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Highlights

- Rise of Female Entrepreneurship
- Instructional Resource Management
- Impact of Workplace Environment
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Discovering Thoughts, Inventing Future

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# The Global Rise of Female Entrepreneurship: Introducing the Self- Elevation Hypothesis

By Falih M. Alsaaty & Hany H. Makhlouf
*Bowie State University*

*Abstract-* Female entrepreneurs are fast increasing in number, and economic and social importance. In addition to their impressive rate of growth in the United States over the last few decades, their growth has been noted in many countries, particularly in Australia, Britain, Denmark, The Netherlands, France, Iceland, Sweden, Finland, and Norway, according to the Global Entrepreneurship and Development Institute (GEDI). This trend is likely to continue, and even to accelerate, with changes in societal attitudes and old stereotypes as well as with the improvement in female education, and women's rights and gender equality laws.

The purpose of this paper is to: (1) provide an overview of the growth and current state of female entrepreneurship, (2) survey the relevant literature, and (3) introduce the "self-Elevation" hypothesis that points to the inner needs that propel some women to attempt to raise their status by establishing new businesses. We propose this hypothesis in the hope that it would be a subject of future scholarly research and debate. It is important to add that, for this study, we define "self-elevation" as the individual's inner drive to move or contribute to the movement from an undesirable state of affair to a more desirable one, like a better financial standing, and a more prosperous community.

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# The Global Rise of Female Entrepreneurship: Introducing the Self- Elevation Hypothesis

Falih M. Alsaaty [α] & Hany H. Makhlouf [σ]

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## I. Introduction

Entrepreneurship is no longer just a man's business. As the World Bank (2014) reports, female-owned and run businesses have been steadily growing in most countries; thus, "contributing to household income and growth of national economies". The U.S. Census Bureau (2016) also reports that, in the United States, female entrepreneurship grew in number by 26.8 percent between 2007 and 2012, reaching a record of 9.9 million businesses. By contrast, the number of all businesses (male and female-owned combined) grew by only 2 percent during the same period. Also the National Association of Women Business Owners estimates that female-owned firms in the United States reached 11.6 million in 2017. In addition, millions of ventures are currently jointly owned and managed by men and women.

As the number of female entrepreneurs continues to increase, they have become the focus of an increasing number of studies. The business administration and entrepreneurship literature now cover fresh perspectives on the ways female entrepreneurs lead and run their businesses. Some researchers have also borrowed, and incorporated, research findings and concepts from some social sciences like psychology, economics, and sociology. Scholars such as Bird (1988), Bygrave and Hofer (1991), Choo and Wong (2005), Zucchella and Scabini (2007), Haus et al. (2013), and Hockerts (2017), to mention a few, have advanced our understanding of female entrepreneurship. Their work has mainly focused on eight basic areas:

- The kinds of businesses preferred by female entrepreneurs.
- Theories of entrepreneurship.
- International entrepreneurship.
- Characteristics of successful male vs. female entrepreneurs.
- Leadership and management styles of female vs. male entrepreneurs.
- Entrepreneurial Education.
- The right environment and incentives for the rise and growth of entrepreneurship.
- Issues and problems faced by new and growing business organizations.

This paper adds to the literature by introducing the hypothesis of "*self-elevation"* as an inner need that particularly motivates some women to establish their businesses. The idea is that self-elevation can be a driving force for some women to aspire for, and take the necessary steps to create, their own entrepreneurial ventures. In so doing, they hope to elevate their positions within their environments and families.

At first, this paper provides a review of the literature, followed by an analysis of some current theories of entrepreneurship. This part is followed by a short assessment of some distinguishing traits and characteristics of female entrepreneurs. A brief clarification of the self- elevation hypothesis follows, and finally the authors make some concluding remarks and observations. Although the differences between male and female entrepreneurs are repeatedly highlighted in this paper, it should be emphasized that there are also similarities among all entrepreneurs, regardless of their gender, and ethnic and cultural backgrounds.

*Author α: Ph. D., Professor, College of Business, Bowie State University, Bowie, Maryland 20715. e-mail: falsaaty@bowirstate.edu*
*Author σ: Ph. D., Professor Emeritus, School of Business and Public Administration, University of the District of Columbia, Washington, D. C. 20008. e-mail: hanyhmakhlouf@gmail.com*

## II. Review of the Literature

As previously indicated, female entrepreneurs have been the focus of many recent scholarly papers and research studies. The scholars, who have recently contributed to this subject, include: Hoxha and Krasniqi (2008), Klyver (2011), Maden (2015), Abbasian and Yazdanfar (2013), Okah-Efogo and Timber (2015), Lee and Stearns (2012), Mohammad et al (2009), Dalborg (2015), and Hossain et al (2009). Those scholars analyze key issues and obstacles, particularly facing female entrepreneurs, including:

- Cultural constraints and old stereotypes.
- Kind and scope of prior business experience.
- Raising start-up capital.
- Family obligations and concerns.
- Risk-taking propensity.
- Perception of the meaning of business success or failure.

Regarding performance and achievement, some scholars like Artz (2017); DeMartino and Barbato (2006); Zolin, Smetzer, and Watson (2013); and Sharma and Laroiya (2008) do not find a much noticeable difference between similarly resourced male and female-owned businesses. Thus, to those scholars, if all things are equal, achievements and results of successfully-run entrepreneurial organizations are likely to be similar, regardless of gender differences in ownership and management. On the other hand, Robichaud, Cachon, and McGraw (2015), and many other scholars, have found some distinct differences, such as female entrepreneurs being better than male entrepreneurs in the service sector, better able to balance business and family obligations, more likely to de-emphasize extrinsic goals and rewards, and more likely to adopt people sensitive and democratic management styles.

In a study of firms in the technology sector, Robb and Coleman (2010) found that one of the challenges, particularly facing female entrepreneurs, involves raising the needed start-up capital. As Fairlie and Robb (2009) also write, this challenge cannot but adversely impact the success and survival of all ventures in the critical start-up phase. Bosse and Taylor (2012) have as well found that some gender biases, not only negatively impact women-owned firms at the start-up phase but also during the growth and maturity phases.

But the fact that female entrepreneurial ventures are growing fast indicates that capitalization and other problems encountered are not insurmountable. Policy-makers in government and the banking sectors, both in the United States and in many other countries, are now aware of the importance of female entrepreneurship, and have established new programs to remove some of the obstacles to raising capital and acquiring microloans. Increasingly and gradually some of the other challenges are also being addressed by relevant organizations in the public and private sectors. For example, the G-20 Summit of the leaders of the world's largest economies has endorsed in its 2010 meeting a "Financial Inclusion plan" that addresses some of the challenges that women face in trying to grow their businesses and provided for new measures to increase their access to finance. In the European Union, the European Commission also now promotes female entrepreneurship by helping them get more active in networking, which has proven to be beneficial in new venture management. The European Union also currently helps by offering prizes and awards to women innovators who may like to establish their businesses. (http://ec.europa.eu/research/innovation-union/index_en.cfm?section+women-innovators). Furthermore, many women have begun to enroll in entrepreneurship education programs in schools and colleges, and benefit from business incubators and accelerators, which are sponsored by a variety of for-profit and nonprofit organizations.

As Wade (2014) indicates, female entrepreneurs now have more funding options than ever before and "have a toolbox replete with real and virtual tools….to facilitate their….successes". Furthermore, many female entrepreneurs are now savvy enough to focus on the kinds of ventures in which they can use their superior strengths and qualities. Thus, many of them establish businesses in the service sector, which requires more people skills and less starting capital than manufacturing. According to the US Census Bureau, for example, female entrepreneurs are well represented in the educational, social assistance, and health services.

Also, the International Finance Corporation (IFC) reported in 2011 that "globally, the largest share of women entrepreneurs are…. active in consumer-oriented activities". This IFC report further indicates that 60 percent of female entrepreneurs in such developing countries as Cote d'Ivoire, Kenya, Nigeria, and Senegal are necessity entrepreneurs. This contrasts with the opportunity-pulled female entrepreneurs, who are mostly in high income countries.

## III. Selected Entrepreneurship Theories

Some theories (at times also referred to as approaches) have been introduced through the decades to organize and systemize our knowledge about the nature of entrepreneurial ventures, entrepreneurial traits and motives, and related subjects. The main attempts to provide some theoretic/conceptual foundations of entrepreneurship include, but are not limited to, the following:

a) *The Personality Traits Theory*

This theory stipulates that entrepreneurs possess certain personality traits that are not shared by others and that those traits make them more motivated to establish moderately risky, service-focused, business ventures. For example, scholars like Cromie (2000), Little (2005), Cools and Broeck (2007/2008), Yan (2010), Caliendo, Fossen, and Kritikos (2014), and Obschonka and Stuetzer (2017) have identified the following traits/ characteristics that many of the entrepreneurs they have observed seem to possess:

- Above average risk-taking propensity
- Internal locus of control (perceived ability to influence the outcome)
- Tolerance for ambiguity and uncertainty
- Innovative ability (Ability to think outside the box)
- Need for autonomy/independence
- Persistence
- Need for achievement
- Openness for new ideas and out-of-the-ordinary change in ends and means

b) *The Entrepreneurial Intensions Theory*

This theory is based on the assumption that an entrepreneur's intentions trigger the decision to establish a new venture. According to Bird (1988), intentions reflect the state of mind that directs the actions to be taken. Choo and Wong (2005) further point out that the intentions that trigger and direct action are influenced by intrinsic reward factors like the desire to control one's destiny, and extrinsic reward factors like financial gains.

c) *The Cognitive Evaluation Theory*

This psychological theory explains how external factors or events influence an entrepreneur's motivation. Such factors or events might shape perceptions of likely outcomes. For example, external factors can color one's perception of the amount of risk involved in a contemplated business venture. A potential entrepreneur, who perceives a high risk in a proposed venture, may not see it in as good a light as the one who perceives it as having a low or minimum risk.

d) *The Ecology Theory*

Advocates of this theory stress the impact of existing conditions and anticipated changes in the environment on the appropriateness, and success or failure, of actions to be taken or endeavors to be pursued. Environmental factors generate conditions that make a potentially successful venture in one environment more or less successful in another. Thus, differences in the external environment lead to variations in niches and the appropriateness of promising specializations.

e) *The Planned Behavior Theory*

According to this theory, the desirability and feasibility of specified outcomes influence planned behavior. Thus, an entrepreneur's actions may have to be planned, shaped or adjusted depending on the extent of desire to attain some goals.

f) *The Economic Incentives Theory*

This theory stipulates that entrepreneurs rise as a result of the economic incentives available, like a low level of taxation, easy access to finance, new market opportunities, availability of human capital, etc.

g) *The Need Theory*

The essence of this theory is that an entrepreneur's needs motivate him/her to do what is necessary to satisfy such needs. For example, David McClelland theorizes that entrepreneurs are energized by, at least, three primary needs: The need for achievement, the need for power, and the need for affiliation. Other scholars have identified additional needs that can be satisfied by owning and managing a business.

h) *The Discovery and Opportunity Theory*

Joseph Schumpeter pioneered in advancing this theory, which associates entrepreneurship with the opportunity to introduce innovative products and ideas. According to Schumpeter, entrepreneurs shake, disrupt, and change the existing equilibrium in the marketplace with their innovations. Thus, entrepreneurs should not be just business owners, who produce or sell the same product that others produce and sell. Through their innovations, they would likely end up disrupting the existing equilibrium in the marketplace, and setting the stage for a new one. Schumpeter called this entrepreneurial process: The "creative destruction" process, i.e., "out" with the old, and "in" with the new and better products, services, methods, or business models.

i) *The Education Theory*

According to this theory, entrepreneurs are made and not born. Through the right kind of education, an individual can develop new behavioral patterns, abilities, and skills that are needed to start and run an entrepreneurial venture (Krueger Jr. and Brazeal, 1994).

j) *The Misfits Theory*

Some individuals experience difficulties, and fail in working as employees, in large bureaucratic organizations. As Gartner (1985) explains, those individuals don't fit well as subordinates who have to do routine and repetitive tasks, and follow elaborate reporting requirements/rules; hence, they may fail when they find themselves confined in this manner. Thus, colleagues and superiors may describe them as misfits, and may be bypassed in promotions. However, they have the potential to succeed as entrepreneurs and innovators, i.e., they may have the temperament and the personal attributes to become successful entrepreneurs. They fit more as innovators and decision-makers than routine-oriented decision-takers.

*k) The Sociological Theories*

These Theories emphasize the impact of the cultural and social environments on the thinking and behavior of individuals. Such environmental factors can help or curtail the orientation to become an entrepreneur or a risk taker (Hurley, 1999). Some cultural environments, in particular, encourage entrepreneurship, while others encourage seeking salaried and stable jobs in large organizations.

*l) The Knowledge Spillover Theory*

This theory stipulates that rich experiences, attained over a period of time, can have a spillover effect on the rise of entrepreneurs. According to Hisrich, Peters, and Shepherd (2010), "work history can influence the decision to launch a new entrepreneurial venture". Some experienced individuals may establish new ventures to better utilize and benefit from such experience. Sometimes, even CEO's attempt to use their high-level corporate experiences and start new careers by launching new ventures. Previously gained knowledge and experience may become the foundations for new or fresh ideas and innovations (Acs and Audretsch, 2013).

*m) The Gender Liberation Theories*

These theories focus on two aspects that are relevant to female entrepreneurship. First, there is the liberating impact of owning one's business and becoming the boss or the leader. Secondly, female entrepreneurs often see entrepreneurship as a liberating vehicle that uplifts them to higher social and financial levels (Rouse, Treanor, and Fleck, 2013; Smith, 2014; Verduijn et al., 2014).

*n) Eclectic Theories*

The essence of these theories is that no single factor or explanation can fully explain entrepreneurship from the behavioral and motivational standpoints. People establish their businesses due to a multiplicity of factors, motives, intentions, etc. For example, in a study of small entrepreneurs in India, William and Gurtoo (2012) found that 12 percent of the surveyed individuals were driven by necessity, 15 percent by family tradition, 56 percent by economic opportunity, and 17 percent by lifestyle preference.

*o) Comparisons of Male and Female Entrepreneurs*

The literature often includes attempts to compare male and female entrepreneurs. The factors that are frequently compared include leadership and decision-making styles, people versus process orientation, risk-taking, ability to build relationships (networking), degree of self confidence exhibited in taking an independent course, long vs. short term orientation, vision, time management, comfort with uncertainty, acceptance of criticism, persistence, flexibility and conflict avoidance/management, etc. For example, Patel (2013) has studied the following similarities and differences as a part of a research paper presented at the Commonwealth Ministerial Conference:

| Female Entrepreneurs | Male Entrepreneurs |
|---|---|
| More risk-averse | Overconfident risk-taker |
| Higher social sensitivity | Less emotional intensity/sensitivity |
| React by feeling | React by action |
| Greater regard for the ethical side of decisions | Less regard for the ethical side of decisions |
| Greater preference of participative decision-making | Less inclined to favor participative decision-making |
| Less hierarchical in organization design, more cooperative, and more collaborative | More hierarchical, less cooperative, and less collaborative |
| More inclined to enhance the self-esteem of others, including subordinates | Less interested in enhancing the self-esteem of others |
| More democratic leadership style | More directive/autocratic leadership style |
| Inclined to judge themselves more harshly, less optimistic, and less inclined to bluff | Overconfident, and more optimistic and willing to bluff in negotiations |
| More likely to listen to the needs and concerns of others | Less inclination to listen to the needs and concerns of others |

*Source: Based on Patel (2013), Gender Differences in Leadership Styles and the Impact within Corporate Boards.*

Some scholars attribute the differences in style and reaction to events, to cultural factors including family circumstance and background, while others, like Fine and Elgar (2017) attribute, at least, some of the differences to biological factors that are unique to each gender. Still, others point to prior experiences and educational achievements as elements in shaping female vs. male entrepreneurial ability, thinking and behavior, as some of the previously discussed theories of entrepreneurship indicate. Nevertheless, gender-related differences do not signify deficiency or weakness in the ability to start and run a business.

## IV. The Self-Elevation Hypothesis

The World Bank's World Development Report (2012) indicates that females in developing countries often become entrepreneurs out of necessity. They may have no better or more feasible alternatives to supplement family incomes due to tradition, discrimination in employment, or cultural constraints. This paper argues that this reality, which has historically been present in many societies, though in varying degrees, has limited women's ability to become more financially independent and upwardly-mobile; hence, female entrepreneurship can be associated with the self-elevation hypothesis.

Self-elevation may be defined as the inner drive to become privileged in one's environment and attain what was not previously possible to achieve. The crux of this drive is uplifting one's situation by taking steps to move away from an undesirable state of affair to a more desirable one. This self-elevation drive can specifically be attained regarding one or more of the following life situations:

- Higher social standing.
- Greater material possessions.
- Greater financial rewards (profits/earnings).
- Higher levels of independence and self-sufficiency.
- Exercising power over others (authority).
- Gaining superior knowledge and skills.
- Obtaining a desirable title or a superior rank.
- Associating with the elite and powerful as an equal.
- Physical and psychological rejuvenation.

One argument advanced in this paper is that gender has been a main obstacle for some women to satisfy some inner needs, basically due to traditional societal (cultural) limitations and discriminatory practices. Examples of those practices are discrimination in employment, glass ceilings, low pay regardless of merit, narrow and rigid definition of family and societal roles, and excessively time-consuming family demands and expectations. Hence, entrepreneurship may be a vehicle for some women to satisfy their inner need for self- elevation.

## V. Conclusion

Female entrepreneurship has been growing at an impressive rate in many economies, particularly in the advanced and emerging economies. Although they have overcome many of the traditional challenges that for centuries stood in the way of their growth and progress, they still face more challenges than male entrepreneurs. Also, they have to overcome the difficulties that all businesses face in a competitive and dynamic marketplace, including raising additional capital, attaining satisfactory returns on their investment (ROI), increasing sales, and maintaining their competitive edge.

The hypothesis, being introduced in this paper, stipulates that women entrepreneurs are propelled by an inner drive -- namely, self- elevation. It is argued that the need and desire for elevation energize potential female entrepreneurs to take steps, like starting new ventures in order to move from an undesired state of affair to a more desirable one. Suggested future research should involve empirically testing the validity of this hypothesis in different cultural and sub-cultural settings.

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# Analyzing the Impact of Workplace Environment on Job Satisfaction of the Office Employees of Saudi Arabian Oil and Gas Industry

By Ahmed Imran Kabir, Shah Newaz, Aiman Kadhem Alkhalifa & Jakowan

*University of Malaya*

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*GJMBR-A Classification: JEL Code: J28*

ANALYZINGTHEIMPACTOFWORKPLACEENVIRONMENTONJOBSATISFACTIONOFTHEOFFICEEMPLOYEESOFSAUDIARABIANOILANDGASINDUSTRY

*Strictly as per the compliance and regulations of:*

# Analyzing the Impact of Workplace Environment on Job Satisfaction of the Office Employees of Saudi Arabian Oil and Gas Industry

Ahmed Imran Kabir [α], Shah Newaz [σ], Aiman Kadhem Alkhalifa [ρ] & Jakowan [Ѡ]

*Abstract-* This study has aimed to explain the major work environment factors that influence job satisfaction of the employees' working for Saudi Arabian Oil and Gas Industry. The results indicate that there is a very good positive strength and very significant relationship between all the independent variables to the job satisfaction except the job security variable that insignificantly related with job satisfaction. Although the correlation results showed all the independent to dependent variables relationship are significant and positive.

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## I. Introduction

The work environment is crucial in any employment. For office employees, they spend a great deal of their working hours in the office and thus, their focal point is their workstation and that begs the question – how does the workplace environment effect on employee's overall job satisfaction. Previous studies have demonstrated a significant connection between job satisfaction and workplace environment. According to (Kainkan (2015), there is a positive relationship between work environment and job satisfaction.

Job satisfaction has been associated with positive workplace outcomes such as enhanced organizational commitment, with employees having high levels of job satisfaction were more likely to be committed to the organization (Brown and Peterson (1994). But, the most-used definition of job satisfaction in organizational research is that of (Locke and Dunnette (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the assessment of one's job or job experiences". Every organization needs human resources to maintain the organization's actions in every levels and department.

*Author α Ѡ:* School of Business and Economics, United International University, Bangladesh. e-mails: ahmedimran@bus.uiu.ac.bd, jakowan@bus.uiu.ac.bd

*Author σ ρ:* Faculty of Business and Accountancy, University of Malaya, Malaysia. e-mails: saminewaz@gmail.com, sky33_the@hotmail.com

The job satisfaction of employees is always the primary factor in affecting the organization success in every industry. Therefore, this research is conducted to understand the factors that affect employee job satisfaction in Saudi Arabian Oil and Gas Industry.

## II. Literature Review

Saudi Aramco which is a core part of the Saudi Arabian Oil and Gas Industry serves as the state oil company and produces 98 percent of Saudi Arabia's crude oil and natural gas both onshore and offshore (Falola and Genova (2005). Saudi government offered oil authorization to California Arabian Standard Oil Company (Chevron) in 1933 (Shelley (2013). The main determinant for this reward was to conduct oil exploration in the eastern territory of the Kingdom of Saudi Arabia. Part of the concession was traded to other American oil companies. After discovering a huge amount of oil, these American corporations were consolidated into Arabian American Oil Company (Aramco) 50% of its profits were paid to the Saudi government in 1948. In 1988, the company's shares were acquired by the Saudi government and thus, it achieved 100% of ownership. The name was changed to Saudi Arabian Oil and Gas Company in the same year. Since 1988, Saudi Arabian Oil and Gas Industry's responsibilities have grown to include new areas of exploration in the Kingdom, an international marine shipping subsidiary, and the establishment of a series of downstream joint ventures to provide outlets for the Kingdom's crude oil production (Cordesman (2003). Since the 1990s, the majority of Saudi Arabian Oil and Gas Industry's employees are Saudi, with many educated overseas.

Job satisfaction can be described as an individual's total attitude towards their job and the feelings they have towards different features or aspects of their work, also as an emotion and understanding that could consequently impact the degree of fit between the person and the organization (Ivancevich, Matteson et al. (1990), Spector (1997). (Spector, 1997) stated that for researchers to learn these approaches, researchers need to learn the complicated and interrelated facets of job satisfaction. A phase of job satisfaction can be because of its significant impact.

First, employee satisfaction leads to an improvement in performance. It follows that when employees are satisfied, they are more committed to meet the set deadlines and targets. Their participation and performance in different projects also improve (Gaurav, 2013).

Secondly, a motivated workforce paves the way for companies to meet the set goals and objectives and ascertains that the employees are managed more effectively

Thirdly, companies work toward retaining their workforce as they invest heavily in them through training and giving them a chance to improve their expertise in different fields. Employee satisfaction has been proven to be effective in promoting retention (Terera & Ngirande, 2014).

According to (Naharuddin and Sadegi (2013), these include lights, air circulation, and the temperature. The physical work environment includes all physical objects and incentives that employees associate in their working time. According to (Shea, Pettit et al. (2011), the physical work environment that usually affects employees can be separated into certain domains such as surrounding properties, space organization, and structural design. The surrounding properties are temperature, noise, vibration and air quality, while spatial composition comprises office design and layout (Shea, Pettit et al. (2011). And all these properties or items of physical work environment have tremendous influence on employees' satisfaction.

*a) Research Gap*

Employees' job satisfaction of Saudi Arabian Oil and Gas Industry is essential towards employees' performance and thus impact the profit made by the industry. A huge industry such as Saudi Arabian Oil and Gas Industry cannot afford to have high employee turnover since every single turnover shows the lack of companies capability to retain and sustain employees as well as this has overall negative impact on companies' reputation, productivity and bottom line.

So, the research is needed to be done in the context of Saudi Arabian Oil and Gas Industry to determine whether the factor of the workplace environment (supervisor support, physical workplace environment and job security) could affect the employees' satisfaction.

Prior researchers (Naharuddin and Sadegi (2013), and(Bhuian and Islam (1996) have found supervisor support and relationship (IV); physical workplace environment (IV); job security (IV) play an important role in regulating employees job satisfaction (DV) in an office environment. Thus this study aims to acquire whether these findings applies too in the context of Saudi Arabian Oil and Gas Industry.

*b) Research Objectives*

The purpose of the research is to examine selected key factors of work environment, which may have an influence on employees' job satisfaction- to be specific job satisfaction of office employees in Saudi Arabian Oil and Gas Industry. Based on the abovementioned general objective, the specific objectives are as follows:

1. To examine the relationship between "physical workplace environment" (IV) and "job satisfaction" (DV) of Saudi Arabian Oil and Gas Industry employees.
2. To examine the relationship between "supervisory support" (IV) and employee "job satisfaction" (DV) of Saudi Arabian Oil and Gas Industry employees.
3. To examine the relationship between "job security" (IV) and "job satisfaction" (DV) of Saudi Arabian Oil and Gas Industry employees.

*c) Research Questions*

For this research Saudi Arabian Oil and Gas Industry employees have been targeted. As most of the corporate people or employees need to spend a great deal of time in their corresponding offices, studies show that the internal environment of the office itself puts a significant impact on the job satisfaction of these employees.

The main research questions relevant to job satisfaction impacted by work environment factors are:

1. How does "Physical workplace environment" (IV) affect Saudi Arabian Oil and Gas Industry employees' "job satisfaction" (DV) significantly?
2. How does the "Supervisor Support" (IV) impact on employee "job satisfaction" (DV) in Saudi Arabian Oil and Gas Industry?
3. How does "Job security" (IV) effect on employees' "job satisfaction" (DV) in Saudi Arabian Oil and Gas Industry?

*d) Research Methodology*

The study is conducted in terms of operational definitions, research design, sampling design, data collection methods, measurement scales and methods of data analysis. The data obtained will be analyzed using the SPSS software.

*e) Research Hypotheses*

Following the review of prior literature, this study will test the following hypotheses:

*H1:* The factor "Physical Work Environment" has positive and significant relationship with job satisfaction of employees.

*H2:* The factor "Supervisor Support" has positive and significant relationship with job satisfaction of employees.

*H3:* The factor "Job Security" has positive and significant relationship with job satisfaction of employees.

*f) Pilot Test*

For the pilot test, a total of 44 sets questionnaire were distributed to respondents to make sure the questionnaire designed is reliable. These questionnaires were distributed to the selected employees from different companies which belong to the Saudi Arabian Oil and Gas Industry. The collected data were tested using SPSS software. The result of reliability test on the pilot test is more than 0.70 which show good reliability for all variables except the job security and later the researchers added more questions. According to Nunnally, Bernstein et al. (1967), Cronbach's Alpha should be bigger than 0.7. The result is shown below:

*Table 1:* Reliability Analysis Results (Pilot Test)

| Variables | Dimensions | Cronbach's Alpha |
|---|---|---|
| Independent Variable | Supervisory Support | 0.905 |
| Independent Variable | Job Security | *0.681 (only this is lower than 0.7)* |
| Independent Variable | Physical Work Environment | 0.836 |
| Dependent Variable | Job Satisfaction | 0.943 |

## III. Data Analysis

This study examines the relationship between selected factors of workplace environment and job satisfaction of the office employees of Saudi Arabian Oil and Gas Industry.

*a) Analysis & Results*

This chapter exhibits the outcomes of the research by analyzing the three key work environmental factors that supposed to have a significant and positive impact on the job satisfaction of the Saudi Arabian Oil and Gas Industry employees. The data were collected at one point of time. To conduct this quantitative analysis data were obtained by using a questionnaire with closed-end questions and a Likert scale for the independent and dependent variables related questions. These quantitative data were collected from the employees in management ranks or grade code that includes both Junior employees (03 to 10 Year work experience) and senior employees (11 years plus experience) who worked in office environment at different job locations all around Saudi Arabia.

To elaborate more the multiple regression analysis and correlation analysis are used for this study in order to test the hypotheses. The very nature of this study is to find out the relationship between the independent variables of the work environment and employees' job satisfaction. Which means this is a study where we want to find correlation or relationships among variables. Hence, the correlation analysis helps us to find the in-between relationships among the independent and dependent variables. Also the multiple linear regression is a proven tool of statistics to look into the standardized coefficient or beta or direction of relationships, to find the level of significance of the relationships, and to analyze the variance between factors. All of these features of the correlation and regression analysis helps a study to establish and figure out its findings by testing the hypotheses. This is the reasons why the correlation and multiple regression is used to test the hypotheses.

This chapter presents the descriptive statistics of the variables, demographic profile of the respondents, the exploratory factor analysis of the independent and dependent variables, the normality test and result of the data, testing of the three hypothesis using multiple regression and correlation, the results of the three hypothesis and findings of the study.

*b) Correlation Analysis*

In addition to the regression the study also need to figure out the direction and strength between the four independent factors and the job satisfaction of the respondents. Here, the correlation coefficient test is used to determine the inter correlation among the independent and dependent variables to figure out the direction and strength of the relationship between the job satisfaction and each of the independent variables. And to be at significant level all the significant values must be lower than 0.05. The results are shown in below table.

*Table 2:* Correlation Coefficient Table Showing the Relationship between the Independent Variables and Job Satisfaction

| | | SUPERVISOR. SUPPORT | JOB. SECURITY | PH.WORK.ENV |
|---|---|---|---|---|
| SUPERVISOR. SUPPORT | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 267 | | |
| JOB.SECURITY | Pearson Correlation | .395** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| | N | 267 | 267 | |
| PH.WORK.ENV | Pearson Correlation | .365** | .542** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 267 | 267 | 267 |
| Job Satisfaction | Pearson Correlation | .530** | .355** | .456** |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 267 | 267 | 267 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

Here in the above table all the inter correlation relationship are significant at level of 0.01 or at 99% confidence interval which is really good. As per the table the dependent variable job satisfaction's correlation values with supervisor support, job security and physical work environment are 0.53, 0.64, 0.355 and 0.456 correspondingly which shows a very good strength within the independent and dependent variables. All these above three independent variables to dependent variable correlations are significant at level 0.000 level. The inter relationship between the independent variables are also good showing no collinearity among the independent variables.

c) *Results of Hypotheses*

i. *H1*

The factor "Physical Work Environment" has positive and significant relationship with job satisfaction of employees.

The first hypothesis says that from the previous literature this study predicts that the independent factor 'physical work environment' has a positive and significant relationship with employee's job satisfaction.

*First,* the regression analysis shows that the level of significance is at 0.000 which means the relationship between the 'physical work environment' and 'job satisfaction' is significant at 99% confidence interval. *Second,* the standardized correlation coefficient or the beta value of the relationship is $\beta = 0.286$. This means the direction of the relationship is positive and there is a medium level of strength in the relationship that is very good. Also the R Square value for the model is 0.35 which means the relationship variance is explained or the relationship can be explained 35% which is also considered very good.

Therefore, the abovementioned R Square value, level of significance, beta value all indicates that the *hypothesis is accepted*. The prior study of (Naharuddin and Sadegi (2013) and (Shea, Pettit et al. (2011) illustrates the items that comprise the physical work environment. A positive and strong relationship is found in a recent study between employee satisfaction and physical work environment which states the well-designed structural, interior design etc. features in the workplace make up the physical environment (Sadatsafavi, Walewski et al. (2015). Also as per the study of (Milisen, Abraham et al. (2006) the physical work environment items are shown as potential factor which impacts employees' productivity thus satisfaction. And the result of this hypothesis that the physical work environment is positively and significantly related to job satisfaction is aligned with the previous studies.

ii. *H2*

The factor "Supervisor Support" has positive and significant relationship with job satisfaction of employees.

The second hypothesis says that from the previous literature this study predicts that the independent factor 'supervisor support' has a positive and significant relationship with employee's job satisfaction.

*First,* the regression analysis shows that the level of significance is at 0.000 which means the relationship between the 'physical work environment' and 'job satisfaction' is significant at 99% confidence interval. *Second,* the standardized correlation coefficient or the beta value of the relationship is $\beta = 0.411$. This means the direction of the relationship is positive and there is a moderate level of strength in the relationship that is very good. Also the R Square value is 0.35which means the relationship variance is explained or the relationship can be explained 35% which is also considered very good.

Therefore, the abovementioned R Square value, level of significance, beta value all indicates that the *hypothesis is accepted.* As per (Grover and Furnham (2016) 'supervisor support' includes employees' career planning. As per the prior study of (Dubinsky and Skinner(1984) the supervisor's features for instance;

consideration and feedback can aid in enhancing support that leads to job satisfaction. And the result of this hypothesis that the supervisor support is positively and significantly related to job satisfaction is perfectly aligned with the previous studies.

iii. *H3*

The factor "Job Security" has positive and significant relationship with job satisfaction of employees.

This hypothesis predicts that the independent factor 'job security' has a positive and significant relationship with employee's job satisfaction (this is the dependent variable).

*First,* the regression analysis shows that the level of significance is at 0.538 which means the relationship between the 'job security' and 'job satisfaction' is not significant at 99% confidence interval. *Second,* the standardized correlation coefficient or the beta value of the relationship is $\beta = 0.037$. This means the direction of the relationship is positive but there is a very weak level of strength in the relationship that is not aligned with the literature.

*d) Discussion & Summary of the Results*

This study first examined the demographic profile of the survey respondents and then verified the reliability of all variables constructed using the Cronbach's Alpha test. Afterward, the hypotheses were tested using the regression and Spearman's rho correlation coefficient test. Various literatures are reviewed to explain the three key independent variables (physical work environment, job security and supervisor support) that makes the work environment of an organizations and impacts the job satisfaction of the employees accordingly.

And as hypothesized, there is a very good positive strength and very significant relationship between all the independent variables to the job satisfaction except the job security variable. The below figure shows the summary of the regression results for this study.

