Online ISSN : 2249-4588
Print ISSN : 0975-5853

Global Journal of Management & Business Research

DISCOVERING THOUGHTS AND INVENTING FUTURE

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Volume 12 | Issue 7 | Version 1.0

ENG

New York Stock Exchange

Global Journal of Management and Business Research

Global Journal of Management and Business Research
Volume 12 Issue 7 (Ver. 1.0)

Open Association of Research Society

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

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Open Scientific Standards

Publisher's Headquarters office

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USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Community: A New Perspective of Campus Police Mechanism Management in China

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Abstract - Community is the basic existence mode to the human being, the connotation of community shall be defined from community subject to community life. The current police mechanism management has changed gradually from traditional police mechanism to modern police mechanism; community fits the guidance of modern police mechanism philosophy to campus police mechanism management better in China. The attribute of campus police mechanism community includes three aspects, i.e., community relationship, community function and community category. The attribute of community has decided the construction approach to the campus police mechanism community. To cultivate the common ethics of campus police mechanism is the important measure of achieving the community relationship's mutual aid attribute. To establish the multiparty participation mechanism is the basic safeguard to achieve the community function's self sufficiency attribute. To promote the collaboration extent of campus police mechanism is the necessary content of the community category's pluralism attribute.

Keywords : campus police mechanism; community; community relationship; community function; community category.

GJMBR-A Classification : FOR Code: 150301 JEL Code: M10, L53

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Keywords : campus police mechanism; community; community relationship; community function; community category.

I. Introduction

In recent years, in order to ease campus security situation in China, dispatching police to middle and primary school and kindergarten has become the innovative measure of police mechanism put forward by many local public security organs. The examples are as follows: the security system of "to-be campus police" who are "at school part-time, working at least for 4 hours in campus's critical period" established by Liaoning Province in 2005 [1] ; "campus police mechanism mode" that is "pushed forward by Party committee and the government and joined by campus and society with the interaction between public security and education" constructed by Deyang, Sichuan Province in 2005[2] ; the campus police system of "clocking in two times every week" established by Zhongshan, Guangdong Province in 2006[3] ; new-type campus police mechanism of "five-way integration" of campus security team, campus people's police, safeguard cadre, security personnel and the group of protecting school set up by Chongqing in 2010[4] ; campus safeguarding system composed of "local police station, campus police, professional safeguards and the responsible group of protecting school" established by Yingtan, Jiangxi Province in 2011[5]. How to make theoretic analysis of these actions has been the bottleneck problem to realizing the construction of long-term, scientific and legalized system. Deliberating comprehensively campus police mechanism management from the perspective of community may be a sort of beneficial try.

II. The Connotation Of Community

Human being, as a kind of entity self-conscious of their own behvior's existence and continuity, is the sort of entity who can't live lonely, but must live with people of the same kind in society. Community is the basic way for human existence and the entity with some kind of common values, standards and goals, a society without community life isn't a good society. Community, as a broad concept, can be called the comprehensive summary of human political, economical and cultural system development since ancient times. Ferdinand Tonnies, a German sociologist, made a systematic discussion of "community" for the first time, "community is founded over the instinctive satisfaction of related people, or adaption to custom's restriction, or the common memory concerned with thought. Community is a kind of everlasting and true common life, and the perfect unity of primitive or natural human will."[6] Until the end of 19th century and the beginning of 20th century, much more systematic community theory formed. Human community life has experienced primitive, ancient, family, ethnic group community, and the various forms and development stages of national, class, life, state, regional and global community since modern times.[7]

There are various definitions as to the connotation of community in the academic circles. Marx considered that "human true nature is human community, namely the combo of free men". [8] Heller thought that "community must be subordinate to structured or organized groups or units, and community can obtain from them relatively homogeneous value system." [9] Masako Kohama deemed that "Community means a kind of open common awareness. It not only refers to the internal interests relative to the external and the partial interests relative to the whole, but also more universal and broad joint sense and mutual assistance consciousness and the publicity that supports these

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consciousness and contain openness."[10] Weber regarded that "political community ought to be appropriate fro such a community whose social actions aim to through violence (usually force) make people's actions in some regions obedient to the orderly governance of people who possess power in community."[11] "The community said by Rawls points to political community, in this sense, community is nation or society. The members in such kind of community have some common ultimate goals and regard social cooperation itself as a sort of kindness. Although each member still has his own interests, their interests are not always opposite and conflicting, and in some cases are complementary and unweaving with each other." [12] Dworkin thought that really reasonable community is a free and tolerant one, "the collective life of political community include its formal political actions which are legislation, verdict, enforcement and government's other administrative functions. Citizens integrated as one will think that the success or failure of his community in these formal political actions is closely connected to his own life, improving or damaging his life. According to liberalism, it's an end here. If his community still receives severe inequality, race discrimination and some other discrimination through his best efforts, he won't consider his life is not so successful, unless he himself suffers a loss from these different forms of discrimination."[13] Though these discussions define the connotation of community differently, the analysis is extended on the basis of "community subject and human being". "Community refers to the group existing in society composed because of subjective or objective common features or similarity such as nationality, race, region and identity. At first community is the muster of human beings, and is a kind of community with different levels and characteristics composed of related members in accordance with region, culture and politics, etc."[14] Among so many communities, political community is the most widely applied, and a lot of the above diverse discussions are connected with it.

However, in contemporary society, political life has not been the main content yet, and the boundary among different political, economic and cultural communities is becoming vague gradually, and all of them are ascribed to the objectives of public interests. The tendency of different individual rights values' transformation to common public interests values is particularly outstanding in China. Values consist of purpose value and moral value. Purpose value is more of a kind of superficial instinct pursuit based on human nature, and can always be represented by maximizing benefits via "increasing the sum of social happiness". Moral value needs guidance of purpose benefits' attribute, coordination and balance, and the fair value shown as entity justice and procedure justice can be called its inherent eternal pursuit, while the efficiency value manifested as order efficiency and benefit efficiency can be called its extrinsic reality pursuit.[15] China's advocating subsistence right and development right to be chief human rights fully reflects purpose value, and civic rights are completely guaranteed when they are put in the process of realizing subsistence and development, thus achieving the universality, equality and uniformity of Chinese citizen rights. But the social problems like unjust distribution and the extreme disparity between the rich and the poor which draw greater attention need to be replied with moral values. How to bring about the "harmonious" issue of maximum social benefits shown as rapidly increasing social wealth is the typical problem of moral values. The national conditions now in China decide the "harmonious" society we want to construct should put public benefits first in the value acceptance and rejection at least in the present period. Only under the premise of ensuring order efficiency and benefits efficiency can the unremitting pursuit of "relatively universal" justice value with the representation of individual rights be realized. Then it may as well turn the perspective of defining the connotation of community from community subject to community life, and no longer demarcate community from the shallow levels of purpose values like politics, economics and culture, but from the deep levels of moral values nature of community life.

In essence community life is a kind of life that different individuals who have the ability of thinking and awareness and take actions with certain purposes contact with each other. Such kind of life is often shown as two forms. The first one is based on disparate division of labor. People in society divide labor disparately on account of respective different ability and need, and ensure the satisfaction of various needs through exchanging service. Every person devotes his own ability to satisfy others' demand in disparate division of labor, and obtains different reward via rendering service in view of divergent division of labor from other people. The second one is based on common need. People always have common need which can only be satisfied through common life, and they help each other for achieving their common need. Two sorts of common life stem from human individuality and sociality. Human individuality decides people's need to division of labor and fairness, and division of labor makes people perform their own functions and do their best, and fairness makes people keep some kind of equal individual freedom in mutual contact; people's sociality determines their demand of cooperation and social exchange, and cooperation makes people help each other, and social exchange make people form society or social groups. Community life is diversified gradually with the extent of people's mutual contact and social development.

III. The Accordance of Campus Police Mechanism Management With Community

Police mechanism generally refers to police actions and police work. At present it has gradually transformed from a traditional one to a modern one. Modern police mechanism is initiated by British Robert Bill who put forward "nine principles" of modern police mechanism in the 1820s. Under the "prevention principle", the basic mission of policemen is to prevent crime and maintain order; "the principle of the public's approval" requires that policemen's ability to perform duties should lie on the public's acceptance of policemen's actions; "the public's cooperation principle" requests that policemen should gain the public's sincere cooperation and their respect by adhering to law; "force principle" demands the necessity of using force decreases along with the extent of acquiring the public's cooperation; "the principle of just service" claims policemen to provide service through showing absolute justice to laws; "the principle of force's necessity" asks for policemen to employ force which is necessary for maintaining laws or recovering order only when persuasion, advice and warning become invalid; "the principle that police is the public" calls for policemen to enhance the contact with the public so as to highlight the service idea of police mechanism; "the principle of policemen's accountability" requires that policemen's accountability should not exceed legal bounds; "the principle of policemen's efficiency" demands the assessment criteria to policemen's efficiency should be based on real conditions of controlling crimes for highlighting work efficiency.[16] Campus police mechanism sprang up in the 60s and 70s of the twentieth century, and was one achievement of the fourth world revolution of police mechanism whose theme was "socialization". The "nine principles" of modern police mechanism have the most typical manifestations in campus police mechanism.

Campus police mechanism refers to the thought pattern and method system that all parties' subjects of campus police mechanism legal relations contact with each other actively, find and solve the public security problems together, and take various legal means to develop all kinds of relevant resources, and strengthen autonomy and mutual assistance so as to comprehensively, systematically and longer safeguard campus security order. The subjects of campus police mechanism legal relations are a certain number of people with corresponding relations of rights and obligations, who are organized with the link of common campus security targets and join in maintaining campus secure environment together, namely the police, campus administrators, teachers, students, parents, and campus server (all kinds of people who regard campus as the main object of service inside or around campus). The specific contents of campus police mechanism are the following: formulating policies and rules of campus police mechanism; founding campus police team and dispatching campus policemen; campus policemen's execution of powers and duties and reception of supervision; support and coordination to campus policemen and their work from education administrative department, related school and functional departments; developing varied security resources, discovering and settle security problems which campus is faced up with together, completely, systematically and longer maintaining campus security order by the police authorities, campus police and schools.

The idea of modern police mechanism helps to bring about the accordance of campus police mechanism management with community. All parties' subjects of campus police legal relations form the campus police mechanism community under the guidance of modern police mechanism idea, and they as members of community contact with each constantly on the basis of disparate division of labor and common demands. In campus police mechanism community, all parties' subjects perform their own functions and do their best, and their respective community life content is strictly demarcated. Campus policemen and full-time campus safeguard are engaged in campus security work, the competent administrative departments of education and campus administrators are occupied in teaching management, organizing the implementation of teaching activities, etc, teachers and students accomplish teaching activities together, and the head of a family and campus server mainly provide logistic guarantee and varied services for students, teachers and campus administrators. The subject of each party obtains corresponding difference reward on account of the different work content. Constructing harmonious relationship between the police and the public of campus service can prevent campus security accidents. In specific working process, campus policemen should pay attention to enhance the communication and connection with other community members, further mutual understanding, support and participation with other community members, study security situations and formulate solutions together, actively offer campus security service in order to form intimate relationship between the police and the public, combine management with service and then maintain campus security order together. It is hard to realize "the principles of prevention" only by campus policemen and professional campus safeguard. If campus policemen lack effective communication with other community members, the performance evaluation of them is often only made by the police. Hence, how can they gain the public's approval, strengthen the association and cooperation with the public, and then lessen the necessity to use force?

The community of campus police mechanism that can better adapt to the idea of modern police mechanism should be the group of people composed of all parties' subjects of campus police mechanism legal relations, who under the common campus security need produce the sense of identity and belonging, in order to build "five in one" mutual communication mechanism of specialized campus police mechanism sector, campus policemen, campus safeguard cadre, full-time campus safeguard and part-time campus safeguard and even the "multi-way integration" mechanism, and to realize many sides' participation in campus security work. Such a community in the course of its members' mutual contact will appear the following features. Firstly, the image of main members becomes tender. Campus policemen, as the primary community members, always emerge in the image of sever, are no longer the daunting stern law enforcers, but the social servants who attach importance to interpersonal communication, listen to advice and offer all aspects of service. On the activity strategies, they do not take the straightforward way of violence for violence any more, but adopt preventive working means via campus education, communication and coordination, etc, and take tough measures to solve real campus security problems merely when they have no alternative. Secondly, the pattern of mutual contact is socialized. The campus police mechanism activities that community members launch while associating with each other must be carried out together based on campus, each related functional department, students and the parent or guardian of students. They should lay stress on fully excavating and utilizing social public resources to suppress campus security accidents, and to the hilt starting and guiding other community members except for campus policemen to join in security work, so as to form comprehensive campus security system that every one has the awareness of self-defense and alert and make the social public become the power source of maintaining campus secure surrounding. Thirdly, the connotation of life becomes compound. The meaning of this community life can be classified as two levels. As far as the higher level is concerned, it reflects a kind of brand-new idea, involving the essence, function and goal of campus policemen, and other the fundamental view and basic theory that a series of problems like the mutual relations between campus police and other community members redefine. In terms of the lower level, it embodies a sort of brand-new open and cooperative working way, which needs to change the long-term traditional, enclosed and opposite management mode and working habit.

IV. The Attributes Of Campus Police Mechanism Community

a) The reciprocity of community relations

There are two kinds of reciprocal relations inside campus police mechanism community. One is the reciprocal relation among community members. Community members should even more live by the "nine principles" of modern police mechanism for realizing coordination, mutual assistance and getting along well with each other; they help each other for common secure campus environment voluntarily, but not compelled to give help mutually based on national compelling force with outside system norms. Another is the reciprocal relation between community and its members. The community life of campus police mechanism requests that each member of the community should actively maintain and propel common safety interests. Human sociality decides the value core of community lies in mutual assistance and cooperation, and under the guidance of this value each member regards taking part in campus police mechanism community life as the greatest pleasure and positively undertakes the affairs of sticking up for common security interests. Such kind of affair is not so much an obligation or responsibility as a qualification or right. Rawls thought that "The virtues of political cooperation are very great, and they make up a kind of huge public kindness and a part of social and political capital. In general, why the value which is conflicted with political justice and its supportive virtue is overwhelmed is because they collide with those conditions which make fair social cooperation possible on the basis of mutual respect."[17]

The reciprocity of community relations determines the political virtue of organizing campus police mechanism community rules, and also decides that community life should not be treated one-dimensionally and separately while constructing this community. A series of reconciliation should be penetrated in the structure system of community, so that the community subjects won't deepen divergence or even fall into virtual hostility due to factors like disparate division of labor, and make them reach a compromise to actively join in common campus security affairs. Bauman once made the most incisive interpretation of the reciprocity of community relations, "In community, we can depend on each other, if we fall down, other people will help us to stand up again, and no one will make fun of us and take pleasure in others' misfortune; if we make mistakes, we can confess, explain, apologize and repent, people will lend an ear to us sympathetically, and nobody will bear grudges; when we are sad, disappointed, in trouble and in need of help, there are always someone holding our hands and trying their best to help us without seeking reward."[18]

b) The self-sufficiency of community functions

The self-sufficiency of community functions is mainly reflected in two aspects. One is the self-sufficiency of community system adjustment function. Campus policemen, as the main people who provide and guarantee public authority in the community life of campus police mechanism, offer the participating platform for other subjects in the specific operational process of police mechanism. Through this platform, the community of campus police mechanism establishes the adjustment mechanism coordinated with full-time campus security guards and the existing staff of protecting campus inside the system, and actively seek for the way that community members especially the students, patriarch, and teachers in a relatively weak position realize the self-sufficient individual safety. By means of the coordination, integration, communication and arrangement of the new public authority campus policemen, the non-satisfaction generated from the limitation of individual ability and means will turn into the self-sufficiency and independence of community members, and then the self-sufficient adjustment of community system can be realized. Another is the self-sufficiency of community's function of dispute settlement. Though community members of campus police mechanism need to more follow the "nine principles" for achieving cooperation and mutual assistance and getting along well with each other when contacting with others, it does not mean that no dispute or conflict occurs. The inevitable disparate division of labor owing to people's individuality will be bound to result in conflicts among community members once involved with interests balance and resource distribution. For instance, as to the problems related to the dominant right of the police and the education administrative competent department and the decision-making power about providing resources of guaranteeing safety, it will easily affect the administrative attribute of community police mechanism or the location of education administrative attribute; while touching upon the problems like the division of securing work of campus policemen with campus guard cadre, full-time campus safety guard and part-time team of protecting campus and the performance assessment of work, it is liable to influence the interests balance of secondary community relations in the community of campus police mechanism. Conflicts will unavoidably lead to the disunited phenomenon that the subjects of community do not coordinate with each other during the working process of protecting campus. Therefore, the dominant status of campus policemen in the public authority of campus police mechanism should be set up, and they can carry out authoritative relation adjustment and interests balance with no need to draw support from external force. Only under the premise that there is no way to solve disputes inside community, the disputes can be settled by means of reconsideration and lawsuit outside community.

Via the self-sufficient adjustment of dispute settlement system, the community of campus police mechanism can realize the protection function of the qualification or right for each member to maintain community security affairs, the function of balanced distribution of community related resource interests, the management function for community securing service affairs and the improvement function for campus cultural education products. As the establishment of campus policemen's dominant status in the public authority of campus police mechanism community has preset the agreement of community members, the public authority of community represented by campus policemen won't meet so much resistance in the course of solving disputes. On the contrary, other members of community can determine the basic way of settling disputes by comparing their respective actions and the rules established by the public authority of community represented by campus police, and then enormously lower the adjustment cost, reduce conflicts and risk, enhance settlement efficiency and finally accomplish the self-sufficiency of community's system adjustment function and dispute settlement function.

c) The diversity of community category

The community of campus police is, surpassing the divergence between the police and the public rooted in traditional centralized country, both highly centralized and fully free, united in diversity administrative management system of police mechanism, campus securing service system and campus cultural education system of each community member. It is not top-down hierarchical organization of pyramid or pipelining mechanical structure, but interactive compound.

Looked from the hierarchical point of view, it includes different levels of communities such as families, schools, communities, non-governmental public organizations and state organs, showing the diversification of form. Seen from the perspective of content, it consists of the administrative, economic, cultural, service and other areas of society, showing the diversity of content. Seen from the aspect of concept, under the premise of pursuing common objective of campus security, the concept of the community is composed of the three parts of traditional campus security practices and conventional morality of campus life and the later and new campus life system rules including security system. From the geographical point of view, the community of campus police mechanism presents different structure form full of local characteristics in the diachronic and synchronic levels due to the discrepancy that different places can give a variety of resources, like the aforementioned diverse innovations of campus police mechanism in the various parts of China. Hence, no matter analyzing in terms of diachronic and synchronic level, or interpreting from the concept and reality level, the community of campus police mechanism both shows numerous and

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complicated diversification form and eventually make up the diversified and compound category of this community.

V. The Construction Of The Community Of Campus Police Mechanism

a) *Cultivating the common ethics of campus police mechanism*

Cultivating the common ethics of campus police mechanism is an important means of realizing the reciprocal community relations of campus police mechanism, and also the major way for all parties' subjects of campus mechanism legal relations to have sense of identity and belonging. The common ethics of campus police mechanism points to the rules and standards that the community members of campus police mechanism should abide by, including codes of behavior, customs and conventions, moral traits, evaluation of good and evil, etc, is the unification of campus human relations order and the police's individual morality cultivation. The common ethics have both the internal and external dimensions: the self-disciplinary ethics such as adhering to conscience, accepting supervision, honesty and trustworthiness, being honorable, frank and diligent, and hard work; other altruistic ethics like serving for the school, undertaking responsibility, protecting rights and obeying laws. In the process of the implementation of the campus police mechanism, the common ethical standards should be enhanced for ensuring the ethical performance of the community members, and the ethical requests should be institutionalized to form the mechanism of surveillance, cultivatation, evaluation and selection for the common ethics of campus police mechanism.

In the common ethics system of campus police mechanism, the common campus security needs must be pointed to properly deal with the reciprocal relationship among the community members, between the community and its members. Common campus security needs are the externalized manifestation of the humanistic spirit in the campus police practice, and the objects campus secures are the life and health of people in campus (especially students in a relatively weak position). Common ethics of campus police mechanism request the community life should be centered on the community members, and the campus security order which fully affirms human value and dignity should be established. We should practically integrate humanistic spirit into the cultivation of the common ethics of campus police mechanism, and regard maintaining social stability, serving for the members of campus police community as the fundamental task and put it into practice.

During the implementation process, the campus police should change their traditional concept which takes fighting illegal and criminal activities as the principal thing, and cultivate the idea of "combining fight with prevention, but the latter shall be given priority", and furthermore play the role of "server of campus security" well. Other community members also need to transform their idea that attributes fighting against and preventing illegal activities and crimes to just the business of public security organs before, and actively participate in preventing and controlling campus security accidents, and cooperate with the public security organs in the campus activities. Only letting all parties' members of the community have a sense of identity and belonging emotionally and psychologically can provide the necessary premise to build the community of campus police mechanism.

b) *Establishing the participatory mechanism of many campus security parties*

The basic guarantee to realize the self-sufficiency of campus police community functions is building the participatory mechanism of many campus security parties, covering the two aspects that the participation of campus policemen and other community members in the campus security.

The key to solving the problem that campus policemen join in the campus security lies in the participation quality, not whether participation happens. Campus policemen, as the main suppliers and guarantors of public authority in the community life of campus police mechanism; their involvement in campus security is what campus police mechanism should contain. However, currently the participation quality of campus policemen is uneven due to restrictions of various external conditions; hence the corresponding system guarantee of campus police mechanism should be perfected. Firstly, the basic police forces required by campus police mechanism should be ensured in connection with the status quo of campus security problems in each place. If the campus policemen on duty are exhausted in overloading work owing to lacking the police forces, how can the quality of their participation and even the securing work itself be guaranteed? Therefore, we should actually implement the system which asks for dispatching all existing police forces to grass roots, and set up "grid" equipping pattern and "flat" command system, in order to ensure the overall number of campus policemen reaches the standard. Specifically, we need to further pushing the reform of public security organs, reduce the police forces, replenish and strengthen the police forces in regions of campus police mechanism. We can basically balance the per capita workload of policemen and campus police work by enlarging the scale of existing campus policemen through enrolling policemen. If necessary, other forms of police mechanism like obligatory and private police mechanism can be drawn into ease the dilemma of lacking police forces in present campus police activities. Besides, the systems of campus policemen's allowance and performance appraisal should be improved so as to guide the campus policemen to actively take part in the campus life related to campus security. We can define campus safety control more from the greatest broad sense, and "the campus policeman like Zhong Guoyin"[19] should be approved in system and even risen to the basic duty requirements of campus policemen. Only the wider participation of campus policemen in campus affairs can enhance their affinity and let them obtain much more extensive approval of other community members, and then achieve the characteristic request of "tender image of main members" in the mutual communication of campus police community members.

The key to resolving the problem that other community members have a hand in campus safety control is first whether they participate and then is the quality of participation. Open campus police mechanism is the primary precondition to establish the participating platform provided by campus policemen for other subjects in specific police operation process, and is helpful for improving the authority and credibility of campus police. The bulletin system of campus police mechanism must be established and carried out for publicizing campus policemen's responsibilities and tasks, work systems, contact methods, etc. Simultaneously open feedback system of campus police mechanism must be set up so as to make the police mechanism information like work processes, work results, complaint feedback and security situation public, moreover, regular weekly, ten-day and monthly reporting systems of public security, and the systems of resignation and reporting on work also must be established. On the basis of publicized information, we need to integrate other community members to take part in varied resources of campus police mechanism. Furthermore, we can absorb other young, energetic and dedicated community members to participate in all kinds of campus safety control organizations in addition to campus policemen and full-time campus safeguard like "the team of protecting campus", and then the entire joint forces of campus safety control can take shape.

c) Enhancing the coordination degree of campus police mechanism

Enhancing the coordination degree of campus police mechanism is the proper meaning of the diversified scope of the campus police mechanism community. We should improve the synthesized level of campus police mechanism, coordinate a variety of available resources in the diversified community scope, clarify the role location and duty demarcation of various forces such as campus policemen, full-time campus safeguard, the administrative departments of school and education, and other relevant police officers, and ultimately construct the cross-industrial and cross-departmental diversified campus security system led by the government.

As far as the role location is concerned, campus policemen are the leaders of campus police mechanism activities who have right to uniformly dispatch and command other places, but must receive unified leading and governance of the public security organs and comply with related provisions of the school where they stay. Full-time campus security safeguards are the specific executors of campus police mechanism activities, accept the definite leading and operation command of campus policemen in their stationed school, and they receive the personnel management of the service company of safety control they stay in, training from the public security organs and the administrative department of education, and performance assessment from campus police and their stationed school. It is school that guarantees and positively participates in campus police mechanism activities, provides all sorts of conveniences and support on the aspects like sites, personnel and materials for carrying out the activities. The administrative department of education is the coordinator, assisting the public security organs with the organization, leading, command and coordination of campus police mechanism work. Other relevant police officers and functional departments are the supporters, cooperating with campus police in dealing with campus security accidents and conducting relevant work of campus police mechanism.

In terms of duties demarcation, the main responsibilities of campus police can be defined as: (1) preventing and handling illegal and criminal actions at and around school; (2) collecting, clearing up and reporting police information that affects campus security; (3) coordinating with other policemen to implement police mechanism work at or around school; (4) taking part in and guiding campus safety control work, carrying out the publicity and education of campus security, training to do with campus security accidents.[20]

The major duties of full-time campus safeguards can be defined as: (1) safeguarding the school entrances and maintaining the normal order there; (2) patrolling, checking safety, monitoring on duty, receiving alarm calls according to the arrangement of the school and campus police; (3) discovering and curbing the illegal and criminal actions in time that take place at school; (4) cooperating with the public security organs to detect and handle campus security accidents; (5) collecting and grasping all kinds of information which exert an influence on teachers and students, and reporting them to school and the public security organs timely.

The key responsibilities of the school can be defined as: (1) agreeing campus police to be stationed in school; (2) assisting and urging teachers and students to cooperate with campus police in legally carrying out campus police mechanism work; (3) promptly offering campus policemen the police information which may endanger campus security; (4) actively coordinating with campus police to deal with emergencies; (5) reporting the performance of campus police to the public security organs in accordance with requirements.

The primary duties of the administrative department of education can be defined as: (1) urging the elementary and middle schools in areas under the administration to perform all tasks of campus police mechanism work; (2) assisting the public security organs in pre-service and on-the-job training of campus police and full-time campus safeguards; (3) exchanging police information with the public security organs timely; (4) reporting the change of the elementary and middle schools in areas under the administration and the scale of their teachers and students to the public security organs timely.

The main duties of other police officers can be defined as: (1) sizing up the public security order in areas around school, and promptly conveying the police information which may endanger campus safety; (2) coordinating with campus police in controlling the important people at school who influence campus security; (3) helping campus police with reporting and handling campus security accidents; (4) strengthening the safety patrol in area around school. Other functional sectors as judicial administration, construction, transportation, fire control, culture, health, business and journalism should also give a hand to the public security organs in promoting the campus police mechanism work.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Human Resource Management and Organization Development in Knowledge-Based Era

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Abstract - This article underlined on the recognition of the organization development. Regarding being on the threshold of knowledge and wisdom era, the article also shed light on concepts like learning organization and the issue of organization development in knowledge-based era and reviews its perquisites and some effecting elements in modern era.

Keywords : *Organization; knowledge; modern era.*

GJMBR-A Classification : *FOR Code: 150305, 150310 JEL Code: O15, M12*

HUMAN RESOURCEMANAGEMENT AND ORGANIZATION DEVELOPMENT INKNOWLEDGE-BASED ERA

Strictly as per the compliance and regulations of:

Human Resource Management and Organization Development in Knowledge-Based Era

Abbas Monavariyan[α] & Gita Farmani[α]

Abstract - This article underlined on the recognition of the organization development. Regarding being on the threshold of knowledge and wisdom era, the article also shed light on concepts like learning organization and the issue of organization development in knowledge-based era and reviews its perquisites and some effecting elements in modern era.

Keywords : Organization; knowledge; modern era.

I. Introduction

Today knowledge is known as a strategic and valuable source. As the staff become more knowledge-based, the companies needs establishing strategic human sources method to preserve the base of tacit knowledge, either with preserving their tacit knowledge or knowledge workers and hence preservation of a vital competitive advantage. The methods of human sources are a key link between tacit knowledge of knowledge workers and the ability of the company for formation and preservation of a competitive advantage. Although the human activities associated with knowledge since long times ago, in recent decade we sees the emergence of some concepts like "knowledge community" and "learning community" before the formation of information society. Such notions result from emphasis on the importance of knowledge on trades and new economies (especially service type) on one side and other widespread facilities provided by the information technology in the field of knowledge management on the other side. Todays fast-changing world, preservation and development of society's knowledge bases is linked to fast and sustainable learning of the members (Mirza-Amini, 2005).

With a focus on learning, the society creates situations which support a successful development of learning economy which is knowledge-base. The learning community gives top priorities to education and develops the capacities of education system [1-3]. The learning community intensifies, stimulates and expands cooperation and boosts in creation of knowledge and between knowledge and art facilitates and accelerates knowledge spread (Mirza-Amini, 2005). The future human resources should be equipped with some essential potency: lifelong learning and fast forgetting, innovation and creativity, entrepreneurship, flexibility and conformity, the knowledge of technology, researching, having foresight and future studies, all the above mentioned are the key components of knowledge workers. Today all successful countries and those who determines to face bright future, should seriously plan for training their future human resources (Mirza-Amini, 1384) [4]. The knowledge-based economy is a world in which people do their work with their brains rather than his hands; communication technology leads to global competitiveness, innovation is more important than mass production; the investments makes in novel concepts and devices to create them rather than buying apparatuses and machineries; and finally changes are usual, permanent and rapid (Matreska, 2004). According to Bryson (2001), knowledge community and economy are not only information markets in which knowledge services and products offer for selling but also provide opportunities for trade companies, academic institutes and industrial sections to share their information and knowledge which lead to an abundance of ideas, opportunities and solutions results in economic and social wealth (Matreska, 2005).

II. General Framework In Development Of Human Resourceses

The professional methods for development and management of human resources are drastically increasing in past decade as the consequence of results achieved as well as learning through experimental method. In addition to responses to environmental change factor which are influential and overshadow internal happenings in an organization. Human resources development and human resources management are two different terms which has different functions [5-6]. Through firstly it should be defined in brief that how these two terms are used so it becomes clear for the addressees and also describe a range of different philosophies and methods of dealing with people in different organizations. The human resources development is related to training and development of human activities in different organization and helps us to create a special cultural situation in which the staffs achieve a potential power to benefit form colleagues

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and organization. In this case, human resources development is in same direction with and close to organization development. The promoters of human resources development describe these points in their explanation about human resources development in the form of cultural development and some process which leads to organizational encouragement and unity as well as development of human resources to achieve organizational aims. In 1983, the American society led training of some promoters of human resources development in U.S.A. reviewed key roles which were done by them in forty application area [7-9]. It seems that in alphabetic aspect, the word "strategist" has twelve positions and the traditional views toward human resources development are discussed in different levels which mostly stressed on operational techniques toward strategic issues and elimination of proficiency instead of effectiveness. In this new area, human resources development increasingly emphasizes on commercial strategic activities and measurements. In this area, mentioned an interesting point: the plans for human resources should not drawn aside by strategic commercial programs and human resources development should influence strategic commercial plans and influenced by them in return (mutual effect).

