be insufficient and limited in scope. Based on the past local experiences and considering the various experiences being carried out in other countries, the concept of the 'Zones d' EducationPrioritaires' is found to be the most suitable in the Mauritian context.

The' ZEP' defines the school within its environment and aims at mobilising all the resources within the Zone to contribute in raising the standard of achievement of the school. This will mean empowering Head Teachers and his/her team, crafting a shared vision and mission and implementing a school development plan with all the other key players in education, that is, the parents, the community-based associations, NGOs, and business organisations.

The philosophy of the 'Zones d'EducationPrioritaires' (Z.E.P.) is based on the premise that positive reinforcement is required to create favourable learning conditions for children living mostly in the less developed regions. This approach aims to reduce school inequalities and in a broader perspective, to combat social inequalities by providing equal opportunities to all primary school children of the Republic of Mauritius.

As an inclusive strategy, the 'Z.E.P.' concept aims at improving the school standards within a medium term period in order to obtain tangible results. Although there is close monitoring of the project, an evaluation will be carried out every three years. Partnership of schools, the business sector, local communities, NGOs and parents are the main means of delivering these much-needed improvements.

The 'Z.E.P 'innovative strategy lies at the heart of the government's education programme in favour of disadvantaged children. This strategy is being established to improve performance in schools in challenging circumstances and forms an integral part of the overall educational reform plan. Deep-seated problems in education will require a fresh approach if they are to be tackled successfully.

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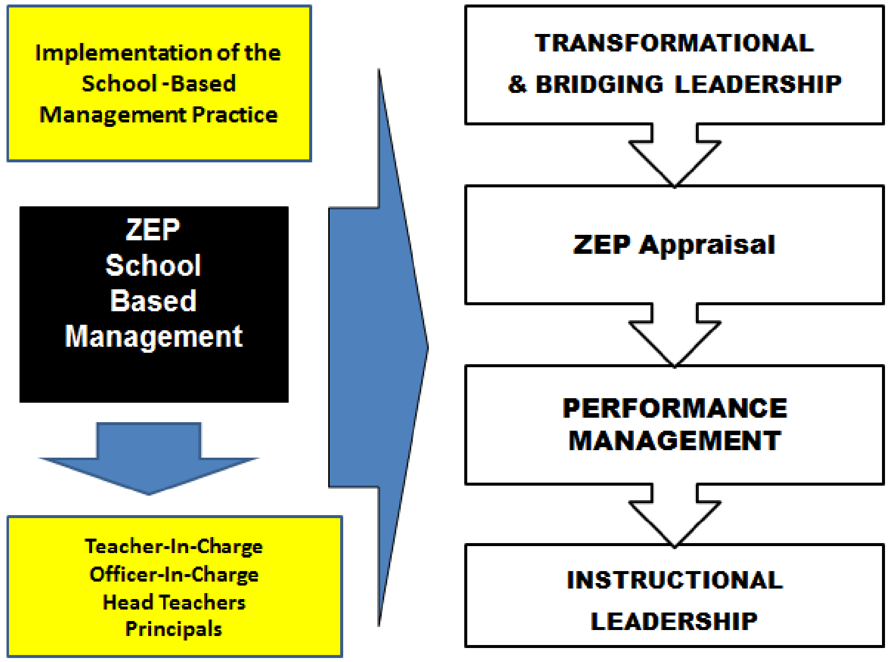

Figure 4: ZEP innovative strategy

The School Project is a management tool used by the Head Teacher and his/her team with the active participation of all the key players (PTA, NGO, Community Based Organisations (CBO), Private Sector representatives) to assess the strengths, the weaknesses, and the areas for school improvement. One segment of the process is focused on self-awareness and involves developing a sense of personal Ownership of a societal problem and the response to it.

The School Project identifies the key performance indicators, the performance objectives and spells out a detailed action plan within a timeframe. Both the pedagogical dimension and the management dimension are included in the School Project. The management of the 'Z.E.P.' schools strongly encouraged to involve, leaders of PTAs, local NGOs and local business partners in the conception and implementation of the School Project. Within the School Project, a special award is given to pupils who have consistently demonstrated good performance and attendance.

The various schools in the group undertook co-ownership of collaborative programs and came up with collaborative projects. The members of the coalition are committed to working collectively and individually to help bring the human development index of the schools at par with the rest of Mauritian schools by 2020.The group has since expanded to include teachers who were volunteer.

The bridging leader acknowledges the range of his assets (for example, values, education, experiences, family background, etc.) which when accumulated comprise his leadership capital. Knowing his capital, the leader examines how these assets are put to use to benefit the wider society. This brings the leader to a deeper understanding of the societal problem, its underlying causes and his possible contribution to it. The analysis brings to fore the need to take a personal response, and commit one's resources to the resolution of this issue. Without this personal commitment, collaborative action with other stakeholders will not prosper when confronted with immediate challenges.

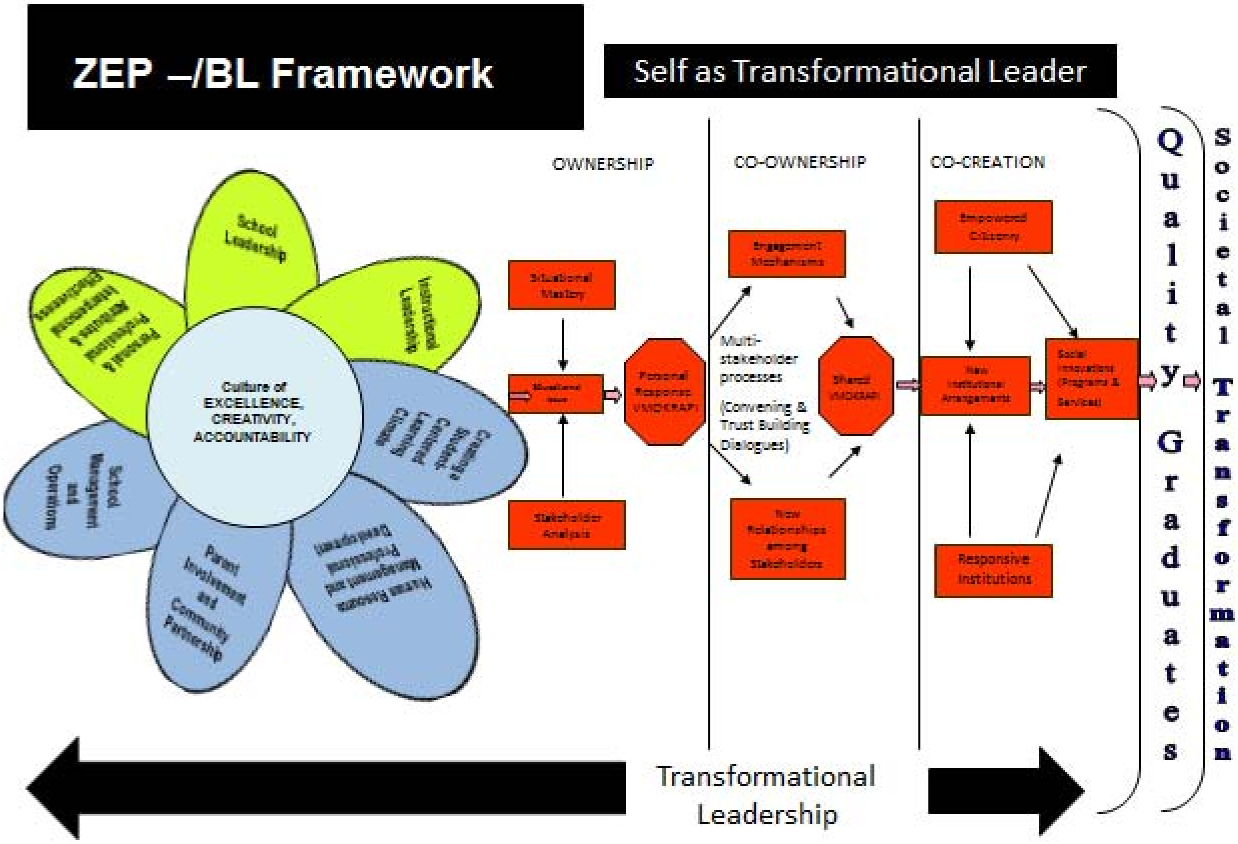

Figure 5: ZEP Bridging Leadership Framework

Called **Co-creators**, they are at the forefront of engagement activities in their respective schools. The different NGO's, Private Sector representative's PTA and government work together to improve the socio-economic, and peace and order conditions in the education sector of Mauritius. Here, the commitment to work collaboratively is translated into clear goals, outputs and targets that will lead to the resolution of the problem. Innovative plans and programs are drawn by the collective, guided by the principles of transparency, accountability, participation and resource-sharing. In pursuing the programs, the group tries to attain their common vision through concrete mechanisms and strategies. Maintaining the commitment of the stakeholders is important as resolving the societal issue may take some time. The sustainability of the initiative also ultimately rests on the capacity of the leader to nourish him and renew his commitment to his personal mission.

The Co-creators are taking on leadership roles in the identified activities, promoting the engagement between society and government units and paving the way for further replication at the community level. Efforts to identify more community leaders, and to develop local institutions that will be able to execute the capacity-building programs, are being made. A sectoral approach is being used to organize structures for providing support to local initiatives.

Program champions have been identified from the Ministry of Education to serve as technical consultants and resource links for the convenors. Local capacity is also being built to ensure that convenors have the tools and frameworks to manage programs that have community participation which is sustainable in the long term.

While the work has been challenging, the results are slowly emerging. The ZEP schools and/or NGO's task forces have been operationalized with the government support and private sector participation. Eventually, the objective is that these task forces have transformed into formal mechanisms for government-NGO interaction. When this is realized, the community is an active partner in governance, and influence local development policy and the allocation of the local government's development funds.

Future work will focus on building the capacity of leaders, and the formation and development of responsive institutions that will create development opportunities needed by the constituencies of Mauritius.

VII. Conclusion

Bridging leadership is about creating or enhancing bridging social capital. Bridging leaders are those who can understand, engage and lead groups of people with diverse interests to effective group action to solve problems or achieve goals under conditions of complexity. Bridging leaders fight against social exclusions. To pull the inhabitants of Planet Earth through the difficult 21st century problems of poverty, environmental collapse, ethnic-religious wars and threat of nuclear war, we NEED more bridging leaders.

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Impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan

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Abstract- This study aimed to investigate the impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan, the Talent Management strategies represented by (Recruiting talents, Developing talents, Retention of talents, and Succession strategy or career replacement planning) and Organizational Excellence represented by three dimensions (Leadership excellence, Excellence in service delivery, Excellence in Operations Management). The study population consisted of all managers at different levels working in Arab Potash Company in Jordan, a random simple sample was selected from the study population estimated (223) respondents.

Keywords: talent management strategies, organizational excellence, arab potash company, jordan.

GJMBR-A Classification: *JEL Code: M00*

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To achieve the objectives of the study, the descriptive analytical method was used through A questionnaire that used a major tool for data collection developed at the hands of elite researchers and writers in the field of the study variables. A number of statistical tools and methods were used such as Mean, Standard Deviation, one sample T-test, Multiple Regression, and Path analysis.

The results showed that Recruiting talents, and Succession strategy or career replacement planning, had a significant and positive effect on Organizational excellence in Arab Potash Company in Jordan, based on the study results, the researcher recommends manager and decision makers at Arab Potash Company in Jordan to take care of creative and talented people, providing laboratories and scientific research centers at the company's headquarters in the Dead Sea, and allocating part of the budget to finance some of the innovations ideas of the employees of the company to encourage them and unleash their intellectual potential.

Keywords: talent management strategies, organizational excellence, arab potash company, jordan.

I. Introduction

The revolution of communication, increased knowledge, and technological acceleration have led to the transfer of competition between organizations within a single country to compete with international organizations, which has led to the diversity and multiplicity of sources on which organizations are based for survival and development. The most important of these resources are human resources. Investing in human resources makes the organizations capable of competition, survival and innovation. The investment of organizations in human resources is known as talent management. This concept was prevalent in the early 1990s as a result of the intensification of competition among the big organizations, which led some organizations to attract creative employees, and qualified people, and to maintain and develop their efficient human resources. The concept of talent management is an important part of the systems of modern management, and one of the strategies of development and organizational change.

The excellence of organizations in this age requires keeping abreast of all the latest developments and technological developments. The desire of the Arab Potash Company in Jordan to achieve a high level of performance does not mean limiting its interest to the human element only. The Arab Potash Company in Jordan competes with other companies in the same field on the other side of the Dead Sea to extract Potash. The company depends on all the available resources. The most important of these is the creative human element and the distinguished competencies. And attract the most talented individuals, so that they are more suited to current and future employment needs, and capable of adaptation, and high productivity within them. Talent management at the Arab Potash Company in Jordan can effectively enable it to achieve organizational excellence. The company needs to be distinguished. Organizational excellence gives the company qualitative, quantitative and long term superiority over competitors in the market.

Potash Company in Jordan offers its services through the extraction of potash from the Dead Sea in light of the acceleration in mining technology, and the use of sophisticated information management and talent systems capable of innovation. The company seeks to compete with international companies based on the talents of the human element.

Studying of the impact of talent management on organizational excellence may reveal results that organizations may be able to use in managing talent to achieve excellence in performance. It will build more

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than one scale in this study; organizations can employ them to measure the level of talent management and organizational excellence in order to improve their efficiency and effectiveness. The importance of the study stems from providing the Arabic library with new information. The organizations may be guided by the information contained therein in adopting new talent management strategies. This study sought to highlight the essential role played by talent management in achieving organizational excellence in order to enhance the competitiveness of Arab Potash Company in Jordan.