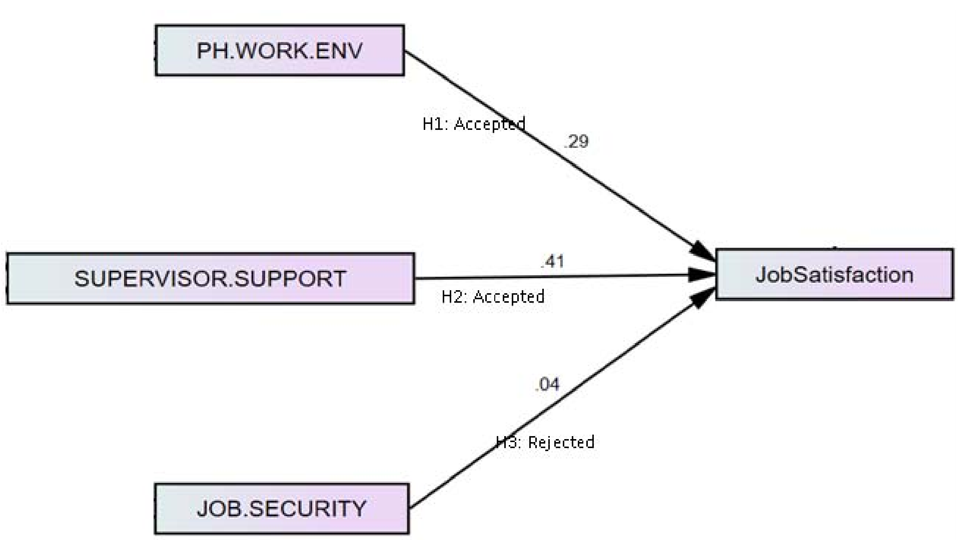


*Figure 1:* Summary diagram of findings.

The below table 05 summarizes the overall path of the study that is conducted. It exhibits the connection between 'main objective' to the detailed each objective; than the research objectives to the research questions; than research questions to the specific hypothesis; and finally the results and findings from the hypothesis of the study. All are connecting the dots starting from main research objective to the individual findings of the study. The findings column shows the result of the hypothesis showing the direction, strength and level of significance of the relationship between independent and dependent variable of the corresponding hypothesis.

## IV. Recommendation

The theoretical framework of this study was based on numerous prior studies on job satisfaction and its factors. However, this present study, it is found that the respondents are more concerned with clear job satisfaction and working tools rendered by the organization. Focusing on the present, it is found that the respondents are more concerned with clear job satisfaction and support rendered by their corresponding supervisor. The item supervisor support measures the level of satisfaction of the employees based on when it comes to gender how impartial the supervisor is to the employees. And this item scored the lowest score of 3.48 within the supervisor support variable. This indicates that Saudi Arabian Oil and Gas Industry's human resource department needs to look into this gender discrimination matter with caution. It shows there is room for improvement for them to train the managers or supervisors to be fairer in treating the employees in terms of incentives and support. Another item has a lower score of 3.50 is the supervisor support. This one indicates the level of satisfaction of employees regarding the guideline and coaching they receive for the immediate supervisor.

Hence, in terms of employee supervision and coaching, Saudi Arabian Oil and Gas Industry should be more concerned to improve the managers' competency to lead and guide the subordinates. Nevertheless, the findings of the study generally support the prior studies that supervisor support is positive and significantly related to job satisfaction.

Another important independent factor is the job security shows that currently, the respondents are more concerned with clear job satisfaction and job security rendered by the organization. Overall this factor scored the highest among all the factors that affect the level of job satisfaction. However, within these high scoring items that made up the job security variable; the item Job.Security02 scores 4.23 which is the lowest. The study recommends that this is nothing alarming. since the item still, show a very strong satisfaction from respondents regarding the medical coverage in case of any medical emergency situation.

It shows there is not much room for improvement for Saudi Arabian Oil and Gas Industry to improve the job security because the overall job security is already quite strong. However, the findings of this study regarding the significance of job security as the work environment factor showed an insignificant result which is not supportive to the prior studies. Still lot of western studies on job security showed weak and less significant relation to job satisfaction.

Finally, the independent factor physical work environment shows that currently, the respondents are more concerned with clear job satisfaction and the physical work environment rendered by the organization. Overall this factor has a very good score in terms of job satisfaction measurement. However, within these high scoring items that made up the job security variable; the item physical work environment04 scores 3.94 which is the lowest. The study recommends that there may be a little room for improvement on the furniture or the arrangements of the office sitting positions to make the job satisfaction better. However, the item value is close to four which means respondents are still satisfied in terms of the furniture and working comfort. Nevertheless, the findings of the study generally support the prior studies that physical work environment is positive and significantly related to job satisfaction.

Therefore, we believe that if Saudi Arabian Oil and Gas Industry can improve on these above mentioned areas the company will have a more stable sustainable human resource. The employee turnover will also reduce even further.

## V. Conclusion

The study is conducted to show that the selected work environment factors are significant predictor of employee job satisfaction in Saudi Arabian Oil and Gas Industry. And after the analysis, all the variables have proven to be true with a significant positive relation between 'Work Environment' & 'job Satisfaction', which is mostly aligned with the prior researches taken both from Saudi Arabia and other countries context.

After completing this research, the understanding for factor motivation towards employee job satisfaction in Saudi Arabian Oil and Gas Industry can be improved. Factor of job satisfaction that be in research are supervisor support, job security, and physical work environment. The outcome of the research is able to provide the Saudi Arabian Oil and Gas Industry the knowledge, importance and ways to improve the employee job satisfaction. Also further study needs to be done on the job security factor since the mean score for satisfaction is the highest but there is insignificant relation with job satisfaction. Saudi Arabian Oil and Gas Industry can take these factors in consideration for improvement of employee job satisfaction to attain goals and objectives of the companies.

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# Determining Factors of Influence on Efficiency of Management of Administrative and Managing Personnel of Enterprises and Organizations

By Mykola Ivanovych Koval & Anatolii Serhiiovych Benzar

*Abstract-* A qualitatively new level of development of industrial relations in the modern market conditions of management requires the adequate use of innovative management technologies. The emergence of new socio-economic relations in a globalized economy requires another methodological substantiation of the methods of effective influence, first of all, on the work of administrative and managerial personnel of enterprises and organizations. Such an impact on improving the efficiency of management of both administrative and managerial personnel of enterprises and personnel in general is carried out by economic, social and institutional factors.

*Keywords: personnel management, determining factors, influence on the efficiency of management of administrative and managerial personnel of enterprises and organizations, factors improving the efficiency of personnel management.*

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DETERMININGFACTORSOFINFLUENCEONEFFICIENCYOFMANAGEMENTOFADMINISTRATIVEANDMANAGINGPERSONNELOFENTERPRISESANDORGANIZATIONS

*Strictly as per the compliance and regulations of:*

# Determining Factors of Influence on Efficiency of Management of Administrative and Managing Personnel of Enterprises and Organizations

Mykola Ivanovych Koval [α] & Anatolii Serhiiovych Benzar [σ]

*Abstract-* A qualitatively new level of development of industrial relations in the modern market conditions of management requires the adequate use of innovative management technologies. The emergence of new socio-economic relations in a globalized economy requires another methodological substantiation of the methods of effective influence, first of all, on the work of administrative and managerial personnel of enterprises and organizations. Such an impact on improving the efficiency of management of both administrative and managerial personnel of enterprises and personnel in general is carried out by economic, social and institutional factors.

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## I. Introduction

In modern market conditions one of the important long-term advantages of any enterprise or organization, are human resources, namely: personnel and its work ethics, knowledge, skills and abilities, high qualification and the desire to realize the goals, appropriate value system. Today, as always, the achievement of proper management efficiency depends on the rational use of personnel. A qualitatively new level of development of industrial relations, which influences the efficiency of management of administrative and managerial personnel, is achieved through the use of promising technologies of innovation management. Fundamentally new management mechanisms began to appear and completely different social ties and forms of social relations in production were developed.

Paying tribute to the achievements of the classical management theory, it should be noted that the emergence of qualitatively new socio-economic relations requires a different methodological substantiation of the methods of effective influence on the effectiveness of personnel management. So far, in the current practice of personnel management, the mechanisms of factorial human resource management are still not fully understood. The low average level of development of social and labor relations, as well as a one-sided shift in emphasis on obtaining economic results, and aimed only at high profits, by reducing personnel costs, have a negative impact on the effectiveness of human resource management of the enterprise.

The theory and practice of management in above-mentioned issues contemplates a meaningful study of this problem by identifying the determinants of influence on the efficiency of management of administrative and managerial personnel. The urgency of the problem and its significance for improving management efficiency, as well as its insufficient development, determined the choice of the topic of this article.

## II. Literature Review

Determining factors of influence that cause effective management, as noted by Ukrainian scientists M. Doronina, S. Izvekova, A. Voronkova, A. Kolot, M. Pysmenna, O. Zdravomyslov, can be divided into two main groups – economic and social. And at the same time, the latter acquire practical significance as well as increasing relevance. Since human presence in production is a prerequisite, these factors demonstrate the best ways to solve certain problems of personnel and contribute to the future development of an enterprise or organization as a whole.

Thus, the economic factor of influence on the efficiency of management of administrative and managerial personnel is, above all, the system of material incentives and material responsibility as well as the problems of their improvement. Such improvement of the system of material incentives for employees of enterprises and organizations should be focused on the unconditional fulfillment of the company's contractual obligations and should be accompanied:

a) By the orientation of production towards a more complete satisfaction of the needs of the population in specific types of goods, works and services of high quality;
b) By the orientation of production to achieve high results;
c) By solving the problem of strengthening discipline at all levels of the enterprise;

*Author α σ: Department of Accounting and Taxation, PJSC "Higher Educational Institution "Interregional Academy of Personnel Management". e-mails: ovmichailenko@ukr.net, absoluteastralz16@ukr.net*

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d) By ensuring the optimal combination of personal and collective interests of personnel with general production interests in the unconditional fulfillment by the enterprise of its contractual obligations.

That is why, in the complex structure of each enterprise or organization, as an economically active subject of production, administrative and managerial personnel is of key importance in the implementation of all functional processes, which later turn into quantitative indicators of the growth of working productivity and the financial efficiency of an enterprise. Therefore, in the system of measures taken to improve personnel management, it is unacceptable to neglect or underestimate such an important factor as the creation of an effective system of material incentives and material liability of personnel. The same in the system of measures to improve the management of the personnel of the enterprise is unacceptable disregard or underestimation of such an important factor as the creation of an effective system of material incentives and material liability of the staff.

Similar conclusions regarding the above economic factors that affect the efficiency of management of administrative and management personnel can be made by analyzing the work of M. Pysmenna, where the author advise to domestic business "to use fair monetary remuneration, to give stuff appropriate authority and responsibility, awaken interest to the work, to provide opportunities for personal growth, to form the sense of belonging to an organization and to form a spirit of cooperation and corporate culture" [6 p. 381].

Another famous scientist S. Izvekova notes in her research that "administrative and managerial personnel must clearly identify the needs of their subordinates and understand how they can really improve the level of motivation before introducing innovative technologies to motivate personnel" [3]. Therefore, ignoring such identification of personnel's needs, in our opinion, can lead to the fact that after performing large efforts to introduce innovative technologies to motivate personnel, labor productivity will remain unchanged at best.

## III. Methodology

To achieve the goal of the research, general scientific methods and methods of cognition were used during the course of the study, namely: analysis and synthesis of various points of view of researchers on the subject of research, their generalization and detailing, research on the causal relationships of industrial and socio-economic relations, phenomena and processes in the historical aspect and others.

## IV. Result and Analysis

As practice shows, an important prerequisite for observance of the principle of objectivity in the formation of innovative levers of influence on the efficiency of management of administrative and management personnel through a system of motivating personnel in enterprises or organizations is the use of staff wage surveys and compensation packages. This is stated by researcher P. Bilmovych in his paper "Salary Surveys: How to Make the Right Choice". According to the scientist, due to such surveys, managers of enterprises and organizations are able to obtain objective information on the comparison of the level of actual wages in the company with its average market level in one or another field of the economy, about the formation of optimal compensation packages within the framework of motivation technologies and annual budgeting of the enterprise, as well as setting priorities in the formation of personnel management policies in general" [1, p. 18].

On the basis of the above we can conclude that economic factors have a positive impact on the efficiency of management of administrative and managerial personnel of the company and directly determine the potential ability to effectively develop an enterprise or organization. That is, the presence of professionally trained and active professionals who have a proper system of material incentives and liability, is one of the important factors that affect the efficiency of management of the administrative and management personnel of enterprises or organizations. In the case of proper use of economic factors, the final result of the financial and economic activity of the enterprise ends with obtaining highly profitable products of good quality.

In addition to economic factors, as noted by a number of scientists, there are a number of social or socio-psychological factors influencing the management efficiency of administrative and managerial personnel, which contribute to build positive relationships between team members, to meet social and spiritual needs and to increase the activity and initiative of employees, creating favorable socio-psychological climate in the team and the team style of behavior of each individual in the composition of this team.

Social factors influencing the effectiveness of management are based on the characteristics of workers and the cultural norms and values prevailing in their environment, as well as forms of communication. Thanks to them, the management of relationships in the team and between teams is carried out, because the person is at the center of any management concept. The social factors include: factors of social regulation (social planning, customs and traditions, exchange of experience, criticism and self-criticism) factors of social rationing (professional codes of honor, internal regulations, statutes of public organizations, rules of professional ethics and etiquette, forms of disciplinary action); moral incentives (announcement of gratitude, awarding state or departmental awards, recognition of the best in the profession (specialty), awarding honorary titles, provision of additional social benefits (additional leaves, tourist vouchers, etc.).

According to the scientist Zakharchyn H. M., “any economically active, transformational processes in the present conditions of internationalization and global cooperation are carried out by people who are endowed with individual socio-cultural characteristics, have their own system of values and norms of conduct” [2].

So, as the author points out, with which we agree, motivation is one of the leading instruments for improving management, since the achievement of the main goal of any business structure depends on the coherence of the work of the people who work there, and on their interpersonal relationships. Each effective manager tries to persuade subordinate employees to work better, to awaken their internal efforts to work actively, to maintain interest in the result of labor, and to initiate the satisfaction with the results of work. It is also important that employees seek to achieve the goals of the enterprise or organization voluntarily and creatively. However, in practice, there is often a picture of inappropriate application of motivation systems, and as a result, there is a high turnover of staff, low performance of staff. However, it is necessary to apply not only material motivation, but also moral, as a mutually complementary pair category, since the influence of social factors on the management efficiency of administrative and management personnel, along with economic ones, is very significant.

The efficiency of modern enterprise management depends not only on the methods of personnel motivation that managers use, but also on the principles they follow, since their correct choice ensures the achievement of the desired result with less effort. The principles of personnel management are the basic rules, regulations and norms that should be followed by managers and specialists in the personnel management process.

Domestic scholars V. A. Ruliev, S. O. Hutkevych, T. L. Mostianska define the principles of personnel management as a set of fundamental rules for managing people, the consistent observance of which is an indispensable condition for achieving current and future goals by the organization [7].

Another scientist – K. Levin, on the basis of test studies, formulated several styles of company management. The first style is autocratic (authoritarian), when the leader decides and acts himself, and does not participate in the implementation of decisions, but only authorizes and controls the actions of subordinates. The second style is democratic, when the leader allows subordinates to participate in decision-making and determining how to accomplish tasks, and the group independently assesses the results of its work. And the third style is passive, when the manager does not interfere in the processes of production and management, decisions are made without a clear understanding of the course of events, and the manager does not express his work assessment to subordinates [4].

In our opinion, the results obtained by K. Levin were not unambiguous, since the workers worked more efficiently under the authoritarian style, but felt happier with a democratic leadership. Later studies have shown that the psychological type of manager for an employee weighs less than the environment in which he directly works (structure of organization, rules of the game, distribution of roles and responsibilities), where the style of management depends on the nature of the organization itself.

Analyzing the results of research by scientists, we can conclude that, unlike in times past, when people with dictatorial inclinations were considered to be the best managers, today the requirements for managers have changed dramatically. The old system of thinking was fundamentally aimed only at obtaining maximum profit. The new system of thinking already operates with such a concept as equilibrium, corresponds to a state of society in which the satisfaction of its current needs should not reduce the chances of future generations for a decent life. Thus, the modern psychology of management sees in the personality of a manager not only his managerial needs and abilities, but also his individual humanistic management concept, which guides the team towards the realization of the set goal.

The unity of the factors of economic and social impact on the work with personnel is unanimously recognized by all experts. When they are taken into account, the following principle should be respected: when making any decision in the field of management of administrative and managerial staff both economic factors and social needs and interests of employees of an enterprise or organization must be taken into account simultaneously.

We believe that the effectiveness of managing administrative and managerial personnel can be increased by using not only economic and social factors of influence, but also taking into account the influence of institutional factors, because in the management system of the enterprise important role is assigned to the management of personnel behavior. In fact, the behavior of the staff is one of the main indicators of the attitude of employees to the enterprise, their creative activity, the desire to self-improvement in order to ensure the competitiveness of the enterprise and increase its intellectual potential, which directly affects the effectiveness of management of administrative and managerial personnel.

By the definition of the institutionalist D. Nort, the institutions are "the rules of the game of society, or, more precisely, restrictions that direct human interaction in a certain direction and structure incentives in the exchange process" [5, p. 198]. The substantive content of the institutions are the rules that determine the behavior of people in a particular environment. In this case, it refers to a person who is involved in social relations. A person begins to accept certain rules, norms of behavior, which to a certain extent limit its freedom of action.

The rules stipulate the way of relations among the personnel of the enterprise, form the environment in which these relations occur. The rules are transformed into the principles of behavior, behavioral settings, which, under the condition of well-thought-out management policy by administrative and managerial staff, can become a model to follow, borrow, copy, which is important to use in the management system of personnel behavior.

Without a doubt, now there is an objective need in use of institutional factors to influence the efficiency of management of administrative and management personnel and organization through management of personnel behavior.

The culture of interpersonal relationships characterizes the qualitative state of behavioral attitudes of the personnel of the enterprise, psychological comfort in the team and team commitment to work towards a common goal. Since the institutional factors of influence envisage the transformation of social intentions, the norms of behavior, enshrined in the relevant internal regulations, the rule-making process within the enterprise is also the semantic content of this institution.

During a financial crisis, under the threat of bankruptcy, any enterprise or organization should have a team of specialists on adaptation and crisis response, which should perform the function of adapting personnel to the external environment when managing an enterprise. The main goal of such a group is not only to successfully counteract crisis phenomena, but also to develop an active position aimed at managing changes and using them with a positive result. In order to facilitate the adaptation process, such a group should develop rules on adaptation, which will display the value orientations of the enterprise personnel's behavior and the standard parameters associated with the selection of candidates for relevant position of crisis managers; assessment methods and personnel certification; motivational levers of influence on personnel behavior; system of sanctions; personnel training technologies; standards for business documents; questionnaire samples with problematic issues that concern personnel, etc. At the same time, the rules on adaptation are additional document in the Corporate Culture Code, in which values, the system of relationships and rules of conduct, rituals, and traditions are described in accordance with the philosophy of the enterprise, and this ensures a systematic approach to personnel adaptation.

Thus, through the system of norms, rules, regulations, an internal institutional environment of an enterprise is formed, which has its own structure and organizational and methodological support, and allows administrative and managerial personnel to regulate and coordinate personnel behavior through a feedback system, and which becomes the determining factor influencing the effectiveness of personnel management.

## V. Conclusion

Based on the above, it can be concluded that the effectiveness of the functioning of administrative and managerial personnel and the personnel management system as a whole can be improved by using the determining factors of influence, as well as feedback, timeliness and completeness of information about its activities, taking into account socio-psychological qualities as managers and subordinates. Economic and social factors are the determining factors influencing the efficiency of management of the administrative and management personnel of enterprises and organizations, but to a large extent the effectiveness of personnel management directly depends on the influence of institutional factors. Therefore, an important condition for the effective activity of the administrative and management personnel of enterprises and organizations is the comprehensive development and application of such management tools, using the above determining factors of influence, will be able to provide a real socio-economic impact on all personnel of an enterprise or organization.

Further research in the field of improving personnel management efficiency should be carried out in the direction of developing and implementing at each enterprise such personnel policy that ensured the proper continuous intellectual and psychophysical development of personnel, their creative potential, capable of solving the urgent needs of each enterprise or organization.

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# Analysis of the Influential Factors on the Performance of the Civil Service Police Unit in Pulogadung District, East Jakarta

By Boin & Tri
*Respati Indonesia University*

*Abstract-* This study intends to examine the factors that influence the performance of the civil service police unit. This research approach is descriptive associative with sampling using a census. Sampling was carried out at the Pramong Praja Police in the Pulo Gadung District of East Jakarta. The method of data analysis uses Structural Equation Modeling - Partial Least Square (SEM-PLS) using Smart PLS software version 3. The test results show human resources, facilities, and communication have a positive and insignificant effect on the performance of the Civil Service Police Unit.

*Index Terms:* *performance, public sector.*

*GJMBR-A Classification:* *JEL Code: D73*

ANALYSISOFTHEINFLUENTIALFACTORSONTHEPERFORMANCEOFTHECIVILSERVICEPOLICEUNITINPULOGADUNGDISTRICTEASTJAKARTA

*Strictly as per the compliance and regulations of:*

# Analysis of the Influential Factors on the Performance of the Civil Service Police Unit in Pulogadung District, East Jakarta

Boin [α] & Tri [σ]

*Abstract -* This study intends to examine the factors that influence the performance of the civil service police unit. This research approach is descriptive associative with sampling using a census. Sampling was carried out at the Pramong Praja Police in the Pulo Gadung District of East Jakarta. The method of data analysis uses Structural Equation Modeling - Partial Least Square (SEM-PLS) using Smart PLS software version 3. The test results show human resources, facilities, and communication have a positive and insignificant effect on the performance of the Civil Service Police Unit.

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## I. Introduction

Uneven development between cities and villages in Indonesia so far has given rise to the formal sector and the informal sector in economic activities. The movement of population from village to city has become a very prominent symptom in Indonesia which ultimately has various impacts on the region concerned, both positive and negative impacts that must be faced. Some of the activities of the population movement can be accommodated in the economic activities of the formal sector; on the other hand some of the residents who are not accommodated without the skills needed by a region have created a form of informal activities to sustain their lives.

Some of those who are not accommodated in formal sector activities try to enter the informal sector activities, where this sector is very easy for anyone to enter without the skills indicated. The informal sector is mostly entered by the lower classes, namely those who are not accommodated in the formal sector and those who avoid the domination of the capitalists who have mastered the macro economy. Informal sector activities play a role in accommodating the workforce that is not accommodated in the formal sector. The sector enters the informal sector because there is no term contract employment long as in the formal sector so that the labor force mobility in the informal sector is high. This is one of the main factors that makes it easy for workers to enter this sector. Indonesia experienced the 1997 economic crisis which affected national and regional economic stability.

*Author α σ: Business Administration Science, Respati Indonesia University, Indonesia. e-mails: jhonboin@gmail.com, tri2209@yahoo.com*

The efforts made by the Regional Government of Pulogadung District in East Jakarta in dealing with the problem of violation of order, comfort and tranquility of the city are with street vendor (PKL) control activities, namely the issuance of the Provincial Regulation of the Special Capital Region of Jakarta Number 8 of 2007 concerning Public Order. Have tried to suppress the violation of order that was carried out by the street vendors with these regulations but still there was still a violation of order. Order violations carried out by the Kender Market PKL include violations of selling hours, selling area violations, violations of building establishment, cleanliness violations and violations related to the aesthetics and neatness of the city.

Authority regarding the issue of Street Vendor Control (PKL) in East Jakarta Administrative City has been delegated to the DKI Jakarta Civil Service Police Unit (SATPOL PP), in accordance with Government Regulation Number 6 of 2010 concerning the Civil Service Police Unit, that the Civil Service Police Unit headed by a Head and domiciled under and responsible to the Regional Head through the Regional Secretary. The performance description of the SATPOL PP Unit in Pulogadung Sub-district, East Jakarta, can generally be seen from the activities of the SATPOL PP Unit which is serious in carrying out control activities against street vendors' acts. One example of a street vendor in East Jakarta City occupying public space as a place of business.

The focus of the performance discussion specifically in this regard is the work done by the SATPOL PP Unit in Pulogadung Sub-District, East Jakarta in its efforts to curb street vendors in the Klender Market who occupy public space as business land, pay more attention to control activities and minimize violations of order. There are 93 traders in Pasar Klender in 2016. Violations that have occurred so far have received an active response from the SATPOL PP Unit, but in reality these violations still occur, including PKL occupying public spaces, building permanent buildings, unsuitable selling hours. Rules. This is certainly the duty

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of the Pulo Gadung Sub district Unit of the SATPOL PP in East Jakarta to regulate it by increasing organizational performance. Seeing that the street vendors are not maximized by the Civil Service Police Unit (SATPOL PP) in Pulogadung Sub-District, East Jakarta, the authors concern the factors that affect the performance of the Civil Service Police Unit (SATPOL PP) in Pulogadung District, East Jakarta in controlling street vendors in Klender Market.

## II. Methods

This study is a quantitative study with an associative descriptive research approach, the purpose of descriptive research is to describe the object of research or research results while the purpose of associative research is to find out the relationship between two variables or more (Sugiyono, 2014). The population in this study was 38 SATPOL PP District Pulogadung.

The data collection method that will be used in this study is structured interviews using a personal questionnaire. Questionnaire is a technique of data collection conducted by giving a set of questions or written statements to the respondent to answer (Sugiyono, 2014: 162).

The statement presented in this questionnaire is a closed statement. Closed statements are made using an interval scale. The interval scale used in this study is the Likert scale, which is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2004). The following is an overview of the score or score on the research questionnaire question.

*Table 1:* Likert Scale

| No. | Answer Score Category | Score |
|---|---|---|
| 1 | Strongly Agree | 4 |
| 2 | Agree | 3 |
| 3 | Disagree | 2 |
| 4 | Strongly Disagree | 1 |

*Source: Sugiyono, 2010*

A quantitative study that uses data collection techniques using questionnaires, it must do a validity test. The test was tried on a sample of the population taken, the members used were 38 respondents. Validity test aims to determine whether the questionnaire used is really valid to measure the variables under study. If the Pearson correlations test results have an asterisk.

a) *Validity test*

i. *Test HR factor variable validity*

*Table 2:* HR Factor Validity

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | SDM.1 | 0.452** | Valid |
| 2. | SDM.2 | 0.722** | Valid |
| 3. | SDM.3 | 0.545** | Valid |
| 4. | SDM.4 | 0.738** | Valid |
| 5. | SDM.5 | 0.715** | Valid |
| 6. | SDM.6 | 0.864** | Valid |
| 7. | SDM.7 | 0.864** | Valid |
| 8. | SDM.8 | 0.840** | Valid |
| 9. | SDM.9 | 0.815** | Valid |
| 10 | SDM.10 | 0.573** | Valid |

*Source: SPSS, 2018*

ii. *Test the validity of facilities and infrastructure variables*

*Table 3:* Facility Factor Validity

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | SP.1 | 0.845** | Valid |
| 2. | SP.2 | 0.821** | Valid |
| 3. | SP.3 | 0.367* | Valid |
| 4. | SP.4 | 0.821** | Valid |
| 5. | SP.5 | 0.861** | Valid |
| 6. | SP.6 | 0.638** | Valid |
| 7. | SP.7 | 0.626** | Valid |
| 8. | SP.1 | 0.845** | Valid |

*Source: SPSS, 2018*

iii. *Test the validity of communication factor variables*

*Table 4:* Validity of Communication Factors

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | K.1 | 0.776** | Valid |
| 2. | K.2 | 0.705** | Valid |
| 3. | K.3 | 0.736** | Valid |
| 4. | K.4 | 0.598** | Valid |

*Source: SPSS, 2018*

iv. *Test the effectiveness of variable validity*

*Table 5:* Validity of Effectiveness

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | EF.1 | 0.555** | Valid |
| 2. | EF.2 | 0.601** | Valid |
| 3. | EF.3 | 0.809** | Valid |
| 4. | EF.4 | 0.712** | Valid |

*Source: SPSS, 2018*

v. *Test the validity of variable alertness (responsiveness)*

Table 6: Validity of alertness (responsiveness)

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | Rpv.1 | 0.844** | Valid |
| 2. | Rpv.2 | 0.821** | Valid |
| 3. | Rpv.3 | 0.756** | Valid |

*Source: SPSS, 2018*

vi. *Test the variable validity of responsibility (responsibility)*

Table 7: Validity of Responsibility (responsibility)

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | Rpb.1 | 0.779** | Valid |
| 2. | Rpb.2 | 0.865** | Valid |
| 3. | Rpb.3 | 0.854** | Valid |

*Source: SPSS, 2018*

vii. *Test the validity of sustainability variables (accountability)*

Table 8: Sustainability (accountability) Responsibility (responsibility)

| No. | Item | Pearson Correlation | Description |
|---|---|---|---|
| 1. | Akt.1 | 0.844** | Valid |
| 2. | Akt.2 | 0.861** | Valid |
| 3. | Akt.3 | 0.625** | Valid |

*Source: SPSS, 2018*

b) *Reliability Test*

Reliability is an index that shows the extent to which a measuring device can be trusted or reliable (Ancok: 140-141). Reliability test is used to measure whether a respondent's answer is consistent or stable over time (Sugiyono, 2004). Instrument score assessment criteria in reliability coefficient or Cronbach Alpha test is 0.60 or more, then the indicators in the instrument are declared reliable (reliable).

Table 9: Test of Reliability

| No. | Item | Value | Description |
|---|---|---|---|
| 1 | HR Factor | 0.893 | Reliable |
| 2 | Factors of facilities and infrastructure | 0.846 | Reliable |
| 3 | Communication Factors | 0,656 | Reliable |
| 4 | Effectiveness | 0,646 | Reliable |
| 5 | Alertness (responsiveness) | 0,731 | Reliable |
| 6 | Responsibility (responsibility) | 0,777 | Reliable |

*Source: SPSS, 2018*

c) *Data analysis*

According to Sugiyono (2014) what is meant by data analysis is as follows: "Data analysis is a process of searching and compiling as a systematic data obtained from interviews, field notes, and documentation using how to organize data into categories, describing into units, synthesizing, arranging into patterns, choosing names that are important and which will be studied, and making conclusions and then easily understood by themselves and others. "Data analysis methods use Structural Equation Modeling-Partial Least Square (SEM-PLS) using Smart PLS software version 3. Structural Equation Modeling is an evolution of multiple equation models developed from the principle of econometrics and combined with the regulatory principles of psychology and sociology (Ghozali, 2008). The PLS calculation phase uses 2 models, namely the Outer Model and the Structural Model Testing.

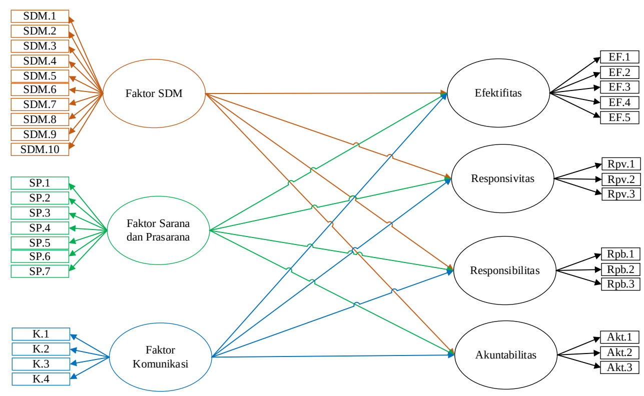


Figure 1: Research Constructions

## III. Results and Discussion

a) *Results of Descriptive Analysis of Research Variables*

This research consisted of HR factors, facilities and infrastructure factors, communication, effectiveness, alertness (responsiveness), responsibility (responsibility), and sustainability (accountability). Explanation of the description of each variable using a frequency table obtained from the tabulation of respondents' answer scores.

Table 10: Basic Interpretation of Scores in Research Variables

| No. | Score | Interpretation |
|---|---|---|
| 1. | 1 – 1,8 | Bad / not important |
| 2. | > 1,8 – 2,6 | Important |
| 3. | > 2,6 – 3,4 | Ordinary |
| 4. | > 3,4 – 4,2 | Good |
| 5. | > 4,2 – 5,0 | Very good |

*Source: Schafael, 2001*

Interpreting the average value of each indicator in this research variable is intended to give an idea of what indicators and variables I have built the overall research model variable. The basis of the interpretation of the average value used in this study refers to the interpretation of the scores used by Schafael (2001).

i. *Description of HR Factor Variables*

*Table 11:* Distribution of Frequencies / HR Factor Percentages (X1)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 71.1 | 11 | 28.9 | 4.29 |
| 2 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 60.5 | 15 | 39.5 | 4.39 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 29 | 76.3 | 9 | 23.7 | 4.24 |
| 4 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 60.5 | 15 | 39.5 | 4.39 |
| 5 | 0 | 0 | 0 | 0 | 2 | 5.3 | 21 | 55.3 | 15 | 39.5 | 4.34 |
| 6 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 7 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 8 | 0 | 0 | 0 | 0 | 0 | 0 | 28 | 73.7 | 10 | 26.3 | 4.26 |
| 9 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 10 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 78.9 | 8 | 21.1 | 4.21 |

*Source: data processing, 2018*

Item 1: Field of work as SATPOL PP according to interests

Item 2: Field work as PP SATPOL makes me more mature

Item 3: I understand my current work situation as SATPOL PP

Item 4: Field work as SATPOL PP can meet my needs

Item 5: Field work as SATPOL PP according to my ability

Item 6: Field of work as SATPOL PP in accordance with my competence

Item 7: As a PP SATPOL, I have sufficient knowledge regarding employment

Item 8: As a PP SATOL, I can maintain emotions

Item 9: As a PP SATOL, I can control my mood

Item 10: As a PP SATPOL, I have confidence in doing the right thing.