III. Human Resources Productivity Pattern

Zimmermann and Regberg (2001) call willingness, ability and possibility as the influential elements on human resources productivity. The human resources productivity and behavioral competency would increase more and more if the above mentioned factors exist in the organization. Hence, if one of these factors neglected, the competency and productivity of human resources either appear in limited ranger or reduce rapidly (Afrazeh, 2005, page 149). Regarding its appropriate characteristics, bases of patterns for knowledge construction are selected for above matrix. According to this pattern, the influential factors in process of knowledge management including, aim, detection, achievement, development, allotment, utilization, preservation, measurement and feedback. In human resources productivity and knowledge management, the rows include influential elements on human resources productivity and the columns indicate the elements of knowledge management process. Each element in matrix is the meeting point of a knowledge management activity with one of the influential elements on human resources productivity in organization. In order to accomplish the role of knowledge management in each stage of knowledge management process (each element o matrix), the points and activities affiliated to human resources factors should be defined and observed. The elements of such matrix should have mutual affect o each other and should be considered in a untied and active manner (Afrazeh, 1384).

The point for a successful application of knowledge management on human resources is production and demonstration of an appropriate behavior (productive) in human in the field of knowledge management. This issue can be regarded as a kind of key Competeny named "behavioral competencies". According to North (2002), the human behavorial competency is the result of an appropriate tie between knowledge, motivation and construction. These elements can be merged with three main factors in human resources productivity in the view of knowledge management as follow:

- Knowledge: as the practical ability, judging about what should have been done and according to present situation what can be done (comparable to ability).
- Motivation: functions as an individual factor. The accomplishment of using knowledge in fist stage, depends on having motivation (comparable with willingness)
- Constructions: provide a situation for colleagues to use their knowledge or provide the facilities for using knowledge (comparable with possibility)

It can be concluded that if human uses actively his knowledge if it is possible for he or she and if human wants and be able to do that, it can be said that his behavioral competencies are used practically and become active (Afrazeh 2005 ,pp. 145-149). It is necessary for knowledge management to become a crucial part of duty for all the staffs. In addition opportunity, inclination, proficiency, and ability are crucial factors which are necessary for fulfillment of knowledge management (Afrazeh, 2005, p.153). In addition to successful fulfillment of knowledge management, it is important to have an active coherent work team and the members of knowledge team should be selected from different levels of the organization and also have proficiency and experience in the field of their task. A wide range of specialized fields and multi arrangement are needed to establish the knowledge management in the organization [10]. To do this, the knowledge experts or professional individual in knowledge management should be gathered in a knowledge management team (Afrzaeh, 2005, p.158).

IV. Education Management And Human Resources Development

Our human society is getting over a deep evolution. This evolution is not summarized in technology, tools and environment but it gradually cover life meanings and pivot points. The fundamental nature of these changes includes education and above that our approach toward science. The characteristics and concepts of education and scientific approach are exposed to some evolution which led to our perplexity and confusion toward concepts like science and education (Majidi, 2002, p.221). The changes which are happening in education are deeper than what seems to be. This change causes crisis for us. It is a wonderful crisis to which we should be ready (Majidi, 2002, p.26). The human being passed two specific eras regarding to educational and scientific approach. During the Apprenticeship era, the training was done according to direct methods and theories by the master. The skills were limited in the view of diversity during this era. And the evaluation was done mentally and through the knowledge of the master from his or her apprentice. The next era is known as the factory education during which a cliché or standard form was used for a wide range of applicants. The educational aspiration in this era was tainting obedient, subordinate, possessing a wide range of information regardless of any creativity ability. The mass production was the essential principle of that era. (Today) several evidences are suggested the invalidity principles of that era and iconoclasm and collapse of this method (Majidi, 2002, p.36-38). But what are the characteristic of the era which we are on its threshold, namely the third era?

To give a response to this question, it is necessary to regard tracing of evolution which is currently underway and to understand it in a better way. Moreover, to prepare for confrontation with future, one shall use a pattern which manifests the future construction in a coherent form with elements which are joined to each other. The educational future will not be constructed with new educational and training researches, but it will be made by needs and demands of the new society (Majidi, 2002, p.49). Through application of some paradigm shifts in the philosophical foundation of growth and development of human resources, the concepts of education and development involves in a dramatic shift. Today the development patterns emphasis on management system as well as spread of knowledge amongst staffs and according to this principle results measurements and performance measurements--which is accompanied by giving the staffs more authorities and active participation in principle evolution and expansion of individual and organizational qualifications--are involved in assessment and pioneer organization should not assess by the financial, expenses, marketing or even behavioral parameters but with focus on the growth and sublimity measurements as well as value-added measurements which manifest in and out of organization and its strategic programs (Tabatabaei, 2005).

People Developer Standard (PDS) pattern of the human resources which is regarded as a practical pattern in researches, is a great help to follow the educational management and human resources development program in an organized academic manner. Through this kind of standard, an appropriate framework can be offered for management and training of labor force and all the developing activities related to staffs, the status of developer systems and the characteristics of organizational excellence through human resources in academic form. The organizations which possess mechanism of human resources development have the ability to attract best customers and staffs and achieve great competitive ability. The staffs of organizations with human resources development standard, has a very high motivation and bringing them job satisfaction, they have more participation in marketing, they are in high spirit and their loyalty to their job and organization is admirable. People Developer Standard makes the organization to form eight principle systems. The figure 11 features the dimensions and elements of this standard (IPHRD, 2006).

For each of these systems three stages of actions should be done:

(A) Distinguished actions: which include a collection of actions which are done by the leaders for followers and staff to develop and improve their statuses.

(B) Standard actions: a collection of actions which are done by followers and staffs and in many cases go beyond the standard necessities.

(C) Potential factors for development: it includes fields which have potential abilities for development and in many cases are not invested for training of the staffs (Soltani, 2005).

All the eight above mentioned systems namely educational need assessment analysis, career path development, resources allocation, explanatory instructions, communications, monitoring, assessment and feedback as follow:

1) Educational need assessment analysis: the people developer company guarantees that its staff train well for their duties. The supervisors are responsible for recognition of abilities and training of staffs for doing jobs in an effective manner. This is a part of the structured analysis for educational need. Such a system, recognized the education as a necessity and abandons the loss of educational costs (Sakdo, 1998).
2) Career path development system: The people developer company, confront with each of its staff as a talent. Each individual in the company should have an opportunity to improve and grow as an effective member. Hence, the individual should provide a list of his or her skills and nurture the potential abilities. Creating opportunities for acquiring skills and knowledge through job rotation, job development and even missions are amongst real responsibilities of a people developer company. The general aim of people developer guarantees the up-to-date staffs with skills related to company and industry.
3) Source allocation system: The people developer company, invested in the field of human resources. The value of staffs under the comprehensive

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educational plan is programmed and scheduled annually. In addition, the company allocated budget, staffs and needed facilities to guarantee the performance of education.

4) Communication system: The people developer company, as an organization which takes the educational and development activities seriously, guarantees that the educational and development plan are announced clearly to all the staffs. The supervisors will have active roles in this process. In addition, before performance of each educational program, they guarantee that their staffs learn the concepts and satisfy the expectations after the courses.
5) Explanatory instructions system: The people developer company is proud of a constructed system for helping staffs which carry their duties showing high competence. In such company, there would be explanatory instruction programs for existing and new staffs to prepare them for their responsibilities in new jobs.
6) Monitoring system: The people developer company possesses comprehensive management educational system. All educational records are updated reflecting the participation of staffs. Opportunities created for the staffs to apply skills they have learned in educational program to guarantee the learning transfer.
7) Evaluation system: The people developer company evaluates the results of education. On this basis, the company should create a measurement system to follow educational activities and to responses to actions of sections as well as the organization's marketing. Thus, the company would find exactly the difference which was made by the educational program in staffs' job method and the function of organization.
8) Feedback system: The people developer company receives feedbacks in education to apply corrective actions in efficaciousness of educational system and career path development (Qelichli, 2006, pp.173-175).

1-3- Organizational Training and Learning

Training is the process of transition of knowledge, skills and approaches through an individual or a group of people to another individual or group to bring changes in cognitive, approach and skill structures (Sadri, 14, 2004).

"Training staff" means all efforts which are done to elevate the knowledge level, technical, professional and job skills and also formation of pleasant behavior between staffs of an organization which make them ready to do career duties and responsibilities (Abtahi, 2004, PP.15-16). In the view of authorities, training the staffs is either solving the problems or is problem oriented. It is mostly used to solve job problems and difficulties of the staffs and academic and operational aspects are important in it. They also believes that the andragogy theory should be applied in tainting the staffs (Abtahi, 204, p.16).

So staff training includes a series of organized, systematic and continuous actions which are done with definite aim or aims to create or elevate the knowledge level, job skills, and appropriate behavior corresponding to social lasting values. Training the staffs, is a vital inevitable activity which should be regarded with management process continuously so other management activities become effective. In fact, training is one of the principle logical methods for guiding the efforts of staffs in an organization which leads to spotting undiscovered talents, to boost imagination and ability and formation of mental flexibility (Abtahi, 2004, pp.16-17). If training the staffs done correctly, completely and comprehensively in regard to mentioned issues and uses as a tool to reach definite aims, has numerous characteristics. Some of them are mentioned below:

- Facility to reach organizational aims
- Improvement in quality and quantity of products.
- Decrease in range of workplace accidents.
- Raising the spirit of staffs and creation of stability in organization.
- Decrease in direct and indirect supervision
- Decrease in the number of fights, conflicts, disobediences and other abnormal collective behaviors as well as absence amongst staffs in workplace
- Reduction in public expenses in organization including repair expenses, CIF, services, costs of services, staff department and more.
- Increase in profit and use it for staffs
- Reinforcement of loyalty and unity of staffs toward the organization
- Prevention from interference of duties and responsibilities and redoing of tasks in organization
- Discovering the potential talents of staffs
- Creating the flexibility feeling in staff
- Creating opportunity for growth and success in job affairs
- Creating opportunity for success in social, individual and personal affairs (Abtahi, 2004, pp.17-18).

Organizational learning is one of the main issues in management theories of past decades. In a review on record of organizational learning it is important to pay attention that although training, especially organizational training, has a long record, the official focus on training for organizational development dates back to mid 1940s (Soltani 2007). Since then, organizational training which stressed on different methods of official training of staffs, gradually finds a new meaning (Jafari-Moqaddam, 2005, p.58). In this era, the quanitity of hours dedicated to official trainings in organization and number of staffs participate in different training courses, were the main factors of human resources development and one of the measurements of efficaciousness of the organization. The dynamism of environment and especially knowledge management development in late decades of 20th century made the fact clear that individual learning has a unilateral and passive characteristic. With improvement of joint management patterns and teamworking and also recognition of more group dynamism in 1970s and 1980s, the importance of team learning and continuous interaction of learners in the team were reemphasized. In this way, many organizations find out that "intelligent interaction between individuals in the organization and team efforts for growing and continuous improvement" paves the way for creation of a unique valuable knowledge. Hence the term for organizational learning emerged more brilliant along the terms like organizational training (Jafari-Moqaddam, pp. 58-60).

V. The Importance Of Training In Organizations

Training of human resources is considered as a profitable investment which outcomes have a crucial role in development and expanding of organization as well as elaboration of public culture in society. The term "training" is mixed of important principles in working life of organizations and since the most important terms after "training" is "improving skills and job specifications", foundation and continuation of training process in today organizations has crucial role in pioneering of organizations and their specializations. Training is in fact one of logical and basic ways for guiding of efforts which are done by staffs in an organization which leads to using undiscovered talents, improving imagination and creating mental flexibilities in staffs. Concurrent with complexity of issues, the importance of training staffs is increased regarding technological evolution which is underway in human societies. Today present jobs in the organization are also under evolution and needed staffs for these jobs are not individuals who are experts in a specified field but new organizations need developed individuals who can use a collection of different skills in various jobs. Individuals who are benefited from creativity, innovation, knowledge and skills as well as improvement in missions help the organization to achieve its goals (Hosseinzadeh, Barzegar, 2004).

VI. Role Of Communication Network And Information System In Training

Regarding to strategies of organizations, the need for having powerful communication network in and out of organization and benefiting from update information about unsettled environmental issues and new technologies which were made in human societies is crucial inputs in organizational training system. The existence of powerful communication and information network not only recognizes the academic needs of organization in future and describes programs to abolish deficiencies, ambiguities and disadvantages but also increase the quality of working of staffs and reduce expenses related to low productivity.

With an analytic look toward communication network and the kind of needed information, one can understand that the defined duties for organization's training management are changing rapidly. The managers should provide necessities and expenses related to intimacy between staffs, training and improvement of staffs and to program and perform creative plans to improve the quality of working of staff. In planning communication networks it is important to pay attention to the point that sometime the kind of relationship and information system may disarrange the social and career order in organization and this is the point which should take into account during application to organizational strategy as well as during performance of the program (Hodavand, Sadeqian, 2007).

VII. The Concept Of In-Service Training

Like many other concepts which deals with complex humanistic dominions, in-service training is also a controversial one which there is no agreement on its meaning. Trainings which are done by organizations can be categorized in two sections generally:

(A) Pre-service training: it is a kind of training which is done before employment of an individual in an organization. The main mean of this kind of training is increasing or creating abilities and competencies in staffs to do the jobs.

(B) In-service tainting: although most of staffs have graduated from universities and academies before their employment, because of the generality of most of training and specificity of some careers individuals need some specified training during their employment. In other words, concurrent with employment of an individual in an organization, the nature of jobs, duties which the individual should done in that job, tools and necessities for doing the job and methods for doing that are needed the individual to have some special trainings (Fathi Vajargah, 2004, pp.3-4).

VIII. Pattern For Effective Education

The effective education pattern is a six-stage process for purposive and effective training.

The effective education pattern stresses on importance of purposive and effective training. Each step which is taken in this pattern makes the investment more valuable.

1) Recognition of educational need: that how training can be useful in improvement of actions.
2) Composition of educational approach: appropriate educational methods which supports considered results and improve job activities.

3) Production of educational tools: all educational tools are produced.
4) Application of educational skills: performance of training as patterned before.
5) Calculation of measurable results: assesses whether the training improve their actions or not
6) Follow-up for permanency of training: techniques which are used by people and organization to keep

IX. The Bases And Aims Of Training Need Assessment Of Staff

The training assessment is a favorite changes which should be happened in an individual or staffs of an organization from concepts of knowledge, skill, behavior so that they would be ready to accept duties and responsibilities related to their work in an standard level and possibly pave the way for improvement and elevation of staffs in different concepts. Training need can be categorized into visible and invisible part. The visible part is kind of needs manifest the training need and there is no need for further research. The invisible need are kind of needs research (Abtahi, 2004, pp.22-23).

One of first and most principle steps in compilation and performance of training program, the true performance according to process of need assessments. The aims are generally rooted in needs. Need assessments help the managers and planers to pay attention to those necessities which have priority and resources can answer them (Esmaeili 2002).

X. The Foundation And Aims Of Evaluation Of Staff Training

If achieving the aims are described as the ideal situation in future, the efficiency of the organization includes the degree that the organization can achieve to its aims (Richard Daft, 1999). The reformation in management methods, achieving situation, production of new ideas, enrichment of organizational values, group thinking, sharing and other are some concepts which are considered as efficiency in management (Soltani 2002). The concepts which can be described as efficiency is as follow:

- The degree of achievements to educational goals
- The degree of achievements to working goals by staffs after attending training courses
- The degree of comparability of trainee's behavior with expectation of managers and supervisors
- The degree of performance of correct type of job which is expected by training
- The degree of creation of skills as the result of training
- The degree of value added education
- The degree of improvement of success elements in marketing (Abtahi, 2004. pp. 166-167)

According to Ckelloway and Connelly (2003) such pattern is the share of knowledge as behaviors in information exchange is defined (Jafarzadeh 2006).

XI. The Application Of Knowledge Management In Education And Human Resource Development

The crucial abilities in new era for shareholders have intangible value which can be summarized in seven issues: talent and innovation, common ideal, speed, learning and knowledge management, response, coordination, management investment (Asili, Qadirian, 2007). Training of capabilities and managing talents are inseparable parts of organization strategies. Marketing strategies, human resources strategies, operational strategies, successful application of organization is only possible when three mentioned factors organized and performed concurrently (Abualaei, Ghaffari, 2006, p.113). Some of most important benefits of adaptation of educational system with functional strategies of organization includes: the direction and way of education, definition of priorities, encouragement of working team and specialized jobs, facilities of recognition and responses to waves of changes, opportunities and treats, improvement of management in assessment of working force, coordination in decision-making and educational plans to help to accomplish strategies and finally the transformation of educational system from a reaction situation to action future making situation (Davenport, Prusak, 2000).

Unlike mottoes which are on the knowledge management, staffs do not act effectively and desirable in transformation of knowledge and skill. Especially when knowledge and information is considered as a source of power, people do not have any inclination to share others in this source of power. In such cases the role of managers (direct supervisors) in motivating people to exchange their knowledge is very important. They also can drive educated staffs to share their knowledge in practice and through their works through exposing newer expectation and higher expectation with providing chances and necessary source (Abualaei, Ghaffari, 2005, p.114).

Learning and knowledge management can be considered as two following ways:

Applying all resources and serious follow-ups, they encourage well-trained employees to use what they have learned in practice and to serve the objectives of the organization (Abolalayee, Ghafari, 2006, p.114).

Learning and knowledge management may be considered as two different views in a similar trend of organizational processes. These two concepts are correlated and can be analyzed from two viewpoints: On one hand, how learning can be applied for organization in theory will lead to knowledge management as the first tool being selected. On the other hand, the fact that some organizations which have accepted knowledge management as the guide for practice have also considered education as one their major activities. Learning starts from personal level and moves toward organizational level as an evolutionary process (Kroustie, 2002).

From learning to knowledge management: Today, it seems that the major market and economics composition has been generally changed. There is no "best method" to adhere to in postmodern markets. This is the very reason for which the organizations require conformity. Therefore, the knowledge management is considered as a key concept. All the organizational knowledge assets (tangible and intangible ones) form the knowledge management outlook. Thus, it targets all the accessible information for needed time and for those who demand it. In this respect, the knowledge management outlook defines a market analysis which examines learning as the most important factor of organization's success and survival (Krousti, 2002).

From knowledge management to learning: During the recent years, the issue of knowledge management has been greatly signified in the markets and business sectors. The successful companies have established knowledge management systems that are successful. Thus, those organizations which have been unable to face with new environments have been outdated. Nunaka and Takouchi (1995) define in their traditional outlook of knowledge management that how a new knowledge can be added to the resource of knowledge in the company. Taking an organization as a "closed environment" into consideration, the organization will be able to achieve new knowledge through some external factors (Krousti, 2002).

Amongst the learning strategies, encouraging the reflective process (learning), transfer and production of knowledge, experiences gained from the user about the executive problems, methods of speech with collaboration and interactions of the people, developing the individual's exclusive model and systematic thinking and since they should be considered in the design of the educational experiences and events, all of them are important strategies (Hwang, 2003).

Learning is a multilevel process that occurs with various speeds at different personal, group, organizational, inter-organizational levels (Dodgson, 1993). The organization needs to have the ability to "identify the value of new data, to understand it and to apply such information for the commercial purposes" which Kohen and Levinthal (1990) refer to it as the Corporate Hire Capacity. Such learning processes should be established. It is necessary that this culture and learning processes develop intrinsically similar to a unique product (Leonard-Barton, 1992 and Hwang, 2003)

It is a challenge for us to question about how are we able to develop personal learning or the organizational learning. According to Swieringa and Wierdsma (1992), education "is one of the most important interfering factors necessary for development f learning process." According to the study conducted by Hwang (2003) regarding the concept of learning and knowledge management, the following training strategy will be suggested to encourage ability of learning within the context of knowledge management:

1. Help the learner to learn how to learn. Learning how to learn refers to reflecting it on the learning process in which the learners are involved. According to Swieringa and Wierdsma (1992) "it is through the reflection that both individuals and groups are able to take a "leap" in their own learning process". As the learners decide, they require reflecting it on the process and learning made through that process. The learners need to understand how to provide and/or produce knowledge, how to make decision by using it, how to evaluate the results and the strengths of the related decision made, or how to learn from the results out of solution finding activities (Hwang, 2003).
2. Improve both transfer and creation of knowledge. According to Cunningham (1992), Brown and Duguid (1991), education is something more than transfer of abstract of knowledge. Knowledge can be produced by interacting with social and physical environments.
3. Provide an environment where the learners experience working on the problems of their area of working. It has been discussed that best possible form of learning happens when it is on the basis of the actual contexts as learning includes actual life's direct or indirect experiences. The majority of the employees of an organization will gain the insight of performing their jobs through their organizational life experience.
4. Assist the learners in developing framework or model of their own decisions makings. The decision-making framework or model, according to Lane (1994) is defined as "the tools which stimulate thinking and support the creativity. They greatly help us to integrate various ideas.
5. Improve collaborative learning. Most solution finding activities encourage collaborative study in the organizations. The learners need to take part in valuable social activities of solution finding and decision making. Hansen et al (1999) emphasize that the implied knowledge need to transfer via face to face contacts, since they are unable to express a fruitful type of knowledge.
6. Encourage systematic thinking. The expert like Veil (1996) and Jackson (1995) believe that systematic thinking may be a powerful tool in order to understand and revise the working procedures. Seng (1990) introduces systematic thinking as an important system in learner's organization model.

The systematic thinking enables the learners to discover and highlight communications and ties and assist them in formatting and also solving the problem (Hwang, 2003).

Education does not merely belong to an organization's human resources and education department. The educational processes form a part of the most important activities of the company and the educational requirements are formed in various branches of organization. The integrated outlook toward knowledge management actually makes education effective. Beginning from this theoretical viewpoint, it is helpful to know that how education might be a key element for different processes of organization. One educational department maintains a flow of information from the company to department and vice versa (Krousti, 2002). The education's department is effective as long as it is assumed as a strategy support system and aligns the education with other organizational processes.

To do this, it is necessary to achieve 4 requirements:

1- A mechanism should be provided in order to align education with all the organizational goals.
2- Some quantitative improvements should be linked with special educational programs in commercial processes.
3- The high cost educational projects should be identified and continuously established.
4- It should provide the capacity for discerning the education and the continuous learning.

These cases are the perspective of Kerker (2000) regarding relationship between education and knowledge management. As it is evident from the aforesaid requirements, the education department works in close ties with other departments of organization and receives its own inputs directly from decision makers of organization's strategy. This means that a major part of knowledge management is involved in execution of an educational offer (Krousti, 2002).

According to David Garvin (1993), if an institute intends to be a learning organization, it is necessary to have new ideas and viewpoints that result in improving and correcting the practices. This means that: learning is a part of daily activities, learning will be practical at the personal level, working unit or at the institute or organizational level, learning results in solving problem from its entire origin; learning puts emphasis on sharing and creation of knowledge throughout the entire organization and finally, learning provides a chance for us to have a significant effect and effective change (Weisi, Hejazi, 2008).

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Environmental Costs and Its Implication on the Returns on Investment: An Evaluation of Selected Manufacturing Companies in Nigeria

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Abstract - This study examines environmental costs and its implication on the returns on investment. At various national levels are government regulations, society, pressure groups and green consumer pressure; developments reawakening corporate attention to strategic and competitive role of environmental responsibility for corporate survival. However within the developing nations, the understanding is somewhat different mainly because of weak government regulations and lack of organized pressure groups and consumer awareness to influence corporate behaviour. Data were collected from both primary and secondary sources and also analyzed using the ordinary least square technique.

Keywords : Environmental practice, Environmental responsibilities, Social responsibilities, Waste management, Community development, Employee health and safety.

GJMBR-B Classification : FOR Code: 150205, JEL Code: G11, G17

ENVIRONMENTAL COSTS ANDITSIMPLICATION ON THE RETURNS ONINVESTMENTAN EVALUATION OFSELECTED MANUFACTURING COMPANIES IN NIGERIA

Strictly as per the compliance and regulations of:

Environmental Costs and Its Implication on the Returns on Investment: An Evaluation of Selected Manufacturing Companies in Nigeria

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Abstract - This study examines environmental costs and its implication on the returns on investment. At various national levels are government regulations, society, pressure groups and green consumer pressure; developments reawakening corporate attention to strategic and competitive role of environmental responsibility for corporate survival. However within the developing nations, the understanding is somewhat different mainly because of weak government regulations and lack of organized pressure groups and consumer awareness to influence corporate behaviour. Data were collected from both primary and secondary sources and also analyzed using the ordinary least square technique. The study revealed that investment in social and environmental responsibilities such as Employee Health and Safely (EHS), Waste Management (WM) and Community Development (CD) are related to improved return on investment of the environmentally responsible firms. Additionally, the study also revealed that with sustainable business practice, there is a decrease in the amount paid in fines and penalties to individuals and the government for environmental offences and its compensation to the community. Conclusively, money expended in settling disputes could be applied to enhance corporate liquidity and management is better able to plan and make decisions when it is not engrossed in disputes. The act of managing and production per se is optimal when an enabling serene atmosphere is in place. The study therefore recommended that Environmental Regulatory Authority should compel manufacturing companies to disclose environmental cost in their financial statement and Environmental management accounting should be incorporated into the traditional accounting systems of manufacturing companies.

Keywords : Environmental practice, Environmental responsibilities, Social responsibilities, Waste management, Community development, Employee health and safety.

I. Introduction

The increases in global environmental awareness and the campaign for sustainable economic development is redirecting the attention of firms towards environmental sensitivity. The quest for sustainability has caused an emergence of many global institutions enunciating varying norms that guide human interaction with the environment. These standards are influencing business corporations to understand that their strategic position in society has the power to influence behaviour and alter the state of physical, social and economic environment. At various national levels are government regulations, society pressure groups and green consumer pressure; these developments are reawakening corporate attention to strategic and competitive role of environmental responsibility to corporate survival. However within the developing nations, the understanding is somewhat different mainly because of weak government regulations and lack of organized pressure groups and consumer awareness to influence corporate behaviour. Hence many corporations in developing countries such as Nigeria behave in a manner that suggests that they can achieve corporate goal even if environmental and social responsibility are trampled upon. It is this factor motivated this study into searching for companies that exhibit some elements of sustainability and how this may influence corporate performance.

Although environmental regulation, pressure group activity, and consumer awareness is week in developing countries, some corporation in these countries are becoming conscious of their international market and are making appreciable efforts as regards sustainable business practices. The result of sampled industries in Nigeria shows that few companies are becoming environmentally sustainable. However a large number of firms are still apathetic about their environmental and social responsibility. Based on this the paper examines the relationship between environmentally conscious firms which in this paper are termed environmentally responsible firms. In addition, environmental responsibility of these firms is assessed against expenditure for fines and penalties to ascertain the extent to which environmental responsibility is able to reduce conflict between the firm and its business environment. Three sustainable indictors are used as a measure of environmental responsibility, namely: Employee Health and safely (EHS), Waste Management (WM), and Community Development (CD), which were identified within the environmentally responsible firms. Expenditure for these sustainable variables are related

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Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

against Return On Investment (ROI) which is used as a measure of performance. In addition, the sustainable variables are also related against the amount expended on Fines, Penalties and Compensations (FPC).

This research paper is anchored on the principle of sustainable economic development, which requires the corporation to maintain eco-efficiency and social equity while striving to achieve its economic goal. This paper contributes to existing literature by examining this issue within the context of Nigerian manufacturing industries, to ascertain whether sustainable business practice exists and the extent it affects business performance.

The objective of this paper is therefore to discover if any relationship exists between environmental practices and firm performance and does so by exploring the following questions.

Is social and environmental responsibility of business a mere costly adventure or a corporate strategy? Does the social and environmental responsibility of business have any bearing on firm performance?

II. Literature Review

A paradigm for a sustainable business is propounded by Elkington (1997) via his triple bottom line approach. His first theory is that capitalism must satisfy legitimate demands for economic performance. With this, Elkington (1997) echoes Adam Smith's theory of the firm-that the firms has one and only one goal-to satisfy the desires of shareholders by marketing profits. However, profit may not be attainable if the environment in which the business operates is neglected. Hence, according to Elkington (1997), firms must also be accountable for social and environmental performance. The economic, social and environmental consciousness of corporation-the tripod goal, creates a balance that makes their operations and actions sustainable. This new role must pervade all facets of business operation; it has to perform life-cycle technology, accommodate social and pressure groups, recreate corporate governance, remodel products and services, and ensure adherence to legislation. A corporation which accommodates the triple bottom line is contributing to sustainable development-the goal of the millennium. In support of this view Hart add that the achievement of sustainability would require a blending of product stewardship, green technology and pollution prevention. Hart's argument is that if production processes and technology are refashioned, the company would have advanced pollution control one step further because if a pragmatic prevention strategy is put in place, this obviates the stage of having to control and possibly clean up after an occurrence of pollutions hence saving both costs and redeeming corporate image. Implementing product stewardship means that the organization is avoiding pollution from the point of product manufacture through the total life cycle.

Perhaps the substratum of environmental theory may be entrenched in two major theories: techno-centric, and ecocentric. Techno-centric theory as pioneered by O'Riordan (1997) emphasizes the need for environmentally friendly products and clean technology. The ecocentric theory by Peper (1986) and Dobson (1990), stresses the need for businesses to produce a balance report that includes reporting the impact of business activity in the environment. A useful report would include how the corporation has managed its immediate and remote environment, but many businesses lack the strategy for proper environmental management, hence Epstein (1995), outline the importance of developing a corporate environmental strategy, which would minimize environmental impact through recycling, life cycle assessment and waste reduction strategies. His premise is that modern corporations can be organized and managed in a manner less desecrating of the environment. Part of this management should include proper integration of environmental reports into internal management decisions which would aid management in planning for the social and environmental responsibility facing the corporation. To this end, Shaltegger, Muller and Hindrichsen (1996), propose a new form of business accountability to enhance environmental management. They recommend environmental management strategies including ecological investment. This is ideal if environmental and social responsibility of businesses is to be achieved to support sustainable economic development.

These theories are encapsulated in the United Nation's (UN) definition of sustainable development as 'development that meets the needs of the present without compromising the ability of future generations to meet their own need'. This paper is therefore anchored on the principle of sustainable development, which seeks to achieve societal and environmental equity while in pursuit of economic gain. This is approached by evaluating the sustainable business practices of the companies studied and how such affects corporate performance; sustainability in this context refers to the ability of the firm to maintain an equitable balance between economic wealth, eco-efficiency or environmental protection, and social-equity or social development. The idea is that if a firm must achieve its long-term economic objective, it must not neglect the environmental and social responsibility aspect of the triple bottom goal of sustainable economic development.

III. Methodology

The primary purpose of this study is to evaluate the implication of environmental costs on return on investment of selected manufacturing firms in Nigeria. The study focuses exclusively on manufacturing firms within three major industry groups as classified by the Nigerian Stock Exchange (NSE) and the Corporate Affairs Commission (CAC). These companies must have filled their annual report within the last ten years (2001-2010) was selected.

The empirical study is therefore based on two selected manufacturing firms in Nigeria. Manufacturing companies were chosen for this study because of the environmental and social effects which some of their operations have on the environment.