II. Theoretical Framework

a) *Concept of talent management*

Talents are the seeds of scientists, experts and explorers, who will become the pride of the nation. For this, nations have been keen to take care of talents children from the beginning of their lives by diagnosing them and identifying the abilities they excel in to invest side by side with their education. Experts and researchers set proposals on the mechanism how to pay attention to them, and the means, strategies and programs that can be used to meet their needs and achieve their aspirations (Sadeh, 2010).

The concept of talent management, which is one of the concepts that emerged in the world of management and business as a result of the developments that accompanied the era of globalization, the explosion of knowledge, and increasing population growth rates, which led to the need of increasing the scope of services provided to communities in terms of quantity and quality, and increased the attention to the inputs of the organizational system, especially the human resources in terms of developing their capacities and talents (Al-Masry and Al-Agha, 2015).

Armstrong (2009) defined talent management as representing those individuals who have a difference in the performance of the organization either by their contributing directly to performance or by achieving high levels of performance over the long term. Clake & Winkler (2006) defined it as a property of organizational characteristics, largely influenced by the type of industry and the nature of work, a dynamic concept that can be changed over time according to organizational priorities. Waheed, Zaim and Zaim, 2012: 131) defines talent management as "an managerial system that identifies the most important and sensitive functions in the organization that contribute to sustainable competitive advantage by providing them with the right workforce to perform effectively and efficiently."

Horváthová (2011) defined Talent Management "a range of activities of the organization that are concerned with owning, developing, motivating and sustaining talented employees to achieve current and future objectives of the organizations." It is also defined as "the organization's ability to provide an organized strategy based on attracting, hiring, developing and developing staff, and treating these staff as talented and deserving care and attention, motivating them to move forward, and seeking to place the right man in the right place at the right time to provide human capacity to achieve the objectives of the organization and its access to excellence among the other organizations"(Ahmad, 2011). Anupam and Upasna(2012) defined Talent Management as the process of attracting, integrating, developing and retaining highly skilled workers to work in the organization. Talent management includes several elements: talent discovery, development, motivation and retention.

Through the above, the researchers define talent management in the field of business as a high percentage of intelligence, abilities and skills possessed by the individual make him able to perform tasks in an extraordinary than expected, so that the organization able in meeting the needs of the community.

b) *Strategies of talent management*

Economic and political crises are the most important factors driving the economy to search for strategies to meet these challenges, and remain competitive in the market. This requires hard work to improve production and reduce cost by relying on highly skilled and talented people. Organizations employ talent management strategies that include selection, development and retention of talent (Horváthová, 2011: 51;Singh, Jones and Hall, 2012: 96).

As well as long-term strategic that takes into account the future challenges that the organization can face to achieve success and excellence (Rowland, 2011). the success of the organization depends on the strategy through which talent management is conducted (Kehinde, 2012).

c) *Recruiting Talents*

Recruiting talents strategy is based on attracting talented employees who are able to achieve the objectives of the organization effectively through their abilities and expertise that are commensurate with the nature of the work of the organization, and capable of adapting to the high productivity. This strategy is one of the most important elements of finding, maintaining and developing staffs, which enable organization to achieve competitiveness and excellence (Rowland, 2011).

Pruis (2011) argues that there are criteria for recruiting which represented by caring about the values and visions of the organization, and the organization's brand is one of the most important attractions where talented people seek to find reputable organizations that expect them to succeed and provide them with an appropriate environment for creativity, so that the organization can attract these individuals by setting special conditions commensurate with their abilities.

d) Developing Talents

After recruiting talented people, the organization must work hard to develop these talents through ongoing education and training processes that develop their abilities, skills and knowledge in order to achieve high potential in organizations (Areiqat, Abdelhadi & Tarawneh, 2010). Human resource management can judge the professional growth of employees through changes in performance, perception and behavior. The process of talent development is based on studying the abilities of the talented, the needs of the organization and the job requirements of the talented person, limiting their weaknesses and thus filling these gaps with education and training continuing with productive and distinctive work that meets needs (Williamson, 2011).

e) Retention of Talents

There are factors that influence talent and push him to seek other job opportunities. These factors include: the reduction in the number of employees, and the financial crises both in the organization and globally. There are also organizations that offer competitive offers to the organization in which the talented employee works. To preserve talents and not lose them (Whelan & Carcary, 2011). One of the measures that the Organization may seek to provide is the provision of concessions, benefits and compensation, and the provision of suitable workplaces to talented individuals and the rewards offered to them to reduce the Organization's loss of talent (Cannon and McGee, 2011).

f) Succession strategy or career replacement planning

This strategy is to provide a cadre of talented people to occupy major positions in the future. This requires the development of the organization's staff, preparing them to receive the job when needed and not leaving a chance to be surprised when there is no important job in the organization (Kasmi, 2011).

The career replacement process requires managers to be able to anticipate the future needs of the organization, to meet needs in order to ensure the organization's stability and vision, and is always seeking to provide training for a segment of the talented and possess the basic skills of the expected future jobs. Effective job planning depends on some features Including leadership model, and a system for measuring the performance of individuals based on the principle of leadership competency model (Cappelli, 2008).

g) Concept of organizational excellence

Management concepts have gone through many factors and conditions that have led to many changes, such as shifting from a focus on physical capital to a focus on intellectual capital, and a focus on quality of services, to focus on service excellence. As a result of these changes, in 1991, the European Organization for Quality built the European model of excellence (Alrayes, 2003).

States and organizations continued to build models of excellence as a result of several factors: increase of services of government agencies, international conventions, and a sense of responsibility towards society. Work on excellence models covered most sectors of work and services (Sheffield University, 2003).

Organizational excellence is defined as "a state of managerial innovation and organizational excellence that achieves exceptionally high levels of performance of production, marketing, financial and other processes in the Organization, resulting of achievements that outweigh what the competitors achieve, satisfying customers and all stakeholders in the Organization (AL-silmy, 2002). It is an intellectual pattern and management philosophy based on a methodology that relates to how to achieve concrete results for the organization to achieve a balance in satisfying the needs of all parties, both stakeholders and society at large, within a culture of learning, creativity and continuous improvement. The researchers define organizational excellence as the organization's access to a high degree of sophistication. This is reflected in several indicators, such as competitiveness, product quality, low costs, customer satisfaction, customer numbers, cost reduction and other indicators.

Organizational excellence has dimensions that allow us to recognize the extent of excellence, these dimensions are (Shelton, Darling & Walker, 2002: 49; Mahalli, 2013).

Leadership Excellence: represents the degree of the leader's ability to exploit organizational opportunities, provide development opportunities, and accept the challenge work in a way that helps organization to cope with the various processes and crises (Hesslbein& Johnston, 2002). The researchers define Leadership excellence as the ability of leaders to exploit material and human resources, and is measured to the extent that the employees are able to achieve the leadership excellence in the organization using excellence index that was built in this study.

Excellence in service delivery: "The performance of activities that are in providing services that exceed the needs of customers to levels that distinguish them from other organizations which provide the same service" (Eagles, 2010: 11). The researchers define excellence in service delivery as the capacity to provide excellent services to customers, so as to ensure continuity of their dealings with them, and measured by the degree obtained by the staff on the field of excellence in providing service in the measure of organizational excellence that was built in this study.

Excellence in Operations Management: "All activities; internal and vital activities which distinguish organization from other organizations through which the needs, expectations and aspirations of learners are met" (Eagles, 2010: 11). The researchers defineexcellence in Operations Management as the ability to manage its inputs and guide them in a distinctive way to achieve quality and excellence outputs, and are measured by the level of excellence achieved by the staff of organization.

III. Research Hypotheses

Based on the above literature reviewed, the research hypothesis is:

H1. Talent Management strategies directly influence Organizational Excellence in Arab Potash Company in Jordan.

More Specifically:

H1a. Recruiting talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1b. Developing talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1c. Retention of talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1d. Succession strategy or career replacement planning directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

IV. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Talent Management strategies on Organizational Excellence in Arab Potash Company in Jordan., where Talent Management strategies are the independent variable and are positively related to Organizational Excellence as the dependent variable.

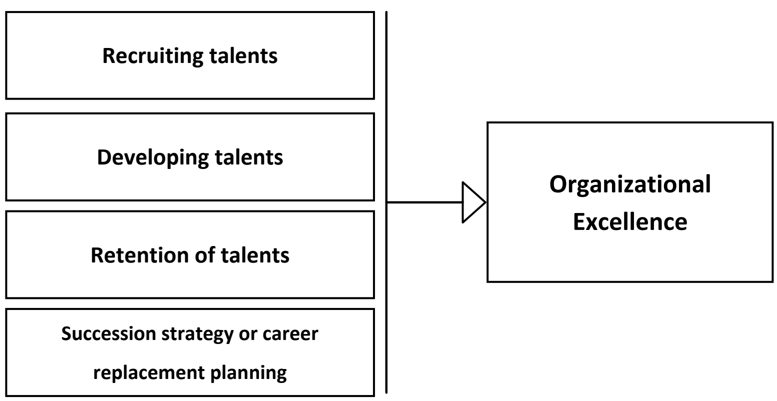

Figure 1: Theoretical Model

V. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Talent Management strategies and Organizational Excellence.).

a) Data Collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Talent Management strategiesadopted by Arab Potash Company in Jordanadopted from previous studies, and which could possibly influence Organizational Excellence, using a five-point Likert scale. The following dimensions were focused on;Recruiting talents (7 statements), Developing talents (8 statements), Retention of talents (11 statements), and Succession strategy or career replacement planning (11 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the organizational excellence made by Arab Potash Company in Jordan were focused on; Leadership excellence (15 statements), Excellence in service delivery (12 statements), and Excellence in Operations Management (9 statements).

A pretest was carried out with six professors of management and business administration to determine the validity of the content of the survey questionnaires. In the main survey study, a total of 246 questionnaires were distributed to the managers of Arab Potash Company in Jordan at different levels. A cover letter was attached together with the survey questionnaire. The cover letter described the aim of the study, guaranteed anonymity of data, requested the respondent to answer each question.

b) Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Talent Management strategies consist of recruiting talents, Developing, Retention of talents, and Succession strategy or career replacement planning were adapted from previous studies (Horvathova, 2011: 51؛Singh, Jones and Hall, 2012: 96). Organizational excellence construct consist of Leadership excellence, Excellence in service delivery, and Excellence in Operations Management were adapted from previous studies (Shelton, Darling & Walker, 2002: 49; ؛Mahalli, 2013).

c) Operational Definitions

Talent management strategies: High percentage of intelligence, abilities and skills possessed by the individual make him able to perform tasks in an extraordinary than expected, so that the organization able in meeting the needs of the community.

Recruiting Talents: Strategies and procedures taken by Potash to attract qualified talent to work through providing material and moral incentives and measured by the degree to which the potash staff is able to attract talented people**.**

Developing Talents: A method followed by the Arab Potash Company in Jordan to select talented people using appropriate testing and interviewing tools, measured by the degree of potash staff's selection of talent.

Retention of Talents: Actions by Potash to create the right conditions for its talented employees to keep them from relocating to other local or international companies, measured by the degree to which the Potash staff obtains the retention of talented.

Succession strategy or career replacement planning: Procedures followed by the Arab Potash Company in Jordan to give talented people the opportunity to demonstrate their talents and to measure the degree to which the potash staff obtains the recognition of talent.

Organizational Excellence: The ability of Arab Potash Company in Jordan to provide superior services to meet the needs of its customers than the other institutions that works in the field of potash production. The degree to which the staff of the Arab Potash Company in Jordan is measured is based on the measure of institutional excellence built in this study.

Leadership Excellence: The ability of the Arab Potash Company leaders in Jordan to utilize the material and human resources in an optimal manner and guide them to achieve the company's objectives. It is measured by the degree that the staff of the Arab Potash Company in Jordan obtains the field of leadership excellence in the measure of institutional excellence that was built in this study.

Excellence in service delivery: The ability of Arab Potash Company in Jordan to provide excellent services to customers, so as to ensure continuity of their dealings with them, and measured by the degree obtained by the staff of Arab Potash Company in Jordan on the field of excellence in providing service in the measure of institutional excellence that was built in this study.

Excellence in Operations Management: The ability of the Arab Potash Company in Jordan to manage its inputs and guide them in a distinctive way to achieve quality and excellence outputs, and is measured by the degree obtained by the staff of Arab Potash Company in Jordan on the field of excellence in operations management in the measure of institutional excellence that was built in this study.

d) Sample

The study population consisted of all managers at different levels working in Arab Potash Company in Jordan (246), the researchers distributed the study tool on the managers at all levels mounted (246). Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 45 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. (227) questionnaires retrieved. After reviewing the questionnaires show that there are (4) extremely unfit for statistical analysis, that had the study sample size (223).