Based on the results of recapitulation of the frequency of the respondents' answers totaling 38 SATPOL PP regarding the field of work as SATPOL PP according to interest (SDM.1) it can be interpreted that the respondent gave a mean value of 4.29 which means very good. This indicates that the average field of work as SATPOL PP according to interest shows a positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the field of work as SATPOL PP made me more mature (SDM.2) can be interpreted that the respondent gave a mean value of 4.39 which means very good. This indicates that the average occupation as SATPOL PP makes me more mature showing positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding understanding my work situation as the current SATPOL PP (SDM.3) can be interpreted that the respondent gave a mean value of 4.24 which means very good. This indicates that the average understanding of my work situation as SATPOL PP currently shows a positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding the field of work as SATPOL PP can meet my needs (SDM.4) can be interpreted that the respondent gave a mean value of 4.39 which means very good. This indicates that the average field of work as SATPOL PP can meet my needs shows a positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding the field of work as SATPOL PP according to my ability (SDM.5) can be interpreted that the respondent gave a mean value of 4.34 which means very good. This indicates that the average occupation as SATPOL PP is in accordance with my ability to show positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding the field of work as SATPOL PP in accordance with my competence (SDM.6) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that the average field of work as SATPOL PP in accordance with my competence shows a positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding As SATPOL PP, I have sufficient knowledge related to work (SDM.7) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that on average as SATPOL PP, I have sufficient knowledge regarding work to show positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding As SATPOL PP, I can maintain emotions (SDM.8) can be interpreted that the respondent gave a mean value of 4.26 which means very good. This indicates that on average as SATPOL PP, I can keep emotions showing a positive meaning.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding As SATPOL PP, I can control mood (SDM.9) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that on average, as a PP SATPOL, I can control my mood showing positive meanings.

Recapitulation of the frequency of the overall answers of respondents totaling 38 SATPOL PP regarding As SATPOL PP, I have confidence in doing the right (SDM.10) can be interpreted that the respondent gave a mean value of 4.21 which means very good. This indicates that on average as a PP SATPOL, I have confidence that doing the right thing shows positive meaning.

ii. *Description of Facility Factor Variables*

*Table 12:* Frequent Distribution / Means Factor Percentage (X2)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 2 | 0 | 0 | 0 | 0 | 1 | 2.6 | 21 | 55.3 | 16 | 42.1 | 4.39 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 78.9 | 8 | 21.1 | 4.21 |
| 4 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 60.5 | 15 | 39.5 | 4.39 |
| 5 | 0 | 0 | 0 | 0 | 1 | 2.6 | 21 | 55.3 | 16 | 42.1 | 4.39 |
| 6 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 52.6 | 18 | 47.4 | 4.47 |
| 7 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 8 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 9 | 0 | 0 | 0 | 0 | 1 | 2.6 | 21 | 55.3 | 16 | 42.1 | 4.39 |
| 10 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 78.9 | 8 | 21.1 | 4.21 |

*Source: data processing, 2018*

Item 1: Available tools speed up the process of carrying out work so that it saves time

Item 2: Available facilities increase the productivity of both goods and services

Item 3: The facilities available are more quality and guaranteed

Item 4: Available facilities make it easier to move SATPOL PP

Item 5: Available facilities further establish the stability of workers

Item 6: Available facilities create a sense of comfort for the SATPOL PP when using them

Item 7: Available facilities create satisfaction with SATPOL PP when using it.

Based on the results of the recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding available facilities and infrastructure accelerate the process of implementing the work so that it can save time (SP.1) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that the average facilities available speed up the process of carrying out work so that it saves time showing positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding available facilities increases the productivity of both goods and services (SP.2). It can be interpreted that respondents gave a mean value of 4.39 which means very good. This indicates that the average means available to increase productivity both goods and services show a positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the available Facilities of work results that are more quality and guaranteed (SP.3) can be interpreted that the respondent gave a mean value of 4.21 which means very good. This indicates that the average facilities and infrastructures available are higher quality and guaranteed. They show a positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the available Facilities makes it easy to move SATPOL PP (SP.4) can mean that the respondent gave a mean value of 4.39 which means very good. This indicates that the average facilities available make it easier for SATPOL PP to show positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding available Facilities further establishes the stability of workers (SP.5). It can be interpreted that the respondents gave a mean value of 4.39 which means very good. This indicates that on average the available facilities are more likely to establish workers' stability structure which shows positive meaning.

The recapitulation of the frequency of the total respondents' answers totaling 38 SATPOL PP regarding available facilities raises a sense of comfort for the SATPOL PP when using it (SP.6) can be interpreted that the respondent gave a mean value of 4.47 which means very good. This indicates that the average available facility creates a sense of comfort for the SATPOL PP when using it shows a positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the available Facilities raises satisfaction with SATPOL PP when using it (SDM.7) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that the average available facilities give rise to satisfaction with SATPOL PP when using it shows a positive meaning.

iii. *Description of Communication Factor Variables*

*Table 13:* Distribution of Frequencies / Communication Factor Percentages (X3)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | 65.8 | 13 | 34.2 | 4.34 |
| 2 | 0 | 0 | 0 | 0 | 2 | 5.3 | 21 | 55.3 | 15 | 39.5 | 4.34 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |
| 4 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 34.2 | 25 | 65.8 | 4.66 |

*Source: data processing, 2018*

Item 1: Communication in the SATPOL PP environment in Pulogadung District has the effectiveness of coordinating individual activities

Item 2: Communication in the SATPOL PP environment in Pulogadung Sub district has effectiveness in overall organizational direction

Item 3: Communication in the SATPOL PP environment in Pulogadung Sub district has information exchange effectiveness in the organization

Item 4: Communication in the SATPOL PP environment in Pulogadung Sub district has the effectiveness of reciprocal communication (two way flow information) between the organization and the external environment (outside) of the organization.

Based on the results of the recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Communication in the SATPOL PP environment in Pulogadung Sub district, there is effectiveness in coordinating individual activities (K.1). It can be interpreted that respondents gave a mean value of 4.34 which means very good. This indicates that the average Communication in the SATPOL PP environment in Pulogadung Sub district has the effectiveness of coordinating individual activities showing positive meanings.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Communication in the SATPOL PP environment in Pulogadung Sub district has effectiveness in overall organizational direction (K.2). It can be interpreted that respondents gave a mean value of 4.34 which means very good. This indicates that the average Communication in the SATPOL PP environment in Pulogadung Sub district has effectiveness in overall organizational direction indicating positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Communication in the SATPOL PP environment in Pulogadung Sub district has effectiveness in overall organizational direction (K.3) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that the average Communication in the SATPOL PP environment in Pulogadung Sub district has effectiveness in overall organizational direction indicating positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Communication in the SATPOL PP environment in Pulogadung District there is the effectiveness of reciprocal communication (two way flow information) between the organization and the external (outside) organization (K.4) can be interpreted the mean value is 4.66 which means very good. This indicates that the average Communication in the SATPOL PP environment in Pulogadung District has the effectiveness of reciprocal communication (two way flow information) between the organization and the external environment (outside) the organization shows a positive meaning.

iv. *Description of Effectiveness Variables*

*Table 14:* Frequent Distribution / Effectiveness Factor Percentage (Y1)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 34.2 | 25 | 65.8 | 4.66 |
| 2 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | 65.8 | 13 | 34.2 | 4.34 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | 57.9 | 16 | 42.1 | 4.42 |
| 4 | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 71.1 | 11 | 28.9 | 4.29 |
| 5 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 60.5 | 15 | 39.5 | 4.39 |

*Source: data processing, 2018*

Item 1: Every assignment carried out by the SATPOL PP Pulogadung District in accordance with the established SOP

Item 2: Every task carried out by the SATPOL PP Pulogadung District in accordance with the vision that has been set

Item 3: Every task carried out by SATPOL PP in Pulogadung Sub district is in accordance with the assigned mission

Item 4: Every task carried out by the SATPOL PP Pulogadung Sub-District is in accordance with the set targets

Item 5: Each task carried out by the SATPOL PP Pulogadung Sub-District is in accordance with the stated objectives

Based on the results of the recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding each task carried out by the SATPOL PP Pulogadung District in accordance with the established SOP (EF.1) it can be interpreted that the respondent gave a mean value of 4.66 which means very good. This indicates that the average of each task carried out by the SATPOL PP Pulogadung District in accordance with the established SOP shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding each task carried out by SATPOL PP Pulogadung Sub-District in accordance with a predetermined vision (EF.2) can be interpreted that respondents gave a mean value of 4.34 which means very good. This indicates that the average each task carried out by the SATPOL PP Pulogadung District in accordance with the predetermined vision shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Each task carried out by SATPOL PP Pulogadung District in accordance with a predetermined mission (EF.3) can be interpreted that the respondent gave a mean value of 4.42 which means very good. This indicates that the average each task carried out by the SATPOL PP Pulogadung District in accordance with the assigned mission shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding each task carried out by SATPOL PP Pulogadung Sub district in accordance with predetermined goals (EF.4) can be interpreted that respondents gave a mean value of 4.28 which means very good. This indicates that the average of each task carried out by the SATPOL PP Pulogadung Sub district in accordance with predetermined targets shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding Each task carried out by SATPOL PP Pulogadung

Sub-district in accordance with the stated objectives (EF.5) can be interpreted that the respondent gave a mean value of 4.39 which means very good. This indicates that the average of each task carried out by the SATPOL PP Pulogadung District in accordance with the stated objectives shows a positive meaning.

v. *Description of Variability Alert (responsiveness)*

*Table 15:* Distribution of Frequencies / Percentage of Awareness Factors (responsiveness) (Y2)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | 57.9 | 16 | 42.1 | 4.42 |
| 2 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 34.2 | 25 | 65.8 | 4.66 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 50.0 | 19 | 50.0 | 4.50 |

*Source: data processing, 2018*

Item 1: SATPOL PP Pulogadung District handles complaints

Item 2: Complaints Handled Quickly

Item 3: Availability of Complaint Facilities

Based on the results of the frequency recapitulation of the respondents' answers totaling 38 SATPOL PP regarding SATPOL PP Pulogadung Sub district handling complaints (Rp. V.1) can be interpreted that respondents gave a mean value of 4.42 which means very good. This indicates that the average SATPOL PP Pulogadung District handles complaints of complaints shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP on Complaints Handling is done Quickly (Rp. 2). It can be interpreted that the respondent gave a mean value of 4.66 which means very good. This indicates that the average Complaints Handling is done Quickly showing a positive meaning.

The recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the Availability of Complaint Facilities (Rpv.3) can be interpreted that the respondent gave a mean value of 4.50 which means very good. This indicates that the average Availability of Complaint Facilities shows a positive meaning.

vi. *Description of Variable Responsibility*

*Table 16:* Distribution of Frequencies / Percentage of Responsibility Factors (responsibility) (Y3)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 52.6 | 18 | 47.4 | 4.47 |
| 2 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 52.6 | 18 | 47.4 | 4.47 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 34.2 | 25 | 65.8 | 4.66 |

*Source: data processing, 2018*

Item 1: Organizational Structure of PP SATPOL supports SATPOL PP Performance

Item 2: SATPOL PP which is formed according to its function

Item 3: Procedure for SATPOL PP mechanism

Based on the results of the recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding the Organizational Structure of SATPOL PP supporting the Performance of SATPOL PP (Rp. 1) it can be interpreted that the respondent gave a mean value of 4.47 which means very good. This indicates that the average Organizational Structure of SATPOL PP supports the Performance of SATPOL PP showing positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding SATPOL PP formed according to their functions (Rp. 2) can be interpreted that the respondent gave a mean value of 4.47 which means very good. This indicates that the average SATPOL PP formed according to its function shows a positive meaning.

Recapitulation of the frequency of the overall respondents' answers totaling 38SATPOL PP regarding Procedure The mechanism of SATPOL PP (Rpb.3) can be interpreted that the respondent gave a mean value of 4.66 which means very good. This indicates that the average procedure for the SATPOL PP work mechanism shows a positive meaning.

vii. *Description of Sustainability Variables (accountability)*

*Table 17:* Distribution of Frequencies / Percentage of Sustainability Factors (accountability) (Y4)

| Item | Respondents Answer Score | | | | | | | | | | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | | 2 | | 3 | | 4 | | 5 | | |
| | F | % | F | % | F | % | F | % | F | % | |
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 50.0 | 19 | 50.0 | 4.50 |
| 2 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 52.6 | 18 | 47.4 | 4.47 |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 63.2 | 14 | 36.8 | 4.37 |

*Source: data processing, 2018*

Item 1: SATPOL PP Pulogadung District provides information that can be accounted for

Item 2: SATPOL PP Pulogadung Sub-district produces output that can be accounted for

Item 3: SATPOL PP employees work in accordance with procedures and mechanisms

Based on the results of the recapitulation of the frequency of the respondents' answers totaling 38 SATPOL PP regarding SATPOL PP Pulogadung Sub district providing information that can be accounted for (Akt.1) can be interpreted that the respondent gave a mean value of 4.50 which means very good. This indicates that the average SATPOL PP Kecamatan Pulogadung provides information that can be accounted for shows positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding SATPOL PP Kecamatan Pulogadung produces output that can be justified (Akt.2) can be interpreted that the respondent gave a mean value of 4.47 which means very good. This indicates that the average SATPOL PP Pulogadung Sub-district produces results that can be accounted for shows a positive meaning.

Recapitulation of the frequency of all respondents' answers totaling 38 SATPOL PP regarding SATPOL PP Employees working in accordance with procedures and mechanisms (Akt.3) can be interpreted that the respondent gave a mean value of 4.37 which means very good. This indicates that the SATPOL PP Employee average works according to procedures and the mechanism shows a positive meaning.

*b) Overview of Structural Performance Models Through HR Factors, Means Factors and Communication Factors*

Based on the operational variables of this study, a research model was formed using PLS - Algorithm to test the feasibility of the model. To test the feasibility of the model using the outer model (measurement model) is the relationship between the indicator and the construct factor loading. In testing the validity of the model using values while testing reliability using the value of Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE).

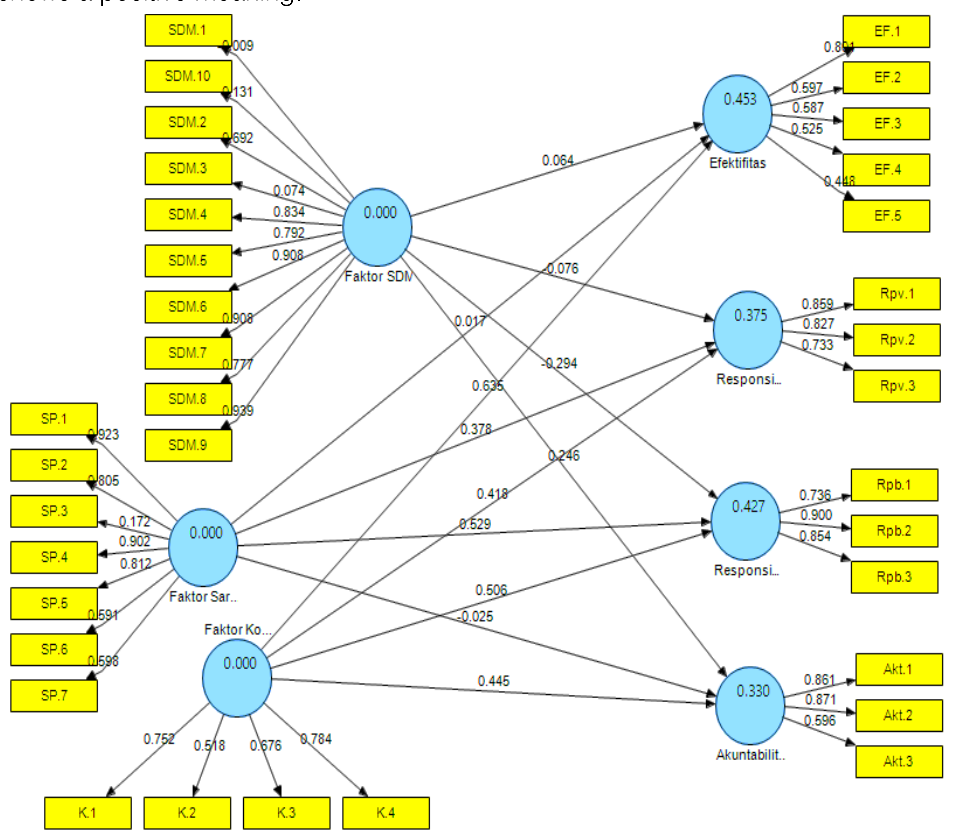


Figure 2: Testing the Outer Model

Based on the picture above, it can be seen that SDM.1, SDM.3, SDM.10, SP.3, SP.6, SP.7, EF.2, EF.3, EF.4, EF.5, and Akt.3 items. Has a loading factor value below 0.6. Therefore eight items must be removed from the model. After an item that has a loading factor below 0.6 is removed, the image of this research model can be seen in the following figure:

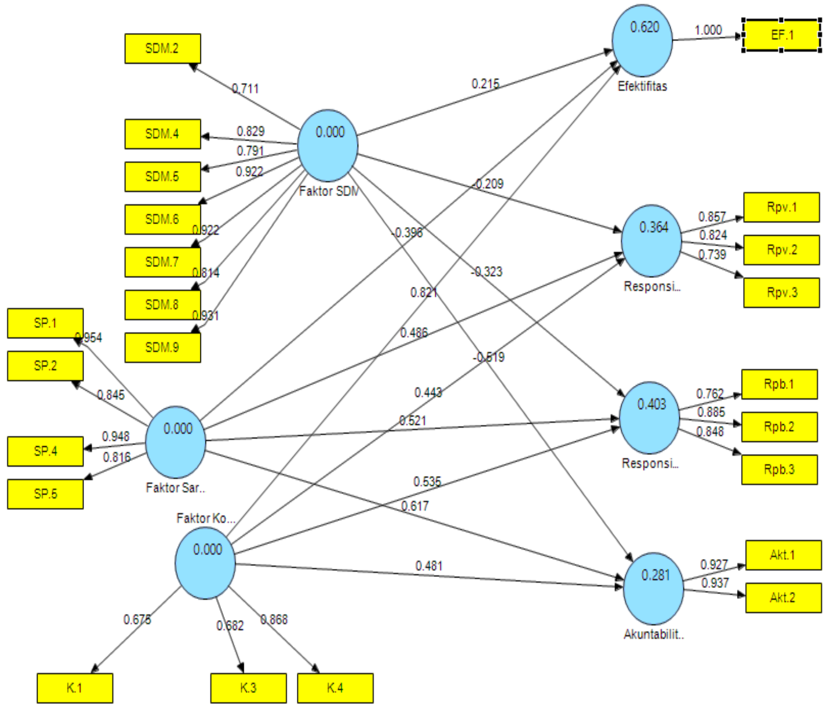


*Figure 3:* Testing the Outer Model-2

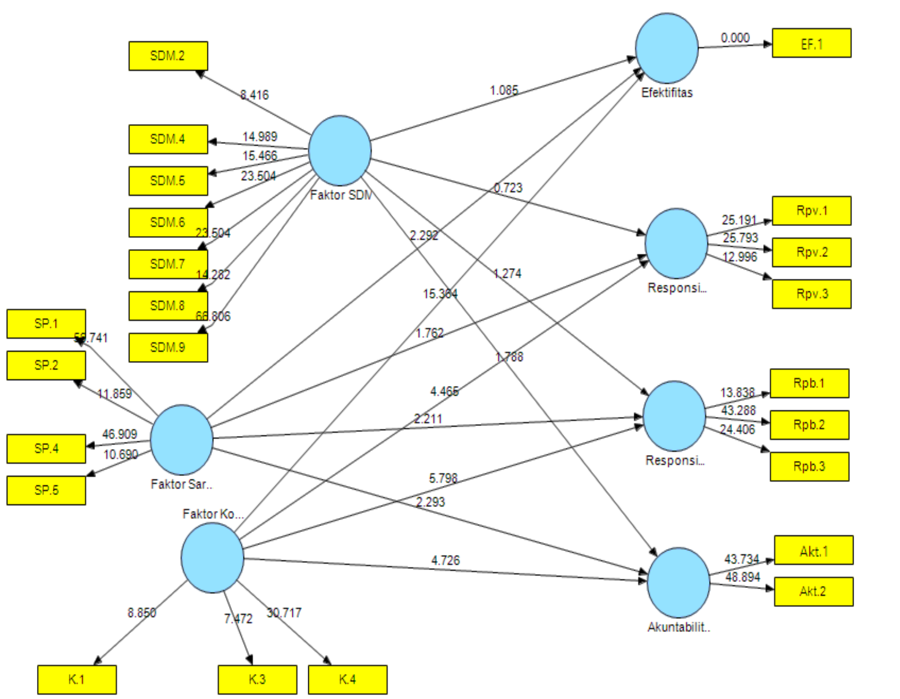


*Figure 4:* PLS – Algorithm

c) *Outer Model Measurement Model*

i. *Validity test*

An indicator is declared valid if it has an outer loading> 0.5. The outer loading value is a correlation between the indicator and the construct. The higher the correlation, the higher the level of validity and also to show a better level of validity. Can be seen in the table as follows:

*Table 18:* Outer Loading

| | Akuntabilitas | Efektifitas | Faktor Komunikasi | Faktor SDM | Faktor Sarana dan Prasarana | Responsibilitas | Responsivitas |
|---|---|---|---|---|---|---|---|
| Akt.1 | 0.927394 | | | | | | |
| Akt.2 | 0.936780 | | | | | | |
| EF.1 | | 1.000000 | | | | | |
| K.1 | | | 0.674687 | | | | |
| K.3 | | | 0.682400 | | | | |
| K.4 | | | 0.867884 | | | | |
| Rpb.1 | | | | | | 0.761875 | |
| Rpb.2 | | | | | | 0.884713 | |
| Rpb.3 | | | | | | 0.848165 | |
| Rpv.1 | | | | | | | 0.857205 |
| Rpv.2 | | | | | | | 0.823660 |
| Rpv.3 | | | | | | | 0.738895 |
| SDM.2 | | | | 0.711275 | | | |
| SDM.4 | | | | 0.828656 | | | |
| SDM.5 | | | | 0.790600 | | | |
| SDM.6 | | | | 0.921987 | | | |
| SDM.7 | | | | 0.921987 | | | |
| SDM.8 | | | | 0.813768 | | | |
| SDM.9 | | | | 0.931441 | | | |
| SP.1 | | | | | 0.953508 | | |
| SP.2 | | | | | 0.844642 | | |
| SP.4 | | | | | 0.948334 | | |
| SP.5 | | | | | 0.815632 | | |

*Source: SEM – PLS 3, 2018*

In the table above, based on statistical tests the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The T Statistics value of the HR factor variable is 2.032855, 5.284377, 4.566012, 7.962934, 7.962934, 3.929239 and 6.971966. The outer loading value of each indicator is> 0.5 so that all indicators can form HR factor variables. The outer loading values of each indicator are 0.711275, 0.828656, 0.790600, 0.921987, 0.921987, 0.813768, 0.931441.

Table 18 above, based on the statistical test the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The T Statistics value of the facility factor variables are 6.464957, 2.637048, 7.410356 and 3.924274, respectively. The outer loading value of each indicator> 0.5 so that all indicators can form a factor variable means. The original sample values of each indicator are 0.398656, 0.161398, 0.332044, 0.206791.

Table 18 above, based on the statistical test the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The Statistics T value of the communication factor variable is 8.244741, 4.638408, 9.592396. The outer loading value of each indicator > 0.5 so that all indicators can form communication factor variables. The original sample value of each indicator is 0.396204, 0.255939, 0.642981. Table 18 above, based on the outer loading value of each indicator > 0.5 so that all indicators can form a variable of effectiveness. The original sample value of each indicator is 1.000000.

Table 18 above, based on the statistical test the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The T Statistics value of the responsiveness variable is 10.14599, 11.55923, 7.546963. The outer loading value of each indicator > 0.5 so that all indicators can form the variable alertness (responsiveness). The original sample value of each indicator is 0.444718, 0.396711, 0.395226.

Table 18 above, based on the statistical test the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The T Statistics value of the responsibility variable (responsibility) is 8.638422, 13.6879, 11.75106. The outer loading value of each indicator> 0.5 so that all indicators can form communication factor variables. The original sample value of each indicator is 0.378914, 0.461061, 0.357723. Table 18 above, based on the statistical test the value of each indicator is> 1.96 (P Value <0.05) so that the indicators are valid. The T Statistics value of the sustainability variable (accountability) is 15.17087, 16.52876. The outer loading value of each indicator is > 0.5 so that all indicators can form a sustainability factor variable (accountability). The original sample value of each indicator is 0.518436, 0.554245.

ii. *Reliability Test*

The next analysis of convergent validity is reliability construct by considering the value of Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE). It can be seen in the following table:

*Table 19:* Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE)

| | AVE | Composite Reliability | R Square | Cronbach's Alpha |
|---|---|---|---|---|
| Sustainability (accountability) | 0.868808 | 0.929798 | 0.280774 | 0.849162 |
| Effectiveness | 1.000000 | 1.000000 | 0.619778 | 1.000000 |
| Communication Factors | 0.558032 | 0.788748 | | 0.631645 |
| HR Factor | 0.721079 | 0.947225 | | 0.934432 |
| Means Factor | 0.796798 | 0.939799 | | 0.921530 |
| Responsibility (responsibility) | 0.694185 | 0.871528 | 0.403155 | 0.778440 |
| Alertness (responsiveness) | 0.653060 | 0.849070 | 0.363712 | 0.731992 |

*Source: SEM – PLS 3, 2018*

Composite Reliability (CR) value for all constructs is> 0.7 which indicates that all constructs in the model are estimated to meet discriminant validity criteria. Thus the Composite Reliability (CR) test results show reliable. Meanwhile, the value of Cronbach's Alpha (CA) for all constructs is> 0.7. Thus the results of the Cronbach's Alpha (CA) test show reliable. The value of Average Variance Extracted (AVE) for all constructs is> 0.5. Thus the test results of Average Variance Extracted (AVE) are unreliable, namely the communication factor variable (0.631645). Research continues to be carried out because when viewed from a statistical test that the level of communication is very important.

*d) Testing of Structural Models (Inner Model)*

i. *Hypothesis testing*

In proving the hypothesis, the test is based on the values on the Coefficients as in the table below:

*Table 20:* Path Coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (\|O/STERR\|) |
|---|---|---|---|---|---|
| Communication Factors-> Sustainability (accountability) | 0.48097 | 0.489504 | 0.09496 | 0.09496 | 5.064964 |
| Communication Factors -> Effectiveness | 0.82083 | 0.824243 | 0.057643 | 0.057643 | 14.23992 |
| Communication Factors-> Responsibility (responsibility) | 0.5351 | 0.535679 | 0.092833 | 0.092833 | 5.764124 |
| Communication Factors -> Alertness (responsiveness) | 0.442545 | 0.447015 | 0.096206 | 0.096206 | 4.599963 |
| HR Factors -> Sustainability (accountability) | -0.51936 | -0.5665 | 0.275254 | 0.275254 | 1.88685 |
| HR Factor -> Effectiveness | 0.214605 | 0.223952 | 0.214694 | 0.214694 | 0.999587 |
| HR Factor -> Responsibility (responsibility) | -0.32316 | -0.3799 | 0.281443 | 0.281443 | 1.148224 |
| HR Factor -> Alertness (responsiveness) | -0.20891 | -0.25864 | 0.293577 | 0.293577 | 0.711592 |
| Facility Factors -> Sustainability (accountability) | 0.616795 | 0.670981 | 0.265081 | 0.265081 | 2.326813 |
| Means Factor -> Effectiveness | -0.39639 | -0.39277 | 0.191349 | 0.191349 | 2.071555 |
| Facility Factors -> Responsibility (responsibility) | 0.521336 | 0.587224 | 0.269069 | 0.269069 | 1.93755 |
| Means Factor -> Alertness (responsiveness) | 0.485713 | 0.543852 | 0.279201 | 0.279201 | 1.73965 |

*Source: SEM – PLS 3, 2018*

*Hypothesis 1:* HR factors have a positive and not significant effect on effectiveness.

The table above shows the results of the Original Sample = 0.2141, T Statistics = 0.886. This shows that the influence between HR factors on effectiveness is not significant. Thus H1 in this study was rejected. This means that HR factors cannot increase effectiveness.

*Hypothesis 2:* HR factors have a negative and not significant effect on responsiveness (responsiveness).

The table above shows the results of the Original Sample = -0.20891, T Statistics = 0.711592. This shows that the influence between HR factors on alertness (responsiveness) is not significant. Thus H2 in this study was rejected. That means HR factors cannot increase alertness (responsiveness).

*Hypothesis 3:* HR factors have a negative and not significant effect on responsibility (responsibility).

The table above shows the results of the Original Sample = -0.32316, T Statistics = 1.148224. This shows that the influence between HR factors on responsibility (responsibility) is not significant. Thus H3 in this study was rejected. This means that HR factors cannot increase responsibility (responsibility).

*Hypothesis 4:* HR factors have a negative and not significant effect on sustainability (accountability).

The table above shows the results of the Original Sample = -0.51936, T Statistics = 1.88685. This shows that the influence between HR factors on sustainability (accountability) is not significant. Thus H4 in this study was rejected. That means HR factors cannot improve sustainability (accountability).

*Hypothesis 5:* Facility factors have a negative and significant effect on effectiveness.

The table above shows the results of the Original Sample = -0.39639, T Statistics = 2.071555. This shows that the influence between the facilities and infrastructure factors on effectiveness is significant. Thus the H5 in this study is rejected. That is, when the factor increases, the effectiveness decreases.

*Hypothesis 6:* Facility factors have a positive and not significant effect on alertness (responsiveness).

The table above shows the results of the Original Sample = 0.485713, T Statistics = 1.73965. This shows that the influence between the means of factors towards alertness (responsiveness) is significant. Thus H6 in this study was rejected. This means that when the factor increases, alertness (responsiveness) does not increase.

*Hypothesis 7:* Facility factors have a positive and significant effect on responsibility (responsibility).

The table above shows the results of the Original Sample = 0.521336, T Statistics = 1.93755. This shows that the influence between the facilities and infrastructure factors on responsibility (responsibility) is significant. Thus H7 in this study is accepted. That is, when the facilities and infrastructure factors increase, responsibility (responsibility) increases.

*Hypothesis 8:* Facility factors have a positive and significant effect on sustainability (accountability).

The table above shows the results of the Original Sample = 0.616795, T Statistics = 2.326813. This shows that the influence between the factors of means towards sustainability (accountability) is significant. Thus the H8 in this study was accepted. This means that when facility factors increase, sustainability (accountability) increases.

*Hypothesis 9:* Communication factors have a positive and significant effect on effectiveness.

The table above shows the results of the Original Sample = 0.82083, T Statistics = 14.23992. This shows that the influence between communication factors on effectiveness is significant. Thus H9 in this study was accepted. This means that when communication factors increase, the effectiveness increases.

*Hypothesis 10:* Communication factors have a positive and significant effect on alertness (responsiveness).

The table above shows the results of the Original Sample = 0.442545, T Statistics = 4.599963. This shows that the influence between communication factors on alertness (responsiveness) is significant. Thus H10 in this study was accepted. This means that when communication factors increase, the responsiveness increases.

*Hypothesis 11:* Communication factors have a positive and significant effect on responsibility (responsibility).

The table above shows the results of the Original Sample = 0.5351, T Statistics = 5.764124. This shows that the influence between communication factors on alertness (responsiveness) is significant. Thus H11 in this study is accepted. That is, when communication factors increase, responsibility (responsibility) increases.

*Hypothesis 12:* Communication factors have a positive and significant effect on sustainability (accountability).

The table above shows the results of the Original Sample 0.48097, T Statistics 5.064964. This shows that the influence between communication factors on alertness (responsiveness) is significant. Thus H12 in this study was accepted. This means that when communication factors increase, sustainability (accountability) increases.

## IV. Conclusion

### a) *Conclusion*

From a series of data management and analysis carried out in this study the conclusions can be drawn as follows:

1. Factors of Human Resources have a positive and not significant effect on the Effectiveness, Responsiveness, Responsibility and Accountability of SATPOL Performance PP Sub-District Pulogadung East Jakarta.
2. Facility Factors have a positive and not significant effect on the effectiveness, responsiveness, responsibility and accountability of SATPOL PP Kecamatan Pulogadung East Jakarta.
3. Communication Factors have a positive and not significant effect on the effectiveness, response-veness, responsibility and accountability of SATPOL PP performance pulogadung sub-district, East Jakarta.

b) *Suggestion*

Based on the results of the above research, it is recommended that SATPOL PP Pulogadung District, East Jakarta, namely:

1. We recommend that the strategies used from the factors of Human Resources, facilities and communication in realizing and prosperity of SATPOL PP in the Pulogadung sub-district must take advantage of opportunities that exist from several operational aspects, laws and regulations must be carried out in accordance with the SOP.
2. We recommend that SATPOL PP take an approach and coordinate with the community, TNI, Police and other information to be more efficient in carrying out their duties and get maximum results.
3. And for tidiness in the duty to pay attention to uniformity in appearance and for operational vehicles must also be considered in the duty so that more authoritative is seen by the community and helping others is faster and easier.

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# Instructional Resource Management for the Implementation of Vocational Education Programme in Secondary Schools in Nigeria

By Dr. Angela A. Oragwu & Dr. Akachukwu I. Nwabueze
*University of Port Harcourt*

*Abstract-* This study investigated instructional resource management for the implementation of a vocational education programme in secondary schools in Nigeria. This study was a descriptive survey design. The population comprised all the 224 public senior secondary schools in Abia State constituting 2,457 teachers handling vocational subjects. They included 1,400 male teachers and 1,057 female teachers; as well as 1,557 teachers in rural areas and 900 teachers in urban areas. A sample size of 450 teachers was drawn using a stratified random sampling technique, representing 18.3% of the population. They included 250 male and 200 female teachers; 300 from rural areas and 150 from urban areas. Instructional Resource Management for the Implementation of Vocational Education Programme Questionnaire (IRMIVEQ) was designed by the researchers. The instrument was validated experts in the field of Education and reliability tested with a test-retest method. Pearson's product moment correlation was used to calculate the two separate scores, which yielded an index of 0.75. Mean scores and standard deviation were used in answering the research questions.

*Keywords: instructional resource, management, implementation, vocational education programme, secondary schools.*

*GJMBR-A Classification: JEL Code: I19*

*Strictly as per the compliance and regulations of:*

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Dr. Angela A. Oragwu [α] & Dr. Akachukwu I. Nwabueze [σ]

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*Keywords: instructional resource, management, implementation, vocational education programme, secondary schools.*

## I. Introduction

Education could be defined and regarded as a source of investment in instructional resources and human development as well as the resources allocated from Public funds and other sectors of the society to the education system for societal development. Nwabueze (2011) sees education as the industry that produces human resources needed for the socio-economic, political and cultural development of any given society. As a powerful instrument of change, education possesses the potentials for positive developments in peoples' lives and the environment.