Data collected from both the financial statements of these firms and interview conducted to capture vital information not shown on the face of the financial statements. To qualify for inclusion in the sample selected, firms must have reported on fifty percent of the following in terms of environmental and social disclosure; green House Gas (GHG) including Carbon Capture and Storage (CCS), biodiversity through waste recycling, water treatment and quality of waste water discharged into the environment, product life cycle management, employee health and safety, business ethics charter, environmental research and development, community development, equal opportunity in employment, product innovation and packaging and employee training and development.

Firm that report up to fifty percent of the above listing is produced as "environmentally responsible" while firm reporting less than fifty percent is grouped under 'environmentally irresponsible'. For the purpose of this study, performance is measured by return on investment (ROI).

In the differential analysis, the difference between the means of the two dependent variables was sought. This is the different between the period samples ROI of environmentally responsible firm and environmentally irresponsible firm.

a) Model Specification

Two multiple regression tests were conducted; in the first one, the dependent variable is ROI while the independent variables are Employee Health and Safety (EHS), Waste Management (WM), and Community Development (CD). In the second multiple regression, the dependent variables is replaced with Fines, Penalties and Compensation (FPC). The amount for fines, penalties and compensation, included litigation costs. Hence the regression model is given as:

ROI = f (EHS, WM, CD)

FPC = f (EHS, WM, CD)

$$ROI = \beta_0+\beta_1 EHS+\beta_2 WM+\beta_3 CD+ei \ \dots \ 1$$
$$FPC= \beta_0+\beta_1 EHS+\beta_2 WM+\beta_3 CD+ei \ \dots \ 2$$

From the above specified model,

ROI = Return on Investment

FPC = Fines, Penalties and Compensation

EHS = Employee Health and Safety

WM = Waste Management

CD = Community Development

β_0 = intercept

β_1, β_2 and β_3 = Slope coefficients

ei = Stochastic error term

The entire explanatory variables in the model 1 and 2are expected to impact positively on the dependent variable.

Hence, the following apriori expectation exists, $\beta_1 > 0$, $\beta_2 > 0$ and $\beta_3 > 0$.

IV. Data Analysis

Table 1 : Regression of the proxies of environmental costs on returns on investment in manufacturing firm (2001-2010)

Dependent variable: Return on investment (ROI)

Model	Unstandardlized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
Constant	8.289	-.722		11.341	0.000
EHS	-.775	-.222	2.472	3.492	.013
WM	-.045	-404	-.342	-.112	.915
CD	-.552	-.303	-1.438	-1.438	.118

Source: Researcher estimation, 2011

Table 2 : Regression of the proxies of environmental costs on returns on fines, penalties and compensation in manufacturing firm (2001-2010)

Dependent variable: Fines, Penalties and Compensation (FPC)

Model	Unstandardlized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
Constant	15.926	1. 595		9.989	.000
EHS	.654	-.490	1.220	1.334	.231
WM	.252	-.892	-.463	.283	.787
CD	-1.686	-.669	-2.569	-2.522	.045

Source: Researcher estimation, 2011

Table 1, the relationship between sustainable practices and ROI is significant at (P<0.0001); a high significance level indicating that the positive relationship between the independent variables and ROI may not have occurred be chance. In addition, the R_2 at 95% confirms that 95% of the variation in the yearly ROI of selected companies can be explained by the variation in the independent variables. Table VI also shows that decreasing variation in the amount of penalties and fines paid by the environmentally responsible firms could be accounted for by the sustainable business practices. A significance level of (P<0.001) shows that one can be confident that the relationship has not occurred by chance, and associated R_2 = 93% shows that 93% of the variation in fines and penalties is explicable by the variations in the independent variables.

Table 2, also shows that decreasing variation in the amount of penalties and fines paid by the environmentally responsible firms could be accounted

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

for by the sustainable business practices. A significance level of ($P<0.001$) shows that one can be confident that the relationship has not occurred by chance, and associated $R_2 = 93\%$ shows that 93% of the variation in fines and penalties is explicable by the variations in the independent variables.

a) Discussion of findings

Findings from the empirical study disclose a significant difference between the return on investment of the environmentally responsible firm and those of environmentally irresponsible firms. Regression results revealed that investment in social and environmental responsibilities such as employee health and safely (EHS), waste management (WM) and community development (CD) are related to improved return on investment of the environmentally responsible firms. It is also interesting to note that this performance could be attributed to a reduction in the level of fines and penalties paid by the environmentally responsible firm over the years, because empirical results show a significant relationship between the level of fines and penalties and the firm's adherence to sustainable business practice. With sustainable business practice, there was a decrease in the amount paid in fines and penalties to individuals and the government for environmental offences and its compensation to the community. Information from the interview disclosed that the level of litigation against the firm decreased phenomenally. This decrease in conflict between the firms and the environment, in which they operate, engendered the improved performance of these firms. The annual statements of these companies disclose improved sales turnover, which is an indicator that these companies are capturing larger market shares through customer goodwill. From this finding, the paper deduces that, within the Nigerian manufacturing firms, environmentally friendly practices affect corporate performance and corporate image. Hence, environmental investment is not a wasteful venture, but is part of corporate strategy, as well as, corporate responsibility to comply with regulations and support the environment while at the same time achieving the economic goal of the firm.

V. Conclusion/Recommendations

This paper studies the environmental costs and its implication on the return on investment: An evaluation of selected manufacturing firms in Nigeria. The empirical analysis in this study shows that, within the Nigerian setting, environmental cost has implication on the return on investment, thus justifying the objective of this study. In addition to this general point, it is apposite to highlight that the findings of this research show that environmental responsibility can reduce corporate conflict, which is one of the major distractions to corporate attention. This research therefore points to the practical significance of sustainable corporate practice in reducing the level of fines, penalties, compensations and litigations. This finding therefore informs managers of the need to enhance environmentally friendly practices in order to restore and guarantee a conflict three corporate atmosphere needed by managers and workers for maximum productivity. Money expended in settling disputes could be applied to enhance corporate liquidity and management is better able to plan and make decisions when it is not engrossed in disputes. The act of managing and production per se is optimal when an enabling serene atmosphere is in place. The findings are pedagogically important to unending enquiring into social, economic, and natural phenomenon to expend their knowledge, general peace and friendliness within the business community should be the starting point of strategic planning since any form of insurrection, overt, or covert, would deplete, productivity and performance. This opens up for further research, the initial question on the extent to which factors such as fines and penalties, compensations and litigations can affect performance.

The study therefore recommended that Environmental Regulatory Authority should compel manufacturing companies to disclose environmental cost in their financial statement and also environmental management accounting should be incorporated into the traditional accounting systems of manufacturing companies.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Human Resource Management Practices in Private Sector Organisations in Pakistan: Study of Cultural Influences

By Riaz Ahmed Mangi, Dr. Ashique Ali Jhatial Sayed Asif Ali Shah, & Dr. Ikhtiar Ali Ghumro

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Abstract - This study presents findings of in-depth interviews from 'core-informants' from private sector organisations in Pakistan. Study identified that the impact of national cultural factors such as collectivism and high power distance have a strong influence on human resource management (HRM) practices and retaining competitive advantage at work. This study also revealed that sifarish (i.e. connection), sycophancy and nepotism are critical factors in HRM functioning. Typically organisations are hierarchically structured with unquestionable authority vested in either management or proprietor. The current investigation also found out that managerial support for sifarish or connection-based recruitment, selection and promotions practices are some of the main factors affecting to the development of HRM systems in private business sectors. Training and development practices are given little importance with absence of linkage between performance appraisal reward and promotions. The important implications for policy makers and heads of private organisations are discussed in the last section.

Keywords : *HRM, competitive advantage, national culture, private sector organisations, Pakistan.*

GJMBR-A Classification : *FOR Code: 150305 JEL Code: O15, L32*

HUMAN RESOURCEMANAGEMENT PRACTICES INPRIVATE SECTOR ORGANISATIONS INPAKISTAN STUDY OF CULTURAL INFLUENCES

Strictly as per the compliance and regulations of:

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Keywords : HRM, competitive advantage, national culture, private sector organisations, Pakistan.

I. Introduction

The article contributes to ongoing debate of understanding HRM and national culture in Asian developing countries in the field of international human resource management (IHRM). Recent research has shown keen interest in understanding people-management perspectives in Asian countries (Budhwar & Debrah, 2009; Zhu et al. 2007). Some studies emphasized the need to examine historical, religious, cultural and ethnic perspectives on people-management in cross national contexts (Adler, 1983; Stehle & Erwee, 2007; Styhre, 2002). However, the literature on the current state of HRM in private sector organisations in Pakistan is limited and cross-cultural research has also ignored the area under investigation (Aycan, et al. 2000; Khilji, 2003). Table 1 presents brief summary of the literature on HRM published in context of Pakistan. Consequently, this study investigated the impact of cultural factors on HRM in private sector in Pakistan through employing in-depth interviews. According to the Asian Development Bank (ADB) private sector is the biggest contributor to country's GDP and is also the biggest provider of employment opportunities to the nation. The private sector in Pakistan grew rapidly during 1990s privatization, deregulation and liberalisation programmes. The former military regime of President Pervez Musharraf also continued the pace and focussed major structural, governance, and economic reforms to encourage the private sector to become the growth engine in the economy (ADB report, 2008). Currently, over 77 percent of the commercial banking sector, all of the textile and telecommunications sectors, and significant parts of the cement, sugar, automobile, and fertilizer sectors are privately owned. The private sector also contributes to power generation and electricity distribution (Bajoria, 2009).

At the same time, the infrastructural constraints, corruption, weak intellectual property rights, civil-military and landed and a feudal systems and discriminatory employment practices are some of the major cultural bottlenecks preventing a more effective and vibrant private sector in the country. Moreover, a transparent and merit-based HRM systems unbiased to any ethnic and religious has not evolved across the government and private sector in the country. Although successive governments have attracted foreign direct investment from $559 million in 2003 to over $8 billion in 2007, decreasing to just over $5 billion in 2008 following political turmoil in the country. However, increased violence in recent years has made the private sector more reluctant to invest. Growing militant violence and resulting instability have been major concerns for both domestic and international investors (Bajoria, 2009). The current volatile environment has roots deep in the colonial and postcolonial history of the country. Pakistan-a quasi-religion state emerged in 1947 from the womb of British Raj and later joined alliance with United States during Cold War era and currently its relationship with US in post-9/11 profoundly informed its national culture and management practices. The extant literature especially on the development of HRM in the country suggests it has been passing through an evolutionary phase Khilji (2003) and Jamil (2005). The review of literature suggests that cultural factors such as collectivism, high power distance, hierarchical authority, sifarish (i.e. connection), cronyism and corruption play crucial role in HRM across business sectors in the country (Islam 2004; Ismail, 1999; Khilji 2003). Moreover,

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former military regime earned lot of attention from US and international donors as General Musharaf promised to bring about moderation and transformation of society and enterprises (Behuria, 2009; Cohen & Chollet, 2007). As a frontline state in the so-called 'global war on terror', private sector in Pakistan has both unique opportunities and threats to its business community, at home and abroad. Given this situation, it is surprising that little empirical research has been undertaken that investigates HRM practices in this environment. Thus, the research problem to be investigated in this study is: What are the important cultural factors influencing HRM functioning in private (local) sector organisations in Pakistan?

II. Literature Review

Human resource management can be conceptualized as a response by management to the interplay of internal and external forces. Human factor at work is considered to be directly controlled by managers than other resources. The competitive advantage of the small company, in turn, is determined by human resource management of the company.

a) Competitive advantage

Competitive advantage for a business is to have a relatively greater strength regarding the important factor such as human than its competitors. Strengths may be considered in terms of visionary and capable leadership, trained and skilled, dedicated employees and flexible organizational policies. Knowledge of the company's capabilities and of the causes of the competitive forces will highlight the areas where the company should confront competition and where it should avoid it (Porter, 1979). Porter proposed the value chain as the major tool for identifying potential sources of value enhancement. Human resource management is a support activity that occurs throughout all primary activities, such as operations, logistics, marketing and sales and services (Porter, 1985). Having competence is not enough. The company must create superior competence in order to attain a sustainable competitive advantage (Kotler, 1991).

Human Resource Management: According to diagnostic approach (Milkovich and Boudreau, 1994), HRM can be divided in a process of four phases: (a) assessing the external conditions for HRM, (b) setting objectives, (c) choosing a course of activities to achieve the objectives, such as external staffing and selection, employee development and training, compensation, internal staffing and employee/labour relations, (d) Evaluating results. According to Wright, McMahan and McWilliams (1994) the source of sustained competitive advantage lies in the human resources themselves, not the practices used to attract, utilize and retain them. Human resource (HR) practices aid in developing human resources as a source of sustained competitive advantage through creating and developing a high-quality human capital pool. HR practices moderate the relationship between the human capital pool and sustained competitive advantage such that the capital pool results in sustained competitive advantage only when matched with appropriate HR practices that elicit productive employee behaviour.

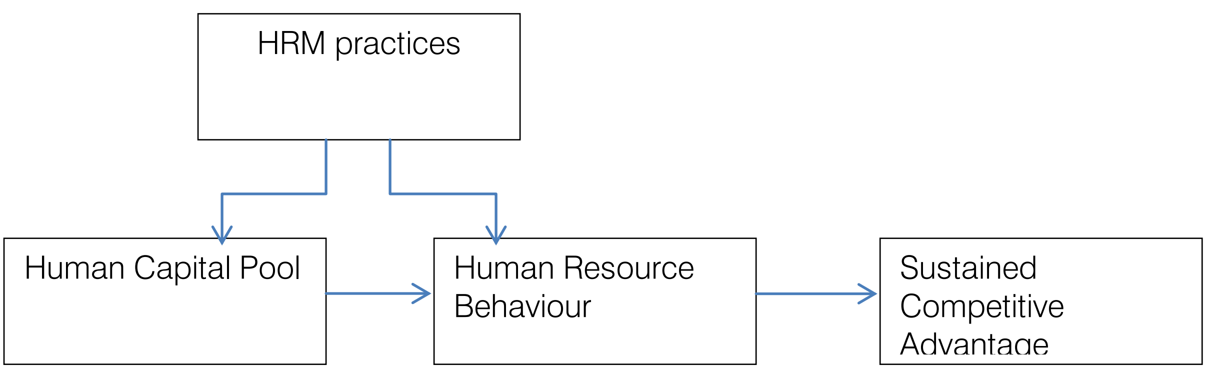

Figure 1 : A Model of Human Resources as a Source of Sustained Competitive Advantage (Wright et al., 1994)

Wright, McMahan and Williams emphasize that in dynamic environments, firms with higher levels of human capital resources possess a greater ability to respond to environmental changes through sensing the need for change, developing strategies to meet the change and quickly and efficiently implementing these strategies. It is recognised (Boxall 1994; Schneider & Barsoux, 1997; Tayeb, 1995, 2001; Khilji 2003) that HRM practices are evolving at different rates, in cross-national work settings especially in developing countries. Thus, Eastern HRM policies and practices (predominantly from the US) are being adopted in developing countries, albeit, modified to accommodate cultural sensitivities due to local socioeconomic, political and religious factors (Schneider & Barsoux, 1997; Tayeb, 2001). Boxall (1994) maintained that the nature of the HRM function has changed from being reactive, prescriptive and administrative, to being proactive, descriptive and executive in Western and developed economies. Nevertheless, this change in the HRM function is not necessarily recognized in the developing world. Advanced western economies consider HRM as strategic and affording competitive advantage, whereas, developing and agrarian nations are more likely to view HRM as an agency for fulfilling routine administrative activities, particularly in Pakistan's government and private sector organisations (Khilji, 2003, Khilji & Wang 2006; Jamil, 2005; Storey, 1995; Bjorkman, 2004).Moreover, recent literature supports the view that cultural factors are more important in the success of HRM in developing countries (Budhwar & Debrah, 2001, 2009; Khilji 2003; Khilji & Wang 2007). For example, Myloni et al. (2004) reported that HRM practices in Greece reflect elements of national culture to a great extent. Namazie & Tayeb (2006) also believe that both national factors and organisational strategies influence the way HRM is evolving in Iran. Al-Hamadi, Budhwar & Shipton (2007) found that national culture has influenced HRM practices in Oman, and Mellahi (2007) identified that political, environment and legal frameworks affect HRM systems in Saudi Arabia. Furthermore, Sparrow & Wu (1997) found that cultural variables influence HRM policies and practices in Taiwan.

b) Relevance of HRM-cultural research with Pakistan

Although Khilji (2002, 2003, 2004) has contributed some of exciting studies relevant to the subject under investigation. However, her view on how British colonial employment policies inherited in postcolonial Pakistan and also the role of colonial legacy-civil-military and landed elites has been unclear. In addition, the non-meritocratic behavioural traits of sycophancy and flattery towards superiors have evolved (Hussain 1999; Islam 2004) and these persist in government, private sector enterprises and MNCs in Pakistan. These factors coupled with nepotism negatively impact merit-based HRM policies and practices. In such a culture, success is predominantly linked to sifarish, (guanxi i.e. connection), sycophancy, intrigue, duplicity and unquestioning obedience to authority (Khilji 2003; Islam 2004). Government and most of the private sector still maintain colonial structured hierarchies, bureaucratic management systems and have high power distance with large communication gap between management and employees (Kazi, 2003; Khilji 2003; Islam 2004). Figure 2 presents framework of powerfulness and powerlessness proposed by Khilji (2003) portrays the 'vicious' circle of HRM systems in Pakistani organisations.

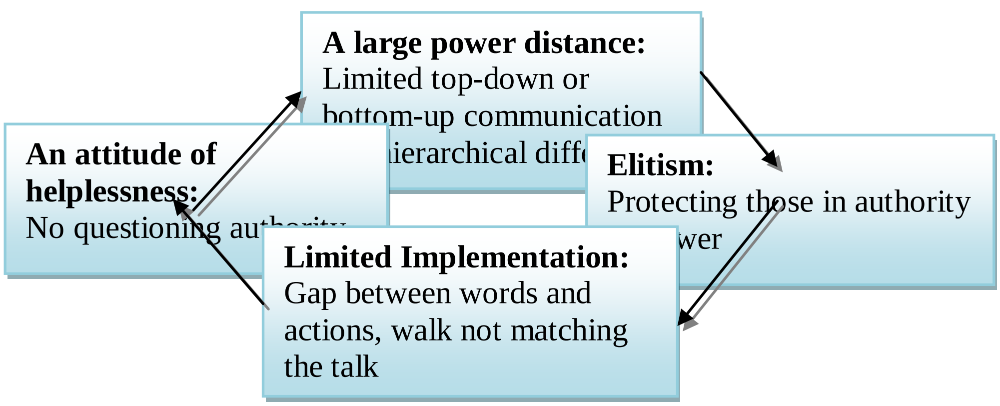

Figure 2 : A vicious circle of HRM (Khilji, 2003)

The network of power relationships in Pakistani society that is reflected in organisational settings has roots in the colonial legacy of the civil-military and landed elite. After independence, in 1947, the momentum of transformation was checked by hegemonic particular ethnic groups in the civil-military services. This adversely affected the fabric of society and resulted in tribal, clannish, linguistic and regional (ethno-national) affiliations that influenced the governance and management of the country and enterprises in Pakistan (Alavi 1990; Siddiqua 2007; Yong 2005). Additionally, successive military regimes in Pakistan, supported by the United States, encouraged cronyism, 'yes-man', subservience and obedience (Siddiqui 2005). It further strengthened the civil-military elite bureaucratic and hierarchical administrative style, in organisational settings. Organisational justice, affirmative action policies, merit-based recruitment and selection, promotion, appraisal, training seem alien concepts in many Pakistani organisations (Hussain 1999; Ismail 1999; Kazi 2003; Khilji 2003; Islam 2004). Given these characteristics to the Pakistani context, it is perhaps surprising that very little empirical research has been done which addresses the distinctive development of HRM practices in this environment. Consequently, this study attempts to address the research gap with following key research question: what are the important factors of national culture that influence the development of HRM in private sector organisations?

III. Research Method

Denzin and Lincoln (2000) suggest that cultural research is historical, self-reflective, critical and interdisciplinary therefore it should take into account religion, politics, economic dynamism and every day discourses. According to Denzin and Lincoln qualitative methodology has more flexible research design to examine social world than other methodological designs. This study, therefore, chose qualitative research design in preference to quantitative design to probe the research question at length. In light of the literature review and research question interview schedule was designed. Participants were extensively probed about the cultural difficulties they encountered in the functioning of HRM. In the end of interview, every participant was asked to rate on the cultural variables and their impact on HRM policy and practice. All interviews were conducted face to face and taped with prior consent of respondents. The length of interviews ranges between 50 to 90 minutes on average at the discretion of respondents. The longest interview with general manager HRM continued for 120 minutes and the shortest interview with Sr. HR business partner lasted for 25 minutes. All interviews were transcribed, coded and analysed (Kvale, 2007).

Table 1 : Relevant literature published on HRM and national culture in context of Pakistan.

Author(s)	Year	Method	Findings/comment
Aycan et al.	2000	Questionnaire	Authors found paternalism, high power distance and collectivism to be major factors impacting on HRM functioning in Pakistan.
Khilji	2002	Interviews	Elements of national culture such as dependence, limited autonomy, dominance of social circles, and the colonial civil-military and landed elite culture tend to exert influences on HRM systems.
Khilji	2003	Interviews	Parent companies influence HRM functioning of subsidiary MNCs in Pakistan, however, local culture also plays important role in the policies and practices of HRM.
Khilji	2004	Interviews + Questionnaire	Following a decade of deregulation, liberalisation, privatisation in Pakistan and increasing competitiveness of firms enhanced the need for modern HRM systems. However, national cultural values systems still remain deep-rooted in management practices.
Islam	2004	Secondary data	Pakistani society has relatively high collectivist orientation; a high propensity towards uncertainty avoidance, high power distance and masculinity largely account for many traditions and practices including strict adherence to hierarchy, centralization, corruption, nepotism and gender differentiation in administrative roles.
Khilji and Wang	2006	Interviews + Questionnaire	Authors found that many organisations imitate HRM in the hopes of improving organisational performance but this did not work. HRM departments and managers are required to be trained and committed and supportive to develop HRM systems by focusing upon actual 'implementation' within their organisations. Implemented HRM is substantially different from intended HRM.
Khilji and Wang	2007	Questionnaire	Authors reveal HRM satisfaction is negatively related to turnover. Employee age and organisational performance are also found to moderate this relationship significantly.
Bashir and Khattak	2008	Questionnaire	The authors found that performance of public sector employees is affected by compensation and promotion practices. However performance evaluation practices have an insignificant impact on perceived employee performance.
Bukhari	2008	Questionnaire	Findings suggest that altruism, conscientiousness and civic virtue have positive relationship with organisational citizenship behaviour (OCB).
Shahzad et al.	2008	Questionnaire	The findings of this study indicate that performance evaluations practices are not significantly correlated with perceived employee performance. Further, authors suggested that Pakistani organisations need to revise compensation practices and define clear career paths to enhance the performance of employees.
Afzal et al.	2009	Questionnaire	Relationship conflict is considered dangerous in Pakistani organisations as a result top hierarchy of management strives to get rid of relationship conflict rather than finding its resolution. Some organisations seem serious in their efforts to establish procedures to redress grievances and other organisations deem it unnecessary.

Afzal et al.	2009	Questionnaire	Relationship conflict is considered dangerous in Pakistani organisations as a result top hierarchy of management strives to get rid of relationship conflict rather than finding its resolution. Some organisations seem serious in their efforts to establish procedures to redress grievances and other organisations deem it unnecessary.

IV. Data Analysis

a) *Demographic information*

In-depth interviews were conducted with twenty four 'core-informants' from nine private sector organisations. A careful attention was paid to have sample (interviewees) from different age groups, educational background, career track, ethnic groups and from different levels of management including union activists. Private sector companies in the sample included from oil industry, banking, manufacturing and information and communication technology. The respondents managerial levels were consisted of top-level, middle-level and first line (e.g., supervisory level or immediate boss) from all organisations.

Table 2 : Details of sample interviewees

Origin	No. of comp.	No. of interviews	Core informant's position in organisation		
			Top level management	Middle level management	Supervisory level management
Oil Industry	2	6	1	2	3
Banking & Finance	3	7	2	3	2
IT and Communication	2	6	1	2	3
Manufacturing	2	5	0	2	3
N=	**9**	**24**	**4**	**9**	**11**

b) *Major findings*

The key findings emerged from the qualitative data include organizational structures seem to be bureaucratic and hierarchical with higher power distance and collectivist orientated. The element of sifarish (i.e. connection) is widely prevalent in private sector. Sycophancy, nepotism and lack of affirmative action policies are common in all organizational settings. Following section presents main findings and discussion from in-depth interviews.

c) *HRM functioning in a cultural perspective*

The extant literature suggests that the major factors of national culture that impinge upon functioning of HRM include collectivism, high power distance, distrusting relationships between supervisor and subordinate, bureaucratic and hierarchical organisational structures and sifarish (Khilji, 2003; Islam, 2004). The in-depth interviews with senior executives and top HR managers in private sector organisations extensively probed as to how these cultural factors hinder transparent and merit-based principles of HRM. The current empirical evidence supports the findings of earlier studies and further reveals two extremes of workplace reality. The first extreme represents the elitist and imperialist mind-set of Pakistani private sector proprietors and managers, who support hierarchical and bureaucratic organisational structures with high power distance and consider office/organisation as their fiefdom. The second extreme relates to the fact that employees consider themselves as powerless, and ready to be very submissive and always obliging with fear for future consequences. In the words of a general manager (GM) of HRM:

'Culturally, employees (i.e. subordinates) hesitate to say 'NO' to [the] boss or do not afford to have conflict with [the] supervisor in any case. Honestly, we (i.e. bosses) do not want to listen 'NO' from our subordinates. In case of conflict, employees live under higher degree of stress and anxiety and fear for future consequences. Although, union activists pretend to represent employees' voices, on the contrary, they make deals with management and serve their personal interests. This is how employees lose their power, voice and representation."

One newly recruited manager gave similar expressions and said:

'If an employee dares to say 'no' to [the] boss or dares to have conflict with [the] boss, he or she expects job termination, transfer to other cities, withholding of annual increment, bonus, misreporting on appraisal and creating obstacles in the way of promotion and career at the same time'.

The empirical evidence suggests that strong bureaucratic and hierarchical culture across organisations is one of the major hurdles to development of merit-based HRM private sector. Moreover, there appeared a generation gap in the mindsets and attitudes of older employees which seem more deeply rooted in cultural customs and traditions, whereas younger employees, educated in American-style education institutions (business schools), looked more welcoming to modern and Western style HRM (Khilji, 2004). Although private sector organisations have began realizing the importance of modern and Western-oriented HRM practices, organisations lack trained HR managers (Jamil, 2005). On the contrary, the success stories of HRM practices of MNCs present role models for both government and private sector firms. Many sample organisations did not have independent HRM department to formulate HR policies and direct practices which sometimes cause frustration to key talented employees (Khilji & Wang, 2007).Some participants including a GM, a deputy general manager of HRM and GM organisational development (OD) and a retired army Major heading HRM, through hold very high position in the organisation, seemed less ready to accept change in HRM practices and feel it 'unnecessary'. More or less everyone agreed to continue with status-quo and they perceive system 'goes accordingly'. The most important element in HRM departments in Pakistani organisations is that people at the level of GM and Head of HRM do not bother to challenge the status quo and do not suggest to board of directors (BODs), Managing Directors (MDs) or Chief Executive Officers (CEOs) how the HRM function can be a strategic business partner of the organisation. The major reasons for such passive attitudes are exposed by empirical evidence that HR managers are not well trained as HR managers. HRM department is either controlled by Finance or Marketing department in most of organisations as a result HR practices are traditionally carried out with little importance. Training and development have been given less importance and considered as expenditure than investment (Khilji, 2003). All participant companies share some common features such as imperialist management style and management considers themselves as assets and employees as liabilities. Senior managers criticize young employees who are much more aware of modern and Western HRM practices. Whereas younger generation is ready to adopt new ways of doing things and believe that modern HR trends are more progressive and efficient. Young employees believe more in culture of mentoring and employee recognition.

d) Employee involvement and participation

Empirical evidence reveals that elitist mindsets and hierarchical organisational structure are common which barely tolerate employee unionism and affairs of the company are at the discretion of the proprietor. Management and employees have severe grievances and problems with each other and formal grievance procedure at organisational level appeared very inactive. A senior manager in response to 'why union activism seems ineffective in your organisation', said there are several examples when union activists stripped a human resource manager, for example in 1990s that happened in United Bank of Pakistan (UBL).

He further said:

"bullying, harassing, abusing, beating and humiliating have been extremely common practices in recent decades in the government corporations in Pakistan". He further justified by saying that "on the grounds of the negative role of unions in government sector organisations, the military regime of General Musharraf banned them in 2000".

The other extreme, i.e. employees, complain that management have been discriminatory with them and have different policies for different people. One manager complained that senior management has different policies for different people. He further said that management cannot 'do' until they are forced. Participants were probed on the mechanisms and procedures by which they invite employee involvement and participation in decision making but no such evidence was cited by any participant. In view of the above discussion it can be inferred that management is believes in bureaucratic authoritative management style and organisational structure is so hierarchical that it leaves little chance for employee involvement and participation. Therefore, it is implied that discouraged employees and union activists reciprocate by forcing and harassing management to get their work done.

e) Culture of sifarish, sycophancy and cronyism

The review of literature identified that the presence of sifarish (i.e. guanxi or connection), nepotism and sycophancy are major cultural threats to merit-based HRM functioning in the country (Khilji, 2003; Islam 2004; Ismail, 1999). Consequently, the present study attempts to address this cultural dimension. The present empirical evidence discovers that 'sifarish', nepotism and sycophancy have been identified as major cultural factors impairing smooth development of HRM practices in private sector organisations. In-depth interviews with a number of participants from top management to first line management and non-management employees reveal mixed response. Some respondents believe that those people who have strong connection, i.e. sifarish, or those employees who are close to management or proprietor of the business or such people who get close to management or proprietor through sycophancy get more favours in recruitment and selection, promotion, transfer, appraisal and jump career ladder quickly. Some respondents believe that merit and individual performance is more important for promotion, reward. Based on these findings it can also be inferred that affirmative action policies, organisational justices, i.e. procedural and distributive, and merit are yet in infancy in private sector organisation in the country.

A senior manager in HRM department said:

"We can't rule out the possibility of nepotism, cronyism and favouritism because these are cultural malaise in Pakistan and for that we have to be a little brave to adjust to cultural norms but every employee has to go through [the] proper procedure of recruitment and selection, appraisal".

Another respondent expressed:

"The dishonest culture, sycophancy, cronyism and corruption are deep rooted in society, and our organisation is part of this society, so we can't escape. Sifarish can come from any quarters of civil-military, landed or political person for recruitment, selection, promotion, transfer and reward. Nevertheless, we have to run the show and merit is also done so that good people are selected. But that depends again on the political era. That's very important because political regimes have roots deep in [the] masses and people expect jobs from them so whenever there is recruitment and selection HR manager under stress".

He current empirical evidence supports the proposition that 'sifarish culture, (connections and contacts) plays a significant role in recruitment, selection, promotion, appraisal, reward and benefits practices in private sector like government organisations. Moreover, the empirical evidence also suggests that the 'Seth' i.e. proprietor or owner of the company enjoys unquestionable authority and no one could dare to argue or question him. The following section presents respondents' ratings regarding variables of culture and HRM in private organisations.

f) Respondents' ratings on cultural and HRM variables

During in-depth interviews respondents were also asked to express their current feelings and experiences by rating on cultural factors and HRM variables in their respective organisations. Table 3 portrays respondents' percentage of agreement on different cultural and HRM variables across government, private and multinational organisations in Pakistan.