Table 1: Sample Characteristics

Variable		Frequency	%
Experience	less than 5	6	3
	5- less than 10	39	18
	10 years and more	172	79
Gender	Male	198	91
	Female	19	9
Educational level	Diploma	90	41
	Bachelor	115	53
	Master and PhD	12	6

Females make (9 percent) of the managers on the other hand Males respondents represented (91 percent) of the survey population. The largest group of respondents (79 percent) was with experience 5 years and more. The next largest group (18 percent) was experience 5– 10 years. Smaller groups of respondents were with experience less than 5 years (3 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make

(53 percent) , respondents with Diploma degrees make (41 percent). Respondents with Master and PhD degrees make (6 percent). The sample characteristics of the respondents represented in Table 1.

e) Reliability and validity of the survey instrument

The survey instrument with 73 items was developed based on two variables Talent Management strategies as independent variables with four dimensions: Recruiting talents (RT1-RT7), Developing talents (DT1-DT8), Retention of talents (RTA1-RTA11), and Succession strategy or career replacement planning (ST1-ST11). Organizational excellence as dependent variables with three dimensions: Leadership excellence (LE1-LE15), Excellence in service delivery (ES1-ES12), and Excellence in Operations Management (EO1-EO9).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table 2: Factor analysis of Talent Management strategies

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Recruiting talents (RT)			2.069	61.235	0.86
RT1	0.52	0.59			
RT2	0.58	0.62			
RT3	0.55	0.57			
RT4	0.56	0.58			
RT5	0.61	0.65			
RT6	0.54	0.57			
RT7	0.59	0.63			
Developing talents (DT)			3.238	59.367	0.85
DT1	0.54	0.58			
DT2	0.63	0.67			
DT3	0.62	0.66			
DT4	0.57	0.67			
DT5	0.59	0.62			
DT6	0.55	0.59			
DT7	0.50	0.54			
DT8	0.53	0.56			
Retention of talents (RTA)			3.120	60.328	0.81
RTA1	0.52	0.54			
RTA2	0.53	0.56			
RTA3	0.55	0.58			
RTA4	0.52	0.57			
RTA5	0.57	0.62			
RTA6	0.54	0.59			
RTA7	0.55	0.60			
RTA8	0.61	0.64			
RTA9	0.66	0.71			
RTA10	0.57	0.64			
RTA11	0.58	0.62			
Succession strategy or career replacement planning (ST)			2.986	52.369	0.84
ST1	0.61	0.67			
ST2	0.63	0.68			
ST3	0.64	0.66			
ST4	0.59	0.63			
ST5	0.56	0.59			
ST6	0.54	0.57			
ST7	0.57	0.60			
ST8	0.59	0.63			
ST9	0.62	0.67			
ST10	0.66	0.69			
ST11	0.58	0.64			

Table 3: Factor analysis of Organizational excellence

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Leadership excellence (LE)			3.112	58.367	0.87
LE1	0.52	0.55			
LE2	0.53	0.56			
LE3	0.59	0.62			
LE4	0.54	0.57			
LE5	0.61	0.64			
LE6	0.67	0.71			
LE7	0.63	0.67			
LE8	0.61	0.65			
LE9	0.52	0.57			
LE10	0.59	0.62			
LE11	0.57	0.59			
LE12	0.52	0.53			
LE13	0.55	0.59			
LE14	0.51	0.53			
LE15	0.62	0.67			
Excellence in service delivery (ES)			3.425	63.549	0.84
ES1	0.53	0.59			
ES2	0.52	0.57			
ES3	0.55	0.58			
ES4	0.59	0.63			
ES5	0.57	0.60			
ES6	0.52	0.57			
ES7	0.58	0.63			
ES8	0.50	0.52			
ES9	0.61	0.67			
ES10	0.57	0.65			
ES11	0.63	0.69			
ES12	0.53	0.57			
Excellence in Operations Management (EO)			2.697	61.243	0.82
EO1	0.53	0.58			
EO2	0.59	0.63			
EO3	0.61	0.67			
EO4	0.57	0.60			
EO5	0.50	0.53			
EO6	0.56	0.59			
EO7	0.54	0.58			
EO8	0.63	0.68			
EO9	0.67	0.72			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Talent Management strategies, and Organizational excellence measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2) and Table (3) . All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.80 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (2) and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattel (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 73 items, loading under fourstrategies of Talent Management and three factors of Organizational excellence.

f) Descriptive statistics analysis

Table (4) indicates that managers of Arab Potash Company in Jordan evaluate Succession strategy or career replacement planning (with the highest mean scores, i.e. M = 3.51, SD=0.76) to be the most dominant strategy of Talent Management and evident to a considerable extent, followed by Developing talents (M= 3.50, SD=0.54), Recruiting talents (M = 3.50, SD=0.61), and Retention of talents (with the lowest mean scores M = 3.47, SD=0.47). With regard to Organizational excellence managers of Arab Potash Company in Jordan perceived Excellence in service delivery (with the highest mean scores, i.e. M = 3.71, SD=0.68) to be the most dominant Organizational excellence dimension within their company and evident to a considerable extent, followed by Excellence in Operations Management (M= 3.70, SD=0.64), and Leadership excellence (with the lowest mean scores M = 3.62, SD=0.65).

Table 4: Descriptive analysis of Talent Management strategies and Organizational excellence

Dimension	Mean	Standard deviation
strategies of Talent Management	3.50	
Recruiting talents	3.50	0.61
Developing talents	3.50	0.54
Retention of talents	3.47	0.47
Succession strategy or career replacement planning	3.51	0.76
Organizational excellence	3.67	
Leadership excellence	3.62	0.65
Excellence in service delivery	3.71	0.68
Excellence in Operations Management	3.70	0.64

VI. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational excellence acts as the dependent variable and strategies of Talent Management, as the independent variables. From the result as shown in Table (5), The regression model was statistically significant (F = 9.743; R2 = 0.155; P = .000). The R2 is 0.155, which means that 15.5 per cent of the variation in Organizational excellence can be explained by Recruiting talents, Developing talents, Retention of talents, and Succession strategy or career replacement planning. The proposed model was adequate as the F-statistic = 9.743 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Talent Management strategies and Organizational excellence.

Table (5) also shows that Recruiting talents (p<0,05; ß =0.254), and Succession strategy or career replacement planning (ß =0.068, p< 0.05), had a significant and positive effect on Organizational excellence. This provides evidence to support H1a, and H1c. Based on the ß values Recruiting talents has the highest impact on Organizational excellence followed by Succession strategy or career replacement planning, with regard to Developing talents, and Retention of talents based on their ß values were not supported.

Table 5: Regression results between Talent Management strategies and Organizational excellence

Independent variables	Standardized beta	t	Sig.	Tolerance	VIF
Recruiting talents	0.254	5.105	0.000	2.181	0.46
Developing talents	0.022	0.391	0.696	1.688	0.59
Retention of talents	0.099	1.801	0.073	1.655	0.60
Succession strategy or career replacement planning	0.068	1.986	0.048	3.505	0.29
Notes: R 2 = 0.155; Adj. R 2 = 0.153; Sig. F = 0.000; F-value = 9.743; dependent variable, Organizational excellence; p < 0.05					

VII. Results Discussion

- Based on the perceptions of the members of the study which show that talent management is based on the recognition of talent and appreciation of their talents, and motivate them for work and excellence, talented people are in the company, but recognition of them stimulates their energies and shows their creations clearly. The overall recruitment of staff at Potash is very high. The company receives many applications who are university graduates with qualifications, experience and training. This is due to the increase in potash salaries compared with other companies in Jordan. The company is not affiliated with Jordanian universities in the field of direct recruitment of employees. The selection of talented employees at the Potash Company is also subject to the study and development of conditions under which the talented candidates are recruited to work in the company. These criteria are defined in the application for employment, and interviewing. selection of employees in an undeclared interview. The company offers incentives to help talented people survive. The company offers 13th and 14th month salaries and offers bonuses to keep talented people. The company also builds strategic plans based on providing data on the status of employees, identifying their training needs and developing their professional capabilities.

- The levels of these perceptions are based on the view that organizational excellence is achieved in the final product, service delivery and operations management, and that the success of leadership in the company is linked to the ability of the company to provide its services and manage its operations successfully. Where the company is building a clear and visible future line for all its employees, which gave the employees a future vision to put the company among other companies. In addition, the potash product is the raw potash extracted from the Dead Sea, and requires excellence in service delivery rather than extraction and marketing. Therefore, the responses of the respondents reflected the importance of marketing the product after service. The Arab Potash Company in Jordan is also working hard to compete with the other companies on the other side of the Dead Sea, which requires it to develop business processes and continuous marketing to maintain its presence in the market.
- The study showed that males are the largest group by gender variable, which is consistent with the nature of the work in the potash company, which requires travel and migration from Amman to the company's headquarters in the Dead Sea. The company is one of the oldest companies in Jordan. Most supervisors are field supervisors and technicians. They have grown up in the career ladder of the company and have been transformed from technicians to administrators, while females are limited to managerial work at the company's headquarters in Amman. The results of the study showed that the bachelor's degree is the largest category according to the variable of the academic qualification. The recruitment and selection policy of the potash company requires a bachelor's degree in management to work in its business administration, whereas many employees with a diploma qualification and below are technicians they were employed in purely technical tasks, but they developed themselves and took managerial tasks. The postgraduate group is part of the managerial staff that completed their studies during the work of the Arab Potash Company in Jordan. The results showed that the "managerial" category is the largest category, while the higher managerial categories are fewer, which is a natural result of the hierarchy of the number of employees in the institution decreases as the career ladder increases.
- The impact of talent management is clearly reflected in organizational excellence. Organizational excellence requires human capabilities and competencies. Human capital in today's world is the most important component of organizations' success. Attracting and recognizing talent contributes significantly to improving organizational performance and excellence (Temptation, 2014). In addition, talent management in general strengthens the commitment (Surat and Abu Dawood, 2015), and thus achieves a competitive advantage for the organization (Al Kasabr, 2015). Moreover, attracting and recognizing their talents motivates them to work and persevere to improve the level of organizational excellence. The selection and retention of talented people did not affect organizational excellence. This may be due to the fact that many employees believe that organizational excellence depends on the final results of talent management and does not depend on their internal management processes of choice and retention. Flexibility reduces the activity and effectiveness of creators and thus organizational excellence (Fotis & Katerina, 2005).
- These results were consistent with the results of Makri and Yehiaoui study (2014), which showed an impact of talent management on performance, and the study of Al-Saleh (2011), which revealed the importance of innovators in organizations to achieve organizational excellence. And the study of Hassan, which showed the importance of attracting talented people to achieve organizational excellence, and the study of Abdel Moneim (2009), which showed the importance of intellectual capital in achieving organizational excellence.

VIII. Recommendations

In the light of the results of this study, the researchers recommend that government agencies pay attention to innovators in schools, universities and government institutions, support them and recognize their talents, as they represent an intellectual capacity that improves the performance of organizations, and increases their competitiveness. The Arab Potash Company in Jordan also recommends taking care of creative and talented people, providing laboratories and scientific research centers at the company's headquarters in the Dead Sea, and allocating part of the budget to finance some of the innovations ideas of the employees of the company to encourage them and unleash their intellectual potential. And coordinate with universities and colleges to attract and employ talented people, and allow them to unleash their creative potential. To stay away from the bureaucratic systems of management, to deal flexibly with employees and to recognize and motivate their talents. And providing the civil society organizations with centers and libraries for creative children; allowing them to develop their energies and direct them towards community service.

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Effects of Leadership Style on Employee Performance in Nigerian Universities

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Abstract- The Nigerian University system has been plagued with a myriad of challenges which have seen the nation's universities ranked below hundredth worldwide. Despite these challenges, leadership and administrative direction have continuously compounded these challenges and thus this research to investigate the causal relationship between universities' performance as organizations and the leadership style prevalent in the university. The research relies heavily on primary data derived using questionnaires from which information gathered are analyzed using the Scientific Programme for Social Sciences to derive indices to test and ascertain postulated hypothesis. Relevant literature was reviewed to smoothen ideological biases thus giving intellectual references of comparative and contrasted views of the research stance. Deductions are made in consonant with the research problem and thus recommendations.

Keywords: leadership, performance, universities.

GJMBR-A Classification: JEL Code: M51, J50

EFFECTS OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN NIGERIAN UNIVERSITIES

Effects of Leadership Style on Employee Performance in Nigerian Universities

Munirat Yusuf-Habeeb [α] & Yusuf Ibrahim [σ]

Abstract- The Nigerian University system has been plagued with a myriad of challenges which have seen the nation's universities ranked below hundredth worldwide. Despite these challenges, leadership and administrative direction have continuously compounded these challenges and thus this research to investigate the causal relationship between universities' performance as organizations and the leadership style prevalent in the university. The research relies heavily on primary data derived using questionnaires from which information gathered are analyzed using the Scientific Programme for Social Sciences to derive indices to test and ascertain postulated hypothesis. Relevant literature was reviewed to smoothen ideological biases thus giving intellectual references of comparative and contrasted views of the research stance. Deductions are made in consonant with the research problem and thus recommendations.

Keywords: leadership, performance, universities.

I. Introduction and Background

Nigerian organisations generally, and particularly universities, have suffered leadership problems that have come to the fore in recent times. These problems manifest themselves in form of organisational politics, power tussle, insubordination, tribalism, suppression, etc. In some cases however, a lack of conceptual clarity of the term "leadership" magnifies these problems. For instance, a common practice, predominantly in universities and other academic institutions, when the organisation fails to achieve its objectives, the employees will blame the leaders in some cases. In other cases, when an organisation fails, the leader blames the employees. However, the success or failure of an organisation is supposed to be shared by leadership namely: the leader, the followers and the situation/environment. When leadership, comprising these tripartite variables fail, it leads to low productivity, low profitability, high employee turnover, low job satisfaction, etc. The net effect of all these is low institutional performance.

Currently, Nigerian universities are ranked below the first hundred universities in the world and have suffered variously from administrative lapses that continuously retard the growth of the system (UNESCO 2013). Among other factors, poor funding and mismanagement of available funds are dominant problems facing universities. However, failure of management viz-a-viz leadership of these universities as corporate organisations with goals to produce graduates with international reckoning persists and outweighs the funding issues. Most universities are self-styled by the sitting vice chancellors who run these universities based on personal intuitions without recourse to laid down administrative and management practices. This results in unending industrial disputes between management and employees of most universities. In the past decade, a significant number of Nigerian universities have experienced one form of industrial dispute or the other, and leadership is a predominant factor in these disputes. These occurrences retard the system and ultimately affect all stakeholders. Against this backdrop, it is imperative to establish the possibility of achieving world class performance standards in Nigerian universities resulting from effective leadership and management of these institutions.

It is against this background that the researcher has chosen to explore the possible ways of achieving this effectiveness in management of Nigerian Universities while examining the core causes of retarded growth in the system.

a) Statement of the Research Problem

Universities are renowned, worldwide, as embodying knowledge and are thus expected to blaze the trail in application of such knowledge. Theories and policies abound that guide leadership selection processes of universities and the policy directions accordingly. However, a critical problem facing the Nigerian University system could be linked to the inability of administrators to foster conducive, effective, harmonious and productive working relationships in the institutions.