*Author α: Department of Educational Management, University of Port Harcourt, Choba, Nigeria.*
*Author σ: Department of Educational Foundations, University of Nigeria, Nsukka, Nigeria. e-mail: Akachukwu.nwabueze@unn.edu.ng*

Societal values, norms, culture, needs, and aspirations of the people are transferred and inculcated through education and training (Nwabueze, 2016 in Oragwu & Nwabueze, 2018). It is in this regard that, government at all levels has committed large amount of resources into the education sector to ensure that it is made accessible to its citizens. The educational institution involves the development of human knowledge, technical skills, character and ideas for national building. Based on the paramount importance of education in our society, there is a need to ensure its quality and standard through resource provision, utilization and maintenance. However, the success of any educational system depends on the availability, utilization, and management culture of all educational resources.

Resources include human, material, capital and time, which can be used to accomplish a goal. Educational resource is a source from which institutional benefits are enhanced and established. Resources are instructional materials, energy, services, staff, knowledge, time or other assets that are transformed to promote educational benefits in the lives of people and society at large.

Educational resources may include both human, material, finance and time resources. The human resources are the teachers and laboratory scientists. Material resources include school facilities, instructional materials/aides and environment. A material resource refers to the totality of non-human resources that are available for the attainment of organizational goals (Adeyanju, 2010). Finance involves the allocation of assets and liabilities over time, under conditions of certainty and uncertainty. It is the science of money management for organizational development. It is a broad term that describes the study of how the available fund is utilized in an institution and the actual process of acquiring needed funds for the growth of such institution. Time shapes all events happening around the globe. Every activity that takes place in life involves time planning and its management. Some activities in educational institutions are not properly taken care of due to improper time planning and management. In this regard, Ebong (2011) defines time as an economic phenomenon that cuts across all disciplines and occurs in every sphere of life. Ekundayo, Konwea, and Yusuf

(2010) see time as the quality of nature, which keeps events from happening all at once. Time is an educational resource that is naturally scarce, limited in supply but limitless in demand (Lucas & David, 2008; Adedeji, 2009; Nwabueze & Nwokedi, 2016). This implies that time is constant and should be adequately planned and managed to achieve educational set goals at a given period (Nwabueze, Edikpa & Chukwuma, 2018). Availability, utilization, and maintenance of these resources in schools aid the achievement of educational goals and objectives.

Instructional resource according to Olele and Nwabueze (2015) has been observed as a potent factor in quantitative education delivery, and they include: instructional materials (such as textbooks, audio-visual, software and hardware devices), and facilities such as classrooms, tables, chairs, chalkboards, shelves on which instruments for practicals are properly kept, etc. A material resource refers to the totality of non-human resources that are applied in teaching, sporting activities and laboratory experiments for the attainment of organizational goals (Adeyanju, 2010). These material resources are referred to as the infrastructural facilities and finance available for use by the human resource within the organization. To a great extent, instructional resources could equally determine the level of success or failure of an organization or institution through the appropriate use of the human agents and material facilities. However, the quality of these resources determines the success or failure of educational programmes (Adeyanju, 2010). Also, instructional resources are types of educational materials that are in the public domain or introduced with an open license. According to Nwabueze, Edikpa and Nwokedi (2018), the instructional tools for capacity building among staff and students are flash drives, photocopying machines, desktop computers/laptops, printers, scanners, and CD-ROMs. Instructional resources range from textbooks in curricula, syllabi, lecture notes, assignments, tests, projects, audio, video, animation, etc. needed for quality instruction in educational institutions. They are teaching and learning materials that are freely available for everyone to use, either for instructors or students.

Instructional resources are educational inputs that aid the teaching and learning of any subject in the school curriculum. Wales (1975) thought that adequate application of instructional resources in the school system makes teaching and learning clearer, and creates more understanding to the students. Savoury (1958) added that a well-planned and imaginative use of visual aids in lessons would supplement the inadequacy of recent books in school libraries, and as well arouse students' interest in the course under study by giving them something practical to see and do. Savoury suggested a catalogue of useful visual aids that are good for teaching vocational subjects such as pictures, postcards, diagrams, maps, filmstrips, and models; and the application of these aids in teaching makes the lesson more motivating and attractive to them. Also, the applications of these aids in the teaching of vocational subjects make lesson more practical and real, and as well help students in grounding their thoughts and feelings. However, these aids are used as alternatives, where the teacher may find it difficult to show students the real objects.

Dale (1969) defines instructional materials as those alternative channels of communication which a classroom teacher and students under conventional and distance system can use to concretize a concept during the teaching and learning. Consequently, through instructional resources, students can visualize concepts that would otherwise have been abstract. Dales (1969) posits that instructional resources provide concrete experiences, which assist learners to apply previous learning experience in a new situation. Instructional materials function as tools that facilitate learning and the acquisition, retention, and usability of abstract symbols. It also serves as a tool for acquiring new ideas, experiences, knowledge, skills, and values which ultimately make the learner change his behavior. The use of instructional resources assists the teachers to perform their functions as facilitators or managers of academic instructions, especially vocational subjects.

Vocational education is that education that prepares students to acquire skills which enable them to be engaged in the world of work as employer or employee. The Federal Republic of Nigeria (FRN, 2014, p.29) defined vocational education as the study of technology and related sciences needed to prepare students for practical skills, attitudes, understanding, and knowledge relating to occupation in various sectors of economic and social life.

Implementation of vocational education at the secondary school level will help to prepare the individual for gainful employment as semi-skilled or skilled workers in a recognized occupation. Through the programme, the three domain of learning is taken care of, that is the affective, psychomotor and cognitive domains of the individual in readiness for entry into the world of work. It has become imperative that implementation of vocational education will help curb the menace of unemployment in our society; where skills are readily acquired, the graduates will not only seek for employment but also become an employer of labor. Invariably, this will make the youth to attain economic or financial freedom.

The acquisition of skills through the implementation of vocational education strengthens good entrepreneurship education both at the secondary and tertiary level. Today, the most and widely emphasized objective of this programme is to curb the menace of unemployment mostly among the youths by producing skilled and semi-skilled human resource agents (Oragwu & Nwabueze, 2018). But, how prepared is the Nigeria government in the implementation of this subject area at the secondary school level? The attractiveness of vocational education should be promoted at the secondary school level by the stakeholders (school heads, teachers, and government), ensuring that students understand what they stand to achieve at the end of the day.

Vocational education programme can be organized in such a way that there becomes a link between the school and the labor market, bearing in mind that education prepares the participants to earn a living or as a stepping stone to enhance knowledge improvement in a tertiary institution. It is an integral part of national development, and as such, strategies should be employed to ensure its smooth implementation, because of its impact on productivity and economic growth (Oragwu, 2014). With vocational education in secondary schools, graduates are expected to acquire relevant knowledge and skills needed for poverty eradication, job creation and wealth generation; and in the process, strengthen the foundation for ethical, moral, and civic values acquired (Igwe & Oragwu, 2014). Vocational education, if adequately re-assessed in terms of its implementation, supervision of instructional resources, quality of staff, the method of instructional delivery, and provision of facilities, qualitative education would be realized. Hence, those teaching the subjects have to be proactive in other to attract more students in vocational education programmes in secondary schools.

## II. Concept of Resources

In economics, resources refer to the human effort in the production of goods and rendering of services. A resource is something an organization or a person has and can use it to create wealth for individual growth and institutional development. Similarly, Ekundayo in Babalola and Ayeni (2009) posits that resources imply the money, man and material available in the realization of organizational goals. The extent of provision and utilization of these resources may seriously influence the performance of such an organization. Resources are human and material things that can be utilized to achieve an objective or goal of the organization or institution; it is in various categories (human, material, money, and time).

Onuka (2009) defines resources as any means by which production and services are made available for the benefit of organizational clients or the profitability of the organization itself depending on whether it is a profit-oriented or a social service provider. Resources are stocks or supplies of money, materials, staff and other assets that can be drawn on by a person or an organization to function efficiently and effectively. However, an environment becomes a resource, only when human values are attached to it, as the environment must be able to satisfy human wants before it can be called 'a resource'. Bhatt in Eke (2008) opines that children learn better when they can actively explore and dominate their environment. Students are given the responsibility to make a meaningful choice about what is to be learnt. Above all, they learn when they interact informally with their teachers and with one another. The interaction emphasizes the strong influence of an environment and educational resources on the academic achievements of students.

According to Nwabueze (2016), an educational resource is a source from which institutional benefits are enhanced; and they include instructional materials, energy, services, staff, knowledge, or other assets that are transformed to achieve educational profits in the society. However, Nwabueze classified resources as physical (school environment buildings, space, etc.), human (academic and non-academic staff), material (all equipment or teaching aids, etc.), time and finance along with programmes offered in the institutions of learning. They are necessary for the support and improvement of education at all levels.

## III. The Concept of Vocational Education

The former 6-3-3-4 education system in Nigeria and the current Universal Basic Education (UBE) programme also, laid emphases on vocational education, because of the importance the system attaches to employment opportunities and acquisitions of practical skills for productivity. The Federal Republic of Nigeria (2014) in National Policy on Education clearly explained the various ways vocational education can provide occupational status through Business Education, Distributive Education, Home Economics Education, Health Education, and Agricultural Education.

Vocational education prepares students for occupational positions in public and private industrial endeavors (Igwe & Oragwu, 2014). The areas of specialization in business education are bookkeeping (Accounting), secretarial practice (shorthand, typing and the use of the computer). Agricultural education also prepares students for vocational positions in private and public agricultural establishments. The areas of specialization are crop science, livestock production, and Agricultural mechanization. Others include education in carpentry, entrepreneurship/trade, bread making, technical subject areas, tailoring, cake baking, among others. However, at the secondary school level, these education programmes are designed to provide basic knowledge and skills that cut across the areas of specialization in the two fields of these vocational subjects.

## IV. Theoretical Framework

This study is guided by the theory of educational resource propounded by Coombs in 1968. Coombs was born in Kalamunda, Western Australia in Australia. The theory explains that, whenever there is input, there must be output. He sees educational resources as the real input through which educational outputs are processed and produced. He sees education as an open system that exists in a dynamic and interactive relationship with the environments. The teachers do the input work while the learners do the output using adequate instructional resources. The output on the part of the learners is determined by the effective teaching by vocational subject teachers. That is to say, quality teaching gives quality output. If the teaching is productive, the output will be positive, but if the teaching is unproductive, there will be poor output.

Since secondary education is an open system that extracts their vital ingredients from the society through society's young population, the needed educational resources help to transform clients through its various educational programmes into better-educated persons for use by the society. Therefore, secondary education institution as a system is subject to input, process, and output. Adequate provision of educational staff and instructional resources is an input process geared towards effective teaching and learning (process) for a qualitative output or productivity.

## V. Statement of the Problem

Nigeria considers vocational education as a means of empowering youths through education to acquire knowledge and skills needed for occupational advancement in other to make them self-reliant. This national quest for vocational education programme aimed at empowering the young ones and equipping them to be independent and self-reserved is very critical, particularly in recent times when there is a propensity for youth restiveness in the country and many states where reports of kidnapping, anti-social behaviors and other types of social vices among youths have become a regular occurrence. A situation where anti-social behaviors among youths become the order of the day, security services appear not to be able to protect the lives and property of the citizenry. The teaming youths consequently, may be compelled to be the instruments of social vices including cultism and militancy as the case may be.

However, one of the cardinal benefits associated with the introduction of vocational skills into secondary schools is the reduction of the number of school leavers without employable skills. The acquisition of these skills seems to have some inherent constraints in secondary schools due to improper provision, utilization, and maintenance of instructional resources as well as the implementation of the programme. In consequence, those deficiencies in the appropriate skills eventually become social and economic liabilities resulting in unemployment, poverty and youth restiveness. This issue has been a source of concern to both public and private sector operators. This study, therefore, investigates instructional resource management for the implementation of vocational education in secondary schools in Abia State, Nigeria.

## VI. Purpose of the Study

The purpose of this study is to investigate instructional resource management for the implementation of vocational education programme in secondary schools in Abia State, Nigeria. Specifically, the objectives of the study include to:

1. Determine the instructional resources needed for the implementation of a vocational education programme in secondary schools;
2. Find out the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools;
3. Assess the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools;
4. Find out the challenges inhibiting the adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools; and.

### a) *Research Questions*

The following research questions have been posed to guide this study.

1. What are the instructional resources needed for the implementation of a vocational education programme in secondary schools?
2. What are the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools?
3. What is the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools?
4. What are the challenges inhibiting adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools?

### b) *Hypotheses*

1. There is no significant difference between the mean score ratings of teachers in rural and urban areas on the challenges inhibiting adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools.

2. There is no significant difference between the mean score ratings of male and female teachers on the extent to which available instructional resources are used in the delivery of vocational subjects in secondary schools.

## VII. Methodology

This study was a descriptive survey design. The population comprised all the 224 public senior secondary schools in Abia State, Nigeria constituting 2,457 teachers handling vocational subjects. They included 1,400 male teachers and 1,057 female teachers as well as 1,557 teachers in rural areas and 900 teachers in urban areas. A sample size of 450 teachers was drawn using a stratified random sampling technique, and this represented 18.3% of the population. These included 250 male and 200 female teachers; 300 from rural areas and 150 from urban areas. A questionnaire titled 'Instructional Resource Management for the Implementation of Vocational Education Questionnaire (IRMIVEQ)' designed by the researchers was validated by experts in the Faculty of Education in the University of Nigeria. The reliability was with a test-retest method, and calculated using Pearson's product moment correlation on two separate scores, which yielded an index of 0.75. All the 450 copies of instrument administered to respondents were filled and returned for data analysis. In analyzing the data, a criterion mean of 2.50 was obtained to accept or reject the responses from respondents. However, any mean score within and above 2.50 is agreed upon otherwise, rejected. However, mean scores and standard deviation were used to answer the research questions, while z-test was used to test the hypotheses at 0.05 alpha significant level. Also, the benchmark for accepting and rejecting any null hypotheses is $\pm 1.960$ (critical value). Any z-calculated score below the critical value is retained otherwise, rejected.

## VIII. Results

*a) Research Question One*

What are the instructional resources needed for the implementation of a vocational education programme in secondary schools?

*Table 1:* Mean scores of respondents on the instructional resources needed for the implementation of a vocational education programme in secondary schools

| S/N. | Instructional resources needed for the implementation of a vocational education programme include: | Male | | Female | | Decision |
|---|---|---|---|---|---|---|
| | | Mean | St. D | Mean | St. D | |
| 1 | Classroom structures | 3.24 | 0.27 | 3.14 | 0.31 | Agreed |
| 2 | Workshops/workshop equipments | 3.09 | 0.33 | 3.03 | 0.36 | Agreed |
| 3 | Libraries | 3.15 | 0.31 | 3.05 | 0.35 | Agreed |
| 4 | Textbooks | 3.17 | 0.30 | 3.13 | 0.32 | Agreed |
| 5 | Magnetic white boards | 2.98 | 0.39 | 2.92 | 0.42 | Agreed |
| 6 | Flash drives | 3.03 | 0.36 | 3.01 | 0.37 | Agreed |
| 7 | Photocopying machines | 3.00 | 0.38 | 2.97 | 0.39 | Agreed |
| 8 | Desktop Computers | 3.27 | 0.26 | 3.23 | 0.27 | Agreed |
| 9 | Printers/scanners | 3.19 | 0.28 | 3.23 | 0.27 | Agreed |
| 10 | Wall charts | 2.99 | 0.39 | 3.01 | 0.37 | Agreed |
| 11 | CD-ROMs | 3.11 | 0.32 | 3.07 | 0.35 | Agreed |
| 12 | Projectors | 3.21 | 0.28 | 3.24 | 0.27 | Agreed |
| 13 | Laptops | 3.38 | 0.24 | 3.32 | 0.25 | Agreed |
| 14 | Laboratories | 3.28 | 0.26 | 3.22 | 0.28 | Agreed |
| 15 | Laboratory apparatuses/tools | 3.30 | 0.26 | 3.34 | 0.25 | Agreed |
| | Aggregate Mean | 3.16 | 0.31 | 3.13 | 0.32 | Agreed |

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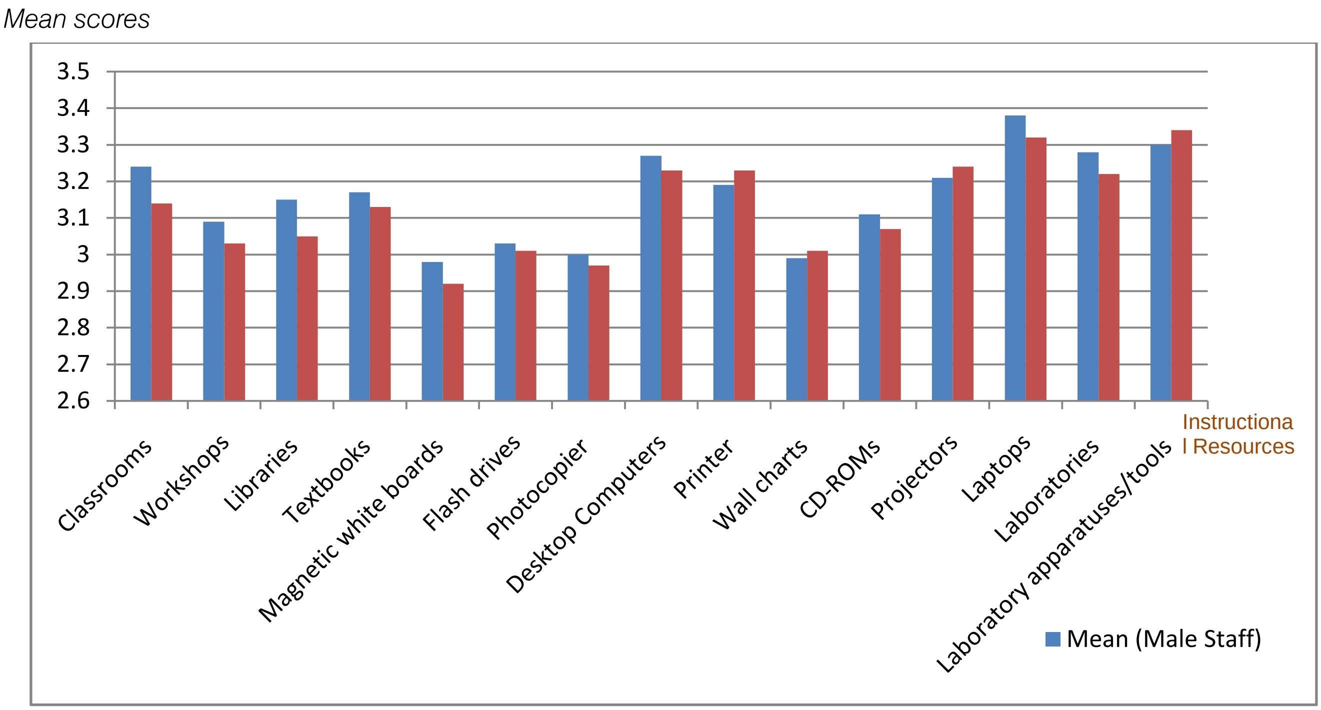


*Figure 1:* Bar Chart Representation of the Mean Response of Staff on Instructional Resources Needed for the Implementation of Vocational Education Programme

Data in Table 1 and Figure 1 present the mean scores and standard deviation on the instructional resources needed for the implementation of a vocational education programme in secondary schools in Abia State. Both male and female respondents all agreed on the items in the table with high mean scores above the mean criterion of 2.50. The aggregate mean of 3.16 for male and 3.13 for female respondents showed that they agreed on the items in the table. Therefore, the instructional resources needed for the implementation of vocational education programme in secondary schools in Abia State include: classroom structures, workshops, workshop equipments, libraries, textbooks, magnetic boards, flash drives, desktop computers, photocopying machines, printers/scanners, wall charts, projectors, laptops, laboratories, and laboratory apparatuses/tools.

*b) Research Question Two*

What are the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools?

*Table 2:* Mean scores of teachers in urban and rural areas on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools

| S/N. | Challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme include: | Rural | | Urban | | Decision |
|---|---|---|---|---|---|---|
| | | Mean | St. D | Mean | St. D | |
| 16 | Improper planning for instructional resource procurement in schools for vocational subjects | 3.31 | 0.20 | 3.27 | 0.22 | Agreed |
| 17 | Inadequate funds to provide the instructional resources needed in schools by school administrators | 3.39 | 0.17 | 3.31 | 0.20 | Agreed |
| 18 | Poor involvement of government in the provision of the needed instructional resources for the implementation of vocational programme in secondary schools | 3.55 | 0.11 | 3.45 | 0.14 | Agreed |
| 19 | Poor allocation of vocational subjects' instructional resources to schools by the Ministry of Education | 3.11 | 0.34 | 3.07 | 0.36 | Agreed |
| 20 | Politics in the allocation of instructional resources in the country | 3.21 | 0.27 | 3.15 | 0.32 | Agreed |
| | Aggregate Mean | 3.31 | 0.22 | 3.25 | 0.25 | Agreed |

Data in Table 2 present the mean scores and standard deviation of teachers in urban and rural areas on the challenges inhibiting the adequacy of instructional resources provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria. Both male and female respondents all agreed on the items in the table with high mean scores above the mean criterion of 2.50. The aggregate mean of 3.31 and 3.25 for teachers in rural and urban areas respectively, showed that they agreed on the items in the table. Therefore, the challenges inhibiting the adequacy of instructional resources provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria include: improper planning for instructional resource procurement in schools for vocational subjects, inadequate funds to provide the instructional resources needed in schools by school administrators, and low involvement of government in the provision of needed instructional resources for the implementation of vocational programme in secondary schools.

*c) Research Question Three*

What is the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools?

*Table 3:* Mean scores of male and female respondents on the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools

| S/N. | Extent to which the available instructional resources are used in the delivery of vocational subjects include: | Male | | Female | | Decision |
|---|---|---|---|---|---|---|
| | | Mean | St. D | Mean | St. D | |
| 21 | Using classrooms for teaching and learning of vocational subjects | 3.04 | 0.35 | 3.00 | 0.38 | Great Extent |
| 22 | Using workshops for clarification of concepts on vocational subjects regularly | 2.75 | 0.33 | 2.65 | 0.36 | Moderate Extent |
| 23 | Libraries for knowledge building among staff and students on vocational concepts | 3.00 | 0.38 | 3.02 | 0.37 | Great Extent |
| 24 | Magnetic white boards for teaching and transmission of knowledge to students | 1.97 | 0.39 | 1.93 | 0.40 | Very Low Extent |
| 25 | Using vocational subjects' textbooks for knowledge creation and skill acquisition | 3.08 | 0.33 | 3.02 | 0.37 | Great Extent |
| 26 | Flash drives for storing and retrieval of needed information on vocational studies | 2.03 | 0.86 | 2.01 | 0.87 | Low Extents |
| 27 | Photocopying machines for production of teaching and learning materials | 2.00 | 0.68 | 1.98 | 0.69 | Low Extent |
| 28 | Desktop computers/laptops for the transfer of technological and innovative ideas | 2.27 | 0.56 | 2.23 | 0.57 | Low Extent |
| 29 | Printers for the production of educational materials needed in teaching and learning | 2.19 | 0.59 | 2.23 | 0.57 | Low Extent |
| 30 | Projectors for instructional purposes/ knowledge transfer | 1.09 | 0.84 | 1.01 | 0.87 | Very low Extent |
| 31 | Scanners for duplication of instructional materials | 2.30 | 0.55 | 2.32 | 0.54 | Low Extent |
| 32 | CD-ROMs for storing and retrieving educational data/information | 2.25 | 0.56 | 2.24 | 0.57 | Low Extent |
| 33 | Laboratory apparatuses/tools for clarification technological ideas | 2.69 | 0.35 | 2.72 | 0.34 | Moderate Extent |
| | Aggregate Mean | 2.36 | 0.52 | 2.34 | 0.53 | Low |

*N/B:* Great Extent = 3.00 – 4.00; Moderate Extent = 2.5-2.99; Low Extent = 1.5-2.49; Very Low Extent = 0.01-1.49

Data in Table 3 present the mean scores and standard deviation on the extent to which available instructional resources are used in the delivery of vocational subjects in secondary schools in Abia State, Nigeria. Both male and female respondents accepted items 21, 23 and 25 to a great extent. They agreed on items 22 and 33 moderately. Their responses on items 26, 27, 28, 29 and 32 are low, and items 24 and 30 are very low. The aggregate mean of 2.36 for male and 2.34 for female respondents showed that the extent to which available instructional resources are used in the delivery of vocational subjects in secondary schools in Abia State, Nigeria is low. Though, they use classrooms for teaching and learning, libraries for knowledge building among staff and students on vocational concepts, and subjects' textbooks for knowledge creation and skill acquisition to a great extent. They use workshops for clarification of concepts on vocational subjects, and laboratory apparatuses/tools for clarification technological ideas to a moderate extent. They use magnetic boards for teaching and transmission of knowledge to students, and projectors for instructional purposes/ knowledge transfer to a very low extent.

*d) Research Question Four*

What are the challenges inhibiting adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools?

*Table 4:* Mean scores of respondents on the challenges inhibiting the adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools

| S/N. | Challenges inhibiting adequate utilisation of available instructional resources for the delivery of vocational education subjects include: | Urban schools | | Rural Schools | | Decision |
|---|---|---|---|---|---|---|
| | | Mean | St. D | Mean | St. D | |
| 26 | Poor funding to maintain the available instructional resources for the delivery of vocational education subjects | 3.68 | 0.10 | 3.73 | 0.09 | Agreed |
| 27 | Lack of enabling environment for quality teaching and learning vocational subjects | 2.92 | 0.39 | 3.12 | 0.35 | Agreed |
| 28 | Inability of some vocational teachers to handle the available instructional resources during teaching | 3.42 | 0.15 | 3.36 | 0.16 | Agreed |
| 29 | Lack of technical r maintenance of these vocational subjects' instructional resources | 3.28 | 0.22 | 3.06 | 0.36 | Agreed |
| 30 | Diversion of some instructional resources meant for vocational programmes into private use | 2.98 | 0.38 | 2.75 | 0.43 | Agreed |
| 31 | Lack of skills among some vocational staff to use new technological devices for knowledge building | 3.38 | 0.17 | 3.56 | 0.11 | Agreed |
| 32 | Unstable electricity supply to use and maintain the instructional materials meant for vocational education programmes | 2.86 | 0.41 | 3.75 | 0.09 | Agreed |
| | Aggregate Mean | 3.22 | 0.26 | 3.33 | 0.23 | Agreed |

Data on Table 4 show the mean scores and standard deviation of teachers in urban and rural schools on the challenges inhibiting adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools in Abia State, Nigeria. The respondents agreed on all the items with high mean scores above the criterion mean of 2.50. The aggregate mean scores of 3.22 for teachers in urban schools and 3.33 for teachers in rural schools showed that they agreed on the items listed as the challenges inhibiting adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools in Abia State, Nigeria. Thus, they include: inadequate funding to maintain the available instructional resources for the delivery of vocational subjects, lack of enabling environment for quality teaching and learning, inability of some teachers to handle the available instructional resources during teaching, lack of technical maintenance of the available instructional resources, diversion of some instructional resources meant for academic programmes into private use, lack of skills among some staff to use new technology devices for knowledge building, and unstable electricity supply to use and maintain the instructional materials meant for academic programmes.

*e) Test of Hypotheses*

i. *Hypothesis One*

There is no significant difference between the mean score ratings of teachers in rural and urban schools on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools.

*Table 5:* Summary of the z-test difference between the mean score ratings of rural and urban school teachers on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools

| Location of Teachers | N | $\bar{X}$ | S.D | df | z-calculated value | z-Critical value | Decision |
|---|---|---|---|---|---|---|---|
| Rural | 300 | 3.31 | 0.22 | 448 | 0.621 | ±1.96 0 | Accepted |
| Urban | 150 | 3.25 | 0.25 | | | | |

Table 5 showed the summary of the z-test difference between the mean score ratings of teachers in rural and urban schools on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria. The result shows that the z-calculated value of 0.621 is less than the Z-critical value of ±1.960 at 0.05 alpha significant levels. Hence, the null hypothesis was accepted. Therefore, there is no significant difference between the mean score ratings of teachers in rural and urban schools on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria.

ii. *Hypothesis Two*

There is no significant difference between the mean score ratings of male and female teachers on the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools.

*Table 6:* Summary of the z-test difference between the mean score ratings of male and female teachers on the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools

| Gender | N | $\bar{X}$ | S.D | df | z-calculated value | z-Critical value | Decision |
|---|---|---|---|---|---|---|---|
| Male Teachers | 250 | 2.36 | 0.52 | 448 | 0.99 | ±1.960 | Accepted |
| Female Teachers | 200 | 2.34 | 0.53 | | | | |

Table 6 showed the summary of the z-test difference between the mean score ratings of male and female teachers on the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools in Abia State, Nigeria. The result shows that the z-calculated value of 0.99 is less than the Z-critical value of ±1.960 at 0.05 alpha significant level. Hence, the null hypothesis was accepted. Therefore, there is no significant difference between the mean score ratings of male and female teachers on the extent to which the available instructional resources are used in the delivery of vocational subjects in secondary schools in Abia State, Nigeria.

## IX. Discussion

The findings have it that, the instructional resources needed for the implementation of vocational education programme in secondary schools in Abia State include: classroom structures, workshops, workshop equipments, libraries, textbooks, magnetic boards, flash drives, desktop computers, photocopying machines, printers/scanners, wall charts, projectors, laptops, laboratories, and laboratory apparatuses/ tools. These results are equally represented on a bar chart. The findings are in line with Olele and Nwabueze (2015); Ikerionwu (2000); Ezegbe (1994) who referred instructional resources as objects or devices which help the teacher to make learning meaningful to the learners. They classified them into two as visual materials, made up of reading and non-reading materials and audiovisual materials comprising electrically operated and non-electrically operated concepts. Every subject depends on the use of some available resources. Instructional resources are also educational inputs, and they are of vital importance in the successful implementation of any curriculum. The purpose of instructional materials is to promote the efficiency of education by improving the quality of teaching and learning. Academic instruction is not complete until knowledge has been successfully transferred to the learners which in most cases, may not just be tied to teacher effectiveness or teaching skill, but the instructional materials used in the learning process. Also, Oragwu and Nwabueze (2018) added that the key instructional resources needed knowledge building in vocational education programmes include: classrooms, chalkboard, textbooks, libraries, computers, printers, photocopier, laboratories, workshops, agricultural farms, such as poultry farms and fish ponds.

The findings also presented that, the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria include: improper planning of teaching material procurement in schools for vocational subjects, inadequate funds to provide the instructional resources needed in schools by school administrators, and low involvement of government in the provision of needed instructional resources for the implementation of vocational programme in secondary schools. Others include little or no allocation of vocational subjects' instructional resources to schools by the Ministry of Education, and politics in the allocation of the instructional resources in the country. The test of hypothesis one showed that, there is no significant difference between the mean score ratings of teachers in rural and urban schools on the challenges inhibiting the adequacy of instructional resource provision for the implementation of vocational education programme in secondary schools in Abia State, Nigeria. Nwankwo (2008) had worried that lack of modern and well-equipped laboratories, workshops as well as a shortage of power supply constitute another setback to vocational education programme implementation. The findings are in line with Ajayi's (2002) who stated that inadequate funding, lack of laboratories, lack of workshops, shortage of power supply, shortage of manpower, diversion of educational resources to private use, lack of skills and knowledge to use educational facilities, lack of judicious use of educational fund, lack of maintenance culture in the schools, government's inability to procure instructional resources to schools, poor educational planning, and politicization of educational resources may constitute the major factors that hinder adequate provision of instructional resources in secondary schools for the implementation of vocational education programmes in Nigeria.

The findings had equally disclosed that the extent to which available instructional resources are used in the delivery of vocational subjects in secondary schools in Abia State, Nigeria is low. Though, they use classrooms for teaching and learning, libraries for knowledge building among staff and students on vocational concepts, and textbooks for knowledge creation and skill acquisition to a great extent. They use workshops for clarification of concepts on vocational subjects, and laboratory apparatuses/tools for clarification of technological ideas moderately. They use flash drives for storing and retrieval of needed information on vocational studies, photocopying machines for production of teaching and learning materials, desktop computers/laptops for the transfer of technological and innovative ideas, printers for the production of educational materials needed in teaching and learning, scanners for duplication of instructional materials, and CD-ROMs for storing and retrieving educational data/information poorly. The use of magnetic boards for teaching and transmission of knowledge to students and projectors for instructional purposes/ knowledge transfer very poorly. Scholars such as Amaewhule (1998), Igbemu (2003), Obayi (2003), Osuala (2004) and Everett (2005) all argue that, good Vocational Education Programmes are to take cognizance of trends in the market place, economy and occupational situation to enable students to acquire employability skills by enhancing their ability to find, get and keep jobs. These authors stressed that achieving all these cannot be realized without capable teachers and enabling instructional resources. The test of hypothesis two showed that there is no significant difference between the mean score ratings of male and female teachers on the extent to which available instructional resources are utilized in the delivery of vocational subjects in secondary schools in Abia State, Nigeria. Male and female teachers agreed that instruction resources for the delivery of vocational education subjects are not readily available to be utilized in schools. Thus, availability of instructional resources added to the availability of quantity and quality of relevant teaching staff will surely augur well for the implementation of Vocational Education Programme in secondary schools.

The findings finally disclosed that the challenges inhibiting adequate utilization of available instructional resources for the delivery of vocational education subjects in secondary schools in Abia State, Nigeria include: inadequate funding to maintain the available instructional resources for the delivery of vocational subjects, lack of enabling environment for quality teaching and learning, inability of some teachers to handle the available instructional resources during teaching, lack of technical maintenance of the available instructional resources, diversion of some instructional resources meant for academic programmes into private use, lack of skills among some staff to use new technology devices for knowledge building, and unstable electricity supply to use and maintain the instructional materials meant for academic programmes. Utilization and maintenance have been the serious problems facing secondary education in the 21st century. It is difficult for institutional heads particularly, those that are public practitioners to release funds for securing the equipment. Even when funds are released, they come so late which may lead to loss of many practical classes and students' practical sessions. According to Oragwu and Nwabueze (2018), proper management of instructional resources meant for teaching and learning of vocational subjects enhances productivity.