Table 3 : Respondents' percentage of agreement on variables of culture-HRM

Variables	Sub-variables		Agree (%)	
Cultural Orientations	Individualism		40	
	Collectivism		60	
	Hierarchy (centralized)		60	
	Nature of leader (trusting)		60	
	Power distance (High)		60	
Human Resource	**Recruitment and selection**	Merit		
Management practices	Sifarish (i.e. guanxi/connection)			
			40	
			60	
	Training and development	Investment		
	Expenditure			50
			50	
	Performance appraisal and promotions	Merit		
	Sifarish		40	60
	Reward and recognition	Merit		
	Seniority			
			40	
			60	

Sixty per cent of the respondents in the private (local) sector organisations identified their organisation's HRM policies and practices as collectivist-oriented with remainder claiming to be individualistic-oriented. 60 per cent of those working in Private sector organisations also believed their organisations structure is hierarchical. In addition, 60 per cent perceive that their leaders are trustworthy with the same percentage believing that there is a high power distance. Almost 60 percent of the respondents confirmed that they believed that their organisations recruitment, selection, promotions and reward practices were nepotistic, sifarish or connection-based. Respondents were also asked to rate whether training and development is viewed as an investment or as expenditure. 50 per cent agreed that training and development had been treated as expenditure but management perception is changing to consider its importance as an investment. Performance appraisal and promotions appear to be stronger in the private (local) sector organisations.

V. Conclusions

Examining cultural impact on HRM practices in private sector organisations is complex and multidimensional especially in postcolonial societies such as Pakistan. Therefore, this demands more accurate information and interpretation. As a result, this study comprehensively reviewed the extant literature which inspired to conduct in-depth interviews to answer central research questions. Results from this study identified cultural factors that influence HRM practices of private sector organisations in Pakistan. Collectivism, high power distance, sifarish, sycophancy and cronyism appear to have strong influences on HRM practices in private sector organisations. This study found that Pakistani managers have a higher tendency to be high on collectivism and power distance. Organisations are hierarchically structured, authority is unchallengeable and managers have a distrusting nature.

Broadly speaking, this study also found managerial support for sifarish or connection-based recruitment, selection and promotion practices. Training and development practices are given little importance and performance appraisal is not linked with promotions. Moreover, there is missing link between performance appraisal and training of employees across all organisations under this investigation. These findings have important implications for government policy-makers and private organisational heads in Pakistan. Senior executives and human resource managers across the board are recommended to establish merit-based recruitment and selection and focus on employees training and development. There is urgent need for HR managers to establish strong systems of performance appraisal systems linked with promotions and training of employees. This is likely to reduce employee turnover on the hand and will enhance employees' satisfaction with and commitment to their organisations. Policy makers in government and private sector organisations could use knowledge from this survey as an input for adopting HRM in organisations. Although this research endeavours to add significant contributions to the knowledge of cultural influence on HRM practices, there are limitations to this research. One of the main limitations of the study is the modest sample size of respondents. This limitation does not minimize the significance of the results or findings in this study. This is pointed out in order to direct the attention of future research identifying and aiding further improvement in this area. More attention may be paid to focus on multi-industry cross-sectional research with larger sample sizes across management and non-management populations of private sector organisations. It would be interesting to examine whether the findings could be replicated or made applicable to other sectors of business such as government and multinational organisations.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Role of Strategic Characteristics and its Impact on Organizational Performance. A Study of RG Pharmaceutical Peshawar Pakistan

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Abstract - This research examines the relationship of firm performance dependency on, strategic contribution, Personal credibility, HR delivery and business knowledge. This research has focused on RG pharmaceutical firm i.e. from Peshawar, Pakistan. Research analyzed the involvement of these four variables in performance of RG pharmaceuticals. Results show that there is significant relationship between RG performnce and strategic contribution, Personal credibility, HR delivery and business knowledge. Study use framework consisting of different variables and regression and correlation analysis of these variables is conducted to find relationship between dependent and independent variables. The knowledge from the results of this study serves as basis of recommendations for maximizing and help RG pharmaceuticals that how and which variable has more impact on it productivity. The result shows that the strategic contribution and HR delivery play vital role in the performance of RG Pharmaceutical.

Keywords : *RG pharmaceutical, Organizational Performance, Personal Credibility, Business Knowledge*

GJMBR-A Classification : *FOR Code: 150503 JEL Code: L14, L15*

ROLE OF STRATEGICCHARACTERISTICS AND ITSIMPACT ON ORGANIZATIONAL PERFORMANCE. A STUDY OF RG PHARMACEUTICAL PESHAWAR PAKISTAN

Strictly as per the compliance and regulations of:

Role of Strategic Characteristics and its Impact on Organizational Performance. A Study of RG Pharmaceutical Peshawar Pakistan

Shahzad Khan [α] , Danish Wasim [σ] , Muhammad Zeeshan Ahmad Khan [ρ] & Aamir Nadeem [ω]

Abstract - This research examines the relationship of firm performance dependency on, strategic contribution, Personal credibility, HR delivery and business knowledge. This research has focused on RG pharmaceutical firm i.e. from Peshawar, Pakistan. Research analyzed the involvement of these four variables in performance of RG pharmaceuticals. Results show that there is significant relationship between RG performnce and strategic contribution, Personal credibility, HR delivery and business knowledge. Study use framework consisting of different variables and regression and correlation analysis of these variables is conducted to find relationship between dependent and independent variables. The knowledge from the results of this study serves as basis of recommendations for maximizing and help RG pharmaceuticals that how and which variable has more impact on it productivity. The result shows that the strategic contribution and HR delivery play vital role in the performance of RG Pharmaceutical.

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I. Introduction

Becker, B. and Gerhart, B. (1996) each and every firm has its own purpose. In order to achieve those purposes organizations develop its own goal and objectives. In order to gain those goals different internal and external factors affect organizational performance. It is not clear that those factors will be single or multiple which can affect organizational performance. But one thing is sure that lesser the problems greater the productivity.

According to Damanpour, F (1991) there are many factors that influence organizational performance but it's depend upon nature of organizational and environment.

It is important to measure the factors responsible for the organizational development that which factors is contributing more in its achieving its goals. Strategic contribution is an important factor which help a company to gain its objective.

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According to research of Delery, J.E. (1998) the measuring and importance of variables for organizational performance is not easy job. But certain variables play a vital role in performance of organization. Personal credibility and personal skils of employees is one prominent factor for organizational development. But still for personal credibility the motivational factor is important because even a skillful person can't perform well in stress and non motivated conditions.

According to Guthrie, J. (2001) management style is an important factor for organizational performance. But the important factor is how human resource of organization makes policies and rules for the management style and how much business knowledge they have. More knowledge an employees has about a job, better he can react to the strategic environment.

According to Patrick m. Wright (2003) firms compares themselves with each other in terms of better productivity, sale, profit, market share and stock prices. All these factors can be only achieved if a firm has good HR delivery. For any successful organization hr delivery is an important factor. According to Youndt et all (1996) Organizational performance depends upon hr delivery. Good and high efficient hr delivery can play vital role in the performance of any organization. Especially for the sale people it's important to deliver product content to consumer effectively.

According to Ichniowski C., Shaw et al (1997) Strategic characteristics like Strategic contribution and business knowledge are the key factors for organizational performance. According to his research business knowledge is important, as without knowledge and information the defense for any strategic situation is not possible.

Study of Gunasekaran A et al (2001) shows that personal credibility increase individual and organizational performance. It covers the weak point at personal level. Furthermore the training and development enhance this process. A good leader is leader as having higher personal credibility. But still this is not the only factor for the organizational performance. There many factors which can affect its performance with different environment and situations.

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

II. Methodology

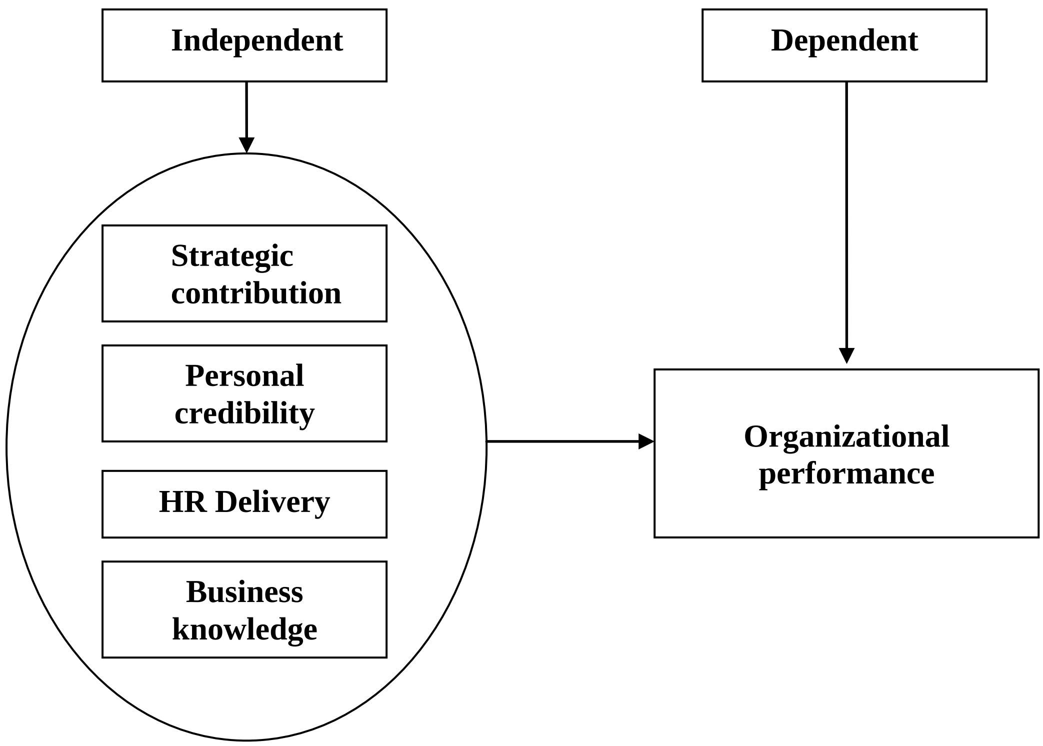
As this research is focused on the RG pharmaceutical company. So from RG pharmaceutical Peshawar randomly a sample of 80 employees was selected for data analysis.

The Likert scale questionnaire is designed for collecting the data from the mention organizations i.e. RG pharmaceutical, Pakistan. Furthermore, this questionnaire is distributed among the employees of organization.

The number of participants who contacted was 80. For data collection among 80 employees of RG pharmaceutical a research instrument was distributed. The response from respondent was 100% and regression and correlation analysis is conducted on mentioned sample size.

III. Theoretical Frame Work of the Study

There are two variables discussed in this study, i.e. independent and dependent variables. The below figure shows the variables that organizational performance is dependent upon inside the figure i.e. strategic contribution, Personal credibility, HR delivery and business knowledge are independent.



The theoretical frame work of the study includes all those variables that are identified along with co-relation after applying the statistical tools. The strategic contribution, Personal credibility, HR delivery and business knowledge are the independent variables and organization performance depends upon these four variables in study. Study identified the relationship among above variables. On the basis of these variables a conclusion and recommendations is provided. .

IV. Reliability of Scale (RG Pharmaceuticals)

The below table shows the reliability of the data collected from the both firms. The following scales show that the data collected RG pharmaceutical is reliable and respondents answered accurately. Because the variables are exceeding from 70% which is the standard of acceptance for reliability.

Table I-A :

RG Pharmaceuticals		
S.No	Variables	Cronbach's Alpha
1	Organizational performance	0.813
2	Strategic contribution	0.718
3	Personal credibility	0.784
4	HR Delivery	0.768
5	Business knowledge	0.823

The above table calculations suggest that the responses given by RG pharmaceutical employees are reliable.

V. Hypotheses of the Study and Regression Analysis

An overview of the hypothesis related to the relationship between organizational performance with Strategic contribution, personal credibility, HR delivery and Business knowledge. In order to test the hypothesis of the study four regression equations were developed along with four hypotheses. Study shows that there is insignificant relationship between the organizational performance and following hypothesis.

Hypothesis 1 :

Ho: There is no effect of Strategic contribution on RG Pharmaceuticals performance.

H1: Effects of Strategic contribution exist on RG Pharmaceuticals performance.

Hypothesis 2:

Ho: Personal Credibility does not enhance the RG Pharmaceuticals performance.

H1: Personal Credibility enhances the RG Pharmaceuticals performance.

Hypothesis 3:

Ho: HR delivery does not have an impact on RG Pharmaceuticals performance.

H1: HR delivery has an impact on RG Pharmaceuticals performance.

Hypothesis 4:

Ho: Business Knowledge does not have an impact on RG Pharmaceuticals performance.

H1: Business Knowledge has an impact on RG Pharmaceuticals performance.

Table 1 : Regression Results for Variables of the study.

RG Pharmaceuticals								
S.No	Dependent Variables	Independent variable	Adjusted R square	F	B	St. Error	T	P. Value
1	Organizational performance	Strategic contribution	.658	122.442	.727	.066	11.065	0.000
2	Organizational performance	Personal credibility	.448	52.201	.595	.082	7.225	0.000
3	Organizational performance	HR Delivery	.671	129.420	.638	.056	11.376	0.000
4	Organizational performance	Business knowledge	.532	72.720	.429	.050	8.528	0.000

Table 1 above shows significance relationship between the dependent and independent variables. It explains that the RG Pharmaceuticals performance has significant relationship with Strategic contribution, personal credibility, HR delivery and Business knowledge.

Table 1 show that the overall model is highly significant for RG pharmaceuticals. There is an insignificant relationships exist between RG Pharmaceuticals performance has significant relationship with Strategic contribution (t-statistic = 11.065 and P-value= 0.000) which mean Strategic contribution has an impact on RG Pharmaceuticals performance. There is significant relationship exist between RG Pharmaceuticals performance and personal credibility (t-statistic = 7.225 and P-value= 0.000). There is significant relationship exist between RG Pharmaceuticals performance and HR delivery (t-statistic = 11.376 and P-value= 0.000).

There is a significant relationships exist between RG Pharmaceuticals performance and Business knowledge (t-statistic = 8.528 and P-value= 0.000) which mean Business knowledge increase its RG Pharmaceuticals performance.

Hence the above result shows that the RG Pharmaceuticals performance is dependent upon above mentioned variables.

VI. Correlation Analysis

To check the presence of relationship amongst the explanatory variables and explore the strength of associations between the variables, different guidelines have been suggested by statistician and they classify the strength of association between variables.

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Table 2 : Correlation Analysis for Variables of the study.

RG Pharmaceuticals performance				
S.No	Dependent Variables	Independent variable	r	R Square
1	Organizational performance	Strategic contribution	.815	.664
2	Organizational performance	Personal credibility	.676	.457
3	Organizational performance	HR Delivery	.822	.676
3	Organizational performance	Business knowledge	.735	.540

As shown in table 2, there is strong association between RG Pharmaceuticals performance and strategic contribution with correlation coefficient (r = 0.815).

Survey demonstrates that there is a strong relationship between RG Pharmaceuticals performance and personal credibility with Correlation coefficient (r = 0.676).

For RG Pharmaceuticals performance and HR delivery correlation coefficient is (r = .822) which is high. Which mean that HR delivery has a greater influence on RG Pharmaceuticals performance.

As shown in table 2, there is strong association between RG Pharmaceuticals performance and business knowledge with correlation coefficient (r = .735).

VII. Conclusion

Research finds that there is a significant relationship between the dependent and independent variables RG pharmaceuticals. Meaning to say that the independent variables i.e. strategic contribution, Personal credibility, HR delivery and business knowledge are independent has an impact on RG pharmaceuticals performance. of Furthermore, on the basis of research calculation, it has been found that the most prominent variable which is contributing most for RG pharmaceuticals performance is HR delivery with correlation (r = .822).

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Influences on Rural and Urban Consumer Buying

By Dr. Jagwinder Singh

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Abstract - Rural markets in India are big attraction these days. Marketers need to understand rural markets differently. A comparative study has been carried out to understand how rural and urban consumers buying behavior differ with respect to different types of influences on their buying behavior. The study was based on the sample of 411 (204 from urban and 207 from rural areas) households across the state selected on the basis of non-probability convenience sampling. Three durable goods from three different product categories Television (entertainment product), Refrigerator (home appliance), and an Automobile (two-wheeler, motorcycle and car/jeep) have been selected for study. Overall there are insignificant differences between rural and urban consumers for television and refrigerator. However there are considerable differences in case of automobiles.

Keywords : Rural, urban, friends, family, relatives, advertisements.

GJMBR-A Classification : FOR Code: 150501, 150504, 150507 JEL Code: M31, P23, P25

INFLUENCES ON RURAL AND URBAN CONSUMER BUYING

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Abstract - Rural markets in India are big attraction these days. Marketers need to understand rural markets differently. A comparative study has been carried out to understand how rural and urban consumers buying behavior differ with respect to different types of influences on their buying behavior. The study was based on the sample of 411 (204 from urban and 207 from rural areas) households across the state selected on the basis of non-probability convenience sampling. Three durable goods from three different product categories Television (entertainment product), Refrigerator (home appliance), and an Automobile (two-wheeler, motorcycle and car/jeep) have been selected for study. Overall there are insignificant differences between rural and urban consumers for television and refrigerator. However there are considerable differences in case of automobiles.

Keywords : Rural, urban, friends, family, relatives, advertisements.

I. Introduction

One-sixth of the world's population lives in India. Therefore, India is an attractive market (Ling and Dawn, 2004). The economy witnesses increased potential for consumption, increased competition, availability of products both in terms of quality and quantity, and increased level of awareness among consumers. A large urban middle class and upper class, which constitutes one-third of the population, is a huge market for branded goods. The market for branded goods is increasing at 8 per cent per annum and in certain consumer goods, it is increasing at even 12 per cent. The Indian economy is the third largest in Asia. It is expected to grow at 7 per cent. The decrease in import tariffs has allowed large inflow of products from the other nations. Besides this, the Indian companies are entering into strategic alliances with the foreign reputed brands (Kinra, 2006). According to Sinha (2005), rural India in which more than 74 per cent of the population of the country resides; generates one-third of country's GDP, and accounts for 38 per cent of two-wheelers sales of the country. There are several reasons to believe that rural markets in India are blossoming. The central government at the center has provided large sums of money at the hands of rural folks. The government decided to hand out compensation in cash. The government announced National Rural Employment Guarantee Scheme. It resulted into three benefits: building rural infrastructure, plugging pilferage of funds and boosting disposable income at the hands of rural households. The government has steadily raised the minimum support price (MSP) of the key crops like wheat and paddy (Kar and Iyer, 2009). The success of a brand in the Indian rural market is as unpredictable as rain. It has always been difficult to judge the rural market. Many brands, which should have been successful elsewhere, have failed miserably in rural markets. The majority of marketers attribute luck for the success in rural market. Therefore, marketers need to understand the social dynamics and attitude variations within each village though nationally it follows a consistent pattern. While the rural market certainly offers a big attraction to marketers, it would be immature to think that any company can easily enter the market and can enjoy considerable share. Actually the market is not as simple as one thinks (Naik et al, 2007).

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II. Literature Review

The core group of individuals called reference group provide opinions and information to the consumers aspiring to products. This group includes spouses, other family members, friends, co-workers (Kinley et al, 2000 and Moschis, 1976) and also sales people (Mallalieu and Palan, 2006). The opinions are asked in an effort to conform to norms of group and the society towards which they have tendency to belong (Kinley et al, 2000; Siegel and Siegel, 1957; and Turner, 1956). Schiffman and Kanuk (1997) describes reference group as individual frame of reference to guide the purchase behavior of consumer. Reference group does not confine only to the people with whom the consumers have direct and /or frequent contact; it rather extends to other people of the society as well who may not necessarily have the direct contact with the consumers (Hawkins et al, 1998). There are three major types of reference group of influences: informational influence, utilitarian influence, and value expressive influence (Bearden and Etzel, 1982). Informational influence improves one's knowledge and ability to cope with the environment. Utilitarian influence helps in obtaining praise or avoiding punishment from the group due to non-conformance. Value-expressive influence helps one to express oneself to the society by making oneself similar to the group one intends to belong to (Kelman, 1961).

There is an association between price of the product and the involvement level of the consumer. The higher the price, more involvement of the consumer is likely to be (Laurant and Kapferer, 1985). The purchases of durable goods due to their longevity are generally considered high involvement purchases (Laurant and Kapferer, 1985; and Traylor and Joseph, 1984). People in a richer country tend to be more individualistic because wealth does not necessitate the assistance of others (Gronhoj, 2007). Claxton et al (1974) found educated consumers and with high income visiting stores for the procurement of information. Keil and Layton (1981) in their study on the behavior of Australian new family car buyers observed majority of people using interpersonal source of information. The study explored the positive relationship between price of the product and search behavior. Also the consumers with least self-confidence went for greater search activity. The consumers who make repeat purchases have to engage less in search activity (Newman and Staelin, 1971).

Reference group influence varies with products and consumers (Bearden et al, 1989). Hendon (1979) had explored the variation of this influence with different demographic factors such as gender, age, and marital status etc. Ostlund (1973) has added psychological factors along with demographic considerations to study the consumers' vulnerability to the reference group influence. Rural retailers play an influential role on rural consumers' buying (Halan, 2003). Mass media has not been significantly instrumental in alluring both rural and urban consumers because of lack of perceived credibility by both these habitant groups. Moreover rural consumers have further difficulty in interpreting implied advertising messages (Sun and Wu, 2004). Family too has the significance influence over the buying of the consumer. The family is both a primary group and a reference group. The influences of the family are different from any other group due to greater intensity of relationship bonds. However there are many decisions that may be made in consultation with friends or relatives than consulting only spouse (Louden and della Bitta, 2002). According to Bell (1967), people have different reactions to the influences. A consumer, who knows a lot about automobiles, has had much experience in buying and selling cars, has much confidence, is less vulnerable to the influence of the salesman irrespective of his general self-confidence. The general self-confidence leads to specific self-confidence. In buying a car, the consumers in large number ask others. The different kinds of consumers use purchase pals to the varying degrees. Consumers with high general self-confidence but with low specific self-confidence prefer to take the help of a friend or relative who knows something about car buying. Consumers with high both general and specific self-confidence rely less on others' help. The consumers with low both general and specific self-confidence may use pals to the moderate degrees. Rather they choose close friends or relatives who are less threatening. Consumers who have low general and high specific self-confidence often use pals and take friends to showrooms for their help in car buying rather than taking their advice. The most frequent shopping partners of urban consumers are spouses followed by friends and children whereas; these are friends followed by spouses and children for rural consumers (Sun and Wu, 2004). The prominent reasons for disliking an ad irrespective of gender were exaggeration of claims, poor use of humour, staleness of concept, use of same ad for a longer period, high emphasis on brand name, ads targeting, and lower income segment. On the other hand, the reasons were liking an ad were eye-catching, credibility, dynamism and conciseness. The study also concludes that even a bad commercial is better than neutral one as it causes the attention of the consumers. Bad commercial works better in case of well established product; line; or brand extension of an established product; a very attractive new product; or a well familiar product since their childhood (Dubey and Patel, 2004).

Interpersonal information usually sought from a spouse or peer in the purchase decision of a conspicuous and high-risk item (Midgley, 1983). In contrast to convenience or apathetic apparels, female consumers use promotional cues to buy highly involved apparels (Shim and Kotsiopulos, 1993). Similarly Braus (1990) observed younger men being influenced by advertising for their service buying. Nowak and Wahburn (1998) reported the influencing role of magazines and newspapers for the selection of plastic surgeons by cosmetic patients.

III. Methodology Adopted

A comparative study has been carried out to in Punjab state (India) to understand how rural and urban consumers buying behavior differ with respect to different types of influences on their buying behavior. Three durable goods from three different product categories Television (entertainment product), Refrigerator (home appliance), and an Automobile (two-wheeler, motorcycle and car/jeep) have been selected for study. A sample of 411 (204 from urban and 207 from rural areas) households across the state have been selected on the basis of non-probability convenience sampling. The data about current ownership or likelihood of purchases in the next 24 months on the select durable goods (television, refrigerator and any type of automobile) were obtained. In case of additional purchase/replacement or their likelihood in near future about the select items, the respondents were asked to give their responses only to the latest/likely buying. All respondents had been found possessing at least one item of each select product. Ordinal scale (5 point) has been used for data analysis.

The study has been based on both primary as well as secondary data. In-depth interviews have been conducted to look into insights of the consumers' behaviour with the help of a pre-tested bilingual questionnaire that was served to the respondents to obtain important information as regards to the prime objectives of the study.

H_1 Rural and urban consumers' buying is influenced in a different way.

The hypotheses have been constructed on the basis of literature reviewed and the observations of the researcher. The p-values have been calculated for all the variables / statements and on comparing with central value (3 representing indifference to the statement) their significance has been checked at 95% confidence level. Similarly p-values have also been calculated to observe the significance (95% confidence level) of differences between the responses of rural and urban consumers.

Discriminant analysis has also been carried out to observe the differences between rural and urban consumers. Two-way ANOVA (Analysis of Variance) has been applied to test the independent effects and the interaction effects of habitat (rural or urban) and income, and habitat and select durables.

IV. Limitations Of The Study

The sample size is too small to generalize the findings. Moreover only three products (only one product from three categories) have been selected. However there are large number of consumer durables such as washing machines, water purifiers, air conditioners, generator sets, and kitchen appliances etc. There is again a variety of items within a product category and they carry different utilities at different values for different strata of consumers. Also only those households have been considered for study that had either all the three items or they were likely to buy in near future. There are many households which may have not any one or more of these select items and they were also not likely to buy in near future. Some households had possessed some of the select durables for a long time. The consumers' considerations since then might have changed and the behaviour particularly as regards to the influences within the household might be different as compared to the time of acquisition of that durable. Therefore, the likely buying of next 24 months has been made the part of the study to minimize the impact of this limitation.

V. Data Analysis

a) Television

In terms of influences on the buying of consumers (X1 to X7), it has been observed that both rural and urban consumers had experienced significant influence of their families for buying television sets (X1). However the rural consumers had experienced greater influence of their families as compared to their urban counterparts. Relatives (X3), dealers (X4), advertisements (X5), ratings in magazines (X6), and manufacturer's brochures (X7) had significantly less influence on the rural consumers. The influence of friends had been found moderate on the rural consumers (X2). Friends and relatives had significantly less influence on the buying of the urban consumers while manufacturer's brochures had significantly large influence on their buying. Dealers, advertisements, and ratings in the magazines had moderate influence on the buying of urban consumers. The significant differences between the rural and urban consumers had been found for the variables X1, X4, X6 and X7 (Table T 1). Two-way ANOVA reveals interaction between income and habitat of consumers for the select variables X1, X5, X6 and X7. No significant differences could be observed among different income groups for all other select variables except variables X6 and X7. There had been significant differences between rural and urban consumers for the variables X1, X4, X6 and X7 with the highest F value for X7 (Table T 1.1). Using discriminant analysis, the structure matrix had also found the variable X7 as the most discriminating variable followed by variable X6. The classification results revealed that 66.9% of the original groups and 65.5% of the cross-validated groups had been correctly classified (Table T 1.2).

b) Refrigerator

In terms of influences on the buying of the consumers (X1 to X7), it has been observed that both rural and urban consumers had experienced significant influence of their families for buying refrigerators (X1). However the rural consumers had experienced greater influence of their families as compared to their urban counterparts. Relatives (X3), advertisements (X5), ratings in magazines (X6), and manufacturer's brochures (X7) had significantly less influence on the rural consumers. The influence of friends had been found moderate on the rural consumers (X2) whereas; the dealers had been found influencing the rural consumer to the significantly greater extent. Relatives had significantly less while friends, advertisements and ratings in magazines had moderate influence on the buying of the urban consumers. Dealers and manufacturer's brochures had significantly large influence on their buying. On comparing with urban consumers, rural consumers had experienced greater influence of (Table R 1). Two-way ANOVA reveals interaction between income and habitat of consumers for the select variables X2, X4, X5 and X7. No significant differences could be observed among different income groups for all other select variables except variables X1, X2 and X4. There had been significant differences between rural and urban consumers for the variables X1, X5, X6 and X7 with the highest F value for X7 followed by X6 (Table R 1.1). The structure matrix had found the variable X7 as the most discriminating variable. The classification results reveal correct classification of 68.4% of the original groups and 66.9% of the cross-validated groups (Table R 1.2).

c) Automobile

In terms of influences on the buying of the consumers (X1 to X7), it had been observed that both rural and urban consumers had experienced significant influence of their families (X1) and friends (X2) for buying automobiles. However the rural consumers had experienced greater influence of their families as compared to their urban counterparts. Relatives (X3), dealers (X4), advertisements (X5) and manufacturer's brochures (X7) had significantly less influence on the buying of both the rural and urban consumers. The urban consumers as compared to their rural counterparts had been found less influenced by their relatives; whereas; the rural consumers as compared to their urban counterparts had been found less influenced by advertisements. The ratings in the magazines (X6) had been found moderately and significantly less influencing the urban and rural consumer respectively. The significant differences between the rural and urban consumers had been found for the variables X1, X3, X5 and X6 (Table A 1).

Two-way ANOVA reveals interaction between income and habitat of consumers for the select variables X3, X5 and X7. There had been significant differences between different income groups for the select variables X2, X5, X6 and X7. There had been significant differences between rural and urban consumers for the select variables X1, X3, and X5, with the highest F value for X3 (Table A 1.1). Using discriminant analysis, the structure matrix had found the variable X1 as the most discriminating variable. The classification results revealed that 71.8% of the original groups and 70.8% of the cross-validated groups had been correctly classified (Table A 1.2). In terms of influences on the buying of the consumers, two-way ANOVA reveals interaction between habitat and the product categories for the variables X3, X4 and X7 with the highest F value for X7. There had been significant differences between rural and urban consumers for the select variables X1, X5, X6 and X7 with the highest F value for X6 followed by X1. There had been significant differences between the behaviour of these consumers for the three different select products in terms of the select variables X2, X4, X5, X6 and X7 with the highest F value for X4 followed by X7 (Table 2).

VI. Discussion

Both rural and urban consumers experience significant influence of their families for buying the select products. However the rural consumers experience greater influence of their families as compared to their urban counterparts. In case of television, the differences between rural and urban consumers further vary among their different levels of income. There are also differences between different income levels of habitants in terms of the influence of the family on the purchase of the refrigerator. The influence of friends is moderate among both the rural and urban consumers in case of buying the refrigerators. It is significant among both the groups while buying an automobile. According to Bell (1967), the consumers with low both general and specific self-confidence may use pals to the moderate degrees. The consumers with high general self-confidence but with low specific self-confidence prefer to take the help of a friend who knows something about the buying of the product. The study therefore, reveals that both rural and urban consumers probably have low both general and specific self-confidence in refrigerator buying, and high general but low specific self-confidence in automobile buying. The influence of friends is less and moderate for the urban and rural buying of a television set respectively. There are differences between different income groups as regards to the influence of the friends on the purchase of refrigerator and an automobile. But in case of refrigerator, these differences differ among habitant groups.