Specifically, the problem leading to this study may be subsumed as arising from the inappropriate application of leadership styles been responsible for poor relational working ties between employees and university management.

b) Research Question

The study sought to provide answers to a core question;

To what extent does leadership style affect the rate of institutional performance of universities?

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c) Hypothesis

H_o Institutional performance in universities is NOT influenced by the application of appropriate leadership styles.

II. Review of Related Literature

a) Conceptual Review

Institutional performance revolves across the cycle of activities that establish an institution's goals; monitor progress towards the goals; and make adjustments to achieve these goals more effectively and efficiently (Robert & Angelo 2001). Those recurring activities are much of what leaders and managers inherently do in their institutions. Some of them do it far better than others. It is useful to think of organisational change in the context of institutional performance, rather than change for the sake of change. When seeking to improve the performance of an institution, it is very helpful to regularly conduct assessments of the current performance of institutions. Assessment might be planned, systematic and explicit (these often are the best kinds of assessments) or unplanned and implicit. Well-done assessments typically use tools, such as comprehensive questionnaires or self-study format SWOT analyses, and diagnostic models (We often use these models without recognizing or referring to them as such), etc., along with comparison of results to various "best practices" or industry standards.

b) Concept of Leadership

Leadership is a social influence process that seeks to elicit cooperation and support of individuals towards actualization of some set goals. The process of leadership is a continuously evolving concept that changes with the context and era of its essence. From the core of human existence, family, leadership plays a vital role in assuring stability and harmonious growth. Filtering into the wider scope of human existence, the society thrives on effective leadership as a pilot for cohesiveness among habitants.

At the helm of leadership processes sits the leader; an individual who influences individuals to win their support and cooperation at achieving some set goals. The quality and effectiveness of leadership processes rely heavily of the systemic embodiment of *leadership* and the strategic fit of the *leader.*

To fully understand contemporary management thought on differences in leadership styles, it is imperative to review, at least briefly, the theories that have helped to shape our thinking about leadership over the past century (Moran, 1992).

c) Concept of Performance in Institutions

Institutional performance comprises the actual output or results of an institution as measured against its intended outputs (or goals and objectives).

Specialists in many fields are concerned with institutional performance including strategic planners, operators, finance, legal and institutional performance.

Performance in different scopes is measured adopting certain set parameters as benchmark to rate a subject (individual, group or organisation). Many studies conducted on institutional performance view it as a process of establishing shared understanding about institutions' outputs.

d) Theoretical Framework

Leadership discourse currently operates as a decentralized body of literature with multiple theories and styles being prevalent. A centralized theoretical construct coupled with a sound methodology for analogy encompasses all current theories and styles (except the Great Man Theory) in an effort to optimize opportunities for leadership success. Significant amount of research, dialogue, writing and communication needs to be conducted to get the parameters of the leadership theories effectively.

This study would focus on the Democratic Leadership Theory as basis of discourse.

These are behavioural leadership styles that thrive on the concept of social equality such that the leader enlists the aid and support of group members, sharing decision making powers thus promoting group involvement and participation. The style is based on the notion that every member of the group *should* play a part in group decision making processes, though guidance and control of the group by a specific leader isn't compromised. Honesty, competence, inspiring, intelligence, humility, broadmindedness, courageous-ness are some of the essential characteristics of democratic leaders.

e) Empirical Review

Primarily, this research has its core in leadership styles as they impact performance in institutions of academic learning. Leadership style, as a concept has been variously defined in earlier sections of this presentation. It should be noted however, that leadership styles are as many and diverse as there are definitions and concepts of leadership. Different researchers and academicians alike have posited different leadership styles opining that every leader in every organisation performs certain roles/tasks for the smooth operation of the organisation and improvement of organisational performance. The manner in which the leader performs these roles and directs the affairs of the organisation is referred to as his/her leadership style (Oyetunyi, 2006). According to Oyetunyi (2006:31), leadership style therefore is the way a leader leads. Some leaders are more interested in the work to be done than in the people they work with, whilst others pay more attention to their relationship with subordinates than the job. The leader's emphasis on either the task or human relations approach is usually considered central

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to leadership style. Ball (1987) as reported in Linda (1999) identified the following leadership styles that emerged in the course of his research in British universities: the interpersonal, managerial style, adversarial and the political style or authoritarian style. He describes interpersonal vice chancellors as being typically mobile and visible with a preference for consulting with individuals rather than holding meetings. They like to "sound out ideas" and gather opinions. Such vice chancellors will frequently reiterate to teachers the importance of bringing complaints and grievances to them first of all. Ball (1987) pointed out that this type of leadership style is particularly effective at satisfying teacher's individual needs, and that grievances and staff turnover tends to remain low.

On the other hand, he continues, vice chancellors with managerial styles adopt a leadership style that parallels that of a manager in industry: The use of management techniques involves the importation into the school structures, types of relationships and processes of organisational control from the factory. The managerial head is chief executive of the school, normally surrounded by a Senior Management Team (SMT). The vice chancellors relates to the staff through this team and through a formal structure of meetings and committees. Both these responsibilities and structures will be supported and outlined by written documentation, which specifies terms of reference and job descriptions (MoES, 2003).

Ball's (1987) research revealed several deficiencies of a managerial leadership style, including a sense of exclusion from decision-making on the part of those teachers who are not part of the SMT, the creation of a "them and us" hierarchically-based division, and teachers' derision for the management structure and its processes. The adversarial leadership style is typified by confrontational dialogue between the vice chancellors and the teachers. Here headship emphasizes persuasion and commitment. Ball (1987:109) quotes teachers response to this style of leadership during a focus group discussion as follows. Some staff will be unable or unwilling to participate in this form of organisational discourse. Some find it unhelpful; others are unwilling to devote the time and energy necessary to get their points of view across. Ball (1987) depicted authoritarian leadership as being distinct from adversarial leadership by its focus on asserting rather than persuading as quoted here under. Such a head takes no chances by recognizing the possibility of competing views and interests. Opposition is avoided, disabled or simply ignored. No opportunities are provided for the articulation of alternative views or the assertion of alternative interests, other than those defined by the head as legitimate. Indeed the authoritarian may rely, as a matter of course, on conscious deception as a matter of organisational control (Ball, 1987:109).

Paisey (1992:146) asserts that academic institutions that are normally held to be successful are those whose management involve and emphasize consultation, teamwork and participation. According to him, the focus is usually on units, in a situation where some staff members do not agree with the policies and practices which have been accepted by a good percentage of their colleagues, they usually give their support. In other words, consultation, teamwork and participation are the common key characteristics of successful institutions.

House and Mitchell (as reported in Oyetunyi, 2006) suggest that a leader can behave in different ways in different situations.The following are the four kinds of leaders' behavior:

a) Directive leadership style, similar to the task-oriented style. The leader who uses this type of leadership style provides teachers with specific guidelines, rules and regulations with regard to planning, organizing and performing activities. This style is deemed to be appropriate when the subordinates' ability is low and or the task to be performed is complex or ambiguous. Job satisfaction is increased when the leader gives more directives (Hoy & Miskel, 2001:408).
b) Supportive leadership style is more of a relationship-oriented style. It requires the leader to be approachable and friendly. He/she displays concern for the wellbeing and personal needs of the subordinates. He/she creates an emotionally supportive climate. This style is effective when subordinates lack self-confidence; work on dissatisfying or stressful tasks and when work does not provide job satisfaction (Hoy & Miskel, 2001:408).
c) Participative leadership style where the leader who employs this style consults with subordinates for ideas and takes their ideas seriously when making decisions. This style is effective when subordinates are well motivated and competent (Lussier & Achua, 2001:175).
d) Achievement-oriented style which requires the leader to set challenging but achievable goals for the subordinates. He/she pushes work improvement sets high expectations for subordinates and rewards them when the expectations are met. That is, the leader provides both high directive (structure) and high supportive (consideration) behavior. This style works well with achievement-oriented subordinates (Lussier & Achua, 2001:175). Under the Vroom-Yetton-Jago model, Vroom and Jago postulate that there is no leadership style that is appropriate for all situations.

It therefore follows that a leader should develop a series of responses ranging from autocratic to consultative and apply the leadership style that is appropriate to the situation.

III. Methodology

The research was mainly exploratory and thus employed an objective case study as basis for intense examination to ascertain the applicable extent to which hypothesis of the research are plausible.

Primary data were sought relative to the case study so as to assemble a pool of information which would be up to date, precise and firsthand. Various means such as questionnaire and personal interviews were used.

Data collected in the course of the research were presented in tabular form using percentages and Pearson Chi Square as an organized platform for analysis, interpretation and deductions, relative to assumptions (hypotheses) made. Data are analyzed using the simple percentages to group respondents' opinions.The Statistical Programme for Social Sciences (SPSS) is used to adequately analyze data to address the research problem and test the Hypotheses.

a) Research Population and Sample Definition

The study is supposed to cover the over one hundred and twenty universities in Nigeria. However, for realistic examination of the variables, six universities representing the six geo-political divisions of Nigeria are selected and understudied.

The population for this research shall cover the entire staff of Nigerian universities, a gross of over three hundred thousand.

Population of the Selected Universities

University	Academic Staff	Non-Academic Staff	Total
Usman Danfodio University, Sokoto	535	1,225	1,760
Federal University of Technology, Owerri	653	2,192	2,845
Adamawa State University, Mubi	121	323	444
Federal University of Technology, Akure	742	1,191	1,923
University of Jos	864	2,140	3,004
University of Port Harcourt	806	3,109	3,915

Source: Nigerian Universities Commission, NUC

Simple random sampling technique is adopted for the research which entails drawing samples randomly from the research population (the six selected Universities). Each university would have its sample size defined relative to its population.

In defining the sample size for the research, an error margin of 0.05 level of significance is adopted using the Taro Yamani formula thus:

$$n = \frac{N}{1+N(e)^2}$$

Where n= sample size

N= population

e= margin of error

Given the formula $n = \frac{N}{1+N(e)^2}$

$$= \frac{13{,}891}{1+13{,}891(0.05)^2}$$

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IV. Hypothesis Testing

H_1: The form of relation ties in Nigerian universities is influenced by leadership style.

Table 4.15: Paired Samples Test

	Paired Differences			T	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean			
Leadership style	2.12942	0.33494	0.02862	74.413	136	0.01

From the table, t-test statistics was used to compare the mean response of the respondents as regards leadership (application) style and an alternative free from the respondents' mean scores on table 4.15. The test has a significant probability 0.01 (p-value) which is remarkably less than the significance level of

0.05 and hence we reject the null hypothesis and concluded that there is leadership style influences relational ties of workers.

V. Major Findings

This research dissertation investigated the extent to which leadership styles affect organizational performance of Nigerian universities.

The research basically revealed a significant impact of interpersonal relationship along organizational hierarchy of universities and performance of employees. There exists a mutual need for affiliation and communal existence among staff of these universities which greatly presupposes the need for effective leadership that breeds the requisite conditions to foster conducive organizational climate for performance to thrive.

Summarily, the following are findings from the research:

i. Primarily, the research established a significant Impact of leadership style on performance of organisations. Responses from the hypothesis reveals employee and the strong need to associate with one another building strong bonds that manifests as teamwork and cooperation.
ii. The research revealed some salient issues which are not completely peculiar to the case study. Among other things, the research discovered that:

a. Nigerian universities suffer a lack of financial and social support from the Government. When funding is made available, mismanagement is another factor that deprives the system of the desired objectives.
b. Internal wrangling and fractionalization are common scenarios in Nigerian universities; management-union and often times intra-union factions. These inhibit growth and development of the system even when leaders seem to pursue noble objectives.
c. Due to the self-styled nature of management practice of administrative heads of the working units of Nigerian universities, it is common to see units and departments towing paths that are completely off the goals or objectives expected of them.

VI. Conclusions

This research primarily set out to investigate the impacts of leadership styles on the performance of Nigerian public universities. The research had among its objectives, an investigation of the possibility of a significant relationship between leadership style and performance in the University.

The research made revelations from which conclusive decisions were drawn.

The hypothesis postulated for the study is accepted. As posited by behavioural theorists such as Mayo (1933), Likert (1962), McGregor (1950) and Argyrus (1959) that leadership styles affect subordinates morale, intrinsic satisfaction, motivation, one should expect a highly significant predictor; he result of this study is consistent to theorists' assertions.

VII. Recommendations

The findings of this study have far reaching effects on existing body of knowledge as regards management/leadership effectiveness in organizations, especially on academic institutions (universities) with particular emphasis on the selected Nigerian universities.

From the research findings, the following recommendations are made;

i. The research reveals a significant positive impact of effective leadership, as per interpersonal relations of superiors and subordinate, in creating an organizational climate that breeds commitment and performance of employees.

Premised upon this, it is recommended that various fora be developed to build cordial bonds among staff to ease hierarchical tension and thus increase leadership effective that assures cooperation of subordinates in the goal achievement course of organizations.

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An Empirical Study on Assessment of Personnel's Efficiency

By Dr. A. Ananda Kumar, Dr. D. Porkalai & Ms. S. Sivapriya
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Abstract- Efficiency of personnel is to analyze the performance of human resources in the organization. Efficiency is one of the factors effective on the success of the organizations are their human resources which has directed effect on the productivity of the organizations. All types of organization should expect higher productivity by human resource. Hence the organization is trying to improve excellent efficiency of personnel. The aim of this paper is to evaluate employee's job performance. And also the organization to understand the level of success rate during training programme. This research paper is to find the effects of personnel's efficiency by using various statistical tools through SPSS software.

Keywords: personnel, organization, efficiency, training.