## X. Conclusion

Educational attainment and productivity depend on the quality of teaching staff and instructional resources available in the school system. Based on the findings, instructional resources adjudged to be adequate were classrooms and workshop. However, libraries, desktop computers/laptops computers, laboratories/laboratory apparatuses wall charts, flash drives, photocopiers, CD-ROMs, scanners and printers were not available in schools. It can be concluded that great efforts be made by the government in the area of vocational education to improve and enhance the availability of instructional resources required in schools for students' productivity and institutional development. The lack of necessary instructional resources in schools reduces the students' readiness to learn.

## Recommendations

1. There is the need for all stakeholders including the Government and the Private sectors to contribute financially and materially in the provision of instructional resources needed for quality teaching and learning of vocational subjects in secondary schools.
2. Most of the instructional resources needed for the delivery of vocational studies require a power supply to be operational; therefore, government and its agencies should consider it as a matter of urgent necessity to resuscitate the power supply in Nigeria.
3. School Heads, Principals and officials of the Ministry of Education should ensure regular supervision to enhance the effective use of instructional materials in teaching and learning of vocational subjects in secondary schools in Nigeria.

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# Business Proposal to Setup the Fruit Juice Bar in Abuja

By Olaifa Olumide Francis

*Executive Summary-* Contemporary Business ideas should rely on the development of the innovative concept to guarantee long term relationships with the customers and providing them value and satisfaction to retain them. This study has been conducted with an aim of examining the feasibility to set up a fruit juice bar concept in Abuja, Nigeria. It uses survey method and regression analysis for the purpose of testing and a sample size of almost 100 people in Abuja was taken and according to the results, while discussing on previews work in order to have a clear understanding on other author's opinions.

*GJMBR-A Classification: JEL Code: M19*

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*Strictly as per the compliance and regulations of:*

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## I. Introduction

This chapter introduces a brief background of the juice sector which analyses both the global and local market platforms. This part lines a specific set of questions that focus on the new business activity in Abuja while defining different objectives of the research which leads measure the rationality and significance of this business proposal. The benefit of this study is to determine the feasibility of setting up a fruit bar juice in Abuja, Nigeria. Therefore, a well-defined framework is included in this chapter in order to focus on each and every element of the research objectives.

### a) *Industry Background*

Fruit juice is a liquid that is naturally contained in fruits. It is extracted by mechanically squeezing or macerating the fruits. It is produced and consumed for its refreshing character, nutritional benefits and as a good source of instant energy. The juice market is growing at a healthy clip across various developing and developed countries. The mounting focus of consumers toward a healthier consumption of fruits and recent changes in their dietary habits are the key factors driving the evolution of the juice market (Transparency, 2017).

i. *Global Fruit Juice Market*

Changes in lifestyles and awareness regarding the consumption of a healthy and balanced diet have steered the growth of the global fruit juice market. As a result of the growing consumption of fruit juice, the global market for juice is likely to witness strong growth over the forthcoming years. However, the growth of the global juice market is entirely dependent on the geographical distribution and availability of fruits. In the beverage industry, juices constitute the most competitive segment. Emerging players and new entrants in the beverages sector seeking to capture a significant share of the juice market are focusing on varied tastes, flavors, and preferences specific to a region (Euromonitor, 2017).

The advent of products claiming to be diet juices and no-sweetener juices are promising developments in the market. Over the past several years, the fruit juice market has shown strong growth due to shifting trends among health-conscious consumers from carbonated drinks towards natural beverages free from sugars, flavors and preservatives (Farrell, 2015). Several other factors such as increasing disposable incomes, value addition, product innovation and growth in emerging markets have further helped to sustain the growth of this market. According to IMARC, the global market for fruit juice and nectars has grown at a CAGR of around 1.6% during 2009-2016 reaching a volume of 43.6 billion Litters in 2016 (Team, 2014).

ii. *Nigerian Fruit Juice Market*

According to the president of the Manufacturers' Association of Nigeria (MAN), Nigeria spends N165 billion annually to import fruit juice. Therefore, Juice is expected to see an off-trade volume CAGR of 7% over the forecast period. The growth in population and consumer desire for new and more exotic tastes is expected to drive growth for the category. Also, with growing urbanization comes a drop in the availability and sale of natural fruits, thus leading to the desire for convenient fruit juice. During the forecast period, companies are expected to bring a wide diversity of flavors and types of juice and also employ strong marketing activities to drive sales (Euromonitor International, 2017).

The growth of the child population is, in particular, quite important, with juice products being an important product many now take to schools. However, as the category is nearing maturity having seen quite strong growth over the review period, total volume growth over the forecast period is expected to be slower than it was over the review period (Foramfera, 2016).Fruit juices are served at occasions such as a wedding, burial, house warming, seminars, workshops, and so on. The national demand for fruit juices is estimated at 550million litters, while current supply is less than 25% of the demand. The recommended minimum daily requirement of fruit juice has been estimated at 75mg and the present intake in Nigeria is still below this daily requirement (Premiumtimes, 2016).

*Author:* *e-mail: lighthousearc@gmail.com*

*b) Business Opportunity and Concept*

The business concept juice bar emphasizes on selling a variety of mixed and instantly prepared 100% natural fruit juices which can be consumed in the bar with the pleasant and comfortable environment or can be taken away in the hygienic and stylish container. The global juice market is likely to be driven by the mounting consumer inclination towards juice. The demand for healthy food products from diet and fitness conscious consumers is one of the leading drivers of the local juice market. To meet the requirements of consumers, the juice products must focus on introducing different varieties and flavors of juices along with the innovative concept, and product development (Kanika, 2017).

At present, the demand for orange juice is significantly high owing to its easy availability and health benefits of the fruit. However, single and mixed juice of vegetables and fruits such as grapefruit, tomato, pineapple, grape, and apple are likely to gain popularity over the next couple of years. Juices that contain antioxidants made from fruits such as acai berries are also expected to gain prominence by 2021 (Omeh, 2016). The advent of diet juice and no-sweetener juice is anticipated to provide business with lucrative growth opportunities. There is a high demand for fruit juice in Nigeria. With a population of over 165 million people and an estimated national population growth rate of 5.7% per annum, an average economic growth rate of 3.5% per annum in the past five years, Nigeria has a large market for fruit juice (fresh plaza, 2016).

*c) Rationale and Significance*

Academically the first concerned go to the ability to organize a research topic around the feasibility study of the natural juice market and different factors that affectits growth in Nigeria. Thus, it is a based skill for this research, as all research the protocol of a theoretical approach is as much as important as the practical feasibility of the activity. Moreover, it is important to underline the importance of explaining and justifying the research topic into the literature review importantly describing and supporting an academically point of view and journal reviews or books of the previous writer on the same topic.

Finally, the world food security, overpopulation faster growing, and human self-consciousness have a serious impact on society, this research comes as a problem-solving in one aspect to tackle these issues. Through the research methods getting the feedback from an external point of view which will give a real feeling impression on the topic and will help to understand better the meeting point between the theory and the practice of this research proposal.

*d) Terms of Reference*

i. *Research Questions*

The rationale and significance of this study directly related to a number of below questions which as a researcher will attempt to answer while analyzing both secondary and primary data.

- What is the influence of marketing on setting-up a juice bar in Abuja, Nigeria?
- How does an effective business development process will enhance the growth of the juice bar business in Abuja, Nigeria?
- What is the impact of the market on the new juice bar business in Abuja, Nigeria?
- How do the operations can affect the development of the new bar juice business in Abuja, Nigeria?
- What is the influence of management on setting-up a new bar juice business in Abuja, Nigeria?

ii. *Research Objectives*

The research proposal objectives of this paper which are sated below, focus to gain a better understanding of viral factors that have a direct impact on the new business activity.

- To analyze the influence of marketing on setting-up a juice bar in Abuja, Nigeria.
- To understand the role of an effective business development process to enhance the growth of the juice bar business in Abuja, Nigeria.
- To examine the impact of the market on the new juice bar business in Abuja, Nigeria.
- To explore how the operations can affect the development of the new bar juice business in Abuja, Nigeria.
- To determine the influence of management on setting-up a new bar juice business in Abuja, Nigeria.

iii. *Research Framework*

This study looks to comprehend the connection between the dependent variables and dependents variables on studying the feasibility of setting up a new juice bar business in Abuja, Nigeria while utilizing the marketing, business development, market, operations and management as the direct factors having an influence on the new business activity.

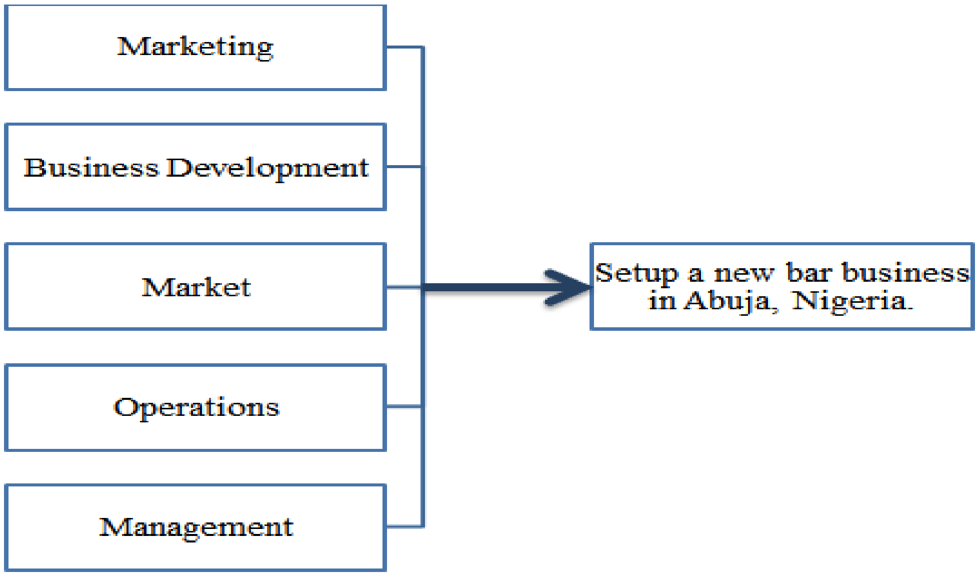


*Figure 1.3:* Research Framework

## II. Business Review

*a) Marketing*

Is the organization expression to consumers, it expressed the company commercial activities in the way where company transmits its plans from the scratch to the end product while ensuring a positive image to the public simply is a research of a best-selling proposition. In this case the understanding of marketing plan and strategy is very important. (Blick, 2011)

i. *Marketing Plan*

Marketing mix as a mix of elements as defined by Borden, in 1964, later on, the low of supply and demand was the base of Smith in 1965 describing differentiation and segmentation strategy. Skimming and penetration by Dean where he explains the strategy behind the product pricing at the introduction, to the life cycle Forrester explain the importance of analyzing opportunities behind the product life cycle (W. Chan Kim, 2015). A good marketing plan after William M. Luther, most content an understanding of marketing environment, based on the study of the organization's market, the business environment, trends, economic situation, and the social and political, moreover an understanding of marketing activity based on the seven pcs or marketing mix.

*Understanding of the Implication of the Four P's*

Is a combination of activities behind the product, price, place, promotion, Product, people, physical evidence, process, packaging. A product is a piece of physical evidence, it defines anything produce to solve a need or a want, in retails product represent merchandise, they can also be called material when purchasing as raw materials. Price, it is the value of a finished product, is one of the strategies behind a company's profitability, it combining certain elements in respect with the nature of the business, competitor, cost and supply (Smith T., 2012).

Place as physical structures identify the place where the product will expose, is the consideration of the facade plan where to sell and why to sell there. Nowadays the place in marketing mix has gone digital, and talk about the company website (Mohr, 2013). Promotion is applied on the company ability to promote earning new attention, space, from new audience market or existing market, focusing on specific target through the means of advertisement, personal selling, public relation or referrals (Gelder, 2011).

ii. *Marketing Strategy*

Brian Tracy (2014) claims that a good marketing strategy needs to be built around four areas, these are the specialization, differentiation, segmentation, and concentration. He also mentions that many businesses fail because they can really understand this approach and implement it in their business (O. C. Ferrell, 2013).

a. *Specialisation*

Specialization answers the question of the focus of the new company what is the firm going to specialize on talking about product and services, it was important to underline the specialization can be the product the customer or the specific market. While looking at the specialization in the juice sector today the focus is to create an availability of a natural and healthy product at the market so the customers here will be those with the health and natural tendency (Venkatesh Shankar, 2012).

b. *Differentiation*

Differentiation is an ability to think and do different than the competitor, is the real assent of business meaning all business strategy is differentiation strategy, it answers to the question of how it is that you are better than your competitor. Brian Tracy justify this point by saying that customer is always wondering why should they buy from you. Differentiation is that competitive advantage, the unique selling proposition, the excellence superiority (Fifield, 2012).

c. *Segmentation*

Is the action of organizing the potential from the one with the high credibility to buy your product to the one with the low credibility? Segmentation zoom into three different aspects the demographic is the identification of the customer's profile based on their age, gender income, education, occupation, location family status (Isobel Doole, 2008). Psychographic part is even more important because it zooms into the customer's goal and ambition, Brian Tracy said people feel motivated to buy because your product is allowing them to realize their dreams and goal or how to eliminate their fear doubt and worries, and how is the firm going to describe our perfect customer. Because the opportunity is there today in the green sector and the increase in the world population development of science, green products have a good future ahead (technology-quarterly, 2017).

d. *Concentration*

Once you have very well defined your market segmentation and you know very well what your customer want and need then you can know to concentrate on then, it is also a close look on how to focus on your customers, especially where to put your time, money and resources. Also to look into the best ways to connect with our customers and on top of that the means of communication (Mintz, 2013).

iii. *Critical Analysis Marketing Risk*

The problem in marketing is the understanding of activities of buying and selling a product or service, incorporating advertising in connection with your customers focus, best-delivering practice, however, a specification must be done and adapted on the green business, product in from agriculture usually doesn't need any much effort on advertising and they are object of a high demand, the problem is farmers forgot to apply the basic rule of selling proposition Although fruit is the raw material business it still have to control and advertise it value added on the process (Smith M. C., 2011). In Africa for instance, more and more people are active on producing fruits which will get to a point of overproduction, the need of marketing will be then highly considered for those with an effort today will be having no issue to sell their product.

b) *Business Development*

New businesses can pursue various business development directions; from consolidating their current activities through expansion by market penetration, market or product development, or integration, to diversification into different markets and products. For any of the discussed directions, there are different methods companies can use to execute their development strategies (Kennedy, 2015). These range from internal development, when the organization builds up its own resources and competences itself, through joint developments, when the organization shares the resources, activities, and risks with other firms, to acquisitions, by which organizations gain further resources and competencies by taking over another company (Duncan MacPherson, 2010).

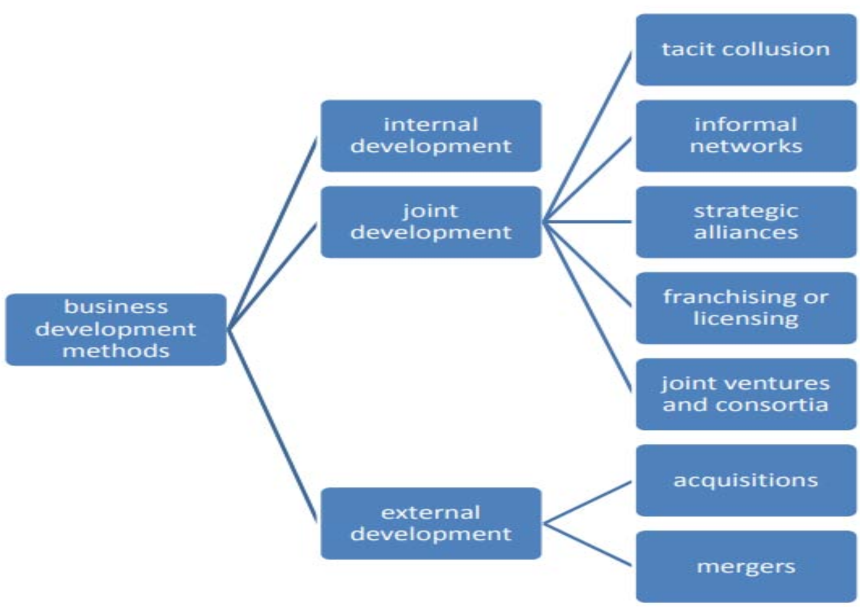


*Figure 2.1:* Business Development Model

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i. *Internal Development*

The first possible method how to pursue expansion or diversification strategies is to build up further resources, and activities internally. This method is called internal or organic development. In terms of speed, developing and building further competencies and resources on its own is slow and therefore such method is not appropriate for developments in a rapidly changing and competitive environments in which all steps need to be taken fast (Christopher Preece, 2007). On the other hand, developing all activities internally means having all activities under control. Costs of such developments are high as the company needs to invest for instance into product development, new facilities, management and so are the risks involved as R&D expenditures and new geographical areas do not always bring the money back to the company (Butler, 2012).

Even though developing new business activities internally is slow, expensive and risky, high level of control brings many advantages. For new market development, direct involvement means getting the full understanding of the market which could be a competitive advantage over organizations without direct involvement in that market. Also, for product developments of especially highly technical products in design or manufacturing, internal development enables to acquire the necessary competencies to compete successfully. When considering the high costs of internal development activities, these are however spread to a longer time period and therefore represent more realistic expenditures (Russ, 2009).

ii. *Acquisitions and Mergers*

In contrast to expansion or diversification internally, external development of resources, and activities which could be achieved by acquisitions or mergers provide faster development possibilities. Both acquisitions, i.e. takeovers of other companies, and mergers, i.e. voluntary fusions of companies, may provide to firms access to resources, products, services, competencies, and knowledge that were not available internally. Because developing such competencies or products internally would require additional time and costs, acquisitions and mergers are useful mainly in very competitive, globalized, or technologically changing industries and they tend to go in ways (Newton, 2012).

There has been a wide discussion whether acquiring or merging with a firm is cheaper or not than developing all activities internally. When a new company chooses to acquire or merge with another firm, it needs to pay the price for the development activities of the other firm too, but on top of that, it also pays a premium for the risks involved (Annacchino, 2011). The risks need to be also considered for internal development option, and the two sums might be then compared. What is certain is that acquisitions require high initial expenses in comparison to internal development costs which are more spread. When considering the risks and control over the activities gained by acquisitions or mergers, the highest risks with such methods arise with post-acquisition or merger management (Guy Lincoln, 2012).

iii. *Joint Developments*

This method is a joint development where two or more organizations share resources and activities together to pursue common goals and strategy. Indeed, in the complex environment, firms cannot always secure the necessary skills, ideas, technology or market knowledge themselves, and cooperation with another company can help them significantly. There are a number of reasons why new companies should cooperate with other firms (Levitsky, 2000). Firstly, they can focus on the activities they are good at and leave some of the other activities on the other firm if the other firm has better skills, resources or knowledge to undertake them. By joint development, companies can also get access not only to complementary resources and competencies but also to complementary products or services, which can improve the sales of both firms' products and decrease the costs (Scheessele, 2009).

By working closely in a relationship with other organizations, new companies can learn very quickly from their partners and exploit that knowledge later in their internal development activities. This is very important as many of the joint developments result in an acquisition or merger activities which bring the company more control over all activities (Carlo Pietrobelli, 2002). Joint developments can be also used to avoid or counter competition moves of other organizations. In markets with slow market cycles, joint developments are mostly used by firms to gain access to steady or restricted markets, to overcome trade barriers, by cooperation with local partners. On the other hand, in markets with a fast market cycle, joint developments are mostly used to speed up a new product or market entry or to share and reduce costs and risks (Ishikawa, 2008).

*c) Market*

A market strategy emphasizes the attractiveness and dynamics of a particular market within a specific industry. It refers to a part of the industry analysis thus, in turn of the global environmental analysis through the analysis of strengths, weaknesses, opportunities, and threats (SWOT) that an organization can be identified (Shiller, 2002). Therefore, the help of SWOT analysis enables the business strategies of an organization to be defined. and the market analysis is also known as a documented investigation of a market which is utilized to guide a company's planning programs, particularly on decisions related to inventory, purchases of capital equipment, promotional activities, work force expansion and contraction, facility expansion and several other aspects of an organization (Baverstock, How to Market

Books: The Essential Guide to Maximizing Profit and Exploiting All Channels to Market, 2008).

i. *Market segmentation*

Market segmentation is the base to differentiate a particular market thus differentiation is important and one of the reasons is the saturation of consumption that exists due to the increase of rivalry in offered products. Nowadays, people are asking for more individual products or services and they are well informed about the range of products or services than before they purchase (Baverstock, How to Market Books, 2015). As result, market segmentation is necessary because it includes several market types of research, since it requires a lot of market knowledge in order to segment it. Market strategy is mainly about structuring and processing information which must be done to define the specific market. The knowledge of the relevant market for the specific product is an integral part of the whole market where the organization focuses its activities (Buchanan, 1995).

Market segmentation is a smart way to gain competitive advantage while differentiating in the market, the company will able to concentrate on market power and energy to gain and sustain its competitive advantage. In market strategy, the knowledge of the market is highly required to analyze the structure and process of that particular market since it needs a lot of market research where several pieces of information can be extracted from it. Market segmentation identifies customer needs and requirements in which an organization should develop products based their satisfaction while identifying different products for different groups of people and better match which suits consumers' wants coming from product benefits, resulting on the maximization the product use, allowing the company to focus on marketing expenditures and competitive advantages (Aspers, 2011).

ii. *Dimensions of Market*

As it said earlier, market strategies strive to identify the attractiveness of a particular market in a short and long term basis. New companies can evaluate the long term attractiveness of a specific market by analyzing opportunities and threats while relating to their own strengths and weaknesses them, they use these findings to guide the investment decisions which are made in order to advance their success. Those findings may motivate a firm to revise several aspects of its business investment strategy including inventory levels, facility expansion, purchases of capital equipment, workforce expansion or contraction and promotional activities (Przeworski, 1991).

iii. *Element of Market*

As markets constantly keep changing, companies must analyze several market factors in order to be able to modify their marketing strategies allowing them to sustain their business also, new firms must perform adequate research and analysis of the market so that they can know what products will match with customers' requirements. The elements that allow strategizing on a market include the size of the market, market trends, distribution channels, business strategies, market demand, and business environment and growth rate of the market (Schutz, 2011).

*d) Operations*

Adam Smith (2006) has defined the operations' concept as the pin factor of any organization. Nowadays, business process has not changed from the initial but, it can be looked at a collection of stages through which the elaboration of attributes while in a particular company's process is the ways to realize its goals (Weske, 2007). In the process of progress, Frederick Winslow (2007) has criticized a definition with respect to standardization through training program thus, the definition of employer and employees roles according to Peter Ducker (2006), a business process is a consequential set of activity with the objective of simplifying and decentralizing daily business requirement which falls into outsourcing as an option for some of the organization especially for start-ups. The business operations with regard to this study's objective are to understand the necessity of business operations in setting up a new organic grocery retail business (Rai, 2015).

i. *Management and Supporting Process*

From the idea creation to the business process including specification of elements, it is mainly the question of managing the initial ideas where managing is related to activity in which knowledge and ability involved. The roles of management are more focus on controlling and organizing the entire business activity process while involving high communication, analysis of different business problems, opportunities and decision making (Burlton, 2001). For Instance, managing the operational process of a juice bar business, there is a physical need for space delimitation and resource sensitivity including the plan to organize employees for different roles (Aquasol, 2016).

Organizations as employers still play an important role in the entire business process while ensuring the control and coordination from logistics to the end delivery (Montani, 2013). The operational process in organic grocery retail business becomes successful when it entirely based on a very specific process which concerns activities behind the expertise of its operations (Dummies, 2016). Supporting the operational process with today's technology has no limit and the more technology is close to the retail sector, the more profit it generates thus communication did not fail since, the organic industry has translated and understood scientific information (Elhendy, 2010).

ii. *Developing Business Process and Value-Added*

The retailing sector as other businesses today processes its part on an organizational process where the completion involves the progress that follows the creative benefit in this sector which goes from idea development to change it into the business while taking advantages of these opportunities. The fruit juice sector has grown tremendously during the last decade. Vincent Amanor (2006) has come up with a process based on an idea that makes all the difference, which will them create a value addition in the entire business process (Vincent, 2009).

Generally speaking, businesses require a specific attention which mainly depends on their sector of activity however; the development of a business process in juice bar retail is mainly related to a creation of value addition while generating revenue all around a chosen activity, developing Co-owned juice bar business, finding opportunities into new market and a durable business relationship with suppliers. The business operations process plays an important role in generating income opportunities as well as understanding the product development including marketing. Value Chain in retail business while developing a business process in retailing needs to be considered in value chain which creates more value by building alliance or networks of collaboration, it gives a better understanding of a well-managed distribution.

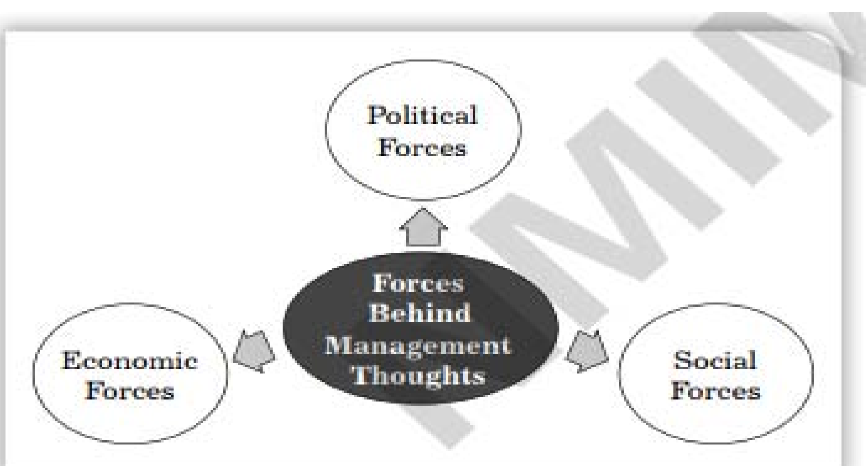
*e) Management*

Managing is one of the most important human activities. From the time human beings began forming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts. As society continuously relied on group effort, and as many organized groups have become large, the task of managers has been increasing in importance and complexity (Joan Magretta, 2002). Henceforth, the managerial theory has become crucial in the way managers manage complex organizations. Management is the art, or science, of achieving goals through people. Since managers also supervise, management can be interpreted to mean literally looking over (Thomas, 2003).

For instance, making sure people do what they are supposed to do and managers are, therefore, expected to ensure greater productivity or, using the current jargon, continuous improvement. Thus, management refers to the development of bureaucracy that derives its importance from the need for strategic planning, coordination, directing and controlling the large and complex decision-making process. Essentially, management entails the acquisition of managerial competence, and effectiveness in the following key areas; problem-solving, administration, human resource management, and organizational leadership (Daft, Management, 2013).

i. *Forces behind Management*

The concept of management is not new and has emerged as a result of a complex evolutionary process. Management has been practiced for many years right from the time of The Sumerians, Babylonians, and Romans. However, it gained importance during the industrial revolution era and was backed by many forces. Figure 2.2 shows the three main forces of management:




*Source: (Burlton, 2001)*

*Figure 2.2:* Force behind Management

Political forces, such as government regulations, political institutions, and trade policies affect in the areas of environmental analysis, organizational design and structure, and employee rights. Political pressure has a major impact on organizations' management as the rights of customers, suppliers, labor, creditors, owners, and other segments keep changing with respect to changes in the political environment of a country. Social forces can be in the form of social norms arising from the values and beliefs of people in a society (Daft, 2008).

These forces help in the formation of social contracts, wherein no particular sets are mutually understood. People interact with each other on the basis of these norms. Similarly, social contracts are also formed between organizations and their labor, creditors, investors, and customers. Economic forces are responsible for the formation of a base market economy and other concepts, such as private ownership of property, economic freedom, and competitive markets. These forces also play an important role in determining the distribution of goods and services in a society (Hunsaker, 2004).

ii. *Management Process*

There are five core functions that constitute Scope of Management functions or the process of management. They are Planning, Organizing, Staffing, Directing and Controlling (Patrick J. Montana, 2008).

a. *Planning*

Planning is the first management function in the scope of management functions that managers must perform. Within this function, a plan is created to accomplish the mission and vision of the business entity. Under the mission is considered the reason for the establishment, while under the vision is considered where the business entity is aiming. The plan must define the time component and to plan the necessary resources to fulfill the plan. Accordingly, plan of organization is developed together with required personnel; method of leading people is defined and controlling instruments for monitoring the realization of plans (Griffin, 2010).

b. *Organizing*

Organizing is the second function manager, where he had previously prepared plan, establish an appropriate organizational structure in a business organization. In part, it determines the ranges of management, type of organizational structure, authority in the organization, types and ways of delegating and developing lines of communication (Williams, 2010). The organization and its subsystems are placed under the plan, which was created as part of functions. Organizing basically involves analysis of activities to be performed for achieving organizational objectives, grouping them into various departments and sections so that these can be assigned to various individuals and delegating them appropriate authority so that they can carry their work properly.

c. *Staffing*

Staffing, as the next function of management, consists of a selection of appropriate staff for the organization to reach goals easier and more efficient. According to today‘s experience is well known that it is difficult to financially evaluate, quality and efficient staff. Staffs are one of the more valuable, if not the most valuable resource in any successful organization. For this reason, good planning of personnel policies, as a function of management, and the corresponding execution of that selection of high-quality people is becoming increasingly important. The task of this management function is to set rules related to employment and personnel policies. Staffing basically involves matching jobs and individuals (Michael Armstrong, 2005).

d. *Directing*

Directing is an important managerial function through which management initiates actions in the organization. It is a function of management which is related to instructing, guiding and inspiring human factor in the organization to achieve organizational objectives. It is a function to be performed at every level of management. The direction is a continuous process and it continues throughout the life of the organization it initiates at the top level in the organization and follows to the bottom through the hierarchy (Best, 2006). It emphasizes that a subordinate is to be directed by his own superior only. The direction has dual objectives. On the one hand, it aims in getting things done by subordinates and, on the other, to provide superiors opportunities for some more important work which their subordinates cannot do.

e. *Controlling*

Controlling is any process that guides activity towards some pre-determined goals. It can be applied in any field such as price control, distribution control; pollution control. It is an element of the management process and is defined as the process of analyzing whether actions are being taken as planned and taking corrective actions to make these to conform to planning (Alexander, 2002). Control process tries to find out deviations between planned performance and actual performance and to suggest corrective actions wherever these are needed. Controlling is a forward-looking function as one can control the future happenings and not the past. Every manager has to perform the control function in the organization. It is a continuous process and control system is a co-ordinate integrated system (Kreitner, 2010).

## III. Research Design

This chapter describes the research methodology which we used throughout the study with regards to the feasibility of setting up the fruit juice bar in Abuja, Nigeria.

### *a) Research Methods*

Research Methods are the instruments and methods to conduct research thus, research is a term liberally used for many types of investigation that is intended to discover interesting or new facts. As with all type activities, the strictness in which these activities are carried out will reflect accordingly in the quality of the expected results. Research methods are a range of instruments that are used for various sorts of inquiries, just as a diversity of instruments are applied for conducting various practical tasks, for instance, the pick for breaking up the ground or the rake for clearing leaves. In all these cases, it is important to know what the correct instruments for doing particular jobs are and how to utilize them to best effect (Zikmund, 2003).

The descriptive concept involves the acceptance and collection of data on individual issues describing different characteristics of an individual including organizations and it is helpful to the juice sector to study how to come up with a sustainable and profitable business while contributing in environment and social wellbeing in an effective manner thus, different elements such as marketing, business development, market, management and operations which will be taken into consideration. This research uses three designs which will be explorative, descriptive and casual in nature. The questionnaire used in this study will consists of two parts where the first part will indicate the profile of our respondents and the second part be based on research questions which will clarify the importance of business marketing strategies, business market, human resources and business operations on the new organic retail stores activity (Sam, 2011).

*b) Sampling Method*

Since this study relies on the feasibility of setting up a juice bar in Abuja, its environmental benefits and the impact of socioeconomic on shareholders will be invoked. Thus, the survey is featured to a demographic segment because it utilizes a random sampling technique for choosing the subset of the population. It is adaptable to each research, and there are few types of sampling method where the probability and convenience sampling which is commonly used while responding to certain constraints yet not using or following in any plan in this research. Therefore, we used simple random sampling, basically because of its benefits in term of cost (Arizono, 2014).

*c) Sample Size*

The sample size considers the number of observation or replicates to add to the statistics sample although its importance is to make inferences of individuals from the sample. A total number of 200 respondents were selected randomly as samples with 3% more or less the questionnaire will be distributed in Abuja, Nigeria. Statistics are needed for big numbers to be reliable and avoid mistake or errors (Che, 2005). Based on the Roscoe approach this research has chosen a particular parcel of respondent where the total population where estimated at 18 million and the respondent at 100 respondents through random consideration where it is justified by the fact that the research is mainly for the academic purpose, therefore, the limited to the number of words and time (Smith K., 2011).

*d) Survey Location*

It is the location identification for research. However, this research was conducted in Abuja, Nigeria where participants showed their full support and cooperation for us to be able to conduct the research in a comfortable manner (Drexl, 2015).

*e) Collection Method*

It is quite difficult for us to meet all respondents while conducting this study from all over the city. Therefore, the most logical thing was to select a simple random sample and data collection method of this research study was the survey questionnaire, done through online using both Google drive and face to face fill-up of questionnaires. The collection was done automatically from the in Google drive and via scan where the data was collected and process for the analysis. Combining these two techniques were particularly helpful on the credit of the analysis although the research was conducted remotely from Malaysia, we analyzed and understood the reel situation (Pascal, 2005). The research used the liker scale to measure the respondents' opinions. Using the 5 points scale Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree thus, the respondents were asked to tick or shade in either circle based on the given opinions to indicate their responses to each statement. The responses from the respondents were then analyzed.