There has been less influence of the relatives of any of the consumers groups on the buying of any of the select products. This influence is comparatively lesser on the urban consumers than their rural counterparts in the buying of an automobile. Also the differences vary among different income levels of these habitant groups in case of automobiles. Dealers, advertisements and manufacturer's pamphlets / brochures have less influence over the purchase of an automobile by any of the consumers groups. Dealers have significant influence over the buying of refrigerator by both the consumers groups probably due to lesser product knowledge among select consumers groups. However this effect is relatively greater on the rural consumers. This influence also varies among different income groups as well. But this difference differs between rural and urban consumers. In case of televisions, the dealers have moderate influence over the urban consumer and less influence over the rural consumer. Advertisements have moderate influence over the urban consumer and less influence over the rural consumer in terms of their buying of television and refrigerator. Advertisements have little influence over the buying of automobile by either rural or urban consumer. The influence in this case is further significantly less among rural consumers as compared to urban consumers. This is probably due to less ability of rural consumers to comprehend the implied messages made in the advertisements (Sun and Wu, 2004). In case of automobiles and refrigerators, the differences in the influences of advertisements between rural and urban consumers differ among their income levels. Manufacturer's pamphlets / brochures have considerable influence over the urban consumer and less influence over the rural consumer in terms of their buying of television and refrigerator. These differences between rural and urban consumers vary among different income groups in case of buying of a television and refrigerator. In case of automobiles, different income groups experience different influences of brochures / pamphlets. However these differences between income groups vary among habitant groups. Ratings in the magazines have moderate influence over the urban consumers and less influence over the rural consumers for the buying of all the select products. There is also a difference in their influence among different income groups in terms of buying a television and automobile. However in the former case, the differences between rural and urban consumers differ among different income groups or vice-versa. Considering all the select products, there have been differences between rural and urban consumers for all other select variables except the influences of friends, relatives, and dealers on the select products. Product based differences do exist for all other select variables except the influence of family and relatives. However the differences relating to influence of dealers and manufacturer's brochures / pamphlets differ between rural and urban consumers. *Overall there are insignificant differences between rural and urban consumers for television and refrigerator. However there are considerable differences in case of automobiles.*

The high influence of both family and friends on the purchase of automobile is the testimony he revelation of Midgley, 1983 that spouse or peer are consulted in the purchase decision of conspicuous and high-risk items. The influence of family and friends is probably experienced in terms of informational or utilitarian or value expressive or all in all forms (Kelman, 1961). It has also been noticed that the influence of friends changes with change in income levels on the purchase of automobile and refrigerator whereas; the influence of family changes with change in income level on the purchase of refrigerator. This happened probably due to relationship between wealth accumulated and individualistic behaviour as revealed by Gronhoj, 2007. The results show conformity with the revelations of Sun and Wu, 2004 that the most frequent shopping partners of urban consumers are spouses (family) whereas; it did not show conformity with another revelation that these are friends followed by family for rural consumers.

VII. Managerial Implications

The marketers must understand the role of family in influencing the buying of consumer durables more particularly in the rural areas. The marketers must design their advertising messages as well as visuals in such a way that these penetrate well into the minds of the family members. Only then they can have positive endorsements of their products in a highly competitive environment. Marketers must take significant steps in crafting and presenting credible and persuasive advertisements. It seems that people are consistently losing faith and confidence in the mass media advertising of consumer durables. It would be more appropriate if marketers make best use of social media that can be used as an interactive advertising through authentic story-telling.

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Table T 1 : Influences on Buying (Mean Values).

S. No.	Variables	U	p (1 t) U	R	p (1 t) R	U-R	p (2 t)
X1	Influence of Family	3.67	<0.0001	4.07	<0.0001	-0.40	0.0005
X2	Influence of Friends	2.69	0.0003	2.85	0.0669	-0.16	0.2270
X3	Influence of Relatives	2.53	<0.0001	2.43	<0.0001	0.10	0.4358
X4	Influence of Dealers	3.01	0.4540	2.62	<0.0001	0.39	0.0003
X5	Influence of Advertisements	2.90	0.1377	2.57	<0.0001	0.32	0.0151
X6	Influence of ratings in the magazines	3.03	0.3784	2.29	<0.0001	0.74	<0.0001
X7	Influence of Manufacturer's brochures/pamphlets	3.38	<0.0001	2.36	<0.0001	1.02	<0.0001

U = Mean Urban, R = Mean Rural, p (1 t) = p value one tailed, and p (2 t) = p value two tailed.

Table T 1.1 : Influences on Buying (F ratio).

S. No.	Variables	F ratio R/U (df =1)	F ratio IG (df =4)	F ratio R/U*IG (df =4)
X1	Influence of Family	8.272*	0.413	2.935*
X2	Influence of Friends	1.150	1.134	1.528
X3	Influence of Relatives	0.000	0.863	0.122
X4	Influence of Dealers	5.664*	0.881	1.009
X5	Influence of Advertisements	0.003	1.598	3.673*
X6	Influence of ratings in the magazines	7.248*	2.870*	5.474*
X7	Influence of Manufacturer's brochures/pamphlets	19.200*	2.368*	4.819*

*R/U = Rural-Urban, IG = Income Group, and R/U*IG= Two-way interaction between R/U and IG.*

Table T 1.2 : Buying Influences (Discriminant Analysis).

S. No.	Variables	Standardized Canonical Discriminant Function Coefficients	Unstandardized Canonical Discriminant Function Coefficients	Structure Matrix	
1	X1	-0.324	-0.281	X7	0.776
2	X2	-0.447	-0.326	X6	0.607
3	X3	0.014	0.011	X4	0.398
4	X4	0.371	0.340	X1	-0.382
5	X5	-0.262	-0.195	X5	0.267
6	X6	0.395	0.290	X2	-0.133
7	X7	0.642	0.440	X3	0.086
	Constant		-0.489		

Table R 1 : Influences on Buying (Mean Values).

S. No.	Variables	U	p (1 t) U	R	p (1 t) R	U-R	p (2 t)
X1	Influence of Family	3.52	<0.0001	4.03	<0.0001	-0.50	<0.0001
X2	Influence of Friends	2.98	0.4108	3.05	0.3070	-0.07	0.5964
X3	Influence of Relatives	2.50	<0.0001	2.38	<0.0001	0.13	0.3036
X4	Influence of Dealers	3.28	0.0003	3.72	<0.0001	-0.44	<0.0001
X5	Influence of Advertisements	2.86	0.0690	2.54	<0.0001	0.33	0.0128
X6	Influence of ratings in the magazines	2.98	0.4148	2.24	<0.0001	0.74	<0.0001
X7	Influence of Manufacturer's brochures/pamphlets	3.34	0.0003	2.32	<0.0001	1.01	<0.0001

U = Mean Urban, R = Mean Rural, p (1 t) = p value one tailed, and p (2 t) = p value two tailed.

Table R 1.1 : Influences on Buying (F ratio).

S.No.	Variables	F ratio R/U (df =1)	IG (df=4)	R/U*IG (df =4)
X1	Influence of Family	4.991*	3.589*	1.333
X2	Influence of Friends	0.251	2.598*	3.493*
X3	Influence of Relatives	0.360	0.059	1.537
X4	Influence of Dealers	2.962	2.472*	3.582*
X5	Influence of Advertisements	7.180*	1.831	3.299*
X6	Influence of ratings in the magazines	19.065*	0.758	1.265
X7	Influence of Manufacturer's brochures/pamphlets	36.836*	0.300	2.586*

*R/U = Rural-Urban, IG = Income Group, and R/U*IG= Two-way interaction between R/U and IG.*

Table R 1.2 : Influences on Buying (Discriminant Analysis).

S. No.	Variables	Standardized Canonical Discriminant Function Coefficients	Unstandardized Canonical Discriminant Function Coefficients	Structure Matrix	
1	X1	-0.309	-0.273	X7	0.751
2	X2	-0.149	-0.114	X6	0.591
3	X3	-0.011	-0.009	X1	-0.470
4	X4	-0.393	-0.340	X4	-0.401
5	X5	-0.189	-0.143	X5	0.260
6	X6	0.477	0.363	X3	0.107
7	X7	0.610	0.429	X2	-0.055
	Constant		0.816		

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

Table A 1 : Influence on Buying (Mean Values).

S. No.	Variables	U	p (1 t) U	R	p (1 t) R	U-R	p (2 t)
X1	Influence of Family	3.63	<0.0001	4.09	<0.0001	-0.46	<0.0001
X2	Influence of Friends	3.49	<0.0001	3.55	<0.0001	-0.06	0.5964
X3	Influence of Relatives	2.13	<0.0001	2.61	<0.0001	-0.48	<0.0001
X4	Influence of Dealers	2.04	<0.0001	2.07	<0.0001	-0.02	0.8416
X5	Influence of Advertisements	2.32	<0.0001	1.93	<0.0001	0.39	0.0003
X6	Influence of ratings in the magazines	3.05	0.2769	2.63	<0.0001	0.43	0.0008
X7	Influence of Manufacturer's brochures/pamphlets	1.71	<0.0001	1.71	<0.0001	0.00	0.9920

U = Mean Urban, R = Mean Rural, p (1 t) = p value one tailed, and p (2 t) = p value two tailed.

Table A 1.1 : Influence on Buying (F ratio).

S.No.	Variables	F ratio R/U (df =1)	F ratio IG (df =4)	F ratio R/U*IG (df =4)
X1	Influence of Family	11.208*	1.761	1.437
X2	Influence of Friends	0.013	5.991*	2.034
X3	Influence of Relatives	25.776*	2.044	2.071*
X4	Influence of Dealers	1.964	2.062	2.165
X5	Influence of Advertisements	5.285*	4.214*	4.940*
X6	Influence of ratings in the magazines	1.172	5.235*	0.135
X7	Influence of Manufacturer's brochures/pamphlets	1.430	3.819*	3.328*

*R/U = Rural-Urban, IG = Income Group, and R/U*IG= Two-way interaction between R/U and IG.*

Table A 1.2 : Influence on Buying (Discriminant Analysis).

S. No.	Variables	Standardized Canonical Discriminant Function Coefficients	Unstandardized Canonical Discriminant Function Coefficients	Structure Matrix	
1	X1	0.515	0.454	X1	0.450
2	X2	0.028	0.024	X3	0.447
3	X3	0.792	0.662	X5	-0.404
4	X4	0.008	0.007	X6	-0.371
5	X5	-0.416	-0.392	X2	0.058
6	X6	-0.658	-0.516	X4	0.022
7	X7	0.228	0.199	X7	-0.001
	Constant		-1.466		

Table 2 : Two-Way ANOVA (Habitat and Product Categories)

S. No.	Variables	F ratio R/U (df =1)	F ratio PC (df =2)	F ratio R/U* PC (df =2)
X1	Influence of Family	48.921*	0.807	0.235
X2	Influence of Friends	1.775	36.647*	0.207
X3	Influence of Relatives	1.413	0.769	7.786*
X4	Influence of Dealers	0.137	162.813*	13.501*
X5	Influence of Advertisements	23.561*	30.948*	0.085
X6	Influence of ratings in the magazines	71.887*	3.503*	1.966
X7	Influence of Manufacturer's brochures/pamphlets	19.430*	98.017*	19.430*

*R/U = Rural-Urban, PC = Product Category, and R/U*PC= Two-way interaction between R/U and PC.*

Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Comparative Analysis of Effective Advertisement in Some Higher Universal Companies

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Abstract - In this paper the importance of advertising products and services are discussed. It is shown that advertisement is a big tool in modern business especial in some higher universal companies.

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GJMBR-A Classification : FOR Code: 150502, 150505 JEL Code: M37

COMPARATIVE ANALYSIS OF EFFECTIVEADVERTISEMENT IN SOME HIGHER UNIVERSAL COMPANIES

Strictly as per the compliance and regulations of:

Comparative Analysis of Effective Advertisement in Some Higher Universal Companies

Abbas Monavariyan[α] & Gita Farmani[α]

Abstract - In this paper the importance of advertising products and services are discussed. It is shown that advertisement is a big tool in modern business especial in some higher universal companies.

Keywords : Advertisement; business; products.

I. Introduction

Methods for introducing and advertising products and services are significantly uttered along with development of production and blossoming of modern business. Need for using effective methods in introducing the product as it is deserved and in a wide-business way in giant companies and also severing forward movement toward increasing products and making them being in business direction make managers to choose specific solution and arrange visitor part in a strategic manner [1-2].

From the first advertise inform campaigns up to now, companies use different tools and media (audible and visible) to introduce and develop their products and service, from which, video clip , print advertisements and advertisement billboards are used more than others till today.

In this view, every year huge budgets are spending for this advertisement purposes. Advertisement and informing in business become a UN separately component in economic units, such a way that continuity of each business [3-5]. Is dependent to success or UN success in informing, marketing, market-making and advertisement activities for those units products. If available media (business or non-business kind) are divided to audible, visible and environmental and if informing market is supposed we can conclude that need for available media has a fairly suitability with its performance . This process leads to many different advertisements for general viewers and face them with an unfair war.

Informing and advertising industry will suffer from huge changes in its current equations.

A perspective for this kind of changes, (bakhtayi, 2008).

- Informing in civil living requirements (actual electronic government).
- Preparing society needs with a suitable cultural content (culture- making).
- Informing in private and governmental institutes services (advertising for services).
- Economic reports and news which are needed should be propagated (news).
- Gathering entertainment is not only in business companies hand , and governmental institutes also enter this area and use different advertisement tools for culture-making , advertising activities and their service and informing and also entertainment.

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II. Research Method

One of important relationship tools in business is advertising .being successful or UN successful in many institutes and companies owes to their advertising activities. Because of its importance and important role, each year advertising budgets in companies and institutes grow-up. Though involving in advertising activities become a habit for many institutes usually without considering the advertisement results in the previous year, more budget is accepted and spend for the next year advertisement activities. Deciding on type of media and message is also done without sufficient investigations [6].

It is obvious that in such circumstances, the advertiser spend much many expenses without assurance abuts its efficiency. On the other hand, supervisors and advertising companies are also lees responsible about their performance, because in fact there is no good for the advertiser. Often smallest changes, for example in company shell or peoples view toward a trademark, is enough for the advertiser to make him assure about the efficiency of his advertisements. In each way all advertisers spent some money and choose some media for advertising, but the question is that: institutes can get closer to their goals? In a situation which we face with an advertising bombardment, one can ask if advertising can have its efficiency and penetration on audiences. In other words, in a situation which all companies spend huge expenses on advertising and advertising become a fix activity in these companies, how can we be ensure about its efficiency before we spend many expenses? Develop your advertisement text, care for your unique position in selling. In fact, you should know which unique characteristics you have and to whom you should deliver them. One of advertiser's mistakes is that they write the advertisement for themselves not for current and potential customers? Your advertisement should make your products benefits obvious for your customers, such as issues like easy availability, low cost, simple application and products durance. Your advertisement should answer this question to your customer: (what is its benefit for me?) also it should show what he should do in the next step and how to do it. For instance, how and to whom he should call?

III. Advertisement Method

a) Catalogue

Many of publication and word-processing software's can develop acardeonic 3-part catalogues. (11.5*8.5 inch) if these catalogues which have the right information are designed in a correct manner, many of advertisements become efficient .this catalogues are becoming a reliable advertising method.

b) Post advertising

Advertisement which is sent for customers can be in relationship with nature and type of customers. You can make a list of your current and potential customers. You can do this through visit cards and continue developing your list and update it, this way there is this potential risk of oldness of your list. So you should always correct false addresses. You should be care of using post list because of this way costs. Also don't forget that your customers shouldn't be bombarded with huge information.

c) Email massages

Using email for advertising is one of the most surprising ways which you use email, sign your emails. Today you can sign them all through software.

d) Magazines

Magazine advertising can be very expensive. Search for magazines which cover your industry. These magazines also focus on your customers and market. In these cases you can make an advertisement, and use a short article instead of an advertisement.

e) Newsletter

Newsletters are effective in delivering nature of an institute and its services. If you want to use them, consult with a supervisor about the first design and layout. Nowadays it is possible to use publications and produce attractive thing and the method is inexpensive.

f) Local newspapers

Almost all local newspapers are read. You can reflect your activities through an advertisement or writing a letter for the editor or a reporter. This method is expensive.

Newspapers con also be good consultants in how and where your advertisement should be. the time of advertising is very important and it is related to buying habits in your customers.

g) Complete local newspapers

These newspapers do not have the impact of big newspapers. Remember they can also be close to you and your customers. Online groups and chat rooms: if you participate in these places, for example using email for advertising, it can be beneficial for you to introduce your company and its activities remember that groups attending discuss and chat rooms react directly to direct advertisements and they also have rough principles . When you join these groups, call the director of the session previously and inform yourself about the principles.

h) Poster and billboard

If posters are installed in places where your customers really can see them, they can be very beneficial. But how many times do you yourself watch them. Incidentally the best places for installing these posters are billboards, with this exception that they are installed in a suitable place and they also should be replaced with better ones very soon and passengers' should see them. You must know some civil governments have special rules for the size of posters which you should know them.

i) Radio advertisement

One of the biggest advantages of these type is that they are cheaper that TV. Advertisement and also people listen them especially when they are driving. the base for advertisement payments in the duration, time and hour of shows. One of the most important issues in this area is that the hour of show should be the same as hour which audiences listen to radio.

MARKETING FROM FAR DISTANCE

j) TV advertising

Many people don t use this way because of it s high expenses. Payment base is the same as what is in radio.

k) Web pages

Advertising in web environment is as common method today. Advertising in this environment needs some requirements and specific profession such as: computer availability internet services choosing site s name, registering for domain, graphic designing and considering online selling website advertising and introducing it through search engines and also updating the site are parameter you should consider.

l) Jobs phone guidance

If your gob is entered in the proper level, this method for advertising can be useful. the other important factor is that your company s name should introduce your products and services well.

IV. Advertisement Activity Via Media

a) Articles they write

If there is any factor in your company and activity which has good effect. If yes, try local publication and use comments around that factor in your article to create a relationship with your audience.

b) Job information file

Using this file and giving in to media is a useful advertising method. These file often contain information and pictures about a job which introduce Products and services in a company and it lead to some comments from agreed customers.

c) News statements

These statements about an event alarm media and attract them for covering that news. News factors such as what, where, why and when are sent with image to make covering easy.

OTHER ADVERTISEMENT ACTIVITIES

d) Anniversary reports

They are distributed between shareholders and they contain are view of that your activities, challenges and financial position in company.

e) Accompaniment or strategist restoration

If your company is involved in accompaniment with another company or is restoring it self strategically, announce and advertise it obviously.

f) Networking

If you have relationship with another company such as consultants, distributors and others who aren't in your company announce and advertise it.

g) Exceptions

You see some people advertise on pens, t-shirts and coffee cups. This method can be effective when special customer's exit, but expenses for production and sending them for those customers is not negligible.

h) Introducing

You have profession is same field. Find ways through which you can show your activity briefly. Use areas such as commercial shows, seminars, business hall sessions and conferences. Even if you distribute 500 catalogues and just 5 people call you, you are successful, although there can be introducing to 30 and 15of them have some responses.

i) Co ntacting main sides

Try to have contacts at least with one person in each area you are involved and invite him for a lunch once a year. Informal contacts act very powerful in some cases.

j) Special events

Announcing an important program, giving a special prize, and things like this, are good advertisement methods.

k) Special recommends

Giving coupon for buying, special discount and sale are common in advertisement methods.

SUCCESSFUL UNIVERSAL COMPANIES' EXPERIENCE

Goal of advertising is always efficiency, encouraging people and attracting them to consume known products. But from the Beginning of developing commercial advertisement industry, just a few of them can be able to change peoples view.

In rest of this text some advertising campaigns that could be successful in penetrating thought levels in people and even change views and even change views and beliefs in them, are explained.

l) Dobi ers

The huge diamond company "dobiers" which produce and sell diamond could convince some generations to accept a diamond ring as a formal sign for marriage. This company started a big advertising campaign in 1945 to make its products familiar and the title was: diamond is for all times.

Many experts in commercial advertising field believe that this field of advertising was the most successful one in the 20th century. Before this diamond ring has no relationship with marriage. If you search all literature in 19th and 20th century, you can`t find any sign of diamond ring. But dobiers convinced people as if it was like this from the beginning. The point is that the valuable stone which is known as diamond is not a rare over but it is the hardest stone in nature and so it induce the concept that diamond is a stone forever. Dobiers focuses on this characteristic and mix it with knowledge and people`s dream from life and marriage and change a main part of western culture.

m) Fulex Wagon

Designers and producers of commercial advertisements in 50 and 60 decades based their patterns on different role of men and women at home and in society, performance and product reliability. But fulex wagon automobile company broke these tradition and belief. Bittle model from its products which was famous to frog-like fulex in Iran is not popular in America and it is not suitable with their lives.

Firstly, this car was made in Germany where America didn't have good in sight abut them.

Secondly, its form was very strange and the engine made too many noise. In contrast at that time popular cars in America were very big and with powerful engines and a nice preview. In decades when American car-makers induced from airplane industry, bittle model from fulex wagon was very rough and ugly. But in 1959 the company started an advertisement campaign with the title. Think for a small one! And through this, directly point to the product's size which was very strange for Americans. In this advertisement, there was no beautiful girl and also there was no handsome successful guys who wants and drive this car. This advertisement however became a turning point. Many experts in advertisement industry believe that advertising activities

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

in fulex wagon can be named past modern commercial advertisement era in which instead of serious and repetitive clichés, comics and even joking with the product were used to attract the public. Then, fulex wagon began an advertising battle entitled: Severe lemon, (this expression was used for cars which had many expenses and needed mending in America), in which it was shown that people who buy fulex wagon products are destroying junky cars and also bittle was one of them . In a full page image news paper, there was a picture from a black brittle and below the image there was written: sever lemon, and in which finding this model's problem and how to fix them before the car reached the customer, was written and finally there was this sentence. We pick up sever lemon and you are delivered plum. This was the first time anti-advertisement was used in a commercial advertisement.

n) Ma rlbro Man

The man was the symbol of marlbro advertisements from previous decades; he wasn't a stable character in culture-making through commercial advertisement. In 1939 coca cola introduced an old, happy-face and fat man and now all people around the world know him as papa noel. Before that's Nicolas image could be any face and form and even very thin or nervous and afraid. By developing a cow-man with a cigarette there was no need to the Marlboro trademark and this man induced Marlboro in audience's mind. But this man did another job. This manly face changed Marlboro cigarettes to a manly one although this war for women previously. Many men at that time wanted to be instead of him this advertisement battle was very successful and after 2 years from this advertising, company's sells grow up to 3 times more in 1955. Experts in commercial advertisement industry told that in the short history of this industry, there were few advertisements in which the advertisement became more important that the product. One of them was Marlboro man.

The secret of successfulness or the psychological trick in Marlboro advertisement was that type of cigarette can introduce his personality. People who buy Marlboro expect others to take a serious personality for them. James twitchel who writes a book antittled"20advertisement which shake the world" said: the highest point in advertisement battle successfulness was when American people got familiar with this issue that smoking is addictive and dangerous and even can end in death. But "Marlboro man" who was still calm, strong and sever, could fix himself although there were these suspicions. But the tragedy was when 3 persons who take the role of "Marlboro man" dead because of lung cancer. One of them complain against Philip morris the owner of Marlboro and this cigarette was entitled the killer of cowmen.

o) Nike

The fact is that the differenve between sports sloes produced in different companies was very small. But advertisement battles which were successful made a huge dragon from a small sport clotles producer in urgun America. And all people around the world are familiar with its trademarks and logo. This logo knows such a way that there is no need for repeating factory's name and production. However Nike wasn't the first company which tries to find stars and famous persons, but the companion between the company and Michael Jordan who was a famous man in basketball in America. Was the best supportive companion who a person can have with a commercial production?

Experts in advertisement industry said that the bottleneck in nike was where that instead of focusing on its sport shoes, this company focused on famous sportsmen as its product. The title of advertisement was:"go do it" and 1988 was a turning point for this company and its main focus was an attractive parts of sports. Bob garfild who was an advertising consultant said that: this method was among ones in which space and clichés go ahead from logo or design is method, it was an idea.

p) President linden jhonson

Political advertising is multi-billion commercein America. In post decades, we can find many advertisement battles which were very effective and last-long. One of them was about Ronald reagon entitled: in America is but any way, there were others which were effective because of their alarming and fearful contents. One of them was linden jhonson's battle for America's president.

In this film a girl was shown who is playing with a flower. Then the camera zoom on her eyes and in the next stage, there is a big nuclear explosion. The cliché was that" this issue was more serious than you can only stay at home and do noting " this fearful and unfair advertisement, made a new method for attacking advertisement. James tochle told:"this advertisement showed that abnormal advertising can be beneficial for ones who care able to perform it in a Good manner. From another point of view this advertisement was very new. This was shown just once in democrat party's congress but was so attractive that was shown many times in TV channels and many newspapers work on it.

This was so smart and successful that can have free and vast cover. Many of advertisements designers try to do this in next decades but a few can do this.

q) Some bright advertisement

Opel's advertisement in 1984 which was produced by Ridley Scott, the famous director, was shown just once but experts told that it can fix the battle of Opel against big companies in computer technology, especially IBM.

Opel developed a big change in computer application through makintach operating system but this advertisement didn't show any parts of the new operating system like the mouse and desktop icons. The content was about a war in Opel against current traditions. In 1980 brook shields, actor and fashion-model in America who was 15 years old said in an advertisement for kalvin klien: there is nothing between me and kalvin klien jean I wear In a sexy accent. This sexy content in this special advertisement and also a teenage girl in commercial advertisements made nervousness in American society. But this method can make a new trademark in jeans very famous. Kalvin klien continue this method after 3 decades. Experts in advertising industry told: this is a start point which covers western societies through shocking consumers.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Leadership for a Successful Quality Journey

By Dr. Omer El Tigani

Introduction - The need for leaders arises for the critical roles that they play in leading people groups, without leadership a group of human beings quickly degenerates into arguments and conflicts, because humans see things in different ways and lean toward different solutions. Leadership is a skill needed to influence others' thoughts, attitudes and behaviors. Leadership is an important skill not only for people in higher positions, but also for so other people in different organizational levels. Leaders set directions to others and help them to clearly visualize the goals that they are targeting. Moreover, leaders encourage, motivate and inspire others to achieve the desired results.

GJMBR-A Classification : FOR Code: 150305 JEL Code: O15, L32

LEADERSHIPFOR A SUCCESSFUL QUALITY JOURNEY

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Leadership for a Successful Quality Journey

Dr. Omer El Tigani

I. Introduction

The need for leaders arises for the critical roles that they play in leading people groups, without leadership a group of human beings quickly degenerates into arguments and conflicts, because humans see things in different ways and lean toward different solutions. Leadership is a skill needed to influence others' thoughts, attitudes and behaviors. Leadership is an important skill not only for people in higher positions, but also for so other people in different organizational levels. Leaders set directions to others and help them to clearly visualize the goals that they are targeting. Moreover, leaders encourage, motivate and inspire others to achieve the desired results.

A person can be a manager and a person can be a leader; but the successful person who is both leader and manager. The organization shall concentrate on the leadership process to be included in the managerial role because it will add other values to its managers and even the rest of staff. Values include motivating other people, fostering innovation, creativity and finding better ways to achieve goals.

II. Leaders In Quality Management

Leaders in Quality Management System refer to all senior management team within the organization and all levels of managers and/or anyone has a responsibility for managing staff and/or making organizational decision. As stated by the (International Organization for Standardization "ISO", 2009), "Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives".

Leaders in Quality Management Journey provide the organization with a clear Vision. In the light of Vision, Quality Policy and Quality Objectives for the organization shall be set. The proper communication and having people understand the organization's Vision, Quality Policy and Objectives is a big challenge for the top management or organization leaders, as they have to be careful in using the communication media that suits the certain organizational culture in general and individuals' cultures in particular; aiming to reduce resistance and involve everybody to support the Quality Journey. Moreover, organization's leaders must ensure the availability of resources needed for achieving the quality objectives and pursuing the organization's vision.

Top management commitment is the principal pillar of the success of every desired organizational change. The most three essential key success factors for any quality management system are: 1) The top management commitment, 2) The top management commitment, and finally 3) The top management commitment !!! Leaders or organization top management is one of the important areas that the ISO 9001:2008 Standard focus on. A complete and big clause is allocated to describe what is required from the organization's top management to embark and succeed in its quality journey. For instance, Clause 5.6 requires the organization's top management to systematically review the adequacy, effectiveness and performance of the quality management system.

III. Causes Of poor QMS Leadership

There is a famous say "If you cannot measure it, you cannot manage it". This means only managers with technical backgrounds related to the scope of the jobs or business will be successful managers. Is this statement correct? To what level do managers need to hold the technical know-how to succeed as leaders? What bout engineers who led financial organizations to succeed? These questions are provided to say that the foresaid statement is not absolutely correct. For instance, do all core business's technical personnel are capable to lead their organizations? Unfortunately, this happens in so many organizations where we find leaders or managers appointed according to their years of experiences in the technical field!! For example, top management members of some engineering organizations are selected ONLY because of their long experience in the engineering works; ignoring the importance of the other managerial or leadership skills (e.g. interpersonal skills) which are essential for successful leaders.

Nowadays leadership and management methodologies and principles become an enormous science with uncountable number of theories and tools that managers and leaders need, not only to apply, but also to implement in a proper and effective way in their day-to-day tasks. Therefore, balance between technical and leadership skills is crucial, as using leaders who do not possess leadership skills will definitely lead to wrong decisions with significant consequences resulted from the narrow visioning, poor planning, bad management to company resources and so many others. Though they are busy with loaded time schedule every day, but

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it's crucial for leaders to always update themselves with regards to the latest management tools and theories that educate them on how to deal with their employees, how to maintain a healthy work environment in the workplace, how to continually improve the final product/service, how to attract more customers, and the like.