GJMBR-A Classification: JEL Code: M51

AN EMPIRICAL STUDY ON ASSESSMENT OF PERSONNELS EFFICIENCY

Strictly as per the compliance and regulations of:

An Empirical Study on Assessment of Personnel's Efficiency

Dr. A. Ananda Kumar [α], Dr. D. Porkalai [σ] & Ms. S. Sivapriya [ρ]

Abstract- Efficiency of personnel is to analyze the performance of human resources in the organization. Efficiency is one of the factors effective on the success of the organizations are their human resources which has directed effect on the productivity of the organizations. All types of organization should expect higher productivity by human resource. Hence the organization is trying to improve excellent efficiency of personnel. The aim of this paper is to evaluate employee's job performance. And also the organization to understand the level of success rate during training programme. This research paper is to find the effects of personnel's efficiency by using various statistical tools through SPSS software.

Keywords: personnel, organization, efficiency, training.

I. Introduction

The work of a personnel department deals specifically with procuring, hiring, training, placing, utilizing and maintaining an effective work force that will aid in the accomplishment of the firms objectives this does not mean to imply that other members of the management team do not have a part in the management and development of personnel to the country the responsibility for good personnel administration rest one very supervisor and manager in the organization personnel management is not a one-man responsibility nor can it ever be achieved by one individual it is a corporate, cooperative Endeavour that should stem from a common feeling and concept and should progress in a unified coordinated manner.

Efficiency of personnel is to analyze the performance of an human resources in the organization. Efficiency is one of the factors effecting on the success of the organizations are their human resources which has directed effect on the productivity of the organizations. For this reason, performance of human resources is very important. The performance of the personnel not only is summarized in the general concepts of productivity and effectiveness, but also different aspects are effective in performance. Without measurement, there will not be a basis for judgment and comment and assessment. This study is entitled with "Assessment of Personnel Efficiency Towards Prince Park Farm House Pvt. Ltd., The paper is to understand the existing efficiency level of each employee in the organization.

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II. Review of Literature

"According to Shiravizadeh (2009) with his colleagues measured and analyzed the personnel with the use of data envelope analysis. They considered each one of the personnel as a decision making unit with inputs and outputs. "In 2008, Rezapour and Asefzadeh in a study entitled "study of the economic efficiency of training medical centers affiliated to Qazvin University of Medical Sciences during the years 1998 to 2007, estimated the average technical, management and scale efficiency to be 0.90, 0.96 and 0.93, respectively.

"In the logic of the RBV, HR practices can configure a firm toward the acquisition, retention, and mobilization of human capital resources (Lado & Wilson, 1994). MHR practices differ from more generic sets of HR practices (e.g., benefits, paid vacation) because scholars argue that they influence employees' actions by aligning their goals with those of the organization and also by enhancing the employees' capacity to pursue those goals (Appelbaum, Bailey, Berg, & Kalleberg, 2000; Gardner et al., 2011; Huselid, 1995; Subramony, 2009; Wright & Snell, 1998). MHR practices also conceptually differ from high-performance work systems (HPWSs) in that HPWSs focus on a broader and a more heterogeneous set of HR practices that can also include skill-enhancing practices designed to increase the knowledge, skills, and abilities of a workforce via training or selection (Jiang et al., 2012)."

"Borman and Motowidlo (1993) divided performance into task and contextual performance. Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core. On the other hand, (2) job dedication, includes "self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives" (Van Scotter and Motowidlo, 1996: p.525). Contextual performance and related elements of performance, such as organizational citizenship behavior (OCB: Bateman and Organ, 1983; Smith et al., 1983), prosocial organizational behavior (Brief and Motowidlo, 1986), and extra-role performance (Van Dyne et al., 1995), contribute to organizational effectiveness.

III. Need for the Study

1. The study helps to check the effective evaluation towards employee's job performance.
2. It is needed to ensure that employees reach organizational standards and objectives.
3. To determine the present and future effectiveness of job performance of an employee.
4. To study will know about employee involvement towards the jobs and organization.
5. It is helps to understand the level of success rate of the training process.

IV. Scope of the Study

This study was carried out to define how the employees Personnel Efficiency in the organization is looking for doing the same, in addition what type of training should be used to improve Personnel's efficiency effectively. To conduct this research will help of certain tools were taken such as journals, net search, filling up of questionnaires and direct interactions with the higher designations of the organization.

V. Objectives of the Study

1. To understand the current status of the personnel's efficiency level of the organization.
2. To find the satisfaction level of training provide by the organization.
3. To determine the satisfaction level of an personnel in organization.
4. To provide a valuable suggestion to improve the personnel efficiency.

VI. Research Methodology

Research Methodology is the various procedures, schemes. Algorithms used in a scientific and systematic search for pertinent information on a specific topic. The data which are collected a fresh for the first time and thus happen to be original in character is called primary data. The primary data was collected from the customers through a well structured questionnaire. Respondent has filled the questionnaire. The data which have already been collected and analyzed by someone else is called secondary data. The secondary data was used mainly to support primary data. Company profile, website, magazines, articles were used widely. Target respondents are employee of Prince Park Farmhouse. The sample size for this study is 60. In this study Simple Random Sampling without Replacement is used.

The questionnaire which is used in this study is constructed using 5-point Likert scale (Strongly disagree to strongly agree) and the questions are in the form of the statements Demographic profile of the respondents, Personnel Efficiency related statements are included in this questionnaire.

The tools used for Data analysis are factor analysis, ANOVA, Cluster analysis, Chi-square. The Data collected are analyzed using the statistical software SPSS 16.0.

VII. Reliability Test

The test of reliability is another important test of sound measurement. A measuring instrument is reliable if it provides consistent results. A reliable measuring instrument does contribute to the validity. Reliability test has been done using the statistical software SPSS version 16.0. The reliability of the questionnaire is verified using the value of Cronbach's Alpha value

a) *Reliability Test for Data Collection Instrument*

The Personnel Efficiency cronbach alpha is 0.602 which are well above the threshold value of 0.6. Hence the research instrument is reliable.

Table 7.1: Reliability for Personnel Efficiency

Statement	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Value
I am satisfied with my existing job.	.587	
I feel my job is secured.	.604	
I have workloads that allow me to do an excellent job.	.578	
My relationship with my supervisor is a friendly one.	.567	
There is a two- way communication between employer and employee.	.598	
My Organization communicates effectively and in a timely manner to its employees.	.592	
I feel convenient with my co-workers and feel free to share my ideas.	.580	
I am respected as individual.	.581	
My organization shares information with others who should know it.	.618	
I receive adequate training to do my work well.	.591	
I am satisfied with the opportunities I get to use my skills.	.605	
The management to importance to cost- Effective training.	.619	

The training methods focus on developing team work and leadership skills.	.587	0.602
The induction training is a well planned exercise in the organization.	.612	
The organization considers training as a part of organizational strategy.	.614	
I am encouraged to achieve more and develop my potential.	.585	
Work recognition motivates me towards job.	.582	
Performance management helps me to develop the skills and capabilities of my employees.	.600	
Performance management helps me to motivate my employees.	.564	
I think people especially my superiors appreciate the work I do.	.588	
Is that the Organization helps to improve the competency level of an employees.	.585	
Is that the Organization helps to develop the interpersonal skill among the employees.	.594	
Is that the Organization helps to provide a complete work knowledge to the employees.	.589	
Is that the Organization helps to increase the living standards among the employees.	.595	
Is that the Organization creates the properwork infrastructure to the employees.	.587	
I am satisfied with my existing job.	.587	

VIII. Analysis of Data and Interpretation

a) Factorisation of Items in Personnel Efficiency

The Personnel efficiency variable is consisting of 25 statements. It is very difficult to analyze the interpretation of those statements. In order to reduce those statements we have been used factor analysis. It will separate those statements into similar or same group statements. The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test for sphericity is used to test the sample adequacy for applying factor analysis. Kaiser recommends values greater than 0.5 as acceptable. Since the value is 0.694, it is a good value and hence we are confident that factor analysis could be appropriate for these data. The Bartlett's test of sphericity is significant, hence the R-matrix is not an identity matrix. It reveals that there is some relationship between variables and therefore the factor analysis is appropriate for these data.

Table 8.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.365
Bartlett's Test of Sphericity	Approx. Chi-Square	684.114
	Df	300
	Sig.	.000

Before going for factor analysis, suitability of data for the purpose of factor analysis has to be tested. KMO test and Bartlett's test are two such tests. The value of KMO of 0.365 indicates that a factor analysis is useful for the present data. Bartlett's test of Sphericity indicates whether the correlation matrix is an identity matrix, which would indicate that the variables are unrelated. The significance level gives the result of the test. Here, the significant value is 0.000 which indicates that there exist significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicate that the present data is useful for factor analysis.

Table 8.2: Total Variance Explained for Factorization

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	%of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.492	13.968	13.968	3.492	13.968	13.968	2.900	11.602	11.602
2	3.067	12.269	26.237	3.067	12.269	26.237	2.825	11.301	22.903
3	2.812	11.246	37.483	2.812	11.246	37.483	2.251	9.003	31.906
4	2.167	8.666	46.149	2.167	8.666	46.149	1.974	7.898	39.804
5	1.755	7.021	53.170	1.755	7.021	53.170	1.918	7.671	47.475
6	1.528	6.114	59.284	1.528	6.114	59.284	1.825	7.298	54.774
7	1.463	5.853	65.137	1.463	5.853	65.137	1.692	6.767	61.541
8	1.284	5.136	70.273	1.284	5.136	70.273	1.617	6.467	68.008
9	1.016	4.063	74.337	1.016	4.063	74.337	1.582	6.329	74.337
10	.858	3.432	77.769						
11	.806	3.226	80.995						
12	.766	3.064	84.059						
13	.655	2.619	86.678						
14	.615	2.459	89.138						
15	.538	2.151	91.288						
16	.399	1.594	92.883						
17	.381	1.522	94.405						
18	.342	1.369	95.774						
19	.272	1.086	96.860						
20	.231	.925	97.786						
21	.187	.748	98.534						
22	.158	.630	99.164						
23	.099	.397	99.561						
24	.060	.242	99.802						
25	.049	.198	100.000						

From the 25 statements only 9 statements have Eigen values more than 1. This means that these 5 statements can be used to explain maximum variance in the characteristics of people. The total variance accounted by all the three factors is 74.337 percent. This means that significant amount of variance is explained by the reduced three factors alone. Therefore, it is better to take three variables alone for further analysis. Among the three factors, the first factor accounts for around 12 percent of variance.

Table 8.3: Rotated Component Matrices

Factors	Variables Description	Component								
		1	2	3	4	5	6	7	8	9
Job Satisfaction	There is a two- way communication between employer and employee.	0.8								
	I am satisfied with my existing job.	0.7								
	I have workloads that allow me to do an excellent job.	0.6								
	My Organization communicates effectively and in a timely manner to its employees.	-0.6								

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	I feel convenient with my co-workers and feel free to share my ideas.	0.5								
Job Performance	Performance management helps me to motivate my employees.		0.8							
	My relationship with my supervisor is a friendly one.		0.8							
	Is that the Organization helps to improve the competency level of an employees.		0.6							
Job Training	My organization shares information with others who should know it.			0.8						
	I am satisfied with the opportunities I get to use my skills.			0.7						
	The management to importance to cost- Effective training.			-0.7						
Personnel Skills	I receive adequate training to do my work well.				0.8					
&	The training methods focus on developing teamwork and leadership skills.				-0.7					
Development	I am respected as individual.				0.5					
Work Infrastructure	Is that the Organization creates the proper work infrastructure for the employees.					0.8				
	The organization considers training as a part of organizational strategy.					-0.5				
	The induction training is a well planned exercise in the organization.					0.5				
Employee Perception	Is that the Organization helps to develop the interpersonal skill among the employees.						0.9			
	I think people, especially my superiors appreciate the work I do.						0.7			
Job Security	I feel my job is secured.							0.7		
	Work recognition motivates me towards a job.							-0.6		

	I am encouraged to achieve more and develop my potential.							0.6		
Personnel Management	Performance management helps me to develop the skills and capabilities of my employees.								0.9	
Self Determination	Is that the Organization helps to increase the living standards among the employees.									0.9
	Is that the Organization helps to provide complete working knowledge to the employees.									-0.5

From the rotated component matrix it is clear that the first factor is having five statements, the second factor is having three statements and the third factor is having three statements, and fifth factor is having three statements, and sixth factor is having two statement, and seventh factor is having three statement, and eighth factor is having one statement, and ninth factor is having two statement.

Table 8.4: Group Ranking For Personnel Efficiency Factor

FACTORS	MEAN	RANK
Job Satisfaction	2.69	IV
Job Performance	2.84	I
Job Training	2.60	VI
Personnel Skills & Development	2.61	V
Work Infrastructure	2.75	III
Employee Perception	2.60	VI
Job Security	2.75	III
Personnel Management	2.78	II
Self Determination	2.84	I

The highest mean score of the variable is 2.84 and the lowest mean score is 2.60 for the variable. When we ranking to the factors Job Performance and Self Determination (2.84) are in the first rank, the employee gave more importance to the performance of the job and also their determination towards goal. The Personnel management (2.78) is in the second rank, it helps to develop the skills and capabilities of an employee. So it is second rank. The Work infrastructure and job security (2.75) are in third rank it tells about the working environment. The job satisfaction (3.62) is in fourth rank. The personnel skills and development (2.61) is in fifth rank and job training and employee perception (2.60) is in last rank.