*f) Ethical Issues*

The concept of ethics in research refers to the whole attitude set of researchers or the group of common principles that drive the mind of the attitude of researchers and rapport between them (Sodhi, 2011). In order to attest that the whole research has been conducted in a reliable and ethical manner, the following issues related to morality have been taken into consideration:

i. *Confidentiality and Privacy*

The research will be held in free and fair mind state and it will not be conducted in the willingness to harm any participants, therefore, it will be an assurance that all the participants' information will be protected and will be used for research purpose only. The information that will be taken from the participants will be secured by the data protection of Nigerian law in research and development act 2007 section 79B, indicating that any publication of confidential information without the permission of the concerned person is punishable for twenty-four years and hundred thousand Naira as the penalty.

ii. *Impartiality and Professionalism*

This concept has been pointed out in order to invoke the major benefit of accuracy and impartiality to accomplish cautions and faithful result for the expected set of goals (Zikmund, 2003). Cardiff Metropolitan University has set guidelines and rules so that the research can be conducted in a good manner.

iii. *Plagiarism*

Forging practices demoralize the whole scholastic work and the unoriginality must be estimated and declared in the entire literature activities from standby document to the academic book. From that perspective, the whole date in this proposal has been genuinely referenced and quoted in order to prevent plagiarism.

iv. *Right To Refuse*

During the research, participants had an option which has allowed them to decide whether they wanted to participate or not in the research and also does not respond to the question that they thought was too much personal (Zikmund, 2003).

## IV. Data Analysis

According to Zikmund (2013), data analysis is a process that inspects, transform and model data in order to discover useful information, suggest conclusion or support the decision making in a particular situation. It also includes a certain number of interrelated operations that are performed with the objective to summarize the collected data and organize them in such a way that they will provide answers to the research questions. However, many experts think that data analysis is different from data processing in the context where the processing of data deals, recasts or concentrates more with data so that it makes them as amendable as possible for the analysis and on the other side, data analysis looks at the data based on the research questions, prevails theory and then it draws a conclusion.

a) *Primary Data Analysis*

The collection of primary data for this research has been done through the questionnaires survey which was distributed to participants with the help of the local team who actively participated in this research and the good point of using this method is that the collected information was fast and easy but a bit expensive Though, the questionnaire is attached in the appendices. It is divided into two sections where the first part of the questionnaire survey is designed to gather different personal information of the participants and the second part is tailored to specifically respond to the research questions in order to have a proper finding to the study.

i. *Part 1: Personal Information*

a. *Gender*

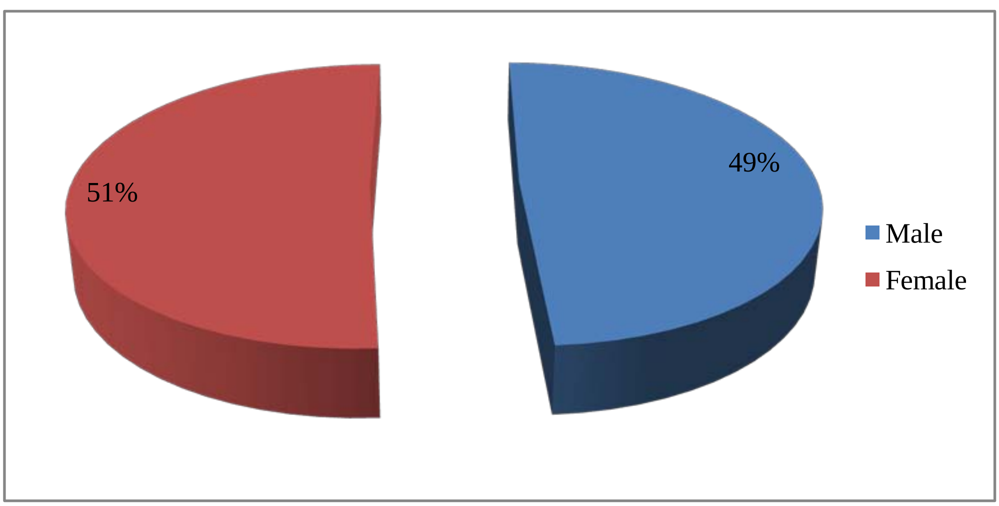



*Figure 4.1:* Gender

*Table 4.1:* Gender

| GENDER | NUMBER OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| MALE | 49 | 49% |
| FEMALE | 51 | 51% |

The majority of respondents who participated in this study were female representing 51 percent although there is a slight difference compared to 49 percent of the male who constituted the second group based on gender.

b. *Age Group*

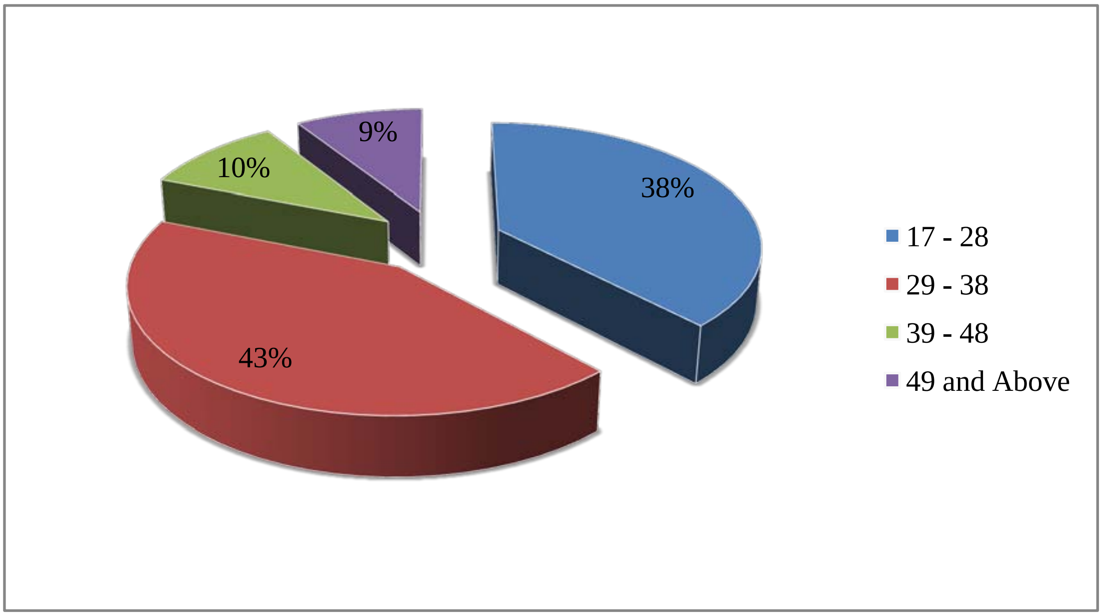



*Figure 4.2:* Age Group

*Table 4.2:* Age Group

| AGE GROUP | NUMBER OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| 17 - 28 | 38 | 38% |
| 29 - 38 | 43 | 43% |
| 39 - 48 | 10 | 10% |
| 49 AND ABOVE | 9 | 9% |

Referring to the age group, the majority of respondents are between 29 to 38 years old while representing 43 percent, then followed by 38 percent of respondents who are aged from 17 to 28 years old. The third group of the respondent is made of people who are aged between 39 to 48 percent representing 10 percent and the minority of respondents who represent 9 percent are 49 years old and above

c. *Occupation*

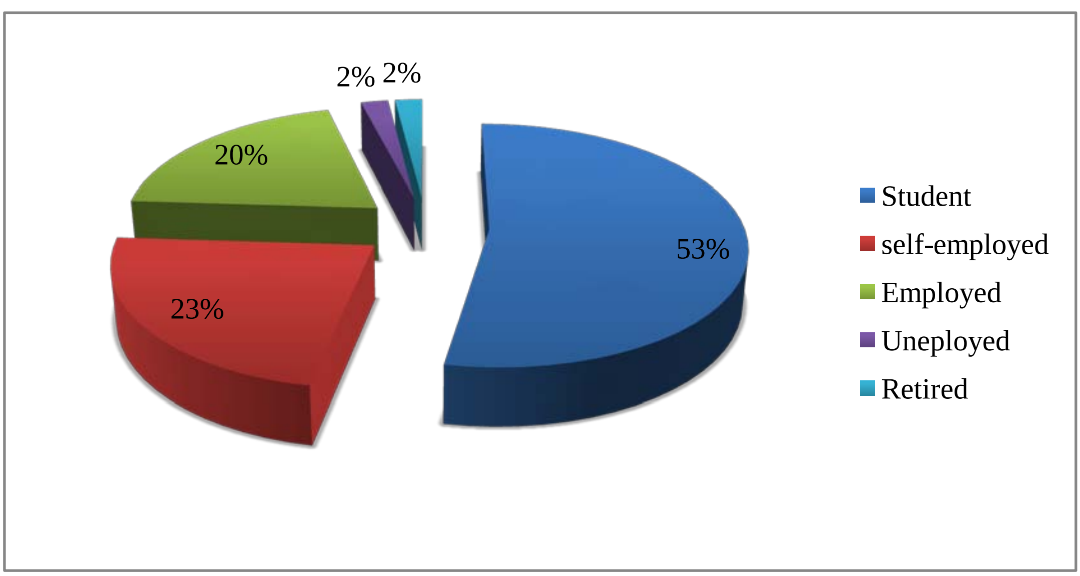



*Figure 4.3:* Occupation

*Table 4.3:* Occupation

| OCCUPATION | NUMBER OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| STUDENT | 53 | 53% |
| SELF-EMPLOYED | 23 | 23% |
| EMPLOYED | 20 | 20% |
| UNEMPLOYED | 2 | 2% |
| RETIRED | 2 | 2% |

While trying to understand the occupation of respondents, 53 percent are students followed by 23 percent of respondents who are self-employed and another 20 percent are employed. However, 2 percent of the total numbers of respondents are unemployed, followed by another 2 percent who are actually retired

d. *What type of drink do you prefer?*

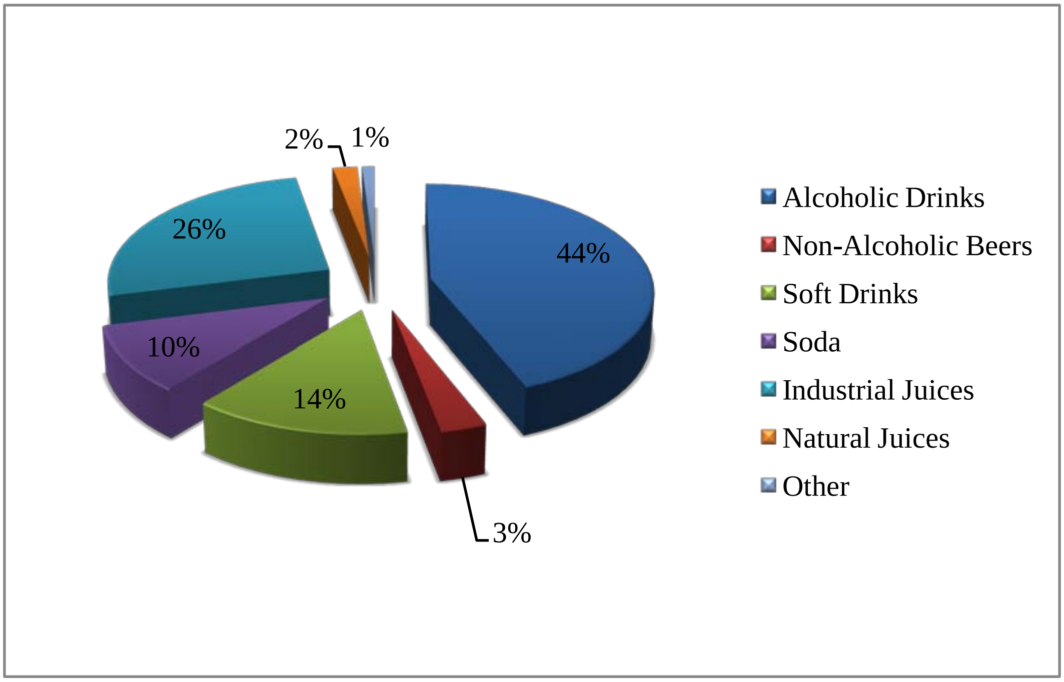



*Figure 4.4:* Presence of Drink

*Table 4.4:* Presence of Drink

| WHAT TYPE OF DRINK DO YOU PREFER? | NUMBER OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| ALCOHOLIC DRINKS | 44 | 44% |
| NON-ALCOHOLIC BEERS | 3 | 3% |
| SOFT DRINKS | 14 | 14% |
| SODA | 10 | 10% |
| INDUSTRIAL JUICES | 26 | 26% |
| NATURAL FRUIT JUICES | 2 | 2% |
| OTHER | 1 | 1% |

Based on the results of this survey, the majority of respondents representing 44 percent said that they prefer alcoholic drinks while 26 percent like to drink industrial juices. The 14 percent of respondents said that they prefer soft drinks and another group representing 10 percent like to drink soda followed by 3 percent who prefer non-alcoholic beer, 2 percent of respondents prefer natural fruit juices and one respondent said that he likes water as his favorite type of drink.

e. *How often do you drink a natural fruit juice?*

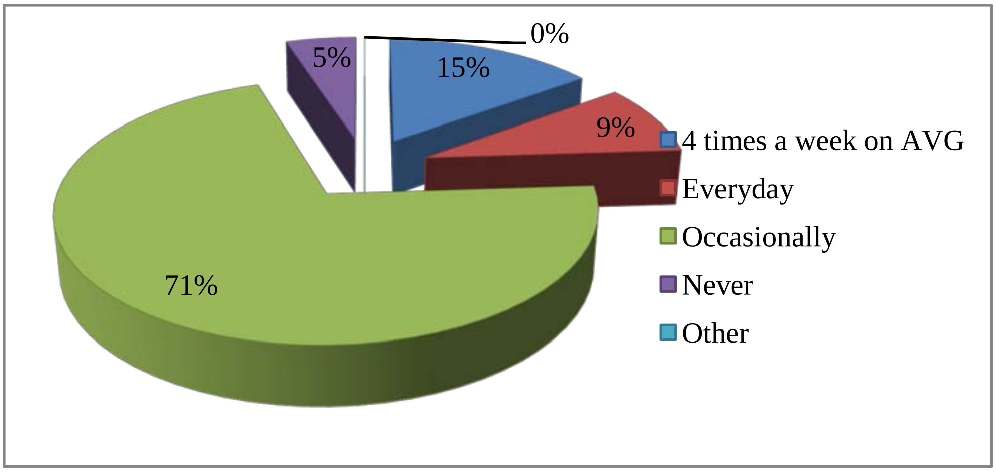



*Figure 4.5:* Frequency of Drinking Juice

*Table 4.5:* Frequency of Drinking Juice

| HOW OFTEN DO YOU DRINK A NATURAL FRUIT JUICE? | NUMBER OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| ON THE AVERAGE OF FOUR TIMES A WEEK | 15 | 15% |
| AT LEAST EVERY DAY IN A WEEK | 9 | 9% |
| OCCASIONALLY | 71 | 71% |
| NEVER | 5 | 5% |
| OTHER | 0 | 0% |

The majority of respondents who represent 71 percent said that they drink a natural fruit juice occasionally followed by 15 percent who said that they drink a natural fruit juice four times on average in a week. 9 percent of respondents drink natural juice every day and another 5 percent said they never drink natural fruit juice.

ii. *Part 2: Research Questions*

a. *Section 1: Marketing*

This section analyses the influence of marketing strategies on setting-up a juice bar business in Abuja.

*Do you agree that the price of fruit juice should be as lower as possible to make it accessible to all?*

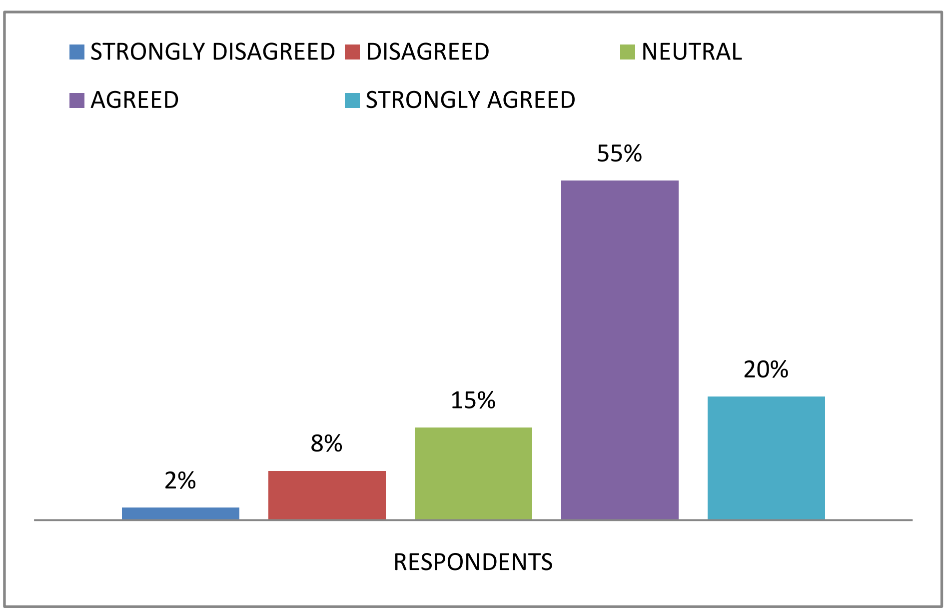



*Figure 4.6:* Pricing

*Table 4.6:* Pricing

| Do you agree that the price of fruit juice should be as lower as possible to make it accessible to all? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 2% | 8% | 15% | 55% | 20% |

The majority of respondents while representing 55 percent agreed on the point that the price of fruit juice should be as lower as possible to make the product accessible to all then, followed by 20 percent who have strongly agreed. Although 15 percent of respondents had no opinion, 8 percent disagreed and the minority of 2 percent strongly disagreed on the statement.

*Do you agree that customers should have more variety of flavours?*

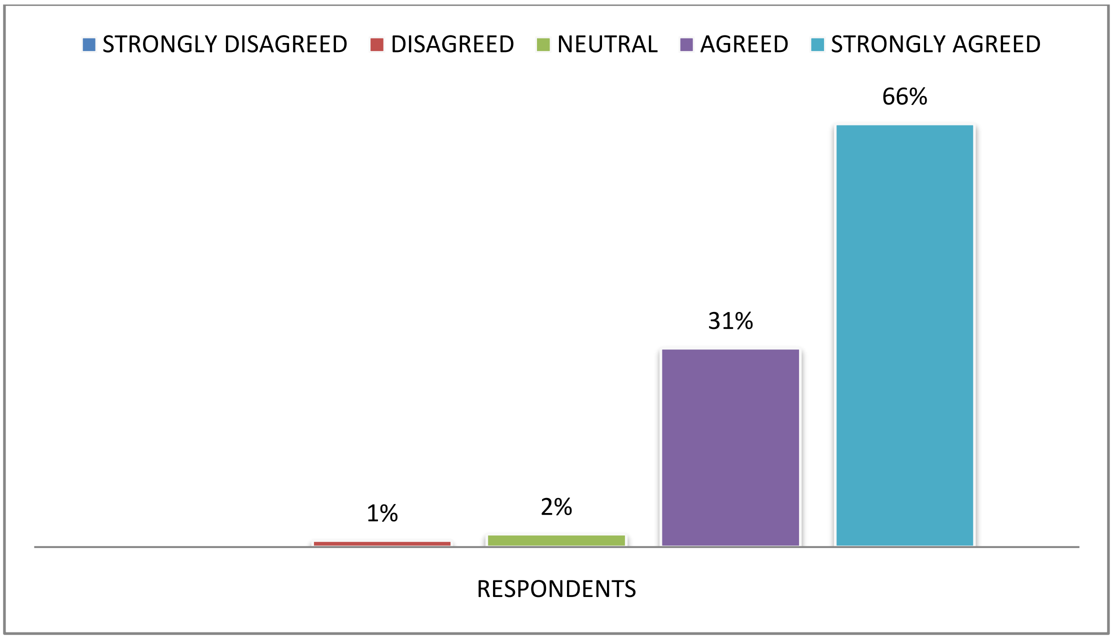



*Figure 4.7:* Variety of Flavours

*Table 4.7:* Variety of Flavours

| Do you agree that customers should have more variety of flavors? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | 1% | 2% | 31% | 66% |

The majority representing 66 percent of respondents strongly agreed that as customers, they should have more variety of juice flavors followed by 33 percent who also agreed then 2 percent who had no opinion, only 1 percent disagreed and no respondent has strongly disagreed.

*Do you agree that fruit juice should be sold only in social event?*

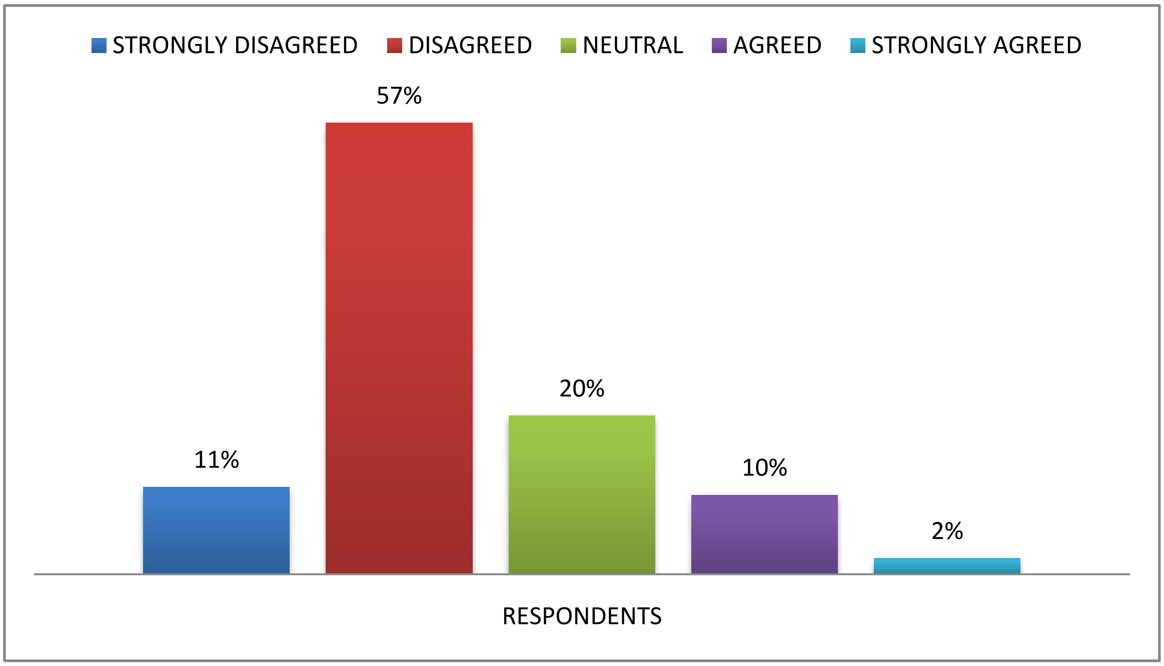



*Figure 4.8:* Sales

*Table 4.8:* Sales

| Do you agree that fruit juice should be sold only in the social event? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 11% | 57% | 20% | 10% | 2% |

The majority of respondents who represent 57 percent disagreed on the fact that fruit juice should be sold only in a social event, 20 percent had no opinion, and 11 percent of people who responded to our questionnaires strongly disagreed on that fact. However, 10 percent of respondents have agreed and the minority of 2 percent has strongly agreed.

*Do you agree that the fruit juice bar should be on the main place to facilitate the accessibility?*

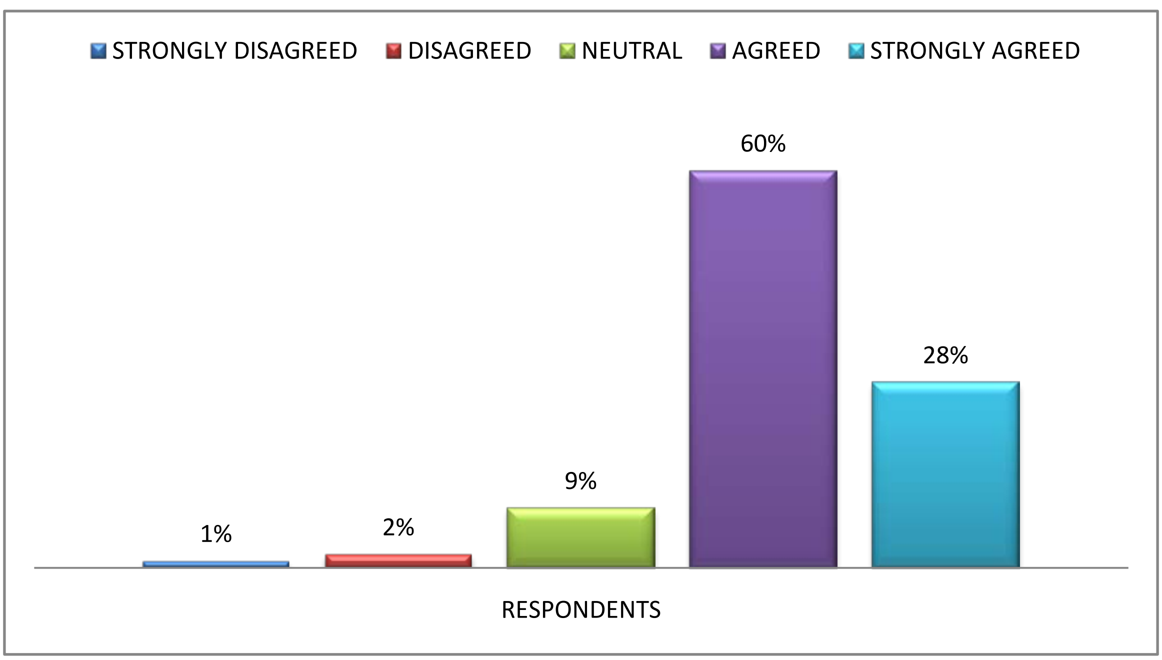



*Figure 4.9:* Accessibility

*Table 4.9:* Accessibility

| Do you agree that the fruit juice bar should be on the main place to facilitate the accessibility? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 2% | 9% | 60% | 28% |

While understanding how important the accessibility to the bar is important to customers, the majority of respondents agreed that the fruit juice bar should be on the main place to facilitate the accessibility to all then, 28 percent have strongly agreed followed by 9 percent who had no opinion than 2 percent disagreed and only 1 percent has strongly disagreed on the statement.

b. *Section 2: Business Development*

This section investigates on the need of effective business development process to enhance a set-up of new juice bar business in Abuja.

*Do you agree that the juice bar should propose new product more often?*

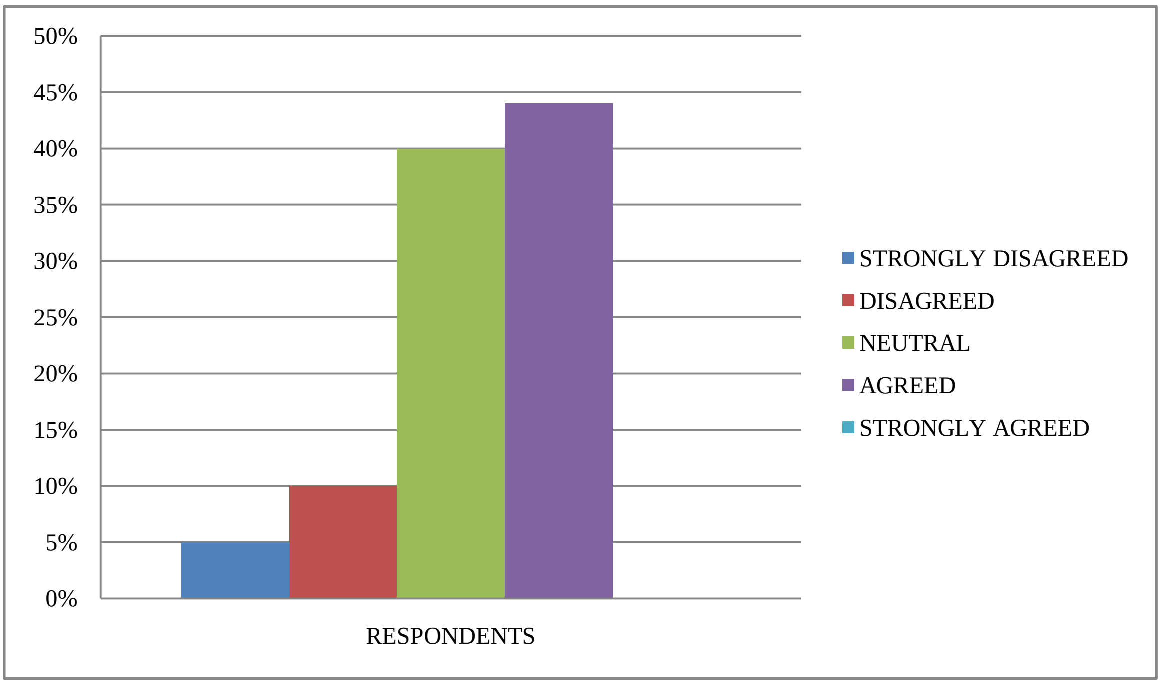



*Figure 4.10:* Development

*Table 4.10:* Development

| Do you agree that the juice bar should propose new product more often? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 5% | 10% | 40% | 44% | 1% |

The majority of respondents representing 44 percent agreed on the fact juice bar should propose new product more often followed by 40 percent who had no opinion on the statement. While 10 percent disagreed, 5 percent have strongly disagreed and the minority of 1 percent has strongly agreed.

*Do you agree that the bar juice business should be at all the main places in abuja?*

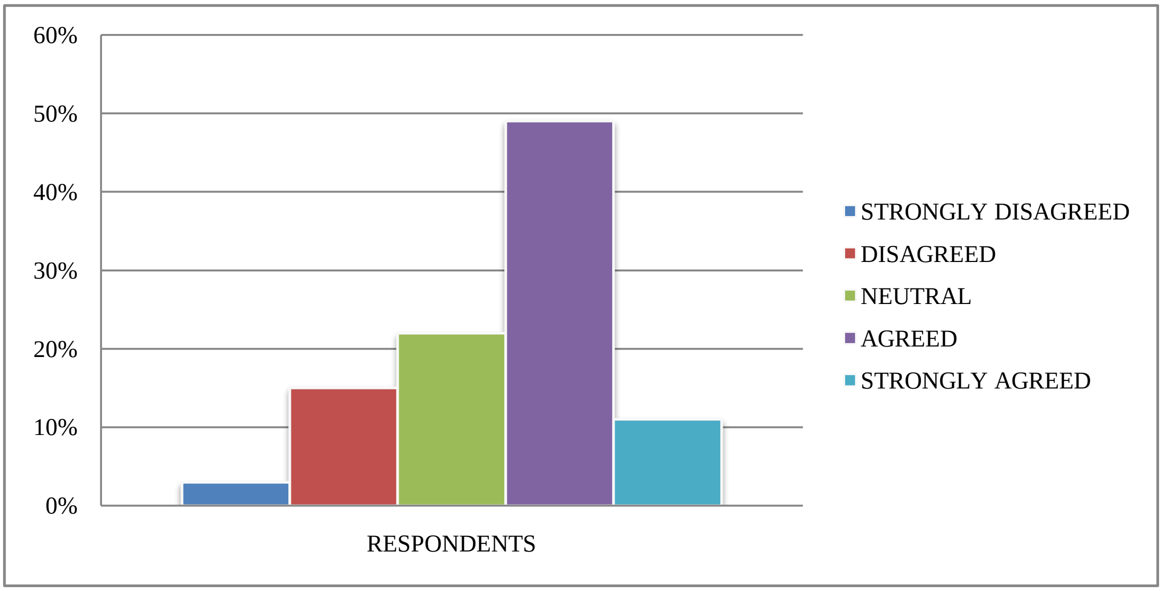



*Figure 4.11:* Location

*Table 4.11:* Location

| Do you agree that the bar juice business should be at all the main places in Abuja? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 3% | 15% | 22% | 49% | 11% |

A large number of respondents representing 49 percent agreed that the bar juice business should be at all the main places in Abuja. Even though 22 percent of respondents were neutral, 15 percent disagreed, 11 percent strongly agreed and the smallest group of respondents representing 3 percent have strongly disagreed on the statement.

*Do you agree that the new business should time to time award its loyal customers?*

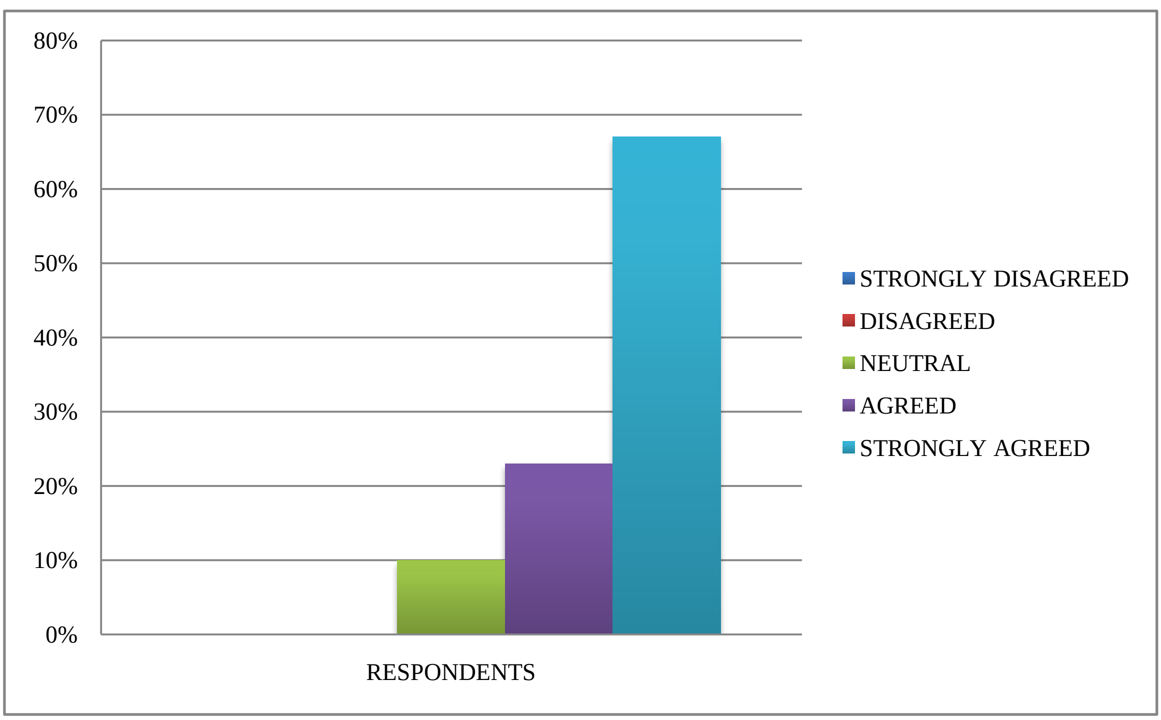



*Figure 4.12:* Loyalty

*Table 4.12:* Loyalty

| Do you agree that the new business should time to time award its loyal customers? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | - | 10% | 23% | 67% |

The majority of people who participated to this survey while they represent 67 percent have strongly agreed that the new business should time to time award its loyal customers followed by 23 percent who agreed then, 10 percent who had no opinion and no respondent neither disagreed nor strongly disagreed on the statement.