IV. Effects Of Poor QMS Leadership In Practice

The successful Quality Journey must involve everyone in the organization. People's commitment to the new Quality Management System should start by the top management, then, to be cascaded down to lower levels of the organization structure. As mentioned earlier, good leadership is the backbone of any successful QMS of every organization, but by the same way, poor leadership has very damaging impacts upon the performance of the organization. For instance, effects of some wrong decisions - when converted into money - cost the organization lots of Dollars. In the following part, the Author will discuss some of the examples and cases in which poor leadership negatively impacts the QMS performance and the success of the quality journey within the organization:

- As we all know, production is the main business function affecting the company's products, in which the organization gathers all efforts, spends time and money striving to always improve to levels higher than competitors in the marketplace .But unfortunately, poor leadership hinders the organization to achieve the optimum production that it deserves or plans to hit. The organization may survive with the poor leadership, but definitely, it cannot make the optimum use of the available resources to reach the optimum production, as lots of time and efforts are lost in re-working, double working and/or misuse of organization human or other resources.
- Communication is one of the most important key success factors for every Quality Management System. It's important that the top management of the organization to clearly explain to their employees where the organization is going, what are the customer requirements, what are the around business opportunities,and so on. If the organization's vision, mission and strategic goals are properly communicated, employees will consider themselves as part of the organization and they will strongly believe that organization's success is theirs. For instance, leaders must take the responsibility of preparing, reviewing and monitoring the policy and ensures that it's understood at all levels of the organization.On the other hand, poor communication among organization's employees, management and external customers is an indication for a poor leadership, which affects all aspects of a company's business. Therefore, if management is not on top, they will experience decreased profits, wasted time and employees that do not take the business out to their lives.
- Narrow vision of some leaders, when they limit their ultimate goals to only obtaining quality accreditation, certification or just targeting immediate results. The right understandingis that the Quality Management System (QMS) is not a project with defined ends; it's an ongoing process. Yes, there may be lots of rest stops and many opportunities for settling down for a while; but there is no end. Therefore, the essential concept that everybody in the organization must know by heart is that Quality Management System is a Change that takes its time to happen. Such limited visions from top management (i.e. leaders) will deteriorate the crucial top management commitment to the minimum and make it limited only for short-term achievements. For instance, Top management may give excessive attention to certification auditors in order to obtain the ISO 9001:2008 Certificate; providing low concentration to the quality of the works itself. After certification, the commitment of the top management significantly decreases, thus, ineffective and dull documentation and paper works will be placed over the other workers' heads. Moreover, when the ISO 9000 certificate is the destination and the only final target of the organization, the significant decrease of top management commitment is an expected result. According to that, the ISO 9000 Quality Management System will dramatically loose its value and the organization's workers will feel that the implementation of the ISO 9000 QMS has no added value to their works and to their organization, thus, they will view the requirements of ISO 9000 Standard as dull and very heavy load of works over their heads that they should do anyway!!!
- Poor leadership always treats the Quality Management System as a second priority. This is reflected into so many cases. For example, the Management Representative (MR) is not positioned as part of the top management team in so many organizations. This creates a gap between the business and quality, which must both be speaking the same language, as mentioned earlier. Furthermore, the Quality Department will not possess the necessary influence or power to govern the organization from a quality point of view.
- Some leaders do not provide workers with the suitable environment in the workplace that enables them perform well. This comes as a result of how leaders/managers treat their teams. In some organizations salary packages are not equal for two or three employees who are doing the same job and

having the same educational and experience qualifications. Furthermore, job security is absent in so many organizations, because of which loyalty and morality significantly decrease among employees, as every employee works for his own objective and goals to survive; personal objectives are most probably not in line with the organization's ones. Such work environments demotivate employees from working hard and working faithfully for the organization's benefits, as they feel that they are not part of the organization and they will leave it at any time depending on their superior management's tempers or personal desires.

V. Be The Right QMS Leader

In the following part and from the practical experience in the Quality Management and Business Excellence's field, the Author will list down some tips for the leaders of the organizations to follow while driving their quality journey:

- *Be Convinced by the Correct Understanding :* Leaders are the most important party who must be knowledgeable and fully aware of that the establishment, implementation, maintenance and continually improving an effective Quality Management System is a large change management process that takes the organization into an endless journey of continual improvement and requires long-term and constant commitment from everybody. Leaders must understand by heart and be fully convinced with the importance, benefits and advantages that the new Quality Management System guarantees to the organization. But, when the ISO 9000 certificate is the destination and the only final goal of the organization, the significant decrease of leaders' commitment is an expected result.
- *Be Committed :* As discussed earlier, commitment of the top management is crucial for the success of every Quality Management System. Therefore, good leaders should reveal a commitment to the establishment, implementation, maintenance and continual improvement of the strong Quality Management System. Leaders must continuously review the adequacy of the quality management system and ensure the availability of resources needed for achieving the organization's goals. Thus, the ISO 9001:2008 Certificate will be obtained as a result of the effectively working Quality Management System.
- *Make it Step by Step :* As any other change, people of the organization should be taken to the desired Quality Management System gradually, particularly, if the employees' backgrounds and the dominating cultures of the organization are not familiar with the requirements of the new QMS. For instance, some organizational cultures depend totally on the experience of their staff to complete the required deliverables; giving minimal attention to having a documented procedure to follow or making the necessary documentation while doing the job. To make the change slowly but surely in such cultures, leaders have to ask the employees to establish their procedures by writing what they usually used to do to perform each task/activity. Hence, by-time procedures will be refined and improved to the desired levels of quality to achieve business excellence. Thus, the organization become able to gain the real benefits out of the QMS in terms of reducing process cycle-time, cost saving, increasing revenues. Similarly, leaders must be careful and realistic while setting the organizational goals for the achievement of the desired QMS. Yes, leaders have to set challenging goals for the organization, but they have to be realistic!! Unrealistic goals that organization cannot achieve can lead to failure. Wise leaders who have the ability to match between the vision and the organization's capabilities.
- *Communication Is The Key :* Communicate, communicate, and communicate to the team. Communication is crucial to the success of every organization, importance of communication increase in case of introducing new systems, such as QMS. Leaders must always preserve effective communication channels among top management, employees, and customers. Communication is not a one activity, action or even event. For effective communication, leaders must deal with it as a long-term process that requires constant repetition. From experience, setting a speech, issuing a memo and/or sending a series of emails are not enough to underpina new idea or a concept to reach all employees; but it needs constant repetition in every interaction with the employees. Furthermore, interview with media or presentation to external parties can be also used as a communication to organization's employees. A question for organizations that are not familiar with 'quality', how much time do you think leaders may need to spread out among employees that quality is everyone's concern??!!
- *Rely on The Team :* Employees are the backbone for every successful organization. Do you think that the unmotivated employees are part of this statement?? The answer is of course 'NO'. Good leaders who have the ability to keep their employees motivated all the timeby always providing them with new challenges, as most of people need to be excited by new things to grant their bests for the work. One of the good ideas to keep people motivated to the Quality Management System is to make people rewarded or punished according to their commitment and contribution to the QMS

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

success. Also, leaders need to empower their people and give them the autonomy, as employees want to find satisfaction and meaning of their works. Leaders must collaborate with their teams, with smart and close monitoring.

- *Keep the Right Balance :* The challenge for the nowadays' leadersis how to get closer to their employees while maintainingthehierarchy of the organizational structure. Some management scholars describe this in terms of distance and closeness of the leaders to their employees. Leaders need to be close to their team to possess some understanding on how subordinators perform the job and what exact resources, efforts and time they require. Besides, such positive closeness from leaders indicates special care and appreciation for what people doing for the company and they are essence for every company success. But at the same time, leaders should keep some distance from the process details to see the bigger picture of the whole organization and the organization's position among other competitors in the marketplace. Therefore, achieving the right balance is the key skill for the modern leaders' success.

VI. Conclusions

Existence of good leadership becomes essential for nowadays organizations to have a successful Quality Management System that grants the organization and employees tremendous benefits for both internal and external customers. But similarly, absence of modern leadership significantly impacts the overall performance of the organization and its reputation in the marketplace as well.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Funds Allocation Mapping and Corporate Social Responsibility Program (Program Kemitraan Dan Bina Lingkungan-Pkbl): Case in Indonesia

By Wahyu Suparyono
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Abstract - A company should have a strong commitment in their PKBL implementation program. Results from several empirical studies concluded companies that successfully implemented their PKBL programs tend to gain impacts for their financial and non-financial performance. Even though, there are still several companies that face hardships in implementing their PKBL programs. One of the main causes is the non-existence of data information system as the foundation for PKBL strategic planning. The aim of this study is to describe the mapping of funds allocation and PKBL program based on seven criteria: company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and even distribution.

Keywords : mapping, funds allocation, PKBL program, criteria of funds allocation.

GJMBR-A Classification : FOR Code: 150303, JEL Code: M14

FUNDS ALLOCATION MAPPING AND CORPORATE SOCIAL RESPONSIBILITY PROGRAM PROGRAM KEMITRAAN DAN BINA LINGKUNGAN-PKBL CASE IN INDONESIA

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Funds Allocation Mapping and Corporate Social Responsibility Program (Program Kemitraan Dan Bina Lingkungan-Pkbl): Case in Indonesia

Wahyu Suparyono

Abstract - A company should have a strong commitment in their PKBL implementation program. Results from several empirical studies concluded companies that successfully implemented their PKBL programs tend to gain impacts for their financial and non-financial performance. Even though, there are still several companies that face hardships in implementing their PKBL programs. One of the main causes is the non-existence of data information system as the foundation for PKBL strategic planning. The aim of this study is to describe the mapping of funds allocation and PKBL program based on seven criteria: company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and even distribution. The research type is census by case study in one BUMN (stated owned enterprise) in Indonesia. Research sample is 60 people consist of manager and PKBL executor. Statistic techniques used Analitycal Hierarchy Process (AHP). The result shows that seven criteria can be used as the foundation for the even distribution of funds allocation and PKBL program. This result supports the research conducted by Branco and Rodrigues (2006), Cerin (2002); Fombrun & Shanley (1990), Juholin (2005); Silberhorn & Warren (2007), and Choi et al. (1993).

Keywords : mapping, funds allocation, PKBL program, criteria of funds allocation.

I. Introduction

In Indonesia, aside of business ethic excuse, CSR implementation is based on the law of limited company n.40 year of 2007. As one of the BUMN (stated owned enterprises) in Indonesia, PT. Pelindo III (Persero) has also implemented one of the government policy which is CSR program to increase company's environment management and to synergize with the government through their Program Kemitraan Bina Lingkungan (PKBL). Unfortunately, after 10 years of MDGs declaration, PKBL implementation is not running smooth. This is cause by not only the wide range of their operation region location, but also the complex state of society and environment they try to build. The problems faced by several manager and executor of PT. Pelindo III (Persero) is the non-existent of criteria condition making funds allocation decisions which will be given to their parents in each operation regions. As known that PT. Pelindo III (Persero) is a stated owned enterprise that runs communication sector. They are given task, authority and responsibility to manage public harbor in seven provinces: East Java, Central Java, Bali, South Borneo, Central Borneo, East Nusa Tenggara and West Nusa Tenggara.

PT. Pelindo III (Persero) that runs the core business as facilitator for port service holds the key role to assure the fluency of sea transport so by the provision of sufficient sea transportation facility, it will be able to propel and o excite economy activity of the country and society. In accordance with this role, vision and mission is being set to as a direction in achieving organization's objectives. To make the implementation of PKBL program works, research will be needed for the following goals: (1) program mapping from corporation operation regional based on criteria consideration; company reputation, conflict potency, income contribution, manpower absorption, business opportunity, growth of region economy, and even distribution, (2) decision making of funds allocation based on set criteria, (3) deciding the amount of PKBL funds allocation just like the priority scale and needs based on existing criteria. All of these are expected to help succeeding government's policies in increasing pro poor, pro growth, pro job and pro environment.

II. Literature Study

At the end of the 20th century, CSR study has been getting massive attention from all circle and society. The Earth summit that was conducted in 1992 in Rio de Jenairo, Brazil, has agreed the change of development paradigm from economy development into sustainable development, basing on the protection of the environment, economy and social development as an obligation.

A big step in CSR context was done by Elkington (1997) through 3P (Profit, People, Planet) concept in 1998. This concept has a purpose that company responsibility is not limited to collecting profit but also to give positive contribution for the people and actively protecting the planet itself. The World Business council for Sustainable Development (WBCSD) is an international institution with multinational companies as

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their member that defines CSR as an action based on ethical consideration directed to increase economy as well as to increase the quality of life for employees and their families and also to increase the quality of life of society in surroundings and in wider sense (WBCSD, 2005).

WBCSD meeting in New York (2005) has created an agreement that CSR practice is a form of business world commitment to help UNO in implementing MDGs target. In Indonesia, other than ethical business matter, CSR implementation is base on the law of limited company N.40 year of 2007 on Limited Company chapter IV section 66 verse 2b and chapter V section 74 verse 1 explaining that company's annual report should reflect social responsibility. Even though government cannot change the direction for corporation CSR policies related to CSR connectivity with core business of a company, every program can be directed to achieve government's target in order to fulfill MDGs (Millenium Development Goals) achievement commitment in 2015.

The rationale for a more civilized corporation has already surfaced for quite some time as one of the voluntary approach placed in beyond compliance level. The implementation of CSR nowadays has a rapid development in Indonesia as a business response in seeing environment and social response aspect as an opportunity to increase their competitive quality as well as a part for risk management for their business sustainability. CSR implementation in Indonesia was existed in early 2000s, even though activities with the same essence has already implemented way back in 1970s with a variety of level, starting from the simplest such as donation to integration of business operation (Sumardiyono, 2007). In fact, CSR promotion in Indonesia has been marked by government's initiative and privates' (Uriarte, 2008). This means that CSR is well accepted. In Indonesia, companies are categorized into several stages; (1) most companies are in subservience stage in which they adopted policy-based compliance business working cost, (2) managerial stage, where they pay attention on social problems in their core management process, (3) several companies are in strategic steps, where companies integrating social issue into their core business strategy (Uriarte, 2008).

Partnership principle is actively requiring companies to work together with the society, central government, local authorities, and other related parties to achieve collective commitment based on trust and openness. All of this aims to achieve agreed goals and collective involvement. Companies work together with government, organization and other public institution in formulating partnership policies with the society just as participating in dialogue with said institutions to expect that rational and effective policies can be well-formulated. Companies are very respectful for every partnership activity that contributes to society and increasing company's social value.

In relation to environmental aspect, by modification from Program Penilaian Peringkat Kinerja Perusahaan (PROPER) there are four levels set by the ministry of environment: (1) black, this means companies run their business merely for their own sake and do not care for their surroundings, be it social or environmental aspect, (2) red, this means companies have the tendency to exploit resources more than what ecology, social and economy can support and collectively creating negative impact in regional and global level, (3) blue, this means companies take CSR to give positive impact for their businesses because CSR is seen as an investment and not as cost and (4) honeybee or green, which places CSR as core strategy and the heart of their business. CSR is not only a requirement but also a need for a company. Companies in this level believe that a business will sustain if they are having social capital aside of financial capital. PROPER is incentive and disincentive-based environmental control. This means that the announcement of PROPER attendants with green, blue, red and black is known by society, it will give an effect for their image just as their level. PROPER is an innovation in controlling contamination in industrial sector (Sumardiyono, 2007).

Moreover, based on many literature consideration and empirical studies as well as focus group discussion, funds allocation mapping and PKBL in PT. Pelindo III (Persero) has agreed on seven criteria. This considers statements from several experts and findings from several empirical researches. Tilt (1994) stated that stakeholders pressure influences CSR exposure, forming corporate image (Branco & Rodriguez, 2006; Cerin, 2002;Fombrun & Shanley, 1990), Juholin (2005), and also influencing or influenced by organization's objectives achievement (Moir, 2001). Choi, et al. (2010) considers physical environment and social factors. While Dowling & Pfeffer (1975) added that a company needs to own a legitimate strategy that can be adopted when they are facing hardships on their legitimacy or when they see gaps in their legitimacy. There is a contradiction however that CSR can be seen as business orientation (Silberhorn & Warren, 2007). By this, PT. Pelindo III (Persero) needs to consider company's reputation aspect as well as conflict potency, income contribution, manpower absorption, business opportunity, region economy growth and even distribution.

III. Research Methodology

Methods used in this study is survey method which is by giving away questionnaire to managers and the implementers of PKBL PT. Pelindo III (Persero) on seven provinces in Indonesia. The type of this research is descriptive research because it was meant to obtain the description on (1) program mapping from corporation operation region is 9 PKBL distributor branches based on the criteria of company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and event distribution, (b) decision making of funds allocation based on set criteria, (2) determining the amount of PKBL based on priority scale and needs based on set criteria with the result of this study, it is hoped that there will be a built data and information system as a foundation for strategic planning of PKBL PT. Pelindo III (Persero) to help local authority in formulating many development policies in regions. The population is all managers and implementers staff PKBL PT. Pelindo III (Persero) from seven provinces in Indonesia. Sample used in this research is part of population with relative characteristics and is considered able to represent the population. Sampling technique used in this study is stratified random sampling which is a technique where the samples are taken from population by observing each stratum in population (Hair et al., 1995). The amount of samples in this study is 60 respondents originated from managers and implementers of PKBL PT. Pelindo III (Persero) in 9 PKBL distributor branches. Statistic technique in this research is Analytical Hierarchy Process (AHP). The use of AHP is requiring logic consistency in making comparison between criteria (Anderson et al., 2005: 2003). From consistency calculation result, it is known that value of CR < 0.10, so the comparison between criteria has fulfilled logic consistency requirement. Thus, the validity of this research's result is accountable.

IV. Results And Discussion

This sub chapter will discuss on 60 data that has been gathered. Next is descriptive analysis with AHP technique. Just as known, PT. Pelindo III (Persero) is centered in Surabaya. To the day of this research was conducted, the main office still lacks the correct criteria for (1) program mapping from corporation operation region is 9 PKBL distributor branches based on the criteria of company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and event distribution, (b) decision making of funds allocation based on set criteria, (2) determining the amount of PKBL based on priority scale and needs based on set criteria. Hence why this research is important. There are nine PKBL distributor branches of PT. Pelindo III (Persero): Tanjung Perak, Tanjung Intan, Banjarmasin, Tanjung Wangi, Benoa, Kupang, Sampit and Lembar.

a) *Pair Wise Comparison Between Criteria*

This research used two data input categories for the implementation of AHP method which is pair wise comparison matrix between criteria and pair wise comparison of each alternative for each criteria. The matrix can be seen in the following Table 1.

Table 1 : Matrix of Pair wise Comparison between Criteria

	Criteria	Reputation	Man Power absorption	Conflict Potency	Branch Income Contribution	Branch business opportunity	Region economiy Growth	Distribution	Total	Mean
1	Reputation	1	5	3	0,143	0,2	1	1	11,34	1,62
2	Man power absorption	0,2	1	0,333	0,143	0,333	1	0,2	3,21	0,46
3	Conflict Potency	0,333333333	3	1	5	3,000	1	3	16,33	2,33
4	Branch Income Contibution	7	7	0,2	1	7	5	7	34,20	4,89
5	Branch Business Opportunity	5	3	0,3333333	0,1428571	1	1	0,2	10,68	1,53
6	Region economy Growth	1	1	1	0,2	1	1	5	10,20	1,46
7	Distribution	1	5	0,3333333	0,1428571	5	0,2	1	12,68	1,81
		15,53333333	25	6,2	6,7714286	17,5333333	10,2	17,4	98,64	14,09

i. *Criteria Valuation*

Criteria valuation is used to determine which criteria is the most significant. This is done by dividing each comparison value with total value. Data input is matrix of pair wise comparison between criteria. Matrix of value between criteria is presented in Table 2. This matrix is arranged by assuming that the amount of value from all criteria is 1 or 100%. Criteria with the highest score is the one with the highest priority.

Table 2 : Matrik of Value Between Criteria

Criteria	Reputattion	Manpower absorption	Conflict Potency	Branch Income contribution	Branch opportunity business	Region Economic Growth	Distributiion	Total	Mean
Reputation	0,064378	0,2	0,483871	0,021097	0,011407	0,098039	0,057471	0,93626	0,13375
Manpower absorption	0,012876	0,04	0,053763	0,021097	0,019011	0,098039	0,011494	0,25628	0,03661
Conflict potency	0,021459	0,12	0,16129	0,738397	0,171103	0,098039	0,172414	1,48270	0,21181
Branch Income Contribution	0,450644	0,28	0,032258	0,147679	0,39924	0,490196	0,402299	2,20232	0,31462
Branch Opportuniy business	0,321888	0,12	0,053763	0,021097	0,057034	0,098039	0,011494	0,68332	0,09762
Region Economic Growth	0,064378	0,04	0,16129	0,029536	0,057034	0,098039	0,287356	0,73763	0,10538
Distribution	0,064378	0,2	0,053763	0,021097	0,285171	0,019608	0,057471	0,70149	0,10021
	1	1	1	1	1	1	1	7,00000	1,00000

From the matrix of value between criteria, it is known that income contribution criteria received highest proportion with the value of 0.31462 or 31.46%. this shows that income contribution criteria is considered the most important/significant and with its high value (close to 50%), experience factor may also be considered as a decisive selecting factor of PKBL funds allocation. Meanwhile, manpower absorption gained the lowest value of 3.66%.

b) Comparison Of Relative Value Between The Alternatives For Each Criterion

After the value between criteria is known, next step is arranging matrix of relative value comparison between criteria for each PT. Pelindo III (Persero) branches. There are 9 branches with 7 criteria, so that means there are valuations on 9 alternatives and 7 criteria. This valuation focused on determining how significant each PT. Pelindo III (Persero) branches are as PKBL distributors. On a scale of 1 to 9, with 9 as the highest number showing that the branch is seen as the most able and takes the highest position to fulfill the criteria more than any other branches. The first step is by giving comparison on alternative in every criteria and then determining the value. Respectively as following:

i. *Reputation*

Table 3 : Matrix of Pairwise Comparison Between Branches on Reputation Criteria

Reputation	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	7	5	6	5	6	7	6	8
Tanjung Emas	0,142857143	1	0,2	0,333	0,33333333	0,33333333	1	0,33333333	3
Tanjung Intan	0,2	5	1	3	1	0,2	4	3	5
Banjarmasin	0,166666667	3	0,3333333	1	1	0,33333333	3	5	3
Tanjung Wangi	0,2	3	1	1	1	0,33333333	5	1	3
Benoa	0,166666667	3	5	3	3	1	5	5	7
Kupang	0,142857143	1	0,25	0,3333333	0,2	0,2	1	0,33333333	1
Sampit	0,166666667	3	0,3333333	0,2	1	0,2	3	1	3
Lembar	0,125	0,333333333	0,2	0,3333333	0,33333333	0,14285714	1	0,33333333	1
Total	2,310714286	26,33333333	13,316667	15,2	12,8666667	8,74285714	30	22	34

Table 4 : Matrix of Alternative Value on Reputation Criteria

Reputatiton	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Jumlah	mean
Tanjung Perak	0,432767	0,265823	0,375469	0,394737	0,388601	0,686275	0,233333	0,272727	0,235294	3,285026	36,50%
Tanjung Emas	0,061824	0,037975	0,015019	0,02193	0,025907	0,038126	0,033333	0,015152	0,088235	0,3375	3,75%
Tanjung Intan	0,086553	0,189873	0,075094	0,197368	0,07772	0,022876	0,133333	0,136364	0,147059	1,066241	11,85%
Banjarmasin	0,072128	0,113924	0,025031	0,065789	0,07772	0,038126	0,1	0,227273	0,088235	0,808227	8,98%
Tanjung Wangi	0,086553	0,113924	0,075094	0,065789	0,07772	0,038126	0,166667	0,045455	0,088235	0,757564	8,42%
Benoa	0,072128	0,113924	0,375469	0,197368	0,233161	0,114379	0,166667	0,227273	0,205882	1,706251	18,96%
Kupang	0,061824	0,037975	0,018773	0,02193	0,015544	0,022876	0,033333	0,015152	0,029412	0,256818	2,85%
Sampit	0,072128	0,113924	0,025031	0,013158	0,07772	0,022876	0,1	0,045455	0,088235	0,558527	6,21%
Lembar	0,054096	0,012658	0,015019	0,02193	0,025907	0,01634	0,033333	0,015152	0,029412	0,223846	2,49%
Total	1	1	1	1	1	1	1	1	1	9	1

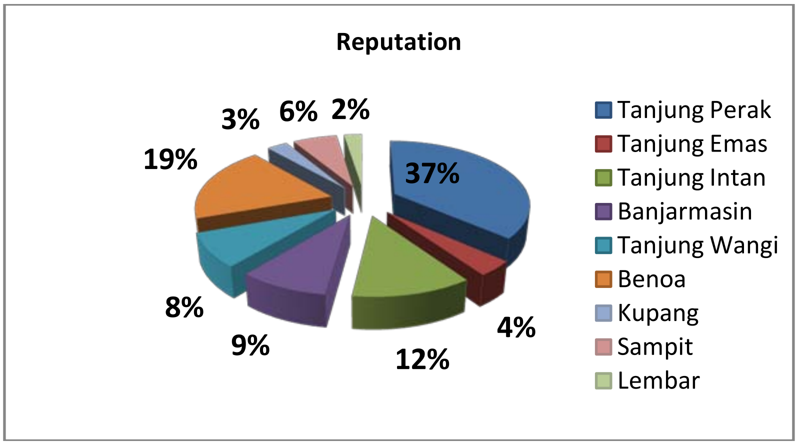

Figure 1 : PKBL Funds Allocation based on Reputation

Based on Table 3 and Figure 1. It is known that to influence PT. Pelindo III (Persero) reputation in society's mind, the best alternative is by allocating PKBL through Tanjung Perak branch, next is Benoa and Tanung Intan while the last are Kupang and Lemar. This respondent's assessment shows the existence of high level of trust on Tanjung Perak especially in terms of corporate image in society's mind.

This phenomenon happens because there are many PKBL programs allocated in Tanjung Perak are succesful and left impression in society so that the image of PT. Pelindo III (Persero) in the society of Surabaya and Sidoarjo is very high. Meanwhile for Benoa and Tanjung Intan are also seen as hardworking branches in increasing the reputation of PT. Pelindo III (Persero) especially Benoa that always ready to accept foreigh tourists to bali by ship. While Tanjung Intang prefers good image so it will influence PT. Pelindo III (Persero) viability to exist in servicing custumers.

ii. *Manpower Absorption*

Table 5 : Matrix of Pairwise Comparison Between Branches on Manpower Absorption Criteria

Manpower absorption	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	1	3	3	5	3	5	5	7
Tanjung Emas	1	1	3	3	5	1	5	5	5
Tanjung Intan	0,333333333	0,333333333	1	0,3333333	3	0,33333333	3	3	3
Banjarmasin	0,333333333	0,333333333	3	1	5	1	3	3	3
Tanjung Wangi	0,2	0,2	0,3333333	0,2	1	0,33333333	3	1	0,333333
Benoa	0,333333333	1	3	1	3	1	5	3	1
Kupang	0,2	0,2	0,3333333	0,3333333	0,33333333	0,2	1	1	0,333333
Sampit	0,2	0,2	0,3333333	0,3333333	1	0,33333333	1	1	0,333333
Lembar	0,142857143	0,2	0,3333333	0,3333333	3	1	3	3	1
Total	3,742857143	4,466666667	14,333333	9,5333333	26,3333333	8,2	29	25	21

Table 6 : Matrix of Alternative Value on Manpower Absorption Criteria

Manpower absorption	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,267176	0,223881	0,209302	0,314685	0,189873	0,365854	0,172414	0,2	0,333333	2,276518	25,29%
Tanjung Emas	0,267176	0,223881	0,209302	0,314685	0,189873	0,121951	0,172414	0,2	0,238095	1,937377	21,53%
Tanjung Intan	0,089059	0,074627	0,069767	0,034965	0,113924	0,04065	0,103448	0,12	0,142857	0,789298	8,77%
Banjarmasin	0,089059	0,074627	0,209302	0,104895	0,189873	0,121951	0,103448	0,12	0,142857	1,156013	12,84%
Tanjung Wangi	0,053435	0,044776	0,023256	0,020979	0,037975	0,04065	0,103448	0,04	0,015873	0,380392	4,23%
Benoa	0,089059	0,223881	0,209302	0,104895	0,113924	0,121951	0,172414	0,12	0,047619	1,203045	13,37%
Kupang	0,053435	0,044776	0,023256	0,034965	0,012658	0,02439	0,034483	0,04	0,015873	0,283836	3,15%
Sampit	0,053435	0,044776	0,023256	0,034965	0,037975	0,04065	0,034483	0,04	0,015873	0,325413	3,62%
Lembar	0,038168	0,044776	0,023256	0,034965	0,113924	0,121951	0,103448	0,12	0,047619	0,648108	7,20%
Total	1	1	1	1	1	1	1	1	1	9	1

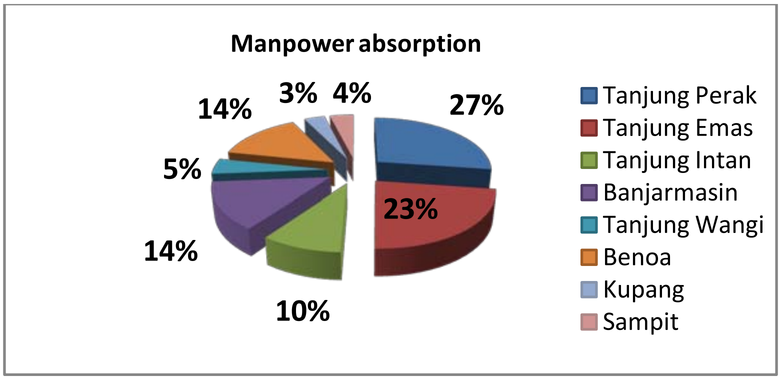

Figure 2 : PKBL funds Allocation based on Manpower Absorption

From Table 6 and Figure 2, it is known that to fulfill manpower absorption criteria as an impact of PKBL funding, Tanjung Perak is also seen as the best branch with the value of 25.29%. Next is Tanjung Emas (21.59%) and Tanjung Benoa (13.37%) as well as Banjarmasin (12.84%). While for other branches, they are still below 10%.

iii. *Conflict Potency*

Table 7 : Matrix of Pairwise Comparison Between Branches on Conflict Potency Criteria

Conflict Potency	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	7	0,2	5	5	8	3	8	7
Tanjung Emas	0,142857143	1	0,3333333	3	3	7	3	5	5
Tanjung Intan	5	3	1	5	7	7	5	7	7
Banjarmasin	0,2	0,333333333	0,2	1	0,33333333	3	0,333333	1	3
Tanjung Wangi	0,2	0,333333333	0,1428571	3	1	3	0,333333	3	3
Benoa	0,125	0,142857143	0,1428571	0,3333333	0,33333333	1	0,142857	1	0,333333
Kupang	0,333333333	0,333333333	0,2	3	3	7	1	3	3
Sampit	0,125	0,2	0,1428571	1	0,33333333	1	0,333333	1	0,333333
Lembar	0,142857143	0,2	0,1428571	0,3333333	0,33333333	3	0,333333	3	1
Total	7,269047619	12,54285714	2,5047619	21,666667	20,3333333	40	13,47619	32	29,66667

Table 8 : Matrix of Alternative Value on Conflict Potency Criteria

Conflict Potency	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,13757	0,558087	0,079848	0,230769	0,245902	0,2	0,222615	0,25	0,235955	2,161	24,01%
Tanjung Emas	0,019653	0,079727	0,13308	0,138462	0,147541	0,175	0,222615	0,15625	0,168539	1,241	13,79%
Tanjung Intan	0,687848	0,23918	0,39924	0,230769	0,344262	0,175	0,371025	0,21875	0,235955	2,902	32,24%
Banjarmasin	0,027514	0,026576	0,079848	0,046154	0,016393	0,075	0,024735	0,03125	0,101124	0,429	4,76%
Tanjung Wangi	0,027514	0,026576	0,057034	0,138462	0,04918	0,075	0,024735	0,09375	0,101124	0,593	6,59%
Benoa	0,017196	0,01139	0,057034	0,015385	0,016393	0,025	0,010601	0,03125	0,011236	0,195	2,17%
Kupang	0,045857	0,026576	0,079848	0,138462	0,147541	0,175	0,074205	0,09375	0,101124	0,882	9,80%
Sampit	0,017196	0,015945	0,057034	0,046154	0,016393	0,025	0,024735	0,03125	0,011236	0,245	2,72%
Lembar	0,019653	0,015945	0,057034	0,015385	0,016393	0,075	0,024735	0,09375	0,033708	0,352	3,91%
Total	1	1	1	1	1	1	1	1	1	9,000	1

For conflict potency criteria, Tanjung Intan is the most vulnerable branch on conflict potency by 32.24%. This is why if conflict potency aspect is the only criteria to be considered in allocating PKBL funds, Tanjung Intan will have the biggest portion. This assessment shows that conflict potency criteria is indirectly related with two previous criteria. So that the selection from Tanjung Perak drastically change to Tanjung Intan if seen from just one criteria. While Benoa and Sampit is still very conducive so there will be non need of large PKBL funds because each of them gained low scores (2.17% and 2.72%).