Table 8.5: Final Cluster Centers

FACTORS	Cluster		
	1	2	3
Job satisfaction	15.94	12.63	10.00
Job performance	10.31	8.00	3.00
Job training	7.94	7.65	13.00
Personnel skills & development	8.94	7.42	8.00
Work infrastructure	8.88	7.95	12.00
Employee perception	5.81	4.95	7.00
Job security	9.25	7.91	7.00
Personnel management	3.06	2.72	1.00
Self determination	6.62	5.37	4.00
Average	**8.53**	**7.18**	**7.22**
No. of. Cases	**16**	**43**	**1**

From the above table, k-means cluster analysis is used to categories Personnel efficiency into three cluster, findings of this analysis are taken from the cluster analysis, the results are 7.18% of the personnel efficiency variables belongs to the less efficiency with the cluster III which have 43 respondents, 7.22% of the personnel efficiency variables belongs to the moderately efficiency with the cluster II which have 1 respondents, 8.53% of the personnel efficiency variables belongs to the highly efficiency with the cluster I which have 16 respondents.

Table 8.6: Relationship between Personnel Efficiency and Clusters

FACTORS	Cluster		Error		F	Sig.
	Mean Square	Df	Mean Square	Df		
Job Satisfaction	69.975	2	2.263	57	30.923	.000
Job Performance	46.748	2	2.341	57	19.969	.000
Job Training	14.139	2	1.240	57	11.399	.000
Personnel Skills & Development	13.465	2	1.323	57	10.179	.000
Work Infrastructure	12.038	2	1.292	57	9.316	.000
Employee Perception	5.919	2	2.111	57	2.804	.069
Job Security	11.311	2	1.450	57	7.803	.001
Personnel Management	2.297	2	.800	57	2.872	.065
Self Determination	10.593	2	.909	57	11.658	.000

The ANOVA table indicates that there exists a significant difference among all the three clusters. The significant value for all the factors is less than 0.05. This means that the all factors have significant contribution except employee perception, job security and personnel management and dividing employees into 3 segments based on the Personnel efficiency.

Table 8.7: Chi-Square Association between Personnel Efficiency and Demographic Variables

Demographic Profile	Chi-Square Value	Significance	Result
Gender	4.468	0.107	Not Associated
Age	4.061	0.398	Not Associated
Education	13.942	0.03	Associated
Marital Status	2.75	0.601	Not Associated
Work Experience	4.374	0.822	Not Associated
Salary	6.337	0.609	Not Associated
Designation	14.245	0.076	Not Associated

It is inferred that demographic variables like Gender (0.107), Age (0.398), Marital Status (0.601), Work Experience (0.822), Salary (0.609) and designation (0.076) has no association with different cluster and Education (0.030) has association with different clusters.

Table 8.8: Relationship between Personnel Efficiency and Gender

		Sum of Squares	Df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	2.933	1	2.933	.640	.427
	Within Groups	266.000	58	4.586		
	Total	268.933	59			
Job Performance	Between Groups	30.839	1	30.839	9.121	.004
	Within Groups	196.094	58	3.381		
	Total	226.933	59			
Job Training	Between Groups	1.717	1	1.717	1.024	.316
	Within Groups	97.266	58	1.677		
	Total	98.983	59			
Personnel Skills & Development	Between Groups	.152	1	.152	.086	.770
	Within Groups	102.182	58	1.762		
	Total	102.333	59			
Work Infrastructure	Between Groups	10.023	1	10.023	6.628	.013
	Within Groups	87.710	58	1.512		
	Total	97.733	59			
Employee Perception	Between Groups	.998	1	.998	.441	.509
	Within Groups	131.185	58	2.262		
	Total	132.183	59			
Job Security	Between Groups	7.782	1	7.782	4.631	.036
	Within Groups	97.468	58	1.680		
	Total	105.250	59			
Personnel Management	Between Groups	.089	1	.089	.103	.749
	Within Groups	50.094	58	.864		
	Total	50.183	59			
Self Determination	Between Groups	2.000	1	2.000	1.634	.206
	Within Groups	70.983	58	1.224		
	Total	72.983	59			

The above table infers that, Personnel efficiency variables such as job satisfaction, job training, employee perception, personnel skills and development, personnel management and self determination are not having any significant relationship with gender. Job performances, job security and work infrastructure are having significant relationship.

Table 8.9: Relationship between Personnel Efficiency and Age

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	12.518	2	6.259	1.391	.257
	Within Groups	256.416	57	4.499		
	Total	268.933	59			
Job Performance	Between Groups	8.736	2	4.368	1.141	.327
	Within Groups	218.197	57	3.828		
	Total	226.933	59			
Job Training	Between Groups	4.517	2	2.259	1.363	.264
	Within Groups	94.466	57	1.657		
	Total	98.983	59			
Personnel Skills & Development	Between Groups	6.045	2	3.023	1.789	.176
	Within Groups	96.288	57	1.689		
	Total	102.333	59			
Work Infrastructure	Between Groups	.961	2	.480	.283	.755
	Within Groups	96.773	57	1.698		
	Total	97.733	59			
Employee Perception	Between Groups	3.927	2	1.963	.873	.423
	Within Groups	128.257	57	2.250		
	Total	132.183	59			
Job Security	Between Groups	2.420	2	1.210	.671	.515
	Within Groups	102.830	57	1.804		
	Total	105.250	59			
Personnel Management	Between Groups	4.020	2	2.010	2.482	.093
	Within Groups	46.163	57	.810		
	Total	50.183	59			
Self Determination	Between Groups	.568	2	.284	.223	.800
	Within Groups	72.416	57	1.270		
	Total	72.983	59			

The above table infers that, Personnel efficiency variables such as job satisfaction, job training, employee perception, personnel skills and development, personnel management, self determination, Job performances, job security and work infrastructure are not having any significant relationship with Age.

Table 8.10: Relationship between Personnel Efficiency and Education

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	8.368	3	2.789	.600	.618
	Within Groups	260.565	56	4.653		
	Total	268.933	59			
Job Performance	Between Groups	45.874	3	15.291	4.730	.005
	Within Groups	181.059	56	3.233		
	Total	226.933	59			
Job Training	Between Groups	4.893	3	1.631	.971	.413
	Within Groups	94.090	56	1.680		
	Total	98.983	59			
Personnel Skills & Development	Between Groups	6.419	3	2.140	1.249	.301
	Within Groups	95.914	56	1.713		
	Total	102.333	59			
Work Infrastructure	Between Groups	15.374	3	5.125	3.485	.022
	Within Groups	82.359	56	1.471		
	Total	97.733	59			
Employee Perception	Between Groups	18.691	3	6.230	3.074	.035
	Within Groups	113.493	56	2.027		

	Total	132.183	59			
Job Security	Between Groups	22.014	3	7.338	4.937	.004
	Within Groups	83.236	56	1.486		
	Total	105.250	59			
Personnel Management	Between Groups	2.585	3	.862	1.014	.394
	Within Groups	47.598	56	.850		
	Total	50.183	59			
Self Determination	Between Groups	3.527	3	1.176	.948	.424
	Within Groups	69.457	56	1.240		
	Total	72.983	59			

The above table infers that, Personnel efficiency variables such as job satisfaction, job training, personnel skills and development, personnel management and self determination are not having any significant relationship. Job performances, job security, employee perception and work infrastructure are having significant relationship with education.

IX. Suggestion and Recommendation

These results show that the Job Performance and Self Determination factor is better in this company so that keep the company should need to maintain this performance properly. The company has to concentrate in Personnel Management in order to improve the work efficiency. They need to provide the Job Training process in order to improve the job performance of an employee in the organization.

X. Conclusion

This Project investigates the Personnel Efficiency at Prince Park Farmhouse. This study used Personnel efficiency variables such as Job Satisfaction, Job Performances, Job Training, Personnel Skills & Development, Work Infrastructure, Employee Perception, Job Security, Personnel Management and Self Determination. It can be concluded that Job Satisfaction and Job training have positive effect among employees but Personnel Management have less effects among employees. The study reveals that Personnel Efficiency is most important to the Organization. This research recommends that the management have to concentrate on employees' Personnel efficiency in order to develop the skills of the employees.

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Introducing Wellness & Employee Assistance Program (EAP) and its Benefits in Bangladesh

By Abdus Salam, Mahbub Ullah Miyan, Md. Nuruzzaman &
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Abstract- Bangladesh is a lower middle-income country and situated in Southern Asia. It is the seventh largest country in the world in population. Around 80 million people are considered as work force where 41% are female, and 59% are male (according to World Bank report 2014). Out of 80 million people, 2.2 million people are serving public sector, 4.5 million people are in private jobs, and rest of the people are involved in agriculture, fisheries, entrepreneurship, NGO, and so on. Now question is are these people engaged in service sector getting enough motivation to work? Are they getting enough benefits? Is there any counseling system for employee's hard time or control employees emotion? If the government and the private company's wants to make productive and stress-free employees, then they have to answer all of the question mentioned. To do so, Bangladesh can introduce the "Wellness and Employee Assistance Program."Again, it will be a question- what is EAP? Employee Assistance Program is a confidential, short-term, counseling service arranged or offered by the employer for employees with personal problems that affect their work performance. What is the advantage and disadvantage of EAP? Is there any scope EAP can be implemented in the manufacturing and service sector in Bangladesh? We hope and believe that at the end all kinds of employers, employees and academicians will get all the answers.

Keywords: population, employee, motivation, counseling, benefits, wellness.

GJMBR-A Classification: JEL Code: J59

INTRODUCING WELLNESS EMPLOYEE ASSISTANCE PROGRAM EAP AND ITS BENEFITS IN BANGLADESH

Strictly as per the compliance and regulations of:

Introducing Wellness & Employee Assistance Program (EAP) and its Benefits in Bangladesh

Abdus Salam [α], Mahbub Ullah Miyan [σ], Md. Nuruzzaman [ρ] & Hasnat Jahan Happy [ѡ]

Abstract- Bangladesh is a lower middle-income country and situated in Southern Asia. It is the seventh largest country in the world in population. Around 80 million people are considered as work force where 41% are female, and 59% are male (according to World Bank report 2014). Out of 80 million people, 2.2 million people are serving public sector, 4.5 million people are in private jobs, and rest of the people are involved in agriculture, fisheries, entrepreneurship, NGO, and so on. Now question is are these people engaged in service sector getting enough motivation to work? Are they getting enough benefits? Is there any counseling system for employee's hard time or control employees emotion? If the government and the private company's wants to make productive and stress-free employees, then they have to answer all of the question mentioned. To do so, Bangladesh can introduce the "Wellness and Employee Assistance Program."Again, it will be a question- what is EAP? Employee Assistance Program is a confidential, short-term, counseling service arranged or offered by the employer for employees with personal problems that affect their work performance. What is the advantage and disadvantage of EAP? Is there any scope EAP can be implemented in the manufacturing and service sector in Bangladesh? We hope and believe that at the end all kinds of employers, employees and academicians will get all the answers.

Keywords: population, employee, motivation, counseling, benefits, wellness.

I. Introduction

Companies are hiring physical and mental skills of an employees (Naked truth), but companies are showing that they considered employees as the asset. In return of employee's knowledge, skills, and abilities whatever the companies are paying now in form of wage, salary, remuneration or compensation is not enough for the work an employee does. Based on employee's performance companies' reward them by some form of promotion, bonus or other benefits. Researchers have come to these conclusions that today's workers are disengaged, they lack motivation, they are bored and stressed also burned out. In fact, these surveys seem to paint an increasingly black picture of life at work. An employee assistance programs (EAP) is an employee benefit program which helps the employees to overcome their personal problems or work-related problems that may impact their job performance, health, mental and emotions or even their family life. The EAP generally offers free and confidential assessments, short-term counseling, referrals, and follow-up services for employees and their families. EAP program also directly or indirectly reduce the company's workplace violence, trauma, and other emergency response situations. EAP program are mainly designed for work-related problem, but it also assists employees with their problems outside of the workplace. Ultimately this program is introduced or designed to reduce risks, cut costs, and enhance employee productivity.

II. Background of EAP in Bangladesh

In Bangladesh, unfortunately there is no Employee Assistance Programs (EAPs) right now, but most of the companies provide some form of EAP facilities to its employees, although it is a well-organized and popular program all over the world. EAP program started its journey in the mid-sixties and continuing to the mid-seventies in the United States. Basically, EAP focused on alcohol and drug problems that showed in the workplace regarding attendance and productivity. The next decade between 1975 and 1985 built on the success of EAP's and expanded the program focus to include other personal problems. This "EAP" approach addressed relationships, depression, and other psycho/social issues that interfered with the creativity and productivity of the workplace. The increased awareness of addiction and emotional problems from the previous decade, combined with the tightened management of medical benefits, led to a preponderance of inpatient treatment resources. The related increase in behavioral health benefit costs was the program target of this era. These managed mental health programs focused on the 10-20% of total health-care costs spent on behavioral benefits – a portion not worth managing during the prior decade.

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III. Employee Assistance Program (EAP)

Physical problem of a person can be seen, but we can't see or envisage mental stress of a person. An employee gives his/her maximum valuable time for a company/organization to maximize the company's worth/profit/assets. What about the employee's physical/mental benefits?

It is necessary to think about the following questions in prospect of employee and employer-

- For employee efforts are they getting back his/her actual compensation?
- Is he/she motivated with that working environment?
- Is the employee giving his/her best gladly?

Employee Assistant Program plays a volunteer role of an organization for employees. EAP also plays the valuable role by helping employees at their home, work and their community any issues faced by the employees. EAP work if any assault happened by the organization of the hirer. EAP care about employees all physical and mental part so that that employee can make their best effort. With that, the organization will be more benefited and can maximize their profit.

Why Employee Assistance Program is important for a company? EAP assist or deal with all kind of short-term physical and mental stress of employees confidentially. If employees are feeling the risk of their life in their workplace, that should be protected by the organization. Anything by the employer that can reflect rude behave any word of mouth that can de-motivate employees for which employee got hurt and did not focus on his/her performance. It may occur in their personal life. As a result of all these stress organizations may not get their actual productivity/turnover from that employee and thus business will lose profit. To reduce all of this problem organization needs a specific plan, proper training, needs to motivate them so that employee can do their best for the organization. Finally, who will be benefited? Of course, the organization. And that full program will be assisted by the EAP for maximizing organization's future profit.