*Do you agree that the juice bar should enhance its business concept more often?*

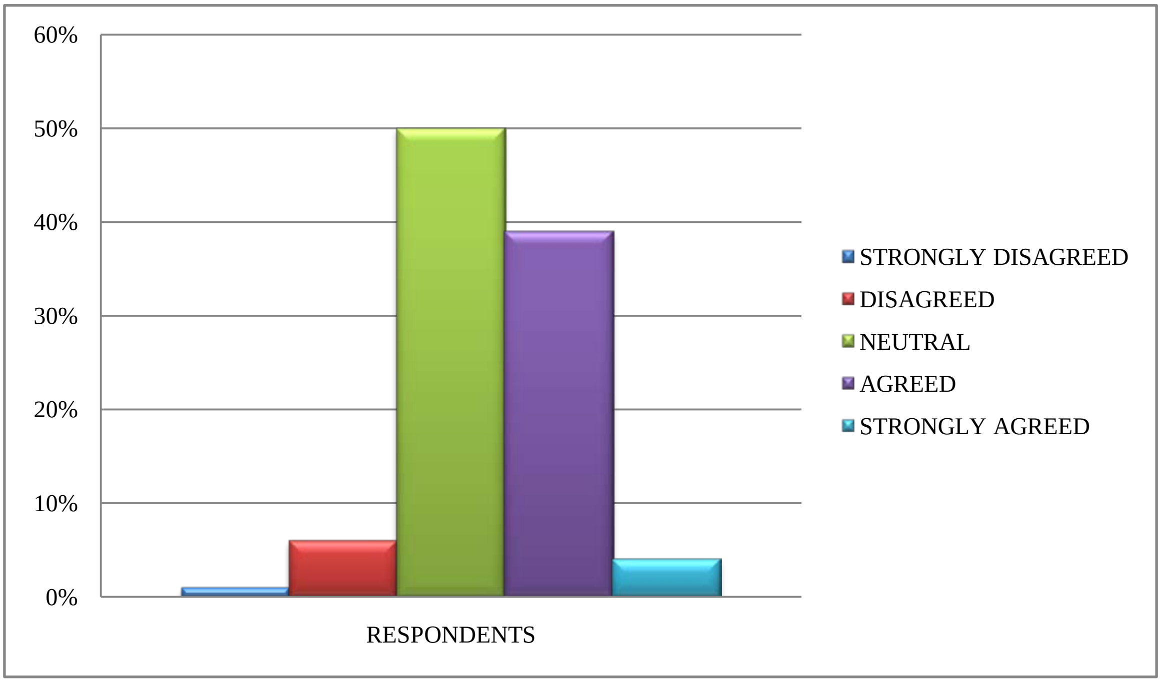



*Figure 4.13:* Business Concept

*Table 4.13:* Business Concept

| Do you agree that the juice bar should enhance its business concept more often? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 6% | 50% | 39% | 4% |

The majority of respondents representing 50 percent were neutral of the fact that juice bar should enhance its business concept more often. On one side, 39 percent of respondents agreed and 4 percent have strongly agreed. On the other side, 6 percent of respondents disagreed and 1 percent has strongly disagreed.

c. *Section 3: Market*

This section examines the impact of the market on setting-up a new juice bar business in Abuja.

*Do you agree that people should be aware of the place of juice bar in abuja?*

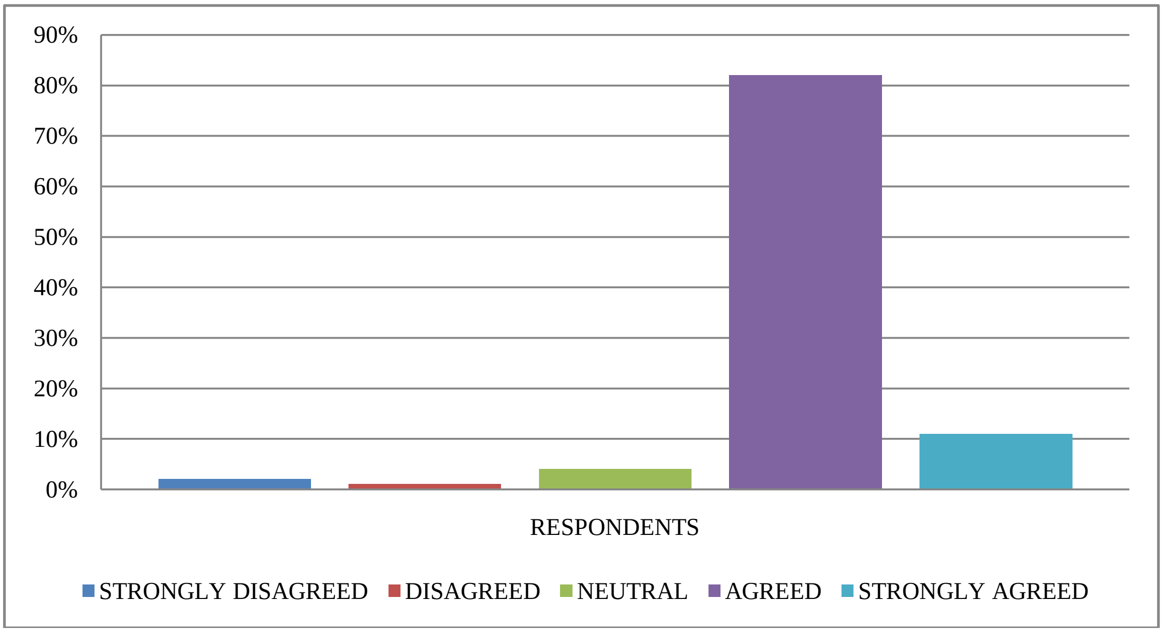



*Figure 4.14:* Place

*Table 4.14:* Place

| Do you agree that people should be aware of the place of a juice bar in Abuja? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 2% | 1% | 4% | 82% | 11% |

Most of the respondents who represent 82 percent agreed that people should be aware that the place of the juice bar in Abuja. 11 percent of respondents have strongly agreed, 4 percent were neutral, 2 percent have strongly disagreed and a minority of 1 percent has disagreed on this statement.

*Do you agree that they must be more number of juice bars in abuja?*

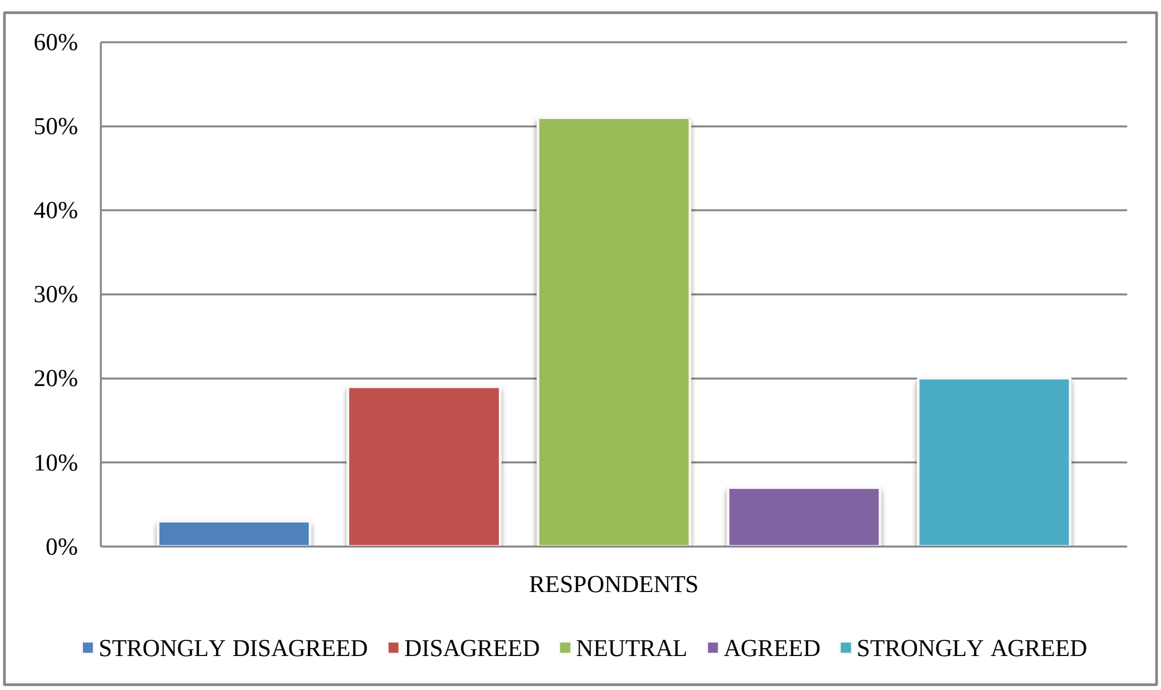



*Figure 4.15:* Number of Juice Bars

*Table 4.15:* Number of Juice Bars

| Do you agree that they must be a number of juice bars in Abuja? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 3% | 19% | 51% | 7% | 20% |

The majority of respondents while they represent 51 percent, they had no opinion on the fact they should be more of juice bars in Abuja. On one hand, 20 percent of respondents have strongly agreed and 7 percent simply agreed. On the other hand, 19 percent of respondents disagreed and 3 percent have strongly disagreed.

*Do you agree that strong influence of your friends or children can push you to purchase our juices?*

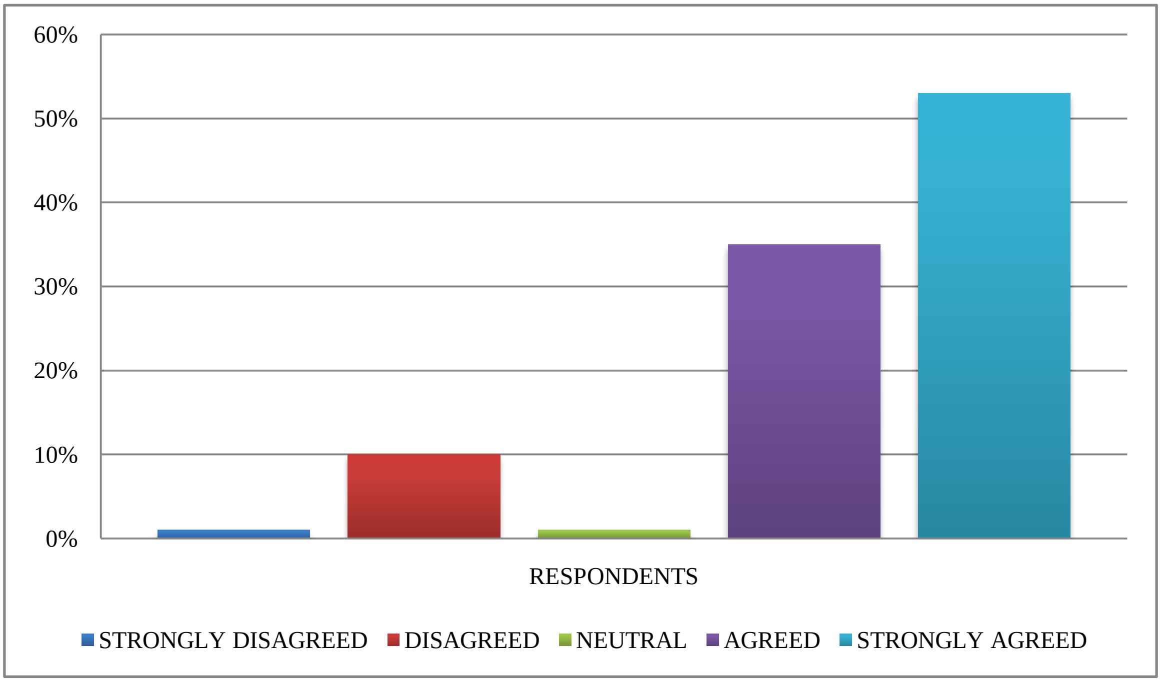



*Figure 4.16:* Influence

*Table 4.16:* Influence

| Do you agree that the strong influence of your friends or children can push you to purchase our juices? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 10% | 1% | 35% | 53% |

The majority of respondents who represent 53 percent have strongly agreed that the strong influence of friends, children or family members can push them to purchase the fruit juice products. Although 35 percent of respondents agreed, 10 percent disagreed while 1 percent had no opinion and another 1 percent has strongly disagreed.

*Do you agree that buying the natural fruit juice means that you care more about your health?*

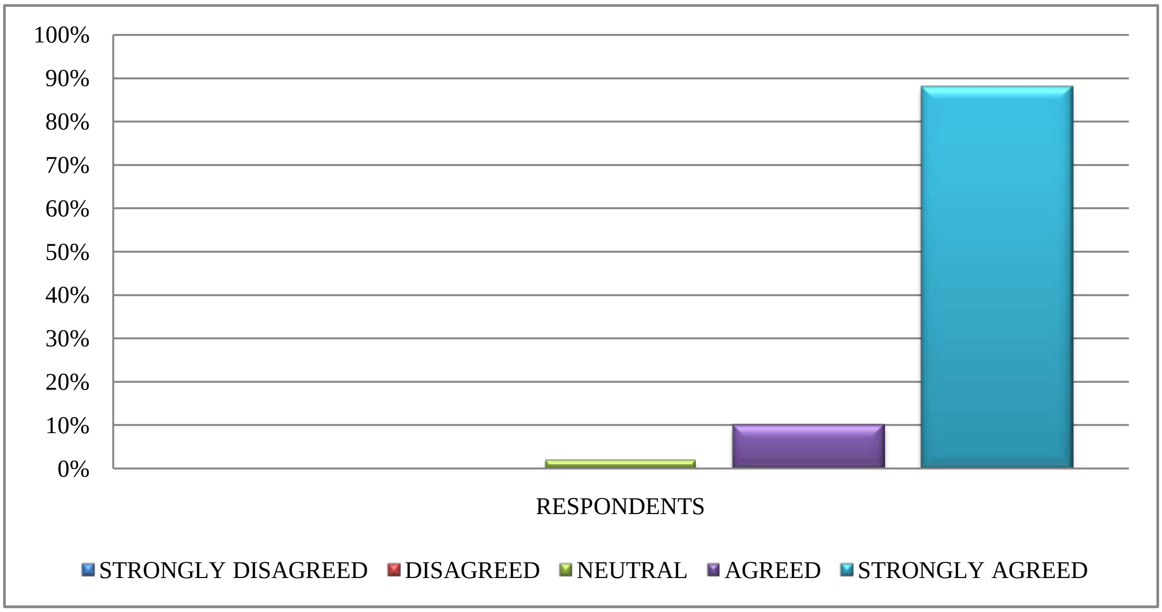



*Figure 4.17:* Healthy Product

*Table 4.17:* Healthy Product

| Do you agree that buying the natural fruit juice means that you care more about your health? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | - | 2% | 10% | 88% |

The majority of respondents who represent 88 percent have strongly agreed on the fact that buying the natural fruit juice means that you care more about your health. 10 percent of respondents agreed and 2 percent were neutral therefore neither respondent disagreed nor strongly disagreed on the statement.

d. *Section 4: Operations*

This section explores the influence of operations on setting-up a new juice bar business in Abuja.

*Do you agree that the juice bar should be comfortable to serve customer in a better way?*

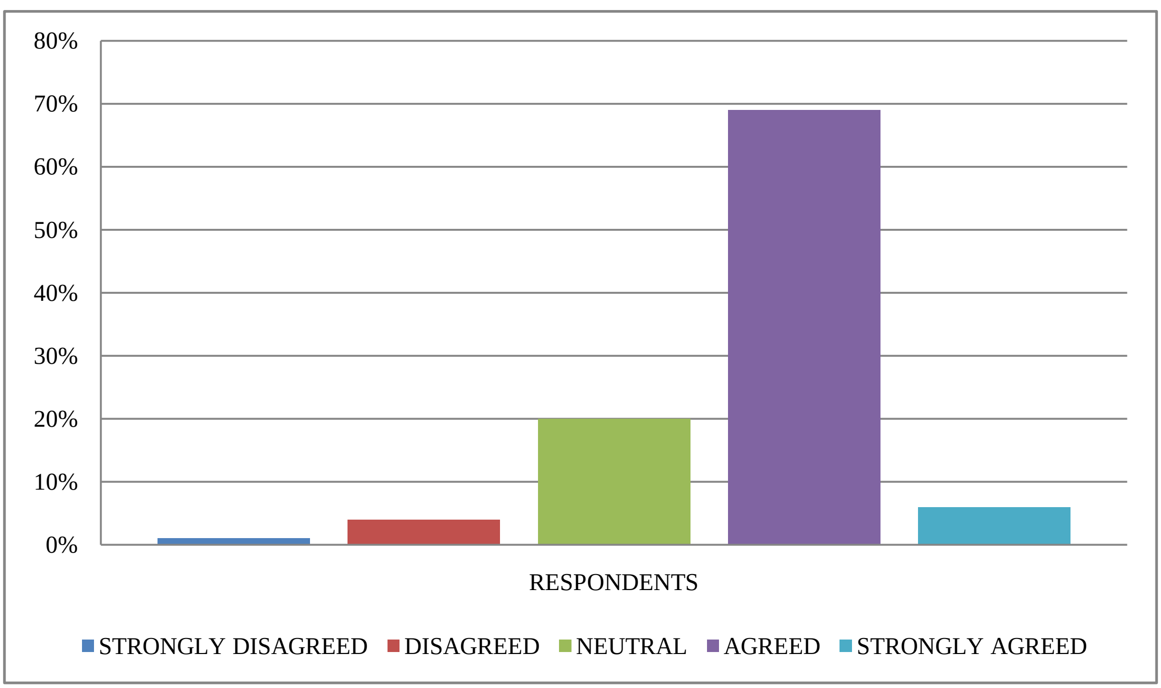



*Figure 4.18:* Confort

*Table 4.18:* Confort

| Do you agree that the juice bar should be comfortable to serve the customer in a better way? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 4% | 20% | 69% | 6% |

The majority of people who participate in this research while they represent 69 percent have agreed that the fruit juice bar should be comfortable in order to serve customers in the most comfortable way. Although 20 percent were neutral, 6 percent of the respondents have strongly agreed, 4 percent disagreed and only 1 percent of the total number of respondents has strongly disagreed.

*Do you agree that the juice bar concept should be unique and accessible?*

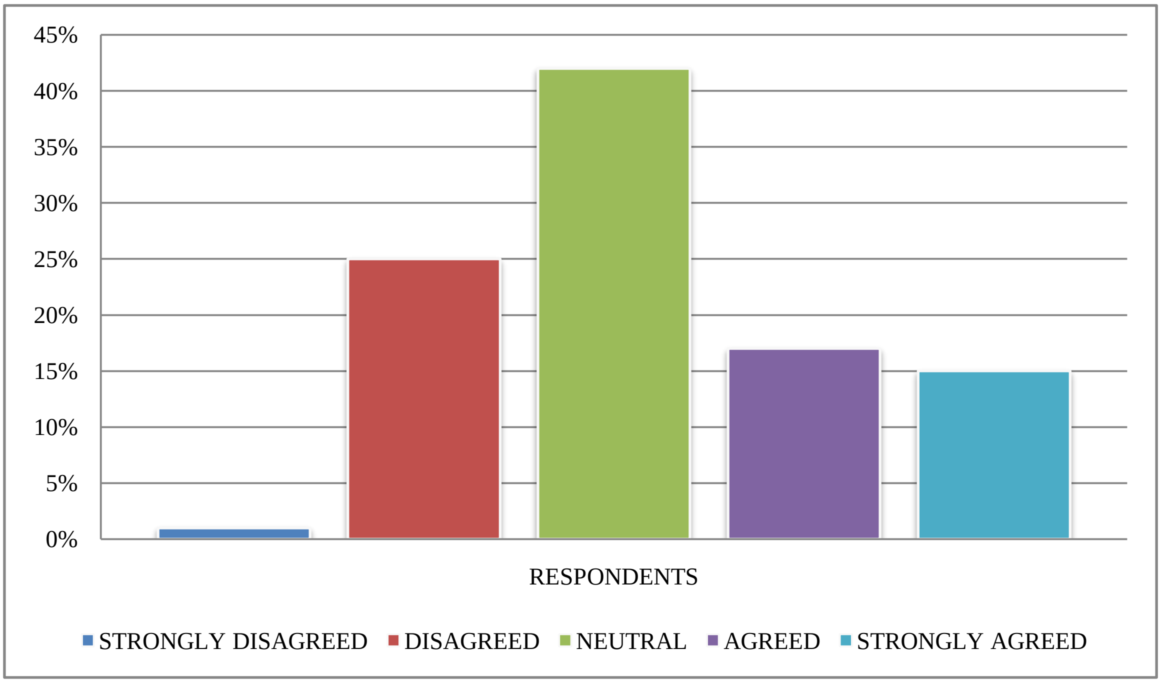



*Figure 4.19:* Unique Concept

*Table 4.19:* Unique Concept

| Do you agree that the juice bar concept should be unique and accessible? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 25% | 42% | 17% | 15% |

The majority of respondents who represent 42 percent did not have an opinion on the fact that the juice bar concept should be unique and accessible. On one side, 25 percent of respondents disagreed and 1 percent strongly disagreed. On the other side, 17 percent of respondents agreed while 15 percent strongly agreed.

*Do you agree that fruits should remain fresh to deliver a good quality of juices?*

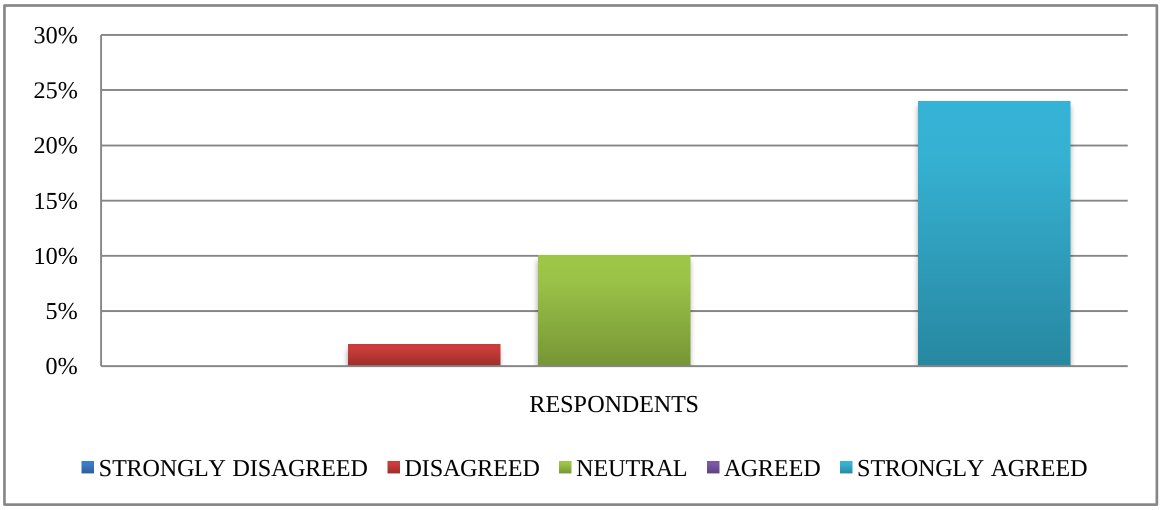



*Figure 4.20:* Quality

*Table 4.20:* Quality

| Do you agree that fruits should remain fresh to deliver a good quality of juices? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | 2% | 10% | 64% | 24% |

The majority of respondents who represent 64 percent agreed that fruits should remain fresh in order to deliver a good quality of juices. While 24 percent of respondents strongly agree on the statement, 10 percent were neutral, the minority of 2 percent disagreed and no one has disagreed.

*Do you agree that the hygienic condition of the bar is critical for the business reputation?*

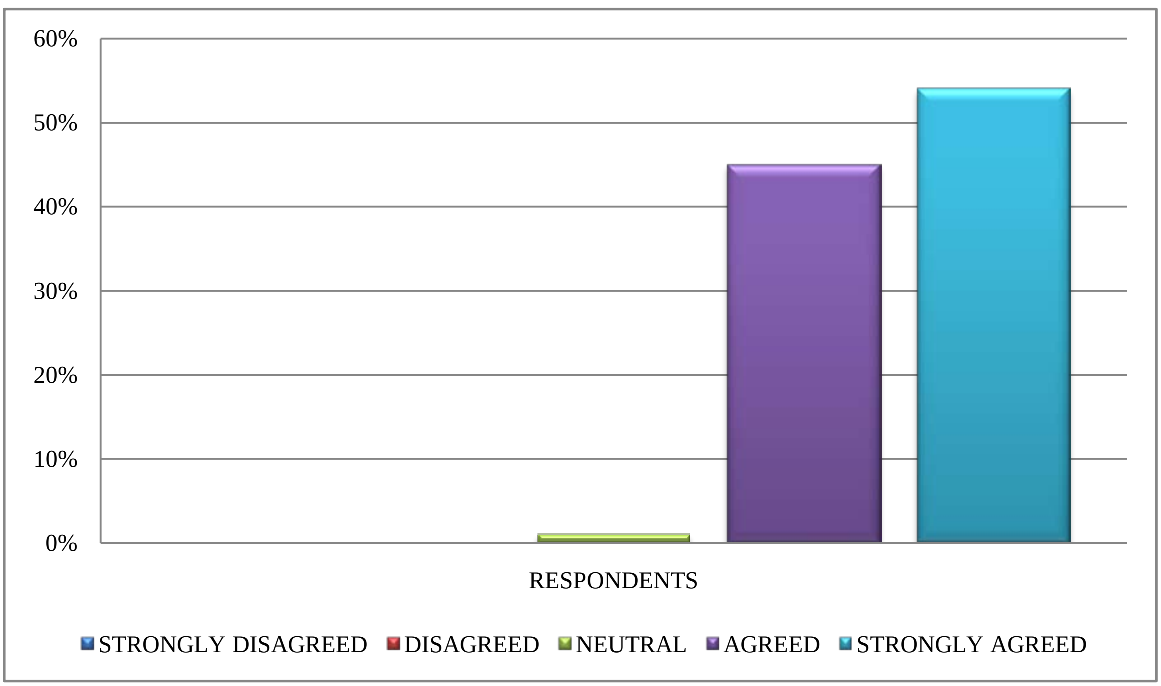



*Figure 4.21:* Reputation

*Table 4.21:* Reputation

| Do you agree that the hygienic condition of the bar is critical for the business reputation? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | - | 1% | 45% | 54% |

A large number of respondents representing 54 percent strongly agreed that the hygienic condition of the bar is critical for that brand reputation which was supported by 45 percent of respondents who agreed and only 1 percent was neutral. Therefore, none of the respondents disagreed or strongly disagreed.

e. *Section 5: Management*

This part investigates on the role of management in setting-up a juice bar business in Abuja.

*Do you agree that people who work in the juice bar should be more helpful to customers?*

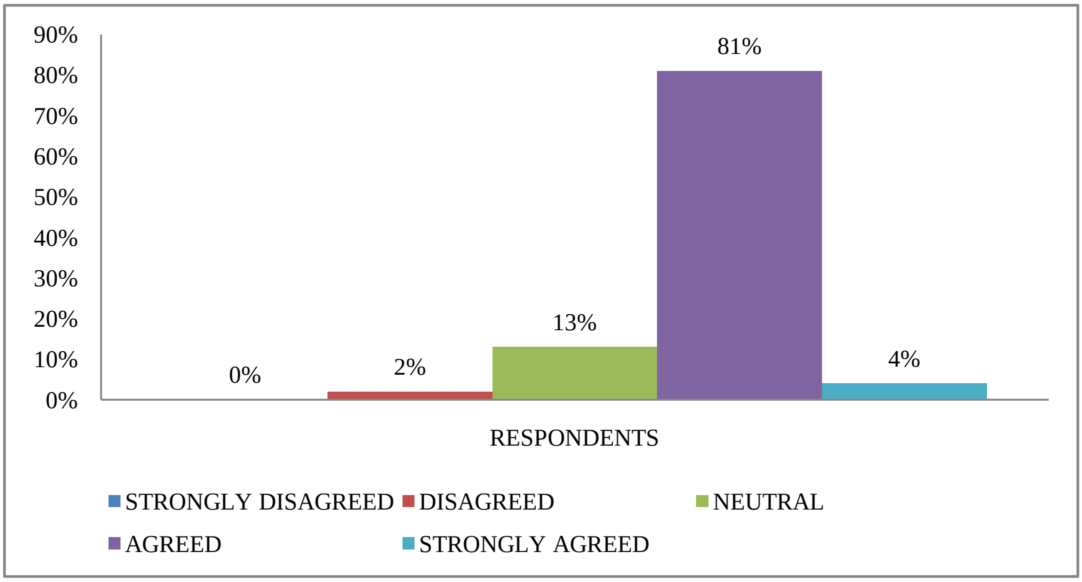



*Figure 4.22:* Assistance

*Table 4.22:* Assistance

| Do you agree that people who work in the juice bar should be more helpful to customers? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | 2% | 13% | 81% | 4% |

A large number of respondents representing 81 percent agreed that the employees of the juice bar should be more helpful to customers. Even though 13 percent of respondents were neutral, 4 percent strongly agreed, 2 percent disagreed and no respondent has strongly agreed.

*Do you agree that the management should always pay attention to customers' requirement?*

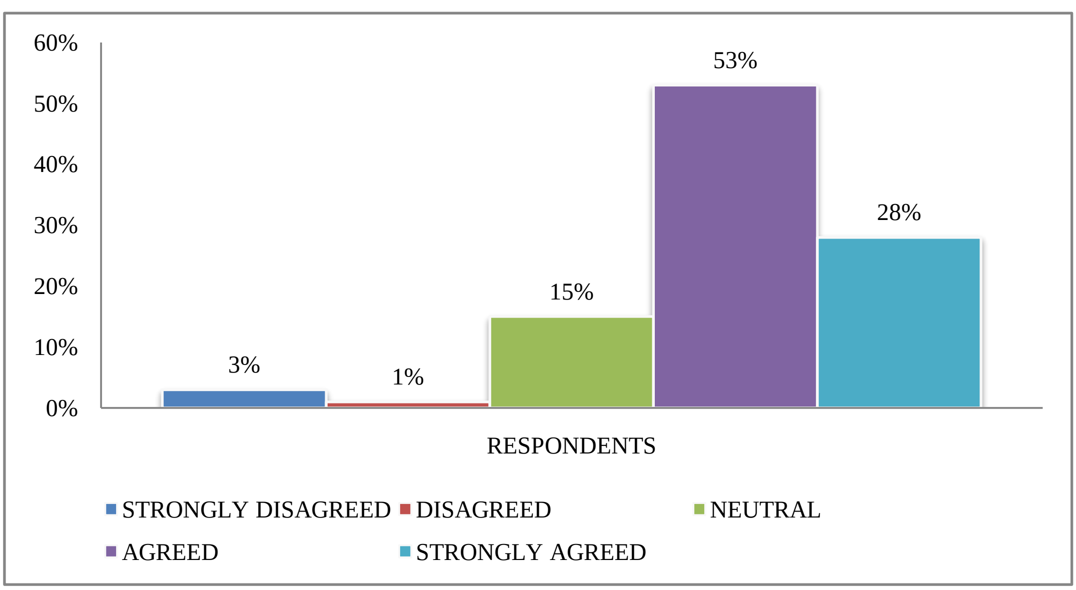



*Figure 4.23:* Customer Management

*Table 4.23:* Customer Management

| Do you agree that the management should always pay attention to customers' requirement? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 3% | 1% | 15% | 53% | 28% |

The majority of respondents who represent 53 percent agreed on the fact that management should always pay attention to customers' requirements. Followed by 28 percent who strongly agreed, 15 percent of respondents had no opinion that the statement, 3 percent have strongly disagreed and only 1 percent of the respondents disagreed.