Table 9 : Matrix of Pairwise Comparison Between Branches on Income Contribution Criteria

Income contribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	3	3	3	7	5	7	5	7
Tanjung Emas	0,333333333	1	1	3	5	3	5	3	3
Tanjung Intan	0,333333333	1	1	1	3	3	3	1	3
Banjarmasin	0,333333333	0,333333333	1	1	3	3	5	3	3
Tanjung Wangi	0,142857143	0,2	0,3333333	0,3333333	1	0,33333333	0,333333	0,33333333	0,333333
Benoa	0,2	0,333333333	0,3333333	0,3333333	3	1	3	3	1
Kupang	0,142857143	0,2	0,3333333	0,2	3	0,33333333	1	0,33333333	0,333333
Sampit	0,2	0,333333333	1	0,3333333	3	0,33333333	3	1	1
Lembar	0,142857143	0,333333333	0,3333333	0,3333333	3	1	3	1	1
Total	2,828571429	6,733333333	8,3333333	9,5333333	31	17	30,33333	17,6666667	19,66667

This also applies for Lembar and Banjarmasin in which only gained less than 5% value, meaning that these branches are safe. This shows that the use of PKBL in Tanjung Intan, Perak and Emas will have positive influence on conflict potency in the society.

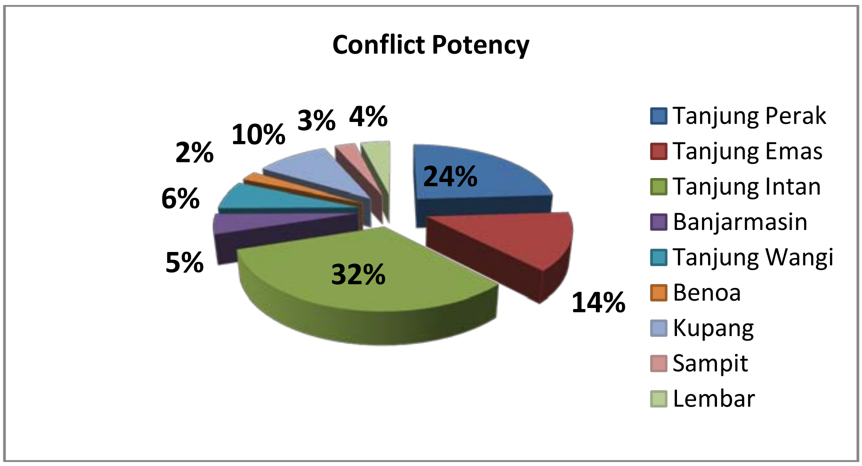

Figure 3 : PKBL funds Allocation based on Conflict Potency

iv. Income Contribution

Table 10 : Matrix of Alternative Value on income contribution Criteria

Income Contribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,353535	0,445545	0,36	0,314685	0,225806	0,294118	0,230769	0,283019	0,355932	2,86341	31,82%
Tanjung Emas	0,117845	0,148515	0,12	0,314685	0,16129	0,176471	0,164835	0,169811	0,152542	1,525995	16,96%
Tanjung Intan	0,117845	0,148515	0,12	0,104895	0,096774	0,176471	0,098901	0,056604	0,152542	1,072547	11,92%
Banjarmasin	0,117845	0,049505	0,12	0,104895	0,096774	0,176471	0,164835	0,169811	0,152542	1,152679	12,81%
Tanjung Wangi	0,050505	0,029703	0,04	0,034965	0,032258	0,019608	0,010989	0,018868	0,016949	0,253845	2,82%
Benoa	0,070707	0,049505	0,04	0,034965	0,096774	0,058824	0,098901	0,169811	0,050847	0,670335	7,45%
Kupang	0,050505	0,029703	0,04	0,020979	0,096774	0,019608	0,032967	0,018868	0,016949	0,326353	3,63%
Sampit	0,070707	0,049505	0,12	0,034965	0,096774	0,019608	0,098901	0,056604	0,050847	0,597911	6,64%
Lembar	0,050505	0,049505	0,04	0,034965	0,096774	0,058824	0,098901	0,056604	0,050847	0,536925	5,97%
Total	1	1	1	1	1	1	1	1	1	9	1

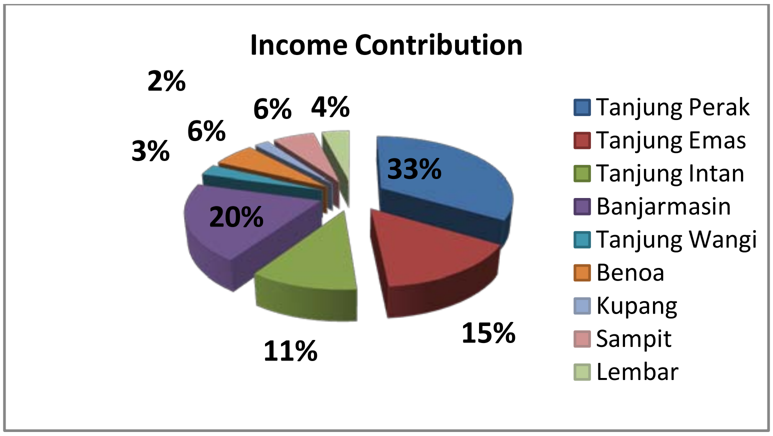

Figure 4 : PKBL funds Allocation based on income contribution criteria

For income congtriution criteria, Tanjung Perak once again valued as the best alternative with score of 31.92%. This assessment means that PKBL funds allocation in Tanjung Perak is very effective in giving income to PT. Pelindo III (Persero) although this happens indirectly.

This notion is understandable because the portion is close to 50%, while other branches is far behind. Even for 5 branches, they arestill below 10%: Tanjung Wangi, Benoa, Kupang, Sampit and Lembar.

v. *Branch Business Opportunity*

Tanjung Perak is seen as the best option with 33.54% value. Next is Banjarmasin (19.9%), Tanjung Emas (15.05%) and Tanjung Intan (10.81%). There is a possibility that because Tanjung Perak has already received bigger funds than other branches so it will automatically make them to have more experience in seeing new business potency as the effect from PKBL funds allocation in their partnership. This is not the sole possibility, other is that Tanjung Perak is in the second biggest city in Indonesia so it is possible for them to have more business opportunities than other branches.

Table 11 : Matrix of Pairwise Comparison Between Branches on Business Opportunity Criteria

Branch business opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	5	7	5	7	5	8	5	9
Tanjung Emas	0,2	1	3	0,2	7	5	7	5	7
Tanjung Intan	0,142857143	0,333333333	1	0,3333333	3	3	7	5	7
Banjarmasin	0,2	5	3	1	7	5	7	5	7
Tanjung Wangi	0,142857143	0,142857143	0,3333333	0,1428571	1	0,2	3	0,33333333	0,333333
Benoa	0,2	0,2	0,3333333	0,2	5	1	3	0,33333333	5
Kupang	0,125	0,142857143	0,1428571	0,1428571	0,33333333	0,33333333	1	0,33333333	1
Sampit	0,2	0,2	0,2	0,2	3	3	3	1	3
Lembar	0,111111111	0,142857143	0,1428571	0,1428571	3	3	1	0,33333333	1
Total	2,321825397	12,16190476	15,152381	7,3619048	36,3333333	25,5333333	40	22,3333333	40,33333

Table 12 : Matrix of Alternative Value on Business Opportunity Criteria

Branch business opportuniity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,430696	0,41112	0,461974	0,679172	0,192661	0,195822	0,2	0,223881	0,22314	3,018465	33,54%
Tanjung Emas	0,086139	0,082224	0,197989	0,027167	0,192661	0,195822	0,175	0,223881	0,173554	1,354436	15,05%
Tanjung Intan	0,061528	0,027408	0,065996	0,045278	0,082569	0,117493	0,175	0,223881	0,173554	0,972707	10,81%
Banjarmasin	0,086139	0,41112	0,197989	0,135834	0,192661	0,195822	0,175	0,223881	0,173554	1,791999	19,91%
Tanjung Wangi	0,061528	0,011746	0,021999	0,019405	0,027523	0,007833	0,075	0,014925	0,008264	0,248224	2,76%
Benoa	0,086139	0,016445	0,021999	0,027167	0,137615	0,039164	0,075	0,014925	0,123967	0,542421	6,03%
Kupang	0,053837	0,011746	0,009428	0,019405	0,009174	0,013055	0,025	0,014925	0,024793	0,181364	2,02%
Sampit	0,086139	0,016445	0,013199	0,027167	0,082569	0,117493	0,075	0,044776	0,07438	0,537169	5,97%
Lembar	0,047855	0,011746	0,009428	0,019405	0,082569	0,117493	0,025	0,014925	0,024793	0,353215	3,92%
Total	1	1	1	1	1	1	1	1	1	9	1

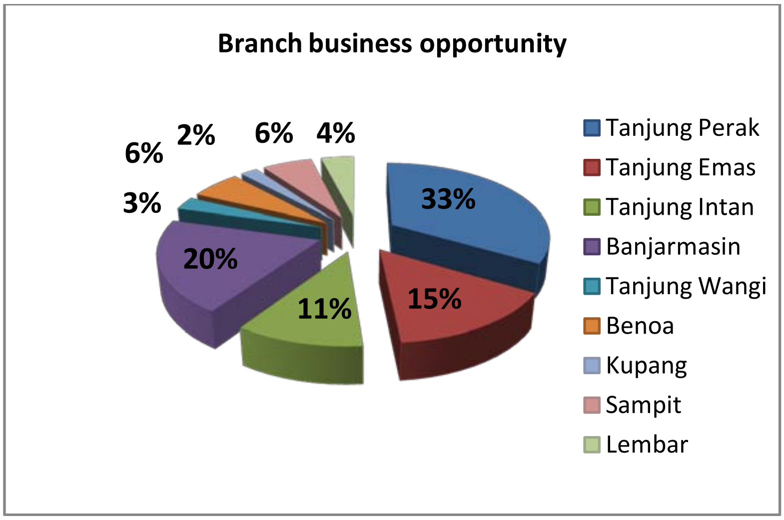

Figure 5 : PKBL Funds allocation based on branch business opportunity

Table 13 : Matrix of Pairwise Comparison Between Branch on Region Economic Growth Opportunity Criteria

Region economic Growth opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	3	5	3	7	3	7	5	8
Tanjung Emas	0,333333333	1	3	0,3333333	5	3	5	3	6
Tanjung Intan	0,2	0,333333333	1	0,2	3	0,33333333	3	0,33333333	3
Banjarmasin	0,333333333	3	5	1	7	3	5	3	5
Tanjung Wangi	0,142857143	0,2	0,3333333	0,1428571	1	0,33333333	0,333333	0,2	0,333333
Benoa	0,333333333	0,333333333	3	0,3333333	3	1	5	0,33333333	3
Kupang	0,142857143	0,2	0,3333333	0,2	3	0,2	1	0,2	0,333333
Sampit	0,2	0,333333333	3	0,3333333	5	3	5	1	5
Lembar	0,125	0,166666667	0,3333333	0,2	3	0,33333333	3	0,2	1
Total	2,810714286	8,566666667	21	5,7428571	37	14,2	34,33333	13,2666667	31,66667

Tabel 14 : Matrix of Alternative Value on Region Economic Growth Opportunity Criteria

Region Economic Growth opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Jumlah	mean
Tanjung Perak	0,355781	0,350195	0,238095	0,522388	0,189189	0,211268	0,203883	0,376884	0,252632	2,700316	30,00%
Tanjung Emas	0,118594	0,116732	0,142857	0,058043	0,135135	0,211268	0,145631	0,226131	0,189474	1,343864	14,93%
Tanjung Intan	0,071156	0,038911	0,047619	0,034826	0,081081	0,023474	0,087379	0,025126	0,094737	0,504308	5,60%
Banjarmasin	0,118594	0,350195	0,238095	0,174129	0,189189	0,211268	0,145631	0,226131	0,157895	1,811126	20,12%
Tanjung Wangi	0,050826	0,023346	0,015873	0,024876	0,027027	0,023474	0,009709	0,015075	0,010526	0,200732	2,23%
Benoa	0,118594	0,038911	0,142857	0,058043	0,081081	0,070423	0,145631	0,025126	0,094737	0,775402	8,62%
Kupang	0,050826	0,023346	0,015873	0,034826	0,081081	0,014085	0,029126	0,015075	0,010526	0,274765	3,05%
Sampit	0,071156	0,038911	0,142857	0,058043	0,135135	0,211268	0,145631	0,075377	0,157895	1,036272	11,51%
Lembar	0,044473	0,019455	0,015873	0,034826	0,081081	0,023474	0,087379	0,015075	0,031579	0,353215	3,92%
Total	1	1	1	1	1	1	1	1	1	9	1

From table 14 and Figure 6, it is known that based on region economic growth opportunity criteria, Tanjung Perak is the best option with 30% value followed by Banjarmasin (20.12%) and Tanjung Emas (14.9%). Other branches scored lower than 12% which means there are very small amount of PKBL contribution in these branches for region economic growth.

Assessment value close to 50& shows that by allocating PKBL in Tanjung Perak will be trust that there will be more business opportunity to surface as business development of PT. Pelindo III (Persero). This is possible if based on the fact that Tanjung Perak is tested in knowing company's external condition more than other branches so they have the best possibility in getting more opportunities.

vi. *Region Economic Growth Opportunity*

There is a possibility that because Tanjung Perak has already received bigger funds than other branches so it will automatically make them to have more experience in growing region economic as the effect from PKBL funds allocation in their partnership. This is not the sole possibility, other is that Tanjung

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

Perak is in the second biggest city in Indonesia so the multiplier effect from PKBL funds implementation higher than any other branches. This notion is supported by the data that all other branches is not placed in cities where the industrial area is not as advanced as Surabaya. Assessment value close to 50% shows that by allocating PKBL in Tanjung Perak will influence region economic growth faster and more effective than other branches. This is probably based on criteria of region economic which is business opportunity where Tanjung Perak got the highest value, this means Tanjung Perak has the highest value as well for this criteria than other branches.

Table 15 : Matrix of Pairwise Comparison Between Branch on Distribution Criteria

Distribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	0,333333333	0,2	0,3333333	0,2	0,33333333	0,2	0,33333333	0,2
Tanjung Emas	3	1	3	0,3333333	0,33333333	3	0,2	0,33333333	0,2
Tanjung Intan	5	0,333333333	1	3	0,2	0,33333333	0,333333	0,33333333	0,2
Banjarmasin	3	3	0,3333333	1	0,33333333	0,33333333	0,2	0,33333333	0,2
Tanjung Wangi	5	3	5	3	1	3	0,333333	3	0,333333
Benoa	3	0,333333333	3	3	0,33333333	1	0,333333	1	0,333333
Kupang	5	5	3	5	3	3	1	3	3
Sampit	3	3	3	3	0,33333333	1	0,333333	1	0,333333
Lembar	5	5	5	5	3	3	0,333333	3	1
Total	33	21	23,533333	23,666667	8,73333333	15	3,266667	12,3333333	5,8

Table 16 : Matrix of Alternative Value on Event Distribution Criteria

Distribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,030303	0,015873	0,008499	0,014085	0,022901	0,022222	0,061224	0,027027	0,034483	0,237	2,63%
Tanjung Emas	0,090909	0,047619	0,127479	0,014085	0,038168	0,2	0,061224	0,027027	0,034483	0,641	7,12%
Tanjung Intan	0,151515	0,015873	0,042493	0,126761	0,022901	0,022222	0,102041	0,027027	0,034483	0,545	6,06%
Banjarmasin	0,090909	0,142857	0,014164	0,042254	0,038168	0,022222	0,061224	0,027027	0,034483	0,473	5,26%
Tanjung Wangi	0,151515	0,142857	0,212465	0,126761	0,114504	0,2	0,102041	0,243243	0,057471	1,351	15,01%
Benoa	0,090909	0,015873	0,127479	0,126761	0,038168	0,066667	0,102041	0,081081	0,057471	0,706	7,85%
Kupang	0,151515	0,238095	0,127479	0,211268	0,343511	0,2	0,306122	0,243243	0,517241	2,338	25,98%
Sampit	0,090909	0,142857	0,127479	0,126761	0,038168	0,066667	0,102041	0,081081	0,057471	0,833	9,26%
Lembar	0,151515	0,238095	0,212465	0,211268	0,343511	0,2	0,102041	0,243243	0,172414	1,875	20,83%
Total	1	1	1	1	1	1	1	1	1	9	1

vii. *Distribution*

From Table 16 and Figure 7, it is known that event distribution problem in society, the best alternative is to allocate PKBL funds through Kupang branch, next is Lembar and then Tanjung Wangi, while the last spot is taken by Tanjung Perak. This shows that there's trust that Tanjung Perk has already gained enough attention from corporate especially regarding PKBL funds allocation.

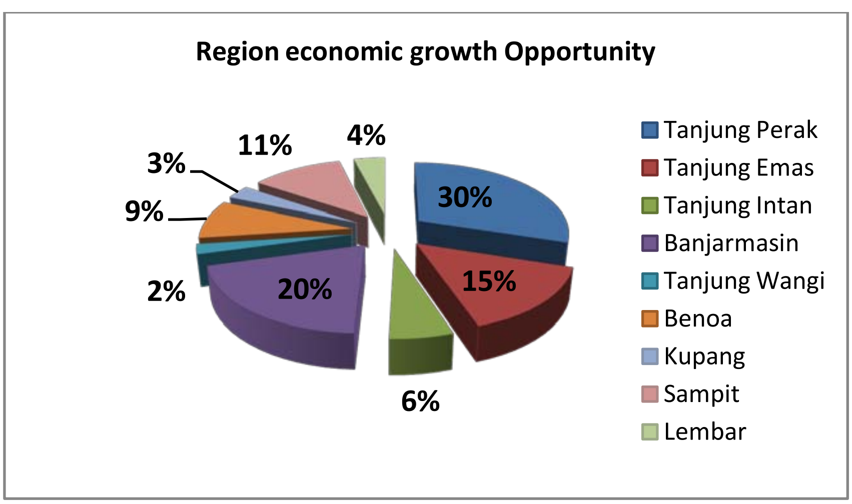

Figure 6 : PKBL Allocation Funds based on region economic growth

This phenomenon happends because there are many PKBL programs used by Tanjung Perak so event distribution I needed for other developing branches especially if they are serving ship.

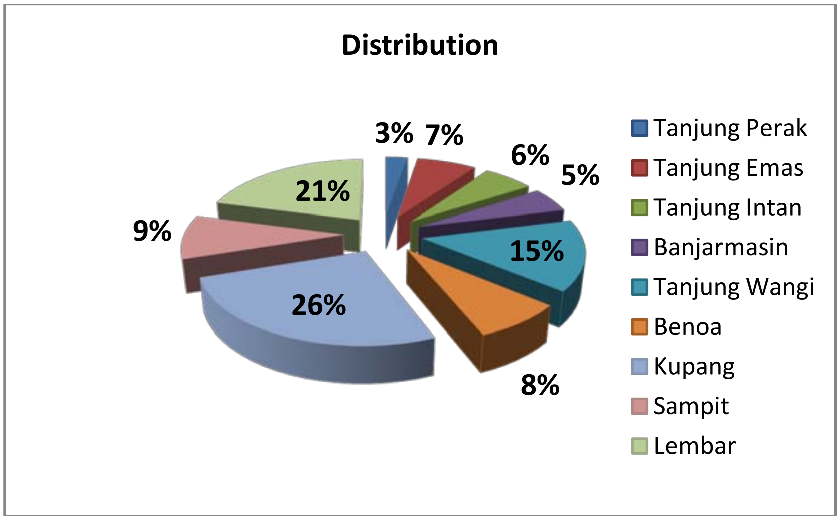

Figure 7 : PKBL Funds Allocation based on event distribution only

While for Tanjung Perak, it also seen by corporate as loaded so transfering experience to other branches is necessary so the process can be run faster to advance together.

Table 17 : Evaluation Matrix for each branch based on seven criteria simultaneously

Keterangan	reputation	Manpower absorption	Conflict Potency	Contibution Income	Branch Opportunity business	Region economic growth	Distribution	Total	Mean
Tanjung Perak	0,3417	0,0648	0,3560	0,7007	0,2292	0,2213	0,0184	1,9321	27,60%
Tanjung Emas	0,0351	0,0552	0,2044	0,3734	0,1028	0,1101	0,0500	0,9311	13,30%
Tanjung Intan	0,1109	0,0225	0,4781	0,2625	0,0739	0,0413	0,0425	1,0316	14,74%
Banjarmasin	0,0841	0,0329	0,0706	0,2821	0,1361	0,1484	0,0369	0,7911	11,30%
Tanjung Wangi	0,0788	0,0108	0,0978	0,0621	0,0188	0,0165	0,1053	0,3901	5,57%
Benoa	0,1775	0,0343	0,0322	0,1640	0,0412	0,0636	0,0551	0,5678	8,11%
Kupang	0,0267	0,0081	0,1454	0,0799	0,0138	0,0225	0,1823	0,4786	6,84%
Sampit	0,0581	0,0093	0,0404	0,1463	0,0408	0,0849	0,0650	0,4447	6,35%
Lembar	0,0233	0,0185	0,0579	0,1314	0,0268	0,0289	0,1461	0,4329	6,18%
Total	0,9363	0,2563	1,4827	2,2023	0,6833	0,7376	0,7015	7,0000	

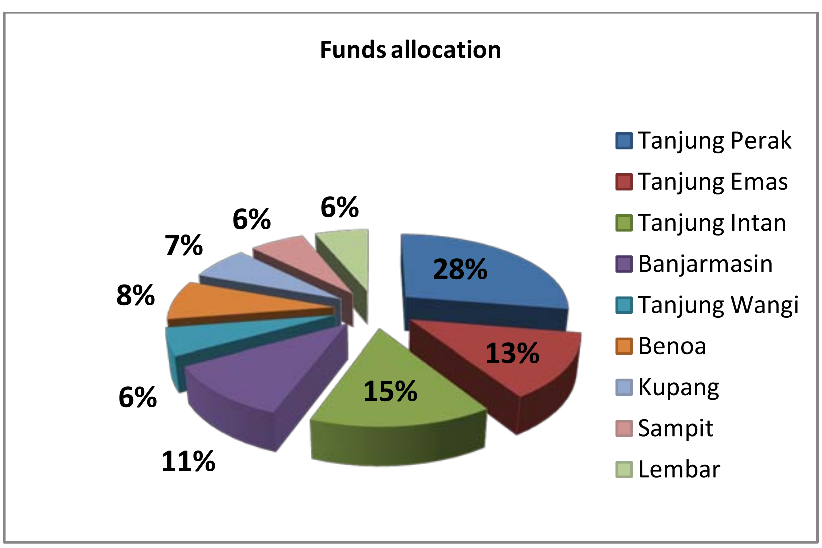

Figure 8 : PKBL funds allocation based on seven criteria simultaneously

Evaluation for Decision Making. Matrix of relative value comparison for each branch in PT. Pelindo III (Persero) as discussed previously is ways in allocating funds for each criterion. Hence the necessity for determining PKBL funds allocation for every branch by seeing the criteria as a whole. This valuation is necessary to determine how capable each branch as PKBL distributor in fulfilling seven criteria simultaneously. The scale is the same. Highest score shows that the branch is the most capable in fulfilling all criteria. The first step is by giving pair wise comparison globally between branch on seven criteria simultaneously.

Based on Figure 8, it can be seen that PKBL funds allocation for each branch can be classified into three groups: first group is 3rd class PKBL fund which are: Tanjung Wangi, Benoa, Kupang, Sampit and Lembar (5 branches), where each branch only holds value less than 8% from total PKBL budget by PT. Pelindo III (Persero). If totaled, these branches will only receive 33% from PKBL funds. While the second group is 2nd class for the following branches: Tanjung Emas, Tanjung Intan and Banjarmasin (3 branches), where each branch only holds to 15% or less from PKBL funds.

Table 19 : Resume for funds allocation model in each branch of PT. Pelindo III (Persero) based on 7 (seven) criteria

Resume

	Reputation	Manpower absorption	Conflict Potency	Income Contribution	Business opportunity	Region Economic growth	Distribution	7 (seven) criteria
Tanjung Perak	36,50%	25,29%	24,01%	31,82%	33,54%	30,00%	2,63%	27,60%
Tanjung Emas	3,75%	21,53%	13,79%	16,96%	15,05%	14,93%	7,12%	13,30%
Tanjung Intan	11,85%	8,77%	32,24%	11,92%	10,81%	5,60%	6,06%	14,74%
Banjarmasin	8,98%	12,84%	4,76%	12,81%	19,91%	20,12%	5,26%	11,30%
Tanjung Wangi	8,42%	4,23%	6,59%	2,82%	2,76%	2,23%	15,01%	5,57%
Benoa	18,96%	13,37%	2,17%	7,45%	6,03%	8,62%	7,85%	8,11%
Kupang	2,85%	3,15%	9,80%	3,63%	2,02%	3,05%	25,98%	6,84%
Sampit	6,21%	3,62%	2,72%	6,64%	5,97%	11,51%	9,26%	6,35%
Lembar	2,49%	7,20%	3,91%	5,97%	3,92%	3,92%	20,83%	6,18%
Jumlah	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%

Is totaled, the these branches receive 39% from PKBL total fund. The rest of 28% PKBL fund is allocated to main group (1st class) which consists of Tanjung Perak only. It can be seen that each group has close difference so logically it is appropriate with situation and condition for each branch.

Meanwhile, these are 5 criteria with logical connection from: reputation, income contribution, conflict potency, branch business opportunity, manpower absorption and region economic growth. If a certain branch has a high conflict potency so it will need bigger PKBL fund. If the effect of fund in muffling conflict is on point, it will influence company repitation and increase PT. Pelindo III (Persero) profit, because safe harbour will help the customers feel safe either.

From different perspective, this safe situation will directly help branch business development and also increase region economic growth. Economic increase and business development will be very effective if this branch is in area with rapid economic growth potency, such as Tanjung Perak. This is shown by quantitative analysis result numerically that in these 5 criteria, Tanjung Perak has always been the branch with highest score. The summary for each branch and each criteria can be seen from Table 4.18 and Figure 9

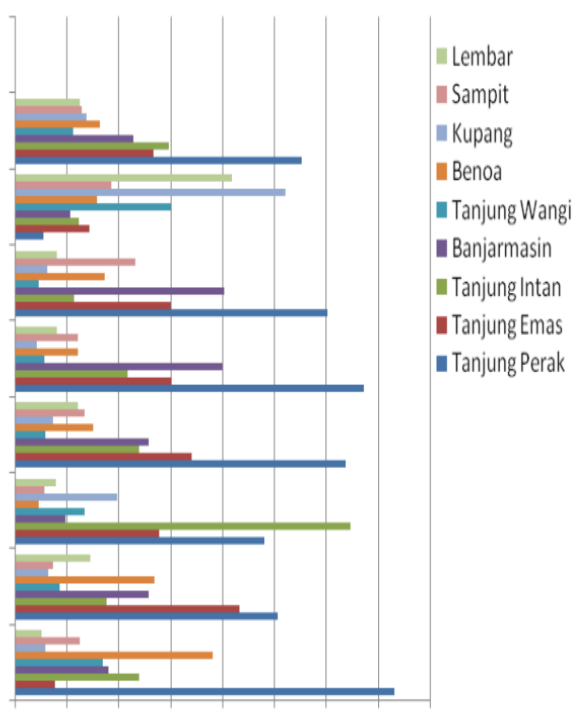

Figure 9 : Summary of PKBL funds allocation for each branch of PT. Pelindo III (Persero) based on 7 (seven) criteria

V. Conclusion

The seven criteria can be used as corporate consideration in decision making for program mapping from corporate operation region based on the criteria of: company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economic growth, even distribution and decision making of funds allocation based on set criteria.

VI. Suggestion

- This research recommends stated owned enterprises in indonesia to base their funds allocation and PKBL programs on beneficial criteria for stakeholders
- PKBL funds allocation pattern must be appropriate with priority and need scales from stakeholders perception
- To gain legitimacy, company may explain their PKBL activity into their annual reports and other company's documents to form corporate image (Branco & Rodrigues, 2006; Cerin, 2002) and to ensure their stakeholders through national/regional/local media such as publicity, social activity, official website and other supporting activy. Abbot & Monsen (1979) stated that social cost needs to be exposed, social cost is beneficial to increase legitimacy and image from investors and employees.
- In terminology of PT. Pelindo III (Persero), PKBL program is a support form towards government effort in creating job demand and pushing national economic growth. It is necessary if PKBL strategy is continuously perfected by sharping the program focus into two categories: Strategic Program and Responsive Program

VII. Limitation

This research is a case study research, hence there are few limitations: (1) the result used primary data with perception measurement, and also originated from one company, (2) this research suffers bias in data interpretation and presenting facts because of author's subjectivity.

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Studies on Some Aspects of Job Satisfaction in Engineers India Limited

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Abstract - In this paper the analysis has been done in the aspect of studies on job satisfaction: a case study of engineers India limited, A excel public Sector Company of India. Many qualitative aspects have been asked in the survey and there is one thing that now a day employees do not give importance to mere fiscal requirement but also to working environment which include many work related and non-work related aspects those have been asked in the survey. With the generation of more and more money in the market and work pressure on individual has been tantamount due to which employees seek for comfort in work and many things which may help alleviate work pressure and so their personal / social tension. During recession, when other organizations were issuing pink slips, Engineers India Limited recruited most due its demand in the market. Except some differences in few question asked in survey, in general majority seems to have similar opinion and agrees to the importance of good working culture inclusive of aspects which treats them more than a machine.

Keywords : Qualitative aspects, employees, generation, recession, organizations, material resources, special leaves, sports.

GJMBR-A Classification : FOR Code: 150305, 150311 JEL Code: J28, M12, O15

STUDIES ON SOME ASPECTS OFJOBSATISFACTION IN ENGINEERS INDIA LIMITED

Strictly as per the compliance and regulations of:

Studies on Some Aspects of Job Satisfaction in Engineers India Limited

Geeta Kumari[α], Vittesh Bahuguna[σ] & Dr K.M Pandey[ρ]

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I. Introduction

Lot of surveys have been done till now and each explains how drastically working environment and culture changed in last two decades. In an organization where people used to be more dependent on manual labour, obsolete machinery and out of phase equipment, have been upgraded in these last two decades due to LPG (Liberalization, Privatization and Globalization) policy adopted by India in 1991. Strict competition provided by foreign firms forced Indian counterpart to become more efficient and productive considering Human as equally important resource than the raw materials itself. India realized its' potential to compete among foreign counterparts using human resource development and succeeded immensely from these initiatives. Initially adopted by private firms, now HRD has been given special place in Public sector enterprises as well. For an organization combination of young and experienced employees is highly essential but now -a- days the trend of "rolling stone" is at helm due to many fall backs mainly employees' happiness which sometimes causes inexperienced majority work force in an organization and hence inefficiency and reduced productivity. Happiness, a qualitative term, were not given much importance in the decades before LPG but if analyzed properly, then we can easily pick out some causes like lack in "opportunity of opportunities" which increased immensely after LPG and creates millions of job and hence ones' pursuit of happiness started due to comparison to others' . If an organization wants its' employees to work for longer period then they need to understand "employees' satisfaction" which comes from qualitative goods (immaterial / non- fiscal) with quantitative goods (fiscal). An organization has to learn utilize human resource with material resources to enhance productivity and efficiency.