IV. Objectives of the Study

The overall goal of the study would be to introduce the Employee Wellness and Assistance Program in Bangladesh and find out the result and impact on the bottom line of the organization.

V. Methodology of the Research

a) Sampling Plan and Population

The population of this survey-based research project is defined as existing individual employees, officers and staffs of different level of management and different production based industries including Ready Made Garments (RMG) industries. The survey was conducted in production based industries from inside Dhaka city (the capital of the country) and Gazipur city (nearest to the capital). The population unit has been defined both male and female. For this study, we had to spend total 60 days (June 01, 2017 – July 30, 2017). The sample size for this study has been consisted a total of 100 executives, officers, employees, staffs, and workers were selected from the different departments and the different level. For this study probability sampling approach has been used where each sampling element of the population has an equal chance of being selected. The primary data has been collected from field survey through the structured questionnaire. The questionnaire has been surveyed in face to face interview with the selected sample. For data analysis, Microsoft Word, Microsoft Excel, different tables, and graphs were used to make the data meaningful.

VI. Why are Employees not Able to do their Best?

Human beings are always busy with their economic and social activities. During these activities most of the time people fall into stress. It is very difficult to understand their stress or problems because sometimes they are not interested to share these sorts of problems or stress with the others. They may do it to enjoy more privacy, or they may feel shy to share their problem with others. The result is companies' productivity, and profitability goes down sequentially. Here some of those problems/stress situations we found in our survey are given below to understand what happened on in a company with the employees and employers and also their family and social life.

Figure 1

- Employee could not concentrate: 4% respondents mentioned they could not concentrate on their work because of their family problem, for their tremendous work pressure and sometimes for traffic jam and other reason.

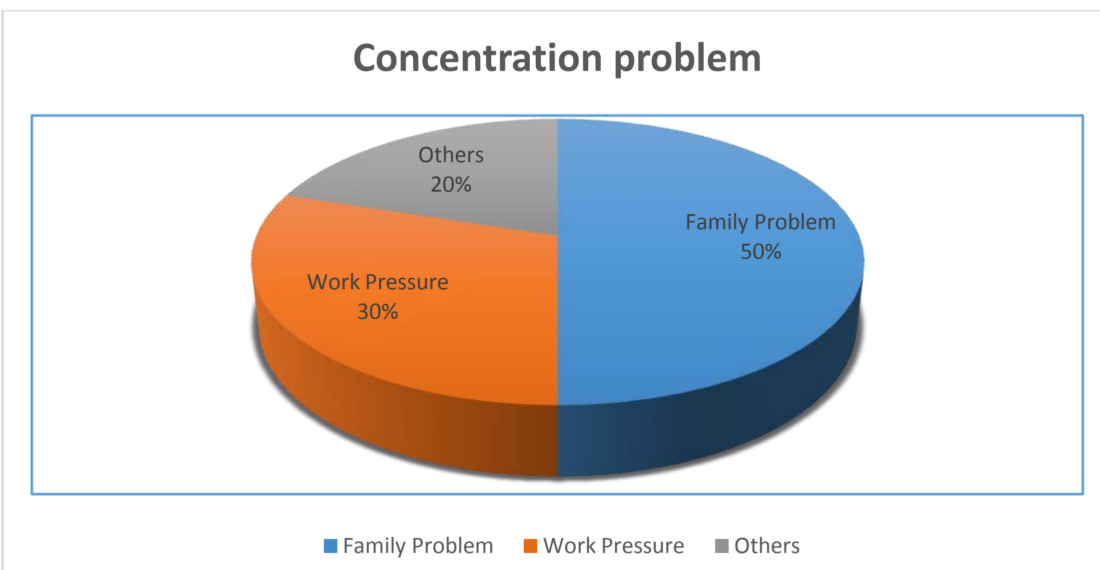

Figure 1.1

- Lack of confidence: 13% respondent informed us that they are feeling less confident to do the work given because of their poor quality of training. They mentioned most of the training was done inside the classroom; the training was not with the real or practical instrument. They mentioned another reason for being less skilled, and they did not apply their skill in their work life. But, if the employees were skilled enough to apply their practical training in their job life, that would make them feel more confident.

Figure 1.2

- **Feeling low**: 8% employee felt low for their performance. They are feeling afraid of the bad or hush behavior of higher authority (boos/manager/supervisor etc.) with them.

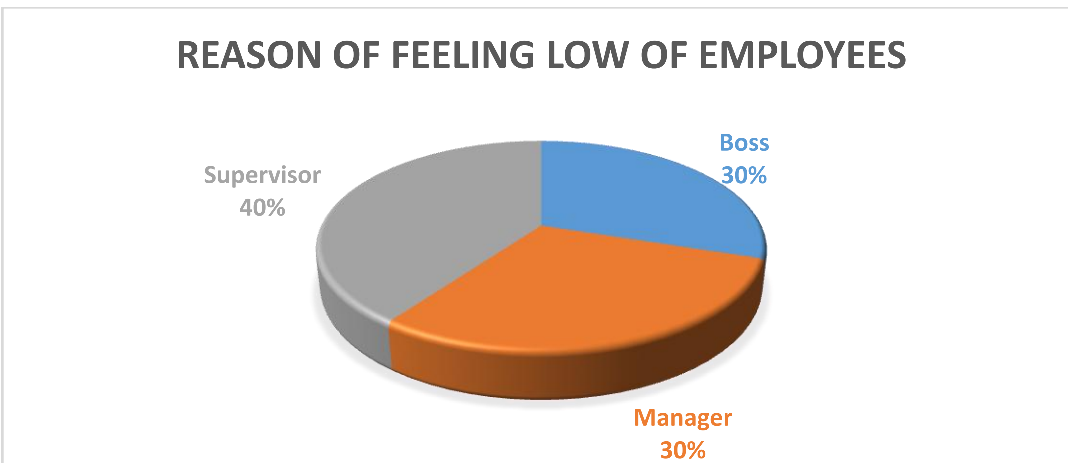

Figure 1.3

- **Labor dispute/Conflict:** 9% respondent said that they face conflict with their opinion with the higher authority. In some cases, employees do not have right to share their opinion always. Workers have a boundary to work in an organization, in some cases employee's opinion is deemed to be needed by the higher authority, but all employees are not welcomed to express their opinion because employee's opinion does not match with the employer's one. For this when it is time to take the decision without considering the employee's opinion conflict arises. Conflict may arise due to salary issue as employees are not satisfied most of the time with the amount they get. Conflict may also arise when authority gives unfair advantages to some of their employee which they do not deserve. All these conflict problems create psychological stress in employee's mind.

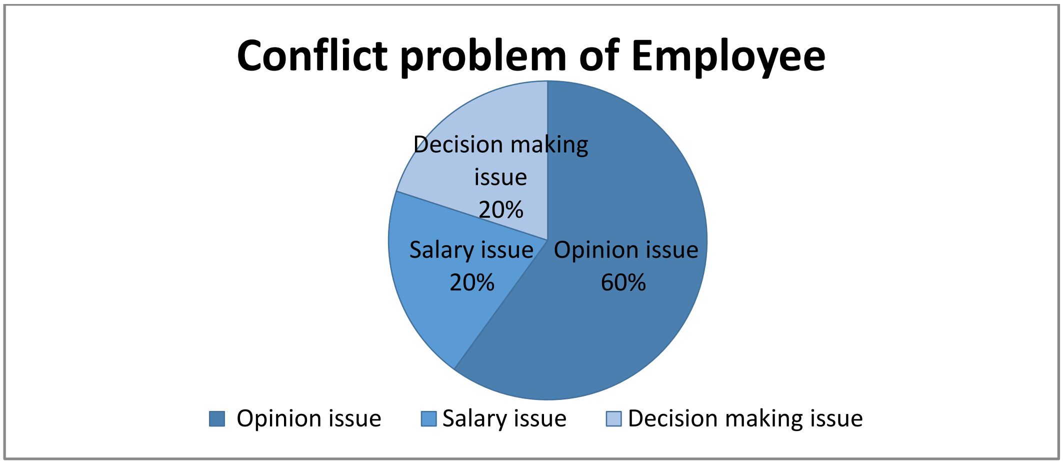

Figure 1.4

- **Employee job stress**: It was found in the survey that 6% employee felt stress in their job life. This is due to the rude behavior of higher level authority with their employee. Overload work pressure is another form of stress on the job. Feeling insecurity about the future of job security and they don't have any plan for retirement or future fund are also mentioned as a reason for job stress.

Figure 1.5

- **Relationship between employee and employer issue**: 6% worker found who have employee and employer relationship problem because they are not in a very cordial or polite relationship. An example was taken from the response; an employee has done some mistake in his/her work, the higher authority criticized him/her in a way that he/she felt down although he/she has been working there for a long time. He/she was feeling down which can be prolonged for a long time in future unless it was taken care of. This situation gets worse when another employee who is being liked by the employer also start criticizing that person. These colleagues always try to tempt themselves by using negative word or by misbehavior for that mistake in a negative situation.

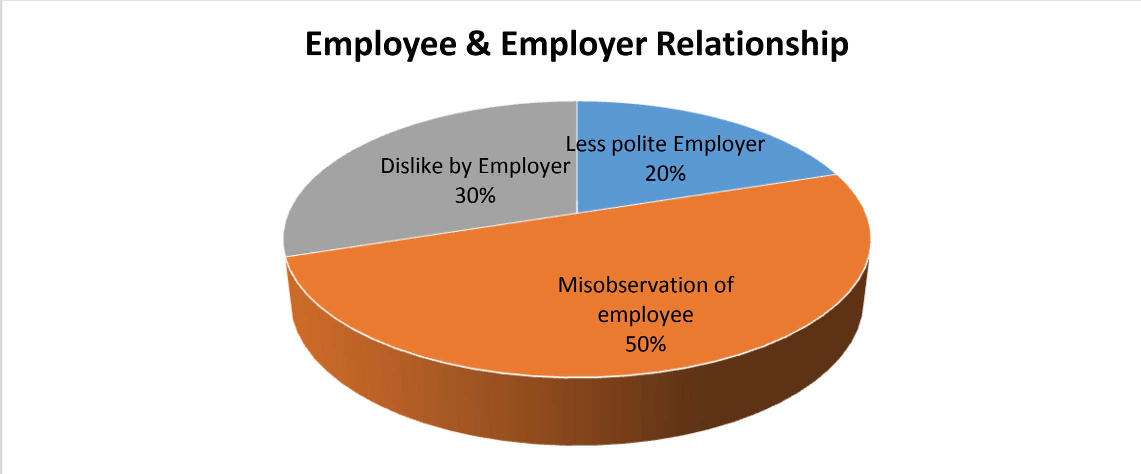

Figure 1.6

- **Eldercare, child care, parenting issue**: 9% female employees said that they could not concentrate on their work because of their child left home alone. Some of them mentioned they do not have child-care or day-care facility in their workplace which makes them feel worried or feels tensed about their child. Some of the employees have a complain of not getting the compensation for their child as the organization do not have the space of child care in their organization.

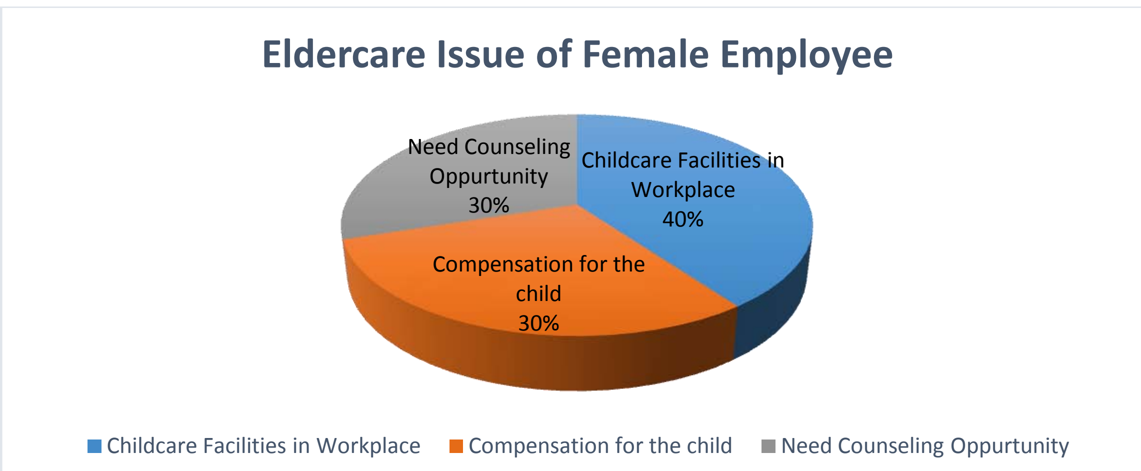

Figure 1.7

- **Harassment**: Out of 100 respondents, total 19% employees of which 11% female and 08% male said that they had experience of being harassed in their organization. Sometimes higher authority harasses them by saying or using slang for their poor performance. In some case authority personnel uses to give the threat of firing them from the job. Some time supervisor or higher position holder sexually harass the female employee by promising more working hour, promotion or financial increment in return of having sex with them. If that employee does not agree to build physical attachment, sometimes they shout on and hurt that worker by using bad comments about his/her personal life or their family life to insult them. All these mentioned reasons caused serious stress in employee's mind.