*Do you agree that they must be a good relationship between the management and customers?*

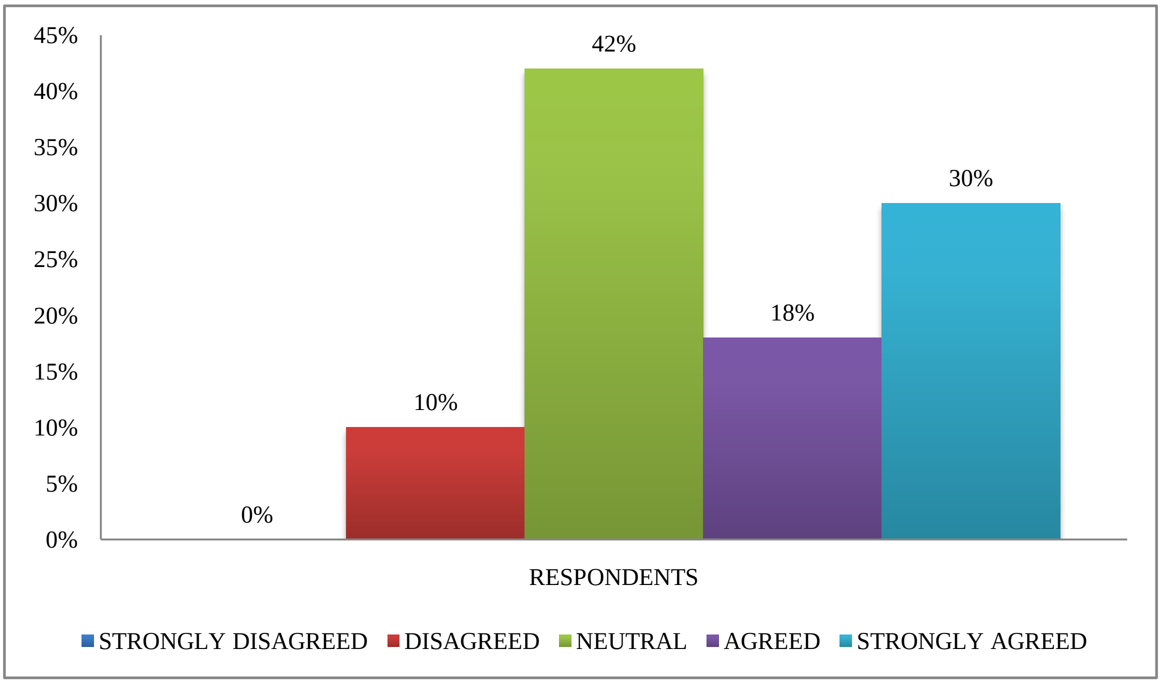



*Figure 4.24:* Customer Relationship

*Table 4.24:* Customer Relationship

| Do you agree that they must be a good relationship between the management and customers? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | - | 10% | 42% | 18% | 30% |

Although the majority of respondents who represent 42 percent were neutral on the fact that they must be a good relationship between the management and customers, 30 percent of respondents strongly agreed followed by 18 percent who agreed 10 percent who disagreed and there were no respondents who strongly disagreed on the above statement.

*Do you agree that management should exchange more often with customers' experience?*

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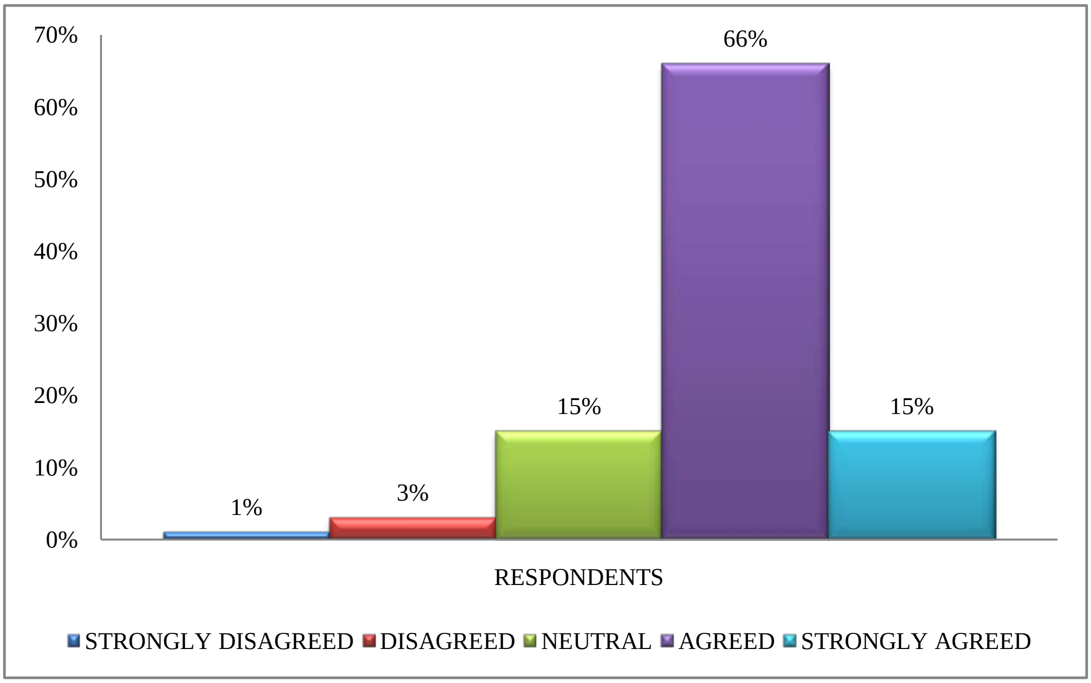


*Figure 4.25:* Customers' Experience

*Table 4.25:* Customers' Experience

| Do you agree that management should exchange more often with customers' experience? | STRONGLY DISAGREED | DISAGREED | NEUTRAL | AGREED | STRONGLY AGREED |
|---|---|---|---|---|---|
| | 1% | 3% | 15% | 66% | 15% |

The majority part of respondents while they represent 66 percent agreed on the fact that the management of fruit bar should exchange more often with its customers' reviews. 15 percent of respondents strongly agreed on that fact and another 15 percent were neutral, therefore, 3 percent of respondents disagreed and another 1 percent has strongly disagreed.

*b) Business Implications*

The questionnaire survey has provided a lot of useful information to this research and after analyzing all those data from the respondents, A considerable number of facts were taken into consideration, therefore, a cross-checked different feedback of the respondents implied different strategies in order to create an effective business strategy which will be sustainable in the long term and generate profit to the new juice bar business. The marketing of the fruit juice bar should be strongly advertised as the majority of respondent has supported the fact that people should know the existence of such product however due to the high cost of traditional marketing approaches, the social media will be the main channels to promote the brand because it is cheap and very effective strategy matching with the business concept.

Therefore, it does not mean that the start-up will not consider, however; it will try to combine multiple marketing channels in order to have effective visibility and successful promotional campaigns. The customer target strategy will focus more on people within the age segment from 17 to 40 years old referring to the survey result. In addition, some other factors such as to establish more bars in the city will be taken into consideration as the start-up forecast to implement the franchise strategy for the rapid growth and expansion. Based on the survey result, a good relationship with future customers will be the management

## V. Business Model

The business model denotes the set of strategies that this new business will focus on so that it maximizes the profit and build a strong value perception toward consumers, therefore, a good relationship between the new startup with the public in order to determine how much the new business is willing to capture the customers' attention toward the new brand.

*a) Business Model Canvas*

Table 5.1 denotes the business model canvas for a new fruit juice bar business in Abuja, Nigeria.

*Table 5.1:* Business Model Canvas

| NEW BUSINESS DRIVERS FOR FRUIT JUICE BAR IN ABUJA, NIGERIA | | | | | |
|---|---|---|---|---|---|
| PRIORITY CUSTOMERS<br>-Children<br>-Youth<br>-Adults<br>-Seniors | SUPERIOR VALUE PROPOSITIONS<br>-Natural Product<br>-Healthier Product<br>-Affordable Price | CHANNELS<br>-Word of Mouth<br>-Social Media<br>-Flyers and Website<br>-Sponsorships<br>-Partnerships | KEY ACTIVITIES<br>-Raw Fruits<br>-Natural Fruit Juice<br>-Cocktail Juice<br>-Brand Accessories | VALUE CHAIN BASED RESOURCES<br>-ERP<br>-Fruit Suppliers<br>-Web services | IDENTITY<br>-Expand the business concept all over Africa through franchise |
| | COMPETITIVE STRATEGY<br>-New concept with -contemporary design<br>-Affordable pricing<br>-Healthier Product | RELATIONSHIPS<br>-Promotions<br>-Gifts<br>-Memberships<br>-Events | KEY PARTNERS<br>-Fruit Farmers<br>-Local fruit supplier<br>-Business Partners<br>-Investors | | |
| COSTS AND COST BUDGET<br>-Operational Cost<br>-Logistic Cost<br>-Utility Cost<br>-Depreciation Cost | | | REVENUE STREAMS AND CASH FLOW<br>-Raw fruits<br>-Fruit Juice<br>-Franchises<br>-Brand accessories | | |

*b) Business Model Elements*

i. *Priority Customers*

As the main activity of this business concept relies on making and selling fresh fruit juice products to customers while office these products in contemporary and comfortable space. However, the priority market will focus on B2C platform meaning that the start-up is going to sell the fresh juice and all derivative products principally to children, youngsters, adults and even to seniors. The business will emphasize the low middle class and above who can more often afford the various range of products even though the business will implement the penetration pricing strategy.

ii. *Superior Value Proposition*

In this start-up business concept, the superior value propositions will emphasize on the fact the business offers a very cool environment where people can discuss while consuming something natural and healthier in less price. Compare to other sales arguments like pesticide free, healthier food, high-quality food, etc… which are good but none of them are really accompanying customers to filling comfortable while consuming the product. That why juice bar will come up with the different approach of value proposition which shows to the customers who visit the bars the different way to chill with their friend or family.

iii. *Channels*

Due to the limited amount of resources, the marketing channels will be based on low-cost promotion activities. Therefore, Social Media such as Instagram, Snap Chat, Whatsapp, Facebook, YouTube, and various Blogs will be used in order to increase the notoriety and visibility of the new brand. The business will utilize the powerful tool of the web through the bar website as another main channel to facilitate the online ordering or booking while boosting the search engine optimization from Google to bring more traffic on our website. Partnerships and sponsorship will be part of the marketing channels where flyers and another marketing approach will be held.

iv. *Key Activities*

Same as in the traditional business activities, the main activity of the juice bar business will be to sell from raw fruits to the natural fruit juice directly to end consumers while more often the business will invent different cocktail with the mixture of various fruits in order to differentiate the products. Thus, the bar will sell all derivative products from fruits as well as different accessories of a brand such as T-Shirt, Cap and another gadget in order to increase the business revenue.

v. *Competitive Strategy*

In Nigeria especially in Abuja, there is opened up these last years including the traditional grocery shops. Although few have come up with new ways of selling organic products, none of them is trying a new strategy of attracting people into their store instead; they are still driving the business as in a traditional activity. We have understood the trend of organic diet as a tendency, people around the world especially Europeans lifestyle have a huge impact Asia especially in Bangladesh. Therefore, we will introduce this new concept of not inviting people to buy organic products but also to learn new recipes which they can replicate them at home based on our store products, it is more like a community grocery store.

vi. *Relationships*

The core strategy of this business activity will be based on customer relationship management while retaining customers which will be the first priority as the business can propose the home delivery services for all customers within 5 miles. However, to maintain a good relationship with the future existing customer, different strategies such as membership card which will allow customers to earn points on every purchase and then in a form of money they can use it to buy our products. Gifts and discounts system will be implemented from time to time based on the festival period.

vii. *Key Partners*

This business model relies on a small part to different partners. Therefore, the main partners will be fruit farmers and different fruit suppliers who will commit to deliver a good quality of fruits. However, the serious investigation will be conducted before working with any partners in the context of farmers and suppliers as the bar would like to guaranty and preserve the image that it sells to its consumers. In addition, the start-up will be always in touch its investors while sharing time to time the financial growth progress of the business. In addition, customers and stakeholders will be among the business partners of the activity.

viii. *Value Chain Resource*

The entire business activity will be run by an Enterprise Resources Management Software which will manage all the counters transactions including sales, inventory and human resources also it will link all stores activity together in order to have a daily performance and monitor the whole business performance. However, finding the suitable place to open up stores will be important while focusing on place where there is a lot of attraction such as shopping malls and main roads but on top of all these, the main preoccupation will be to find the closest suppliers to each bar in order to have a smooth and rapid supply for all bars.

ix. *Cost And Cost Budget*

In the retail business activities, the main cost is related to the infrastructure as the start-up has to customize the décor, designs, and furniture of each and every bar with a modern look adding a different point to the business concept which will create more attracting and enhance the quality of services and provide to the customers a feeling of uniqueness. Then, the utility cost which includes a daily basis business requirements, the operational cost mainly includes cost from the acquisition of the raw products adding the logistic. The majority of the machines and fruits are perishable and they perish so fast that their value and price depreciate incredibly fast also. Therefore, depreciation cost related to the lost that the company should bear in the case the products perished and the underperformances of other machines.

x. *Revenue Streams and Cash Flow*

The revenue streams and cash flow of this new business activity will mainly rely on the retail activity of selling fruit derivative products and other brand accessories then, as business grows, the management develop alternatives revenue streams and cash flow through franchise with new investor and also it will look forward to develop other products which can be integrated to the initial concept.

xi. *Identity*

Till now in Nigeria, only a few people can afford to have fruit juice every day and this is also due to the lack of customer awareness on the benefits of fruit juice products which is still low. Therefore, this new start-up wants to be the one who will democratize the accessibility and availability of fruit juice products to the general public while becoming the leader of the organic market in Nigeria and then in whole Africa.

## VI. Business Plan

*3 Years Forecasted Plan*

*a) Vision and Mission*

i. *Vision*

The vision of this new business activity is to become the leader of a fruit juice bar concept in Nigeria and overseas while providing to customers comfortable places to chill or spend time with their lovers.

ii. *Mission*

Our mission will focus on democratizing fruit juice products to the general public, make them more accessible and available also, boosting the needs to consume fruit juice products by giving customers new varieties of juice cocktail and taste.

*b) Objectives*

The main objective for the upcoming three years is to generalize the juice bar concept in Nigeria and Abuja, in particular, to attract more people to buy fruit juice products while taking good care of their health conditions and also to achieve the highest performance in fruit juice business through progressive objectives such as:

- To provide to customers, products will be above their expectations.
- To create a community network where customers will exchange and share their experiences.
- To help our partners to produce the best quality of fruit products.
- To become the market leader of the fruit juice bar and establish a strong brand as a good reference in Nigeria.

*c) Marketing Plan*

In order to achieve an effective marketing plan, the new business should have the first comprehensive elaboration of the blueprint which will explicitly illustrate the future marketing and promotional activities. The description of the fruit juice bar activities should solve different issues of the marketing objective within a certain time frame and be able to understand the marketing plan for the organic grocery retail activity thus, it is crucial to deeply analyze the business concept before incorporating or translating any kind of exchange between the customers and the products. It is important to give the major information on the products that the start-up will provide, therefore; a good understanding of the elements that are discussed below will provide better knowledge to be capable to manage efficiently the fruit juice bar business in Abuja, Nigeria.

i. *Segmentation, Targeting, and Positioning*

a. *Segmentation*

To be able to grow the new business activity, they should be a well understand whether the proposed products will suit the demand and needs. The business will operate in both B2C market platforms for the simple reason that the new company is willing to democratize fruit juice products to all. Therefore, in the upcoming three years the business will be the focus in the city of Abuja while focusing on the areas which have a lot of traction, for instance, certain shopping malls that have more 100,000 visitors per day.

b. *Targeting*

Both segmentation and targeting strategies will be implemented simultaneously while targeting implementing processes, the business will require to specifically designate the end customers to the products. As the main business activity consists of retailing fruit juice products which are directly related to the lifestyle activity, the main targeted customers will include from children to senior living in Abuja and whose age range are from 17 to 40 years old.

c. *Positioning*

For the first three years, the company would like to position itself as a community business activity where every individual, both passionate and those who want to spend time in a comfortable place while enjoying healthier products but, also to learn an share the new experiences with other. The start-up is willing to position its brand as accessible and available as that even the middle lower class that have a minimum household income can come to the bar and experience the concept. Finally, this business activity will position itself over the next three years as the market leader of juice bar concept in Nigeria.

ii. *Marketing Mix (Four P's)*

Once it fully finalizes with the segmentation, targeting and positioning of the new products to the concerned customers, then it comes the part of our company's marketing communication strategies where the business activity will be known to the public and which must also attract more and more customers. The use of the four P's marketing mix strategies should be clearly understood on what it should do and not do based on the products, price, promotion, and place to be able to grow this business activity with minimal cost. The core marketing strategy will basically rely on growth hacking marketing concept which will be repeatedly designed and implemented accordingly to the market situation.

a. *Product*

As a normal retail store, the business activity will commercialize a wide range of fruit products which will include raw fruits, juice and other derivative products based on the brand. However, All the products will be labeled with in-house brand name because the company looks forward to establishing the brand label as a franchise for all investors and partners who would like to be part of this journey.

b. *Price*

Since the business activity will target a wide market, it will use the penetration pricing strategy. The impact of this pricing strategy on this new business activity will consist to encourage customers to reach on their emotional levels rather than logical for instance it will sell based on the value and the image that customers get while consuming the products. The objective behind this strategy is to increase demand while creating an illusion of enhancing value for the consumer; thus, on the other hand, this pricing strategy will consist to sell multiple sorts of products for a lower price than customers would bear if they bought each item separately. The start-up will come up with this strategy due to the fragility of fruit products as raw material which are easily perishable and also to enhance the value perception of the brand in the eyes of customers.

c. *Promotion*

With regard to the promotion, this activity is very important for the awareness of the brand name and business activity. Therefore, it will rely on the majority of the promotional campaign as said earlier for the simple reason that they are more effective in acquiring new customers and lower cost rather than the traditional channels. The new company website will represent the bar online where most of discount and coupon will come from and also it will include many promotional videos on different products which will be available in the bars. The web platform will be backed by SEO powered by Google in order to put the brand on the top fifth list while people try to search for fruit juice in Abuja using Google search engine.

d. *Place*

During the market research which was conducted through survey research questionnaires, it was understood that most of the targeted customers are not willing to travel for long distance to buy the juice products. It has been mentioned also that the potentiality of shopping mall since the market research via questionnaires were distributed in shopping malls, therefore; it will start setting up few bars in malls where there is an average of minimum 10,000 visitors per day.

iii. *Strategic Growth (Ansoff Matrix)*

It has been preferred to use Ansoff Matrix to design an effective strategic planning instrument which will provide a framework to enable to develop strategies for the sustainability of the business for the long-term growth. From the perspective of the internal business model, fruit juice products have a direct impact on the profitability and growth so, this will focus on both new and existing market analysis on the market penetration, product development, and market development while considering the diversification strategy.

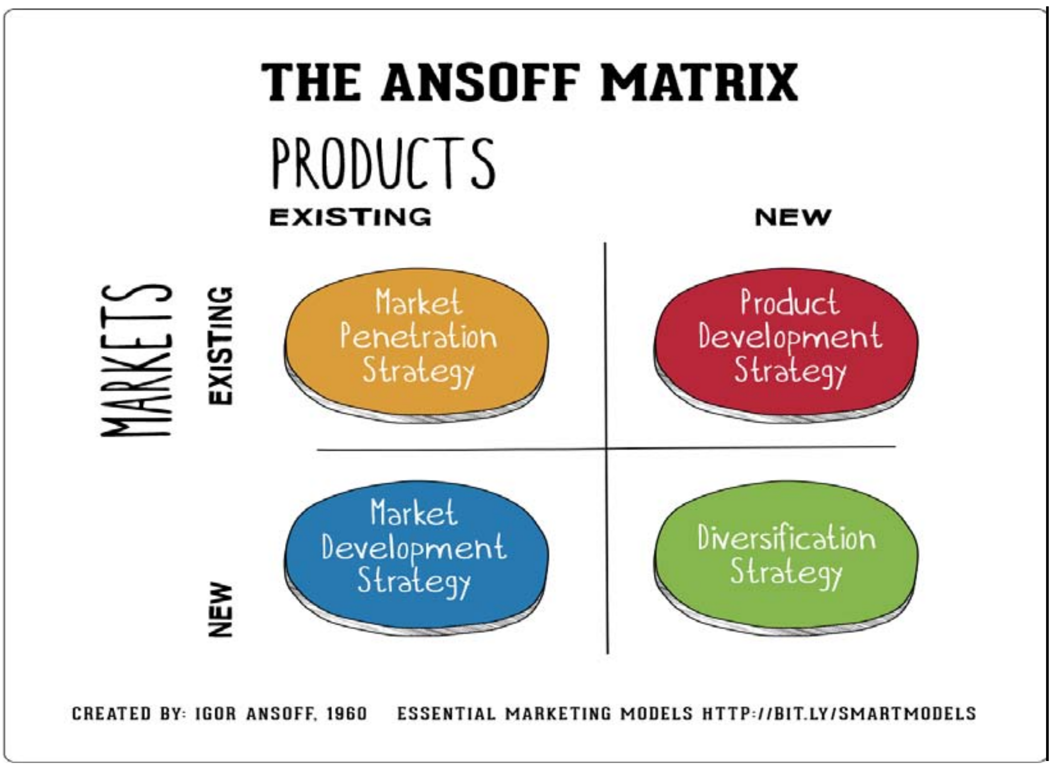


*Figure 6.1:* Ansoff Matrix

On the market penetration strategy, the main goal will be to maximize the market share over a short period of time and the strategy is simple as it has to start with a good pricing strategy. The activity is principally based on a wide market but as the objective is to democratize the consummation of fruit juice in Nigeria, the strategy for the market penetration will be the bundle pricing strategy which will allow our customers to buy a bunch of the products at lesser price rather than purchasing them separately. On the other hand, this strategy will attract more customers and increase the market share. While pointing out the market development strategy, it will depend on the success of the first move into the first location in Abuja.

Based on the notoriety of products, the company will plan to expand more bars across the capital city while providing derivative and packet fruit products and processing a strong economy of scale. With regard to the product development strategy, the company will continuously invest on research and development in order to develop new cocktail and flavour, where the company will assign more resources in R&D department to come up with efficient way of reducing rapid depreciation of most products while remaining fresh to invent in new derivative and processed products which will meet new demand for either new market or existing ones. Finally, the diversification strategy will be crucial for the growth of this business activity, therefore.

*d) Organizational and Operational Plan*

i. *Organizational Structure*

The organizational structure of the business will define each and every task allocation which will be well coordinated and supervised so that it will be able to achieve the organizational goal. The flat organization known as the horizontal organizational structure will be used as the main organizational strategy due to the fact that few or even no layers of middle management between executives and staffs. This strategy will satisfy many of the requirements in term of self-realization and autonomy thus the idea behind this strategy is that a fully qualified employee is more productive when he is more associated in the process of decision making rather than when he is managed by many levels of management.


*Figure 6.2:* Organizational Structure

ii. *Human Capital Plan*

Employees will constitute the engine of this business activity in the sense that they will contribute a lot to the growth of our organization. Therefore, the human resources team will be fully supported in term of resources in order to effectively implement the human capital planning strategy thus, all employees will benefit an equal opportunity which the HR planning strategy will include compensation skim where our employees will be well remunerated on the extra hour of working and also the company will provide to the different type of incentive and allowance. Human capital planning strategy involves six different departments as teams where the bar management team will be constituted with one whose role will be to run the entire business activity and taking major decision for the daily run of the business activity.

iii. *Business Process and Value Chain*

The business process of the new business activity is based on different tasks and phases that allow delivering a good product quality to customers. The process is illustrated in a flowchart for both shareholders and customers to be able to visualize the whole activity that is processed. The activity will utilize the business process re-engineering in which will start from a blank slate and gradually recreate major business processes while integrating the information and technology to boost the business performance. The business value chain will consist of the set of our operational activities which will allow us to deliver the products that will be above customers' expectations.

a. *Primary Activities*

The inbound logistics of this business activity will consist of all inbound movement of fruit product from suppliers to the warehouse. The operations will concern the whole management process of conditioning certain products including washing, sorting, packing and labeling into the shelves in the bar. The outbound logistics of this business activity will consist of process related to the storage of the goods to the final movement to the bar including all kind of information which will flow from the finish line of the production to the end consumers. The marketing and sales activity of this business will be based on selling fruit products including the processes that involve the communications, deliveries, and exchanges which will create value for customers and partners.

b. *Support Activities*

The infrastructure will principally consist of activities like strategic management, quality assurance, public relation, audit, finance and legal thus all these activities will enable our business to sustain and grow. The technological development in this business activity will rely on the expertise of different products and the operating system which monitor all moves and manage the entire business. The human resources management will mainly consist of various activities involving the recruitment, training and development, compensation and laying off of employees if necessary. The procurement will involve the acquisition of organic products from different suppliers including the acquisition of equipment.

e) *Financial Plan*

This three years forecast financial pan will provide to our business project a comprehensive evaluation of the future financial situation with the usage of the current variables and assumptions which are known in order to predict our long term asset values, withdrawal plans and income of the business activity.

i. *Three Years Forecast Income Statement*

*Table 6.1:* Actual Income Statement

| INCOME STATEMENT | ACTUAL ( IN NAIRA) | | ACTUAL GROWTH IN % |
|---|---|---|---|
| | 2018 | 2019 | |
| REVENUE | 10,000,000 | 11,000,000 | AN OVERALL ESTIMATION OF 10% MORE OR LESS GROWTH FOR THE YEAR 2019 |
| COST OF SALES | 2,300,000 | 6,750,000 | |
| UTILITIES<br>ADMINISTRATION COST<br>RETAIL COST<br>DISTRIBUTION COST<br>MAINTENANCE COST<br>OTHER EXPENSES | 200,000<br>500,000<br>200,000<br>1,000,000<br>100,000<br>500,000 | 220,000<br>550,000<br>220,000<br>1,100,000<br>110,000<br>500,000 | |
| GROSS PROFIT | 7,700,000 | 8,470,000 | |
| INTEREST RATE | 420,000 | 420,000 | |
| TAXATION | 50,000 | 55,000 | |
| PROFIT AFTER TAXES | 7,230,000 | 7,953,000 | |

*Table 6.2:* Actual Income Statement

| INCOME STATEMENT | FORECAST( IN NAIRA) | | | ACTUAL GROWTH IN % |
|---|---|---|---|---|
| | 2018 | 2019 | 2020 | |
| REVENUE | 10,000,000 | 11,000,000 | 12,100,000 | AN OVERALL ESTIMATION OF 10%<br>MORE OR LESS GROWTH FOR THE<br>The YEAR 2019 |
| COST OF SALES | 2,300,000 | 6,750,000 | 7,575,000 | |
| UTILITIES<br>ADMINISTRATION COST<br>RETAIL COST<br>DISTRIBUTION COST<br>MAINTENANCE COST<br>OTHER EXPENSES | 200,000<br>500,000<br>200,000<br>1,000,000<br>100,000<br>500,000 | 220,000<br>550,000<br>220,000<br>1,100,000<br>110,000<br>500,000 | 242,000<br>605,000<br>242,000<br>1,210,000<br>121,000<br>550,000 | |
| GROSS PROFIT | 7,700,000 | 8,470,000 | 9,317,000 | |
| INTEREST RATE | 420,000 | 420,000 | 420,000 | |
| TAXATION | 50,000 | 55,000 | 60,500 | |
| PROFIT AFTER TAXES | 7,230,000 | 7,995,000 | 8,836,500 | |

ii. *Three Years Forecast Balance Sheet*

*Table 6.3:* Forecast Balance Sheet

| BALANCE SHEET | FORECAST (IN NAIRA) | | | ACTUAL GROWTH IN % |
|---|---|---|---|---|
| | 2018 | 2019 | 2020 | |
| CURRENT ASSET | | | | AN OVERALL ESTIMATION OF 10%<br>MORE OR LESS GROWTH FOR THE<br>The YEAR 2019 |
| BUILDING<br>STORE<br>EQUIPMENT | 3,500,000<br>2,500,000<br>600,000 | 3,850,000<br>2,750,000<br>546,000 | 4,235,000<br>3,025,000<br>4,91,4 00 | |
| TOTAL CURRENT ASSET | 6,600,000 | 7,260,000 | 7,986,000 | |
| CURRENT LIABILITY | | | | |
| LOAN<br>SALARY | 3,000,000<br>3,600,000 | 3,420,000<br>3,840,000 | 3,420,000<br>4,566,000 | |
| TOTAL LIABILITY AND EQUITY | 6,600,000 | 7,260,000 | 7,986,000 | |

iii. *Assumptions Explanation and Justification*

The juice bar business as other traditional business, the complexity to set up a new plant is not that much high although the success of the business majorly depends on the efficiency and professionalism of different suppliers. Therefore, the main cost that has a huge impact on the retail business activity will be the depreciation cost due to the nature of products that we will be selling. The revenue of the first year will be estimated at 10,000,000 Naira coming mainly stores based the products and their derivative products. The cost of sales will mainly depend on the ability and capacity to handle the logistics and distribution of our organic products in a very effective manner.

However, when it comes to bar business there will the need of equipment that will be made locally in order to save cost and also marketing campaign which will require a minimum of resources to be able to push our products from day one of the openings. Since the business activity does not emphasize one or two product it will be difficult to enumerate all the pricing for each and every organic product that it is going to sell.

*f) Implementation Schedule – Gantt Chart*

i. *Critical Success Factors*

Defining the critical success factors of the new retailing business will provide us with the necessary abilities and resources which will guaranty the sustainability and future growth of our new business while unlocking the competitive advantages. These factors will be aligned with our business objectives in which we believe to drive us to the success and growth, therefore, these critical success factors include the operational activities, human resources, brand value, and promotional activities.

a. *Operational Activities*

Good business operations come from the assets processed by a particular business. In the case of the business, the operational activities are like the furniture of the whole business process including supporting acts such as inbound and outbound logistics, procurement and customer service. Therefore, the strategic approaches of the new business activity will basically be aligned accordingly to the requirement of operational activities although there will be many parameters to analyze while implementing other complex strategies with regard to either performance or growth of our business, the operations will always be the main concern since the performance of the entire business model depend totally on it.

b. *Human Resources*

Human resources represent the driving force of any organization in general especially for in the retailing activity like in this business. The most important elements that are strictly monitored on this business activity will be the employees' performance and motivation thus the company believes that the level of performance of the staffs will majorly depend on the level of their motivation. Therefore, in order to boost our employees' motivations, this will directly lead to the good performance, there will various kind of compensation and allowance plans allowing the staffs to fully benefit and enjoy the time that they spend working with us.

c. *Brand Image*

As a new business, the concept is based on the community experiences which require a considerable amount of credit from the community resulting in the trust of the brand. Most the customers will not have the ability of differential a juice product to other. In order to build a positive brand image, people should trust us while on another side, it should also make sure that all the products that will be exposed in our stores should be hundred per healthier and that follow all the required process to be called as organic products. After gaining the positive brand image, it can utilize this competitive advantage in order to furthermore make the brand as a national organic label in Nigeria.

d. *Promotional Activities*

The promotional activities will be the only means that both business concept and business activity will be known to the public. Since the business will begin as a start-up with limited promotional resources; it should be able to utilize channels that will be more effective in the term of customers target as well as the customer acquisition cost. Therefore, one of the main objectives will be to identify such channels and also develop the new channels which will allow the company to expand its brand awareness, attract more targeted customers and all these with the minimum cost as possible.

*g) Risks Mitigation and Contingency Plan*

i. *Policy Change and Regulatory Risks*

- The degree of risk is medium.
- The change of policy and regulation represent a potential risk in almost all the business sector of activity especially in the beverage industry which is currently booming. However, the contrast of most of the most recent industry is that the government does not have a proper regulation which will regulate all the parameters of the business activity in an effective manner which is the case with the Nigeria government.

ii. *Lack of Internal Talents*

- The degree of risk is low
- The risk related to the lack of internal talents in our sector of activity is very low for the simple reason that in Nigeria, there is plenty of qualified talents who will be able to fully perform with the minimum training and only on top of that there is a considerable level of competition among them which enable us to minimize the cost in term of salary.

iii. *Privacy and Security Risks*

- The degree of risk is medium
- A considerable part of the business activity will rely on corporate information as well as the customer data. Therefore, the level of risks that those data could be corrupted or stolen are medium but, in order to avoid such inconveniences, the business will acquire an exclusive server which will only store the business activity data including our customers' information and no other party will have access to that.

iv. *Cost Control*

- The degree of risk is high
- In this business, due to the lack of chemical products to boost the development of the plants, the risks related to the cost control can be high because of the rarity of certain fruit products in the market and also due to the fact that most of the local farmers and suppliers do not have enough knowledge on how to regulate their process. It will try to diminish these risks by investing in high tech storage equipment allowing us to make enough stock of different products while preserving their quality and freshness.

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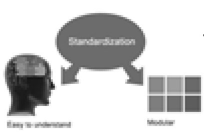

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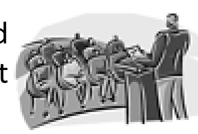

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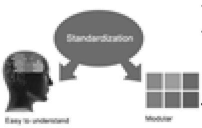


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3. Final approval of the version of the paper to be published.

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The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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**Appealing Decisions**

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

**Acknowledgments**

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

**Declaration of funding sources**

Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

## Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

***Manuscript Style Instruction (Optional)***

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

***Structure and Format of Manuscript***

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
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.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

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

## Format Structure

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

All manuscripts submitted to Global Journals should include:

**Title**

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

**Author details**

The full postal address of any related author(s) must be specified.

**Abstract**

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

**Keywords**

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

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

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning 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 a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

**Numerical Methods**

Numerical methods used should be transparent and, where appropriate, supported by references.

**Abbreviations**

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

**Formulas and equations**

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

**Tables, Figures, and Figure Legends**

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

**Figures**

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

## Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). 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.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

## Tips for writing a good quality Management Research Paper

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

***1. Choosing the topic:*** In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

***2. Think like evaluators:*** If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

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

***4. Use of computer is recommended:*** As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

***5. Use the internet for help:*** An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

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

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

***8. Make every effort:*** Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

***9. Produce good diagrams of your own:*** Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

***10. Use proper verb tense:*** Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

***11. Pick a good study spot:*** Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

***12. Know what you know:*** Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

***13. Use good grammar:*** Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

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

***15. Never start at the last minute:*** Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

***17. Never copy others' work:*** Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

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

***19. Refresh your mind after intervals:*** Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

***20. Think technically:*** Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

***21. Adding unnecessary information:*** Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

***22. Report concluded results:*** Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

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

## Informal Guidelines of Research Paper Writing

***Key points to remember:***

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

**Final points:**

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

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

**The discussion section:**

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

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

**General style:**

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

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

*Mistakes to avoid:*

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

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

**Title page:**

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

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

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

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

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

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

**Approach:**

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

**Introduction:**

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

*The following approach can create a valuable beginning:*

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

**Approach:**

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

**Procedures (methods and materials):**

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

**Materials:**

*Materials may be reported in part of a section or else they may be recognized along with your measures.*

**Methods:**

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

**Approach:**

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

**What to keep away from:**

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

**Results:**

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

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

**Content:**

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

**What to stay away from:**

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

**Approach:**

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

**Figures and tables:**

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

**Discussion:**

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

**Approach:**

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

## The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

*Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection*.

*Segment draft and final research paper:* You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

*Written material:* You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

## Criterion for Grading a Research Paper (Compilation) by Global Journals

**Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.**

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

# INDEX

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