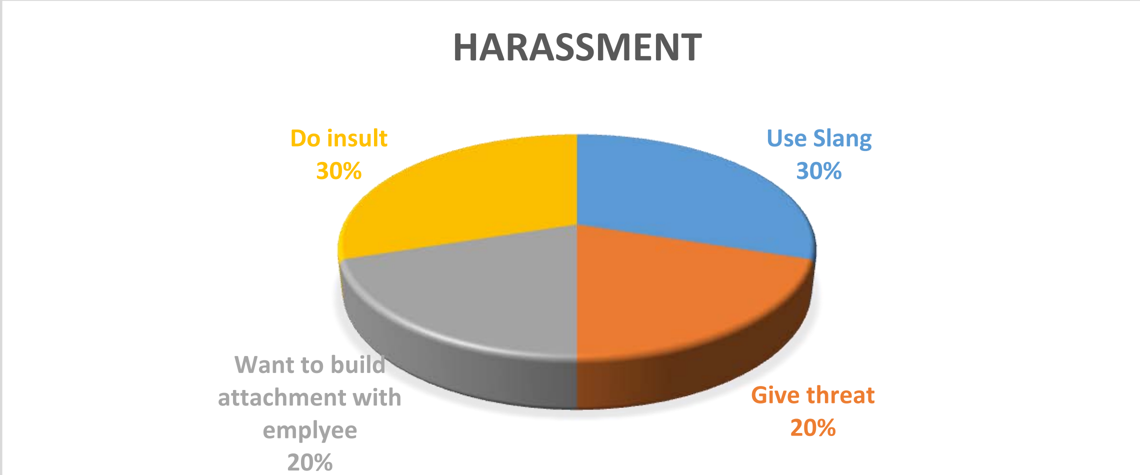

Figure 1.8

- **Inadequate time for family**: Another cause of stress problem is employees are not getting enough time to spend for their personal life. Out of 100 respondents, 06% complained that they do not get work-life balance. They are not getting the proper incentive, or leave for vacation. In Bangladesh, there are some festival or holidays (eg. two Eid, Durga Puja, X-mas day, etc.) but most of the time they do not get the holiday in a way they can enjoy it. Although govt. employees have the chance and scope to utilize the vacation. They can take extra leave for one day before or after the holiday to meet their family in the back home. But the garments worker does not have that facility. Sometimes they have to do over time(working extra time) to meet the scheduled delivery shipment just before those holiday. More over some time they do not get full bonus money before that holiday. So, for private employees do not have time for their child or family members.

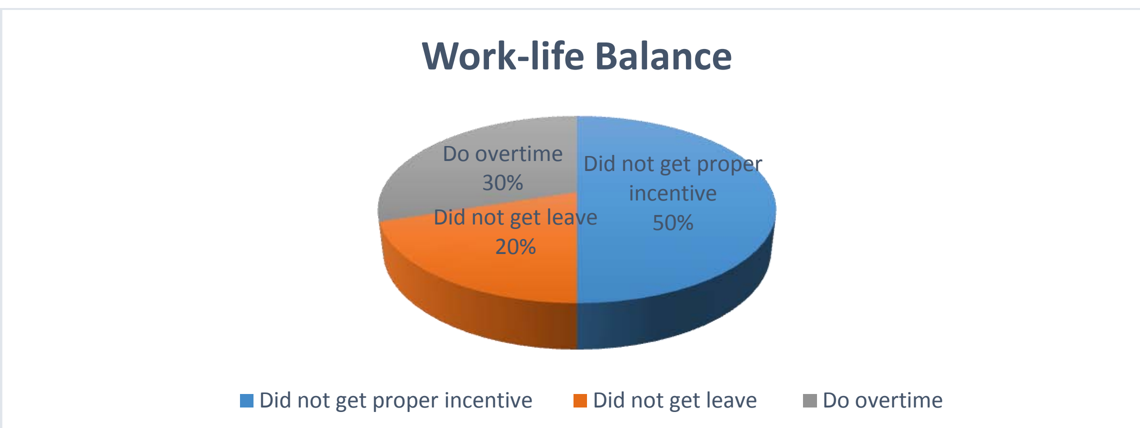

Figure1.9

- **Compensation and placement issue**: Out of 100 respondents, 11% feel stress and suffer emotionally or psychologically at the time of promotion or placement. They think that they are not given the right placement/position that they actually deserve. They also believe that they are not getting their actual compensation.

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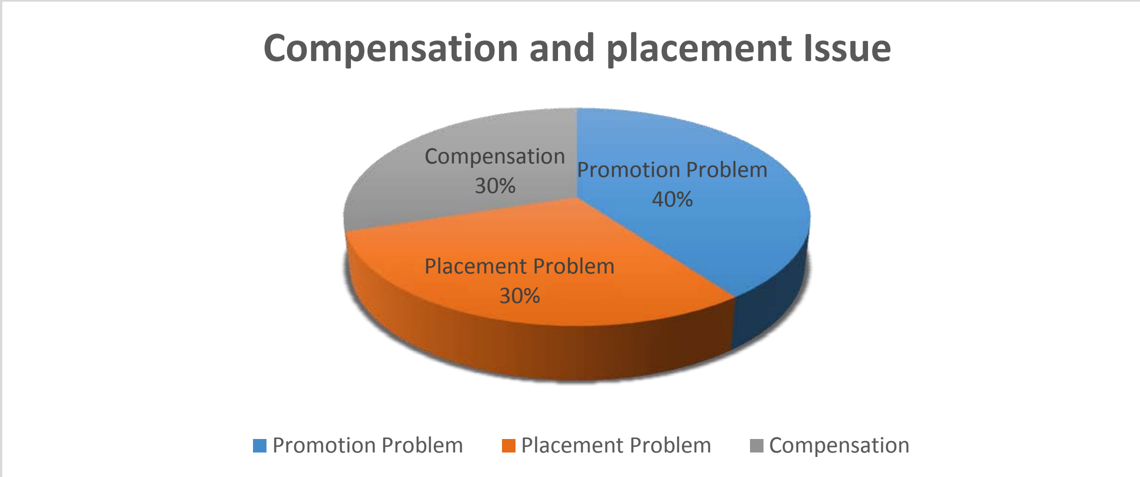

Figure 1.10

- Workplace Violence: 9% have experience of workplace violence. If a person does the better job, other employees got jealous of his good work. When one employee does not like another employee then from that disliking thing, bullying or shouting creates which leads to violence in the future.

Figure 1.11

b) *Benefits of EAP if can be implemented*

- Reduce Abuse: If any abuse happened with the employees, EAP will solve the problem. At first, EAP will seat together with the victim and the employee. Then identify the problem with the investigation and try figure out the issue. If the EAP find out that victim is true, then the accused person will be sack immediately. And for reducing this types of problem EAP can introduce CC TV systems to record the all activities of employees and employer with the CC TV CAMERA footage. If any sort of problem happened, EAP can identify and manage the issue and can take action in a legal way.
- Financial Condition: If any of the employee have any financial claim or compensation claim, if the employee doesn't get that right to sue or to claim, then EAP can take that action. If any unfair happened, any job promotion problem, or any increment problem issue, it will be solved by EAP. If any employee works for a long time in the organization and make their best effort but did not get the increment or job promotion, then this will be verified and be solved by EAP.
- Reduce Harassment: If any harassment happened by the employees, or by the employer then EAP is needed to identify the reason and for possible solution. If any person found responsible for that harassment is need to be sacked immediately or punished in other authorized way.
- Solving HIV/AIDS: If any employees have HIV/AIDS, need to inform the authority about their sickness. HIV/AIDS is not transferred by touching other. But

EAP in that case inform other people working about what they should do and what they should not EAP. So those HIV/AIDS employees can have a good relationship with other employees. EAP create awareness and handle HIV/AIDS in a good way, so that affected employee can't face humiliation by his/her colleagues.

- Cost reduction or cost control: By being more concern about employees assistance increase productivity of the worker which leads to producing a quality product. When employees give their best effort with productivity, then efficiency increased. Thus, an organization can make more profit by controlling the cost of rework. It is very important for the organization to add this EAP program.
- EAP can create/ensure good relationship between an employee and employer. For this employer can allow their worker to share employee's idea, and employer needs to analyze those idea. This practice will motivate employee and make them think about organization's good, love and respect their organization. With idea-sharing, better relationship can be introduced between an employee and the employer.
- EAP can provide the physical fitness chart and training, can increase awareness and benefit of good health and give counseling for reducing mental stress and issues of both employees and employer.
- EAP can improve employee's mentality, how to deal with colleagues, with higher authority, and with lower staff. If any problem arises in the organization then, the EAP can help to find out how to deal with that problem and how to adopt good working environment for the employees and employer.
- The EAP can arrange everything about expertise, training and development issue of organization. If the employees, employer and the organization need any kind of change or need to adopt any new thing then, the EAP can be practiced.

VII. Recommendations

In this survey research, our target was to find out the reason of employee's stress problem and possible way to handle the employee's stress problem, wellness and harassment issue in the workplace, especially in RMG sector. Most of the employees leave their job for suffering stress for various reasons. The employer has to understand the employee's psychological and sociological factors. But it was seen that without understanding the employee's condition, top management pressurized employees to work more and more. Shockingly we found workers do not share their problem and they stop talking to each other. Sometimes lower level employees raise their voice, but mid-level employees always think about their privacy or reputation and prefer not to raise their voice. They prefer leaving the job in silent. So day by day their employee performances get down for their stress.

- To resolve the issue employees are needed to be trained up in a way that they can raise their voice for help or support or for counseling without hesitation. By this, they can get their required benefits/ facilities and can give their best work in their working life. All level of the worker must be included in that training and that is how they can feel confidence to do their best in their working life. When employees are doing their best in their work then, an employer will get 100 percent from those employees, so the employer will also be benefited. This would be a win-win situation for both employer and employees.
- Employees are mostly facing - Health, family, drug, alcohol, mental problem, stress and other problem. If organization provide Employee Assistance training trough EAP, with an expert consultant or other immediate action then employees can do their best and can work effectively. It's also needed for employee's mental health, and maintaining good working environment in the organization.
- Effectively implement the EAP can reduce health and mental stress issue by providing counseling and awareness service. When any employee feels mental stress and EAP can help them. When an employee feels sick EAP can suggest/help the employees to manage that leave for physical rest.
- By introducing EAP organization can provide counseling and create awareness with arranging some cultural program, with the training, poster.
- EAP can motivate employees for increasing productivity. The organization can arrange some training with the instrument, not likely in the class room training. Need to reduce all kind of stress and other issues of employees, so that an employee can do his/her best in the workplace for higher productivity.
- Awareness program can be organized by EAP with a different kind of training, counseling and arrange some program.
- The EAP will work if anything wrong happened with the worker, any misbehavior of the employer or other superior, any kind of fault happened by employer, any assault or harassment faced by employees. The EAP will also work if employees need leave or they are in any mental stress, to create more awareness among the worker.

EAP create work-friendly environment for the employee and employer. According to the labor law, the employers can use hiring, supervising but firing is restricted, and there should be a legal issue for firing any employees. EAP ensure all of these and maintain a good working environment for the employee.

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In conclusion, Employers need to implement EAP by providing counseling for employees who have physical and mental stress or psychological problem. Human resources are the most important part of an organization. If the organization does not take care of its employees, employees cannot do their best for their organization, and the organization will not be 100 percent benefited from their employees. Especially workers needed to be taken care of abuse or harass, stress, etc. Only in that way EAP will be an essential part of the organization's future growth.

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Global Journals Inc. (US) Guidelines Handbook 2017

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FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

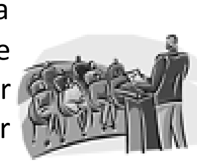
Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSBA" title to individuals. The 'FARSBA' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.

- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSBA or William Walldroff, M.S., FARSBA.

FARSBA accrediting is an honor. It authenticates your research activities. After recognition as FARSBA, you can add 'FARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSBA designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.



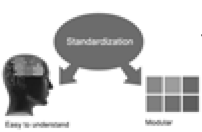
Once FARSBA title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.

You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The FARSBA can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.

The FARSBA members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSBA member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

The FARSBA is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSBA can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSBA member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

The ' MARSBA ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.

The “MARSBA” is a dignified ornament which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., MARSBA or William Walldroff, M.S., MARSBA.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.

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We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.

Once you are designated as MARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as “Institutional Fellow of Open Association of Research Society” (IFOARS).

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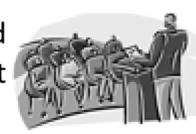
The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as “Institutional Board of Open Association of Research Society”-(IBOARS).

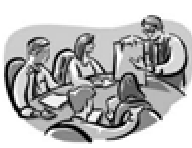
The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.



The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

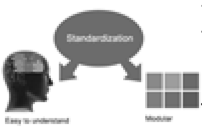


The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of “Open Association of Research Society, U.S.A (OARS)” so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.

The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.

Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

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- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
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- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

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- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.

"

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The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (*.DOC,*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.Online Submission: There are three ways to submit your paper:

(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.

(II) Choose corresponding Journal.

(III) Click 'Submit Manuscript'. Fill required information and Upload the paper.

(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.

(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.

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Page Size: 8.27" X 11'"

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- Paper Title should be of Font Size 24 with one Column section.
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- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
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- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

You can use your own standard format also.
Author Guidelines:

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

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2) Drafting the paper and revising it critically regarding important academic content.

3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

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Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.

To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

5.STRUCTURE AND FORMAT OF MANUSCRIPT

The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also.Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

(a)Title should be relevant and commensurate with the theme of the paper.

(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and to make suggestions to improve briefness.

It is vital, that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

Format

Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.

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Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than 1.4 × 10-3 m3, or 4 mm somewhat than 4 × 10-3 m. Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

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Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy and planning a list of possible keywords and phrases to try.

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art.A few tips for deciding as strategically as possible about keyword search:

- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

Acknowledgements: Please make these as concise as possible.

References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

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Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution (at final image size) ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs) : >350 dpi; figures containing both halftone and line images: >650 dpi.

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Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.

6. AFTER ACCEPTANCE

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The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

www.adobe.com/products/acrobat/readstep2.html. This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at dean@globaljournals.org within three days of receipt.

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TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

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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.

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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.

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- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
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Approach:

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- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
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- If use of a definite type of tools.
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- Never confuse figures with tables - there is a difference.

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Approach:

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	A-B	**C-D**	**E-F**
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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
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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