Generally, in PSU it is well known that younger generation frequently quit and switch to other firms as working environment in may PSUs in India still exercise feudal culture of hierarchical hegemony which forces them to quit the job and at times completely switch the profession and many turns towards doing master of business management hoping to become entrepreneur (own a profession of no gagging or hegemony).

II. Literature Review

Job satisfaction is the feeling of self achievement aroused due to sense of comparison. Sense of achievement generally comes when individual compare themselves with their counterpart, say employees compare with the employees of other organization and so on. Parity, in the sense, may make people (or employees) feel satisfied (or job satisfied). Organization if wants their employees to be more satisfied with their work then they have to update themselves with the information of other organizations' work ethics / culture and accordingly inculcate those in theirs'. Upheaval in work culture /ethics in recent decades made many organizations lag behind others especially PSUs or government owned organizations w.r.t their private counterparts who are more modernized or updated as far as work culture /ethics, equipment, management committee and other facilities (fiscal / non-fiscal given to employees) are considered. Many aspects consist in work ethics / culture and each have significant importance for employees' satisfaction.

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Human resources management practices such as pay practices, job training and supervision enhances job satisfaction of employees and so turnover of company. Correlation among all these variables are well highlighted and analyzed by Hamdia Mudor and Phadett Tooksoon ,2011". Autonomy of performing tasks, increased communication with co-workers in work place reflects in higher job satisfaction and which is always a part of High Performance Workplace Organization (Thomas K. Bauer, 2004).

With the recent change in work culture across the world and in general more influenced private sector all over the world, Public sector undertakings have been seen lagging behind as far as modern work ethics / culture is concerned. However, when PSUs tried to compete with their private competitors, they focused on productivity and so clients' satisfaction but to achieve that they need to change or adapt to the modern new work ethics and culture suddenly from feudal culture they had been following for decades which in actual compelled many employees feel uncomfortable to adapt to and so caused occupational stress and lesser efficiency in their work. Interrelation among Job satisfaction, occupational climate and occupational stress is well analyzed by K.K.Jain, Fauzia Jabeen, Vinita Mishra and Naveen Gupta, 2007.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. We can argue that job satisfaction is an attitude but researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied").

Geeta Kumari and K.M.Pandey[10] worked on Job Satisfaction in Public Sector and Private Sector: A Comparison. Their main findings are given below : Public Sector versus Private Sector comparisons are a debate which seems to be a never ending topic. It is very difficult to take stand for either of these two forms of administration. The reason behind that is not unknown but obvious as both provide scopes in different ways. Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. This paper surveys both the sectors in most of the aspects of analysis.. As the current findings show, jobholders vary regarding the extent of ambivalence experienced with respect to their attitude toward their job. The current findings also open up opportunities for further research regarding the consequences of job ambivalence. For instance, the present findings imply that job performance of individuals with high versus low job ambivalence may fluctuate such that job performance is comparatively high when positive beliefs and affective experiences are salient and thus predominate at a certain point in time but that their performance may be comparatively low at other times when negative beliefs and affective experiences are salient and predominate. In this respect, research could, for instance, collect manager perceptions of performance consistency. Future research should aim to replicate the present findings with larger and more diverse samples as well as profit from the use of multiple-item scales to measure job performance. Geeta Kumari and K.M. Pandey [11]studied on stress management problem of Avtar steel industries, Chennai, India. Their main findings are the followings. A sample size of 100 is taken for the purpose of analysis made from primary and secondary data. Out of the total sample most of the respondents are male and many are between 50 and above. Most of the respondents are under graduate and have professional qualification. Most of the respondents have 10-15 years of long association with the organization. Almost all the respondents are satisfied with the physical and psychological working condition of the organization, and only fewer respondents are dissatisfied with the psychological working condition of the organization. The opinion about the training programs conducted by the organization is almost better, according to majority of the respondents.

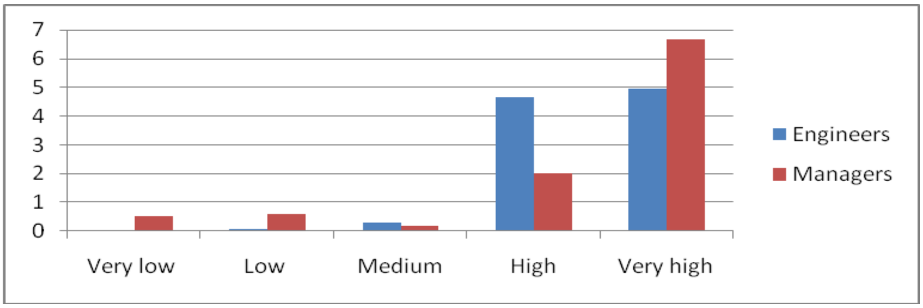
III. Materials and Methods

712 Engineers and 114 Managers have been surveyed on their opinion regarding different qualitative aspects which can lead to efficient and happy working environment. Majority of employees surveyed indicated the importance of qualitative aspects (mainly not related to work). In EIL, lesser people switch jobs and the reason can be above qualitative aspects asked in survey fulfilled by EIL.

a) Survey and data

Bar chart scaled per 10 employees

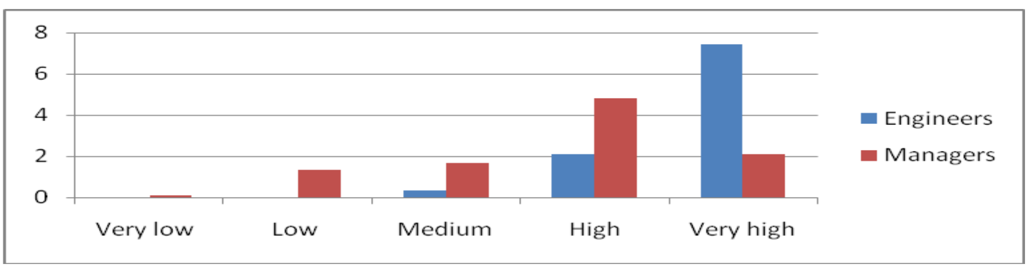
1. Does performance related pay adds to the employees' self esteem?



BAR CHART - 1

It is observed from the bar chart 1 that performance related pay or reward always boosts ones' zeal to work efficiently and survey indicates the same. Organisation shall encourage this type of practice because it fills employees with the feeling of competition (or comparison) which makes them add something more to their performance ultimately leading to performance of the organisation. EIL have performance related pay completely dependent on individual performance on yearly basis which is decided through appraisal management system (dependent on many factors like technical performance, HR related, work ethic code etc.).

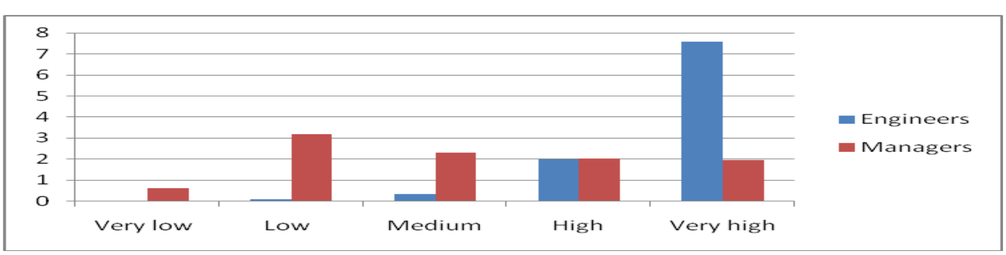
2. Do you believe frequent training programme on technical updating, personality development, soft skills, stress relieving programme, meditation, yoga etc. improve individual performance?



BAR CHART - 2

It is observed from the bar chart 2 that survey indicates the significance of training programme. Training is must to cope with the continual modernisation of both material resource and human resource like work culture / ethics, equipment etc. so that an organisation does not lag behind to others and always adds to the Skilled man power and hence productivity of an organisation. EIL, an organisation completely dependent on its manpower as it seek work in engineering consultancy, encourages training and even has a separate department in the organisation which arranges training for personnel.

3. Do you think the place of sports in an organisation and special leaves granted to represent organisation in bigger forum helps?

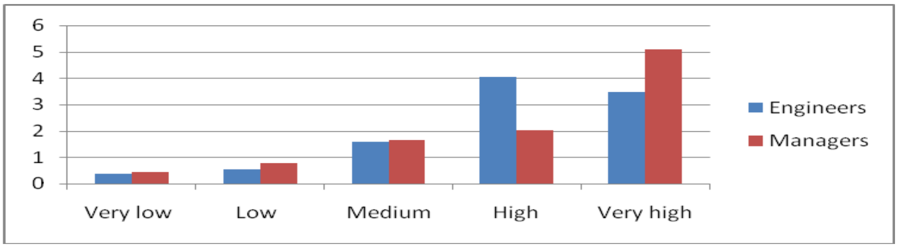


BAR CHART : 3

It is observed from the bar chart 3 that in the survey conducted; there is a huge difference in the opinion of Engineers and Managers regarding sports. Managers generally old consider it rarely helpful for the employees while Engineers (younger) supported it asmany stated that it helps alleviate work pressure by providing a short break.

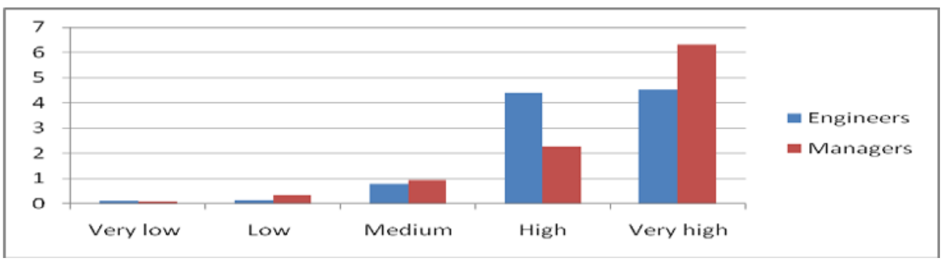
EIL do allow their employees to participate in tournaments generally held among public sector undertakings all over India and also hosts many tournaments in different sports occasionally.

4. Do you think "support service department" helps?



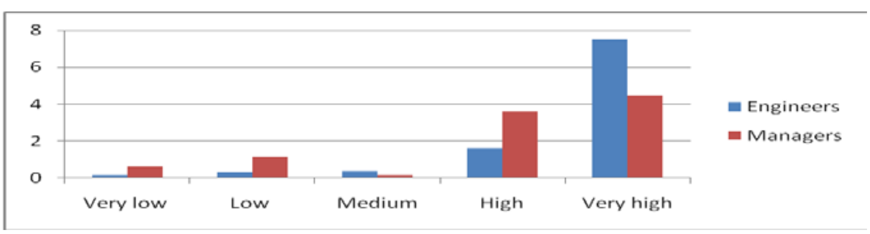
BAR CHART - 4

5. Do you think a better reception in an organisation helps?



BAR CHART - 5

6. Do you think hegemony / gagging in an organisation reduce overall productivity of employee?

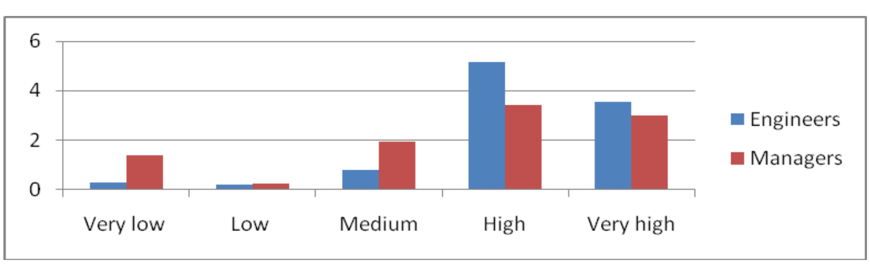


BAR CHART- 6

7. Do you think employee portal / intranet facilities for information provided by HR website of every kind like following helps?

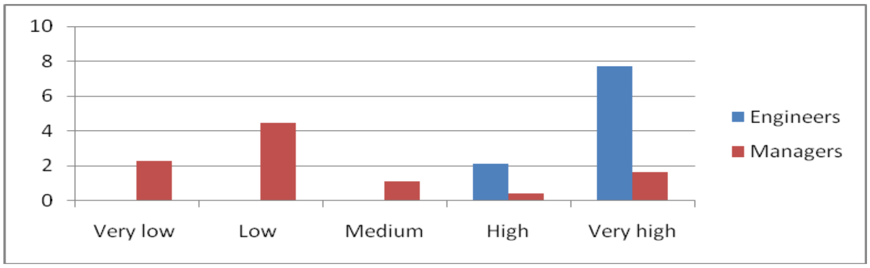
- Info corner

HR Bulletin, Who is dealing with What, Intercom, Doctor's Schedule, Holiday Homes, Medical Info



BAR CHART - 7

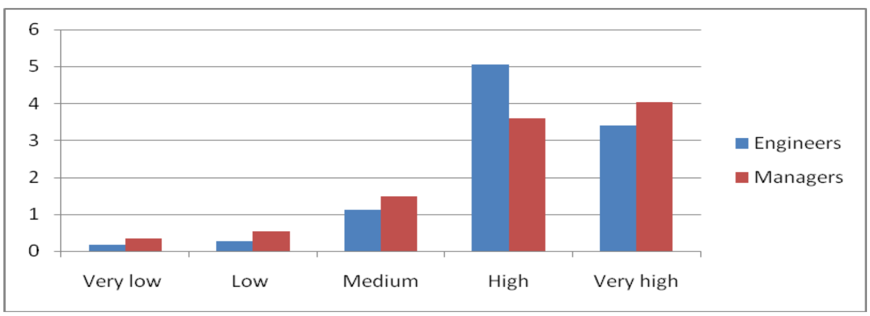
8. Do you think self service for non-technical activities like taking Xerox, print, refreshment etc. helps?



BAR CHART - 8

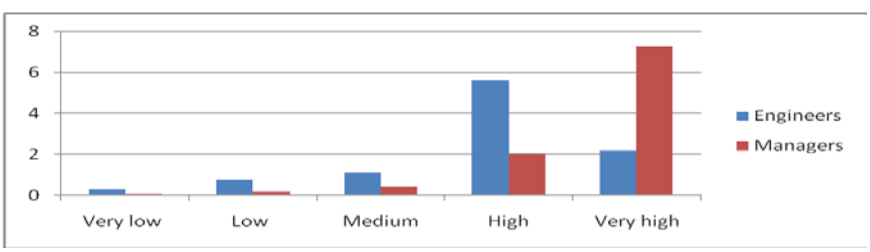
It is observed from the bar chart 8 that Employees were asked whether self service in non-technical activities (like printing, Xerox, tea/coffee) shall be made mandatory, Engineers were more in the view that self service shall be encouraged to avoid growth of the feeling of grandeur or say disparity among employees which helps in the healthy working environment and avoid feeling of animosity. Managers do not seem to agree and provided the justification that it reduces the valuable time which can be spent in more work related activities and hence beneficial for the organisation to consume efficient hours of each employee in work related activities only.

9. Do you think internet connection, telecommunication facilities etc, for proper communication provided to employees benefits?



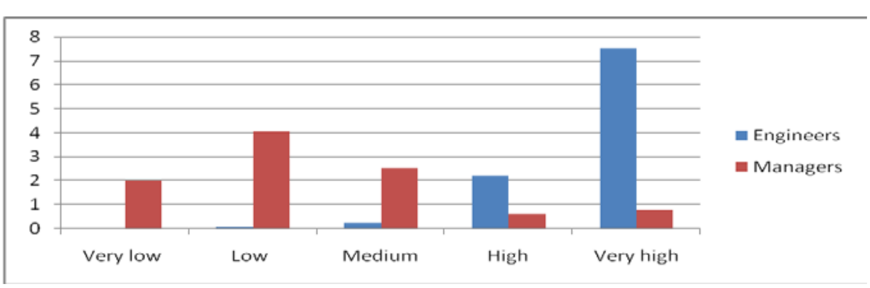
BAR CHART - 9

10. Do you think better security service provided for employees' / organisations' helps?



BAR CHART - 10

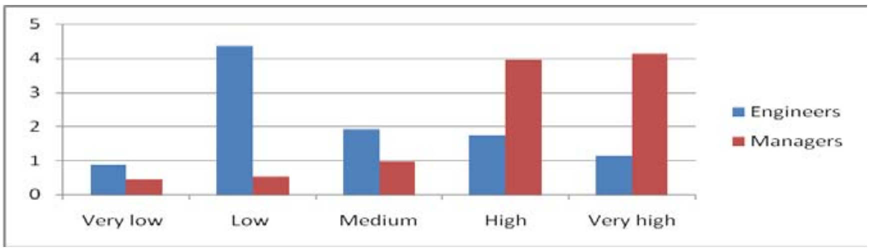
11. Do you think de-centralization of job execution responsibility encourages employees?



BAR CHART - 11

It is observed from the bar chart 11 that when asked about individual responsibility or decentralisation of execution of job responsibility, Engineers agreed that it reduces execution time and boosts "sense of confidence" and equips them to execute job more swiftly. However, Managers do not agree with this and emphasize on the significant chance of making an error in job execution which can ultimately result in delay of project. Managers seem to follow the proverb "prevention is better than cure" but engineers do not seem to believe in the conservative method and many a times entrepreneur, in general, young have given the conservative approach a fall back and made it obsolete using their own approach "No risk No gain".

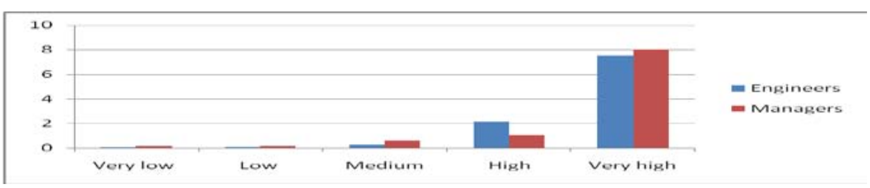
12. Do you think working in a PSU adds up some 'psychological' feeling of job security in employees' mind?



BAR CHART - 12

It is observed from the bar chart 12 that Employees were even asked whether working in a PSU make them feel more secure as far as their job is concerned. Different opinion and result were spotted when engineers and managers were surveyed. Engineers were more of opinion that feeling of security shall be dealt with feeling of career stagnation as PSU generally follow conservative, passive and less risky approach to achieve their targets and hence generally lags behind private firms which follows aggressive and innovative approach to achieve higher growth which puts them in leap forward than PSUs. Managers were concerned with the volatility of market and extent of which it affects PSUs (lesser) than the private firms. Complete openness to the market reduces resilience of the organisation and which can lead to insecurity among the employees of the firm.

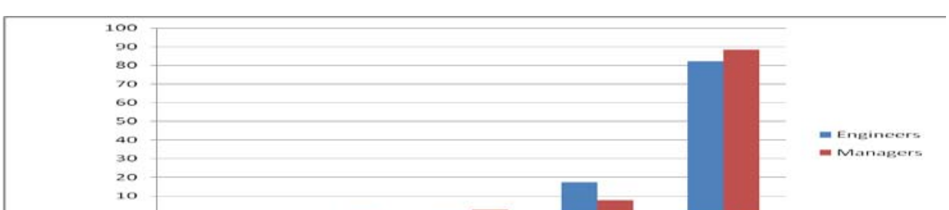
13. Do you think all qualitative aspects asked above fulfilled by Engineers India Limited?



BAR CHART - 13

b) Level of job satisfaction

Weight age or Utility of qualitative aspects surveyed fulfilled by EIL, X (very low, low, medium, high or very high) from BAR CHART 23 and Mean, Y from BAR CHART1 to BAR CHART22 to quantify significance of qualitative aspects surveyed with Job satisfaction.



	Very low	Low	Medium	High	Very high
Engineers	0.014811291	0.058229834	0.503822437	17.22678376	82.1963537
Managers	0.349795483	0.721831958	2.547642697	7.970479793	88.41024971

BAR CHART - 14

Level of job satisfaction = XY (converted in percentage)

IV. Conclusion

Refer BAR CHART-13, level of job satisfaction calculated were 82.2 % and 84.4 % for Engineers and Managers respectively. Employees seems highly satisfied with their organisation and so able to work efficiently which can be seen in increasing growth rate (refer Table-2) irrespective of adversity it faced like recession and still cruising to it keeping recent turmoil like high inflation, euro crisis etc. at bay.

During recession, when other organisations were issuing pink slips, Engineers India Limited recruited most (refer Table-1) due its demand in the market. As work increased with stupendous growth in Engineers India Limited, it increased its' manpower and lesser people switched before and after the recession as EIL has been emerging which can be seen in its' increasing growth / turnover (net profit), refer Table-2. Employees generally stick to the company if its market value does not fluctuate much which boosts them with the 'sense of security'. Being a PSU also adds to the same, however many PSUs which occur losses in India during this period recruited lesser and declining turnover made them narrow their manpower. Many qualitative aspects have been asked in the survey and there is one thing that can be concluded from the survey that now a day employees do not give importance to mere fiscal requirement but also to working environment which include many work related and non-work related aspects those have been asked in the survey. With the generation of more and more money in the market and work pressure on individual has been tantamount due to which employees seek for comfort in work and many things which may help alleviate work pressure and so their personal / social tension. Except some differences in few question asked in survey, in general majority seems to have similar opinion and agrees to the importance of good working culture inclusive of aspects which treats them more than a machine.

Aesthetic culture of EIL following many HR related aspects and ability to cope with the standard of facilities provided respective to other firms all over India makes it one of the best working places.

Appendix

Year	No. of employees joined
2011	272
2010	278
2009	394
2008	490
2007	>231 (data for 6 month)

Table : 1

Financial year	%age increased in profit after Tax (PAT)
2010-2011	26#
2009-2010	20

Table : 2

* Data as published in-house magazine "Hamara EIL" in Engineers India Limited and in website www.eil.co.in

\# Highest ever turnover and profit

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Global Journal of Management and Business Research
Volume 12 Issue 7 Version 1.0 April 2012
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Factors Affecting the Brand Recognition; An Exploratory Study

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Abstract - This research aims to identify why Pakistani brands are not being recognized internationally. Three determinants have been kept in mind while completing this research, (Brand Perception, Product Quality & Product Innovation). The sample size of the study was 200 respondents; the questionnaires were distributed among 200 respondents. Only 129 questionnaires responses were included in data analysis due to incomplete response from the respondents. The research not only provides dedicated information that how the local products are graded internationally but also manifests competitive environment, highlighting various aspects related to international brand recognition. It emphasized importance of perception, innovation and quality with respect to recognition at international level and how various stakeholders can contribute towards this end.

Keywords : Brand Recognized, Brand Perception, Product Quality, Product Innovation.

GJMBR-A Classification : FOR Code: 150505, 150504 JEL Code: M31, M37

FACTORS AFFECTING THE BRAND RECOGNITION AN EXPLORATORY STUDY

Strictly as per the compliance and regulations of:

Open Association of Research Society, USA
Research | Diversity | Ethics

Factors Affecting the Brand Recognition; An Exploratory Study

Muhammad Hamid[α], Shahid Rasool[σ], Asif Ayub Kiyani[ρ], & Farman Ali[Ѡ]

Abstract - This research aims to identify why Pakistani brands are not being recognized internationally. Three determinants have been kept in mind while completing this research, (Brand Perception, Product Quality & Product Innovation). The sample size of the study was 200 respondents; the questionnaires were distributed among 200 respondents. Only 129 questionnaires responses were included in data analysis due to incomplete response from the respondents. The research not only provides dedicated information that how the local products are graded internationally but also manifests competitive environment, highlighting various aspects related to international brand recognition. It emphasized importance of perception, innovation and quality with respect to recognition at international level and how various stakeholders can contribute towards this end.

Keywords : Brand Recognized, Brand Perception, Product Quality, Product Innovation.

I. Introduction

Brand name is one of the important features in product recognition, Osler, (2007) argues that brand has a due importance related to brand portfolio. Angelmar, Angelmar and Kane, (2007) refers, branding helps in marketing the product. Sen (1999) argues, when any consumer observe a brand that he already knows what happens, all the information closely linked to that brand retrieves automatically. So brand has a vital role for the recognition of particular product. Recognized brand can make a huge impact on the consumer's perception. There is a correlation between quality and recognition of product. Azdem, Ghaderi and Fazli, (2007) refers low quality products are not appreciated, profit can be increased by improving the quality. Papic (2007) refers that QFD help the entrepreneur to attain entire level of standard to meet customer expectation. Herrmann, Huber, Shao & Bao, (2007) argues; in most cases price reflect the quality of product. Pieniadz and Hockmann, (2008) found that quality not only affect the cost of production but also generate ad ditional revenue. Innovation brings certain changes in an existing market trend. Aboulnasr, Simhan, Blair and Chandy, (2008) found that innovation always overcome existing markets by exploring new opportunities. Morrison, (2007) refer that now consumers emphasize not only goods and services, instead they would like to buy product related to their emotions. Aboulnasr et al, (2008) argue that most firms gain competitive advantage through innovation. The scope of study encompasses the problem/grey areas of production of Pakistan with a view to suggest/recommend measures to introduce our products in international market with a Pakistani brand. Pakistan is producing certified products for different international brands since 90s, but the question arises why industries are not using its own brand for export goods? Pakistan export products are compatible to the standard of international brands, but no international brand is affiliated with Pakistani industries. This research concludes that if industries of Pakistan are capable to produce goods for international brand why it can not produce with its own brand? This research aims to give awareness to the industries to produce goods under its own brand. Benefit of this research is to recognize and promote Pakistani products under its own brand. In this way industries will develop internationally and domestic competition will increase. Pakistan will be recognized as quality product producer world wide.

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II. Literature Review

a) Brand Recognition

Brand Recognition is the amount to which a brand is recognized for acknowledged brand attributes or communications among consumer. Brand recognition will help consumer lean toward our product when given the choice between our product and one they have never heard of. According to Samiee, Shimp, and Sharma, (2005) lower level of brand recognition negotiates inconsequential in choice process of the consumer and high level of brand recognition shows the saliency of brand origin. Brand recognition is one of the main sources to distinguish our product with our competitor. Freeling, Leiter, and Person, (1997) argues that "it is the recognition (brand or product name) which hangs over the company door, the name of the product, or the name that describe a service." The perception of consumer about the quality of the product is also linked with the brand recognition, as argued by Kim, and Chung, (1997), that brand recognition can be used as an exterior indication for product quality, which can be voluntarily offered to buyers and can therefore instantly control their assessment of alternatives. Singh, Rothschild, and Churchill. Jr, (1988) found that for recognition (brand or product) to be acknowledged as generally, it should have positive attractive qualities. Brand recognition has usually been prepared as either consumer knowledge level, current market share, or penetration level calculated during growing sales Kim et al, (1997), and once an organization established brand recognition, it utilized it to provide to all market segments. Savins (1995) cited Brand recognition or popularity is an important asset to a firm but sometimes the firm's used it in a negative sense. According to Savins et al, (1995) Present firms take benefit of their brand recognition and continue offering their older models. In Pakistan people are high brand conscious and recognition of brands is more.

b) Brand Perception

Brand can be defined as "a name, usually a trademark of a product or manufacturer or the product identified by this name" (MSN Encarta dictionary). A strong brand is the key to beneficial business, but only if we know how to distribute the right brand perception to the customer. Danaher, Wilson and Davis, (2003) argues that brand giver perception to consumer about the consumption benefit of the product. In Pakistan there is lots of inexperience found in brand perception due to lack of awareness of brand power, Danaher et al. (2003) found that, Inexperienced brand always face difficulties while competing with well-known famous brand. Product which is associated with famous brand are adopted as soon as it is introduced in market argues by Simonson, Huber and Payne, (1988). On consumer side brand play numerous role for buying a good quality product. According to Randall, Ulrich and Reibstein (1998) the crucial technique that consumers have to identify a product is brand association. While buying good's consumer takes into account directly observable features of the product and the value of brand among other factors argued by Randall et al, (1998). Consumer buying behavior should be kept in account while developing brand, Loken, Ross and Hinkle, (1986) found that consumer buying behavior of product in some cases depend upon market place behavior. And according to Bass, Givon, Kalwani, Reibstein and Wright (1984) brand switching take place because of change in brand preference or in attitude and change in consumer perception. Sometimes brand is rejected because of unnecessary features offered by the product Simonson, Carmon and O'curry, (1994). Brand perception is one of the major sources of brand recognition for consumers. Consumer can easily recognized the products if those product are associated to a famous brand. According to Keller, (1993) Brand becomes a recognition source for consumer while purchasing the product and helps them to categorize among other products.

H_1: Brand perception will be positively associated with brand recognition.

c) Product Innovation

According to Vadim Kotelnikor "Product/service innovation is the result of bringing to life a new way to solve the customer's problem through a new product or service development that benefits both the customer and the sponsoring company." Product innovation makes a huge impact on the market size, growth, prosperity and also organizations revenues. Gjerde, Slotnick and Sobel (2002) found that when demand increases there is expected to be innovation. It is observed that engine of economic growth and development is innovation Chaney, Devinney and Winer, (1991) Firm cannot take risks to bring innovation in products as Dougherty & Heller, (1994) argues that in any firm innovators used their skills and practices for bringing innovations in products. Hlavacek and Thomson, (1973) found that when a new product is invented the firm takes risks for producing and distributing it. Mostly organizations are producing products but there is no innovation or modifications in these products. Mason, (1990) refers that the product which are modified can excite and develop the market growth. Product innovation affect the demand and supply of existing products as Kisler & Bachrach, (1973) found that innovation is moreover a new product or method affect the supply of preceding products. To improve the existing products or innovate new product technology is very essential for any firm Gjerde et al (2002). Technology is a major factor for product innovation. If organizations have latest technologies then there expected to be product innovations. Pakistan has limited resources on technology to innovate new products. Jassawall & Sashittal, (2002) found that in any organization culture of organization effect the product innovation process and also organizational growth. In Pakistani organizations the culture for product innovation is not suitable and atmosphere for product innovation is not given to inventors. Some organizations lack behind in product innovation because of culture problems lies with in the organization. As Danneels, (2002) argues that product innovation brings a change in firm resources and replaces them timely. Innovation in product in any organization brings the competition with other organization and also takes a competitive edge on the innovated products nationally and internationally. Pakistani organizations have to give focus on new product innovation so that they also come in competition with other organization nationally and internationally. Chaney et al (1991) found that new product innovation is very important for taking

Global Journal of Management and Business Research Volume XII Issue VII Version I April 2012

competitive edge on other organization. One producer producing products introduces new and modified products more sporadically then more producers Fishman and Rob, (2000). Product innovation brings the drasting change on prices of preceding products and it also obsoletes those products. Doa, (1984) says "new product put downward pressure on the prices of existing ones". Prices of new products are higher as compare to preceding one. Organizations are may be more profitable when they introduce new product in the market. Gjerde et al (2002) refers that prices and market forces are increased by large innovations as compared to smaller ones. Product innovation effect the brands recognition. Any brands which are recognized and are given more priority in national and international market have innovation in products also. Those brands are more popular and famous in which product innovations are more.

H_2: product innovation will be positively associated with brand recognition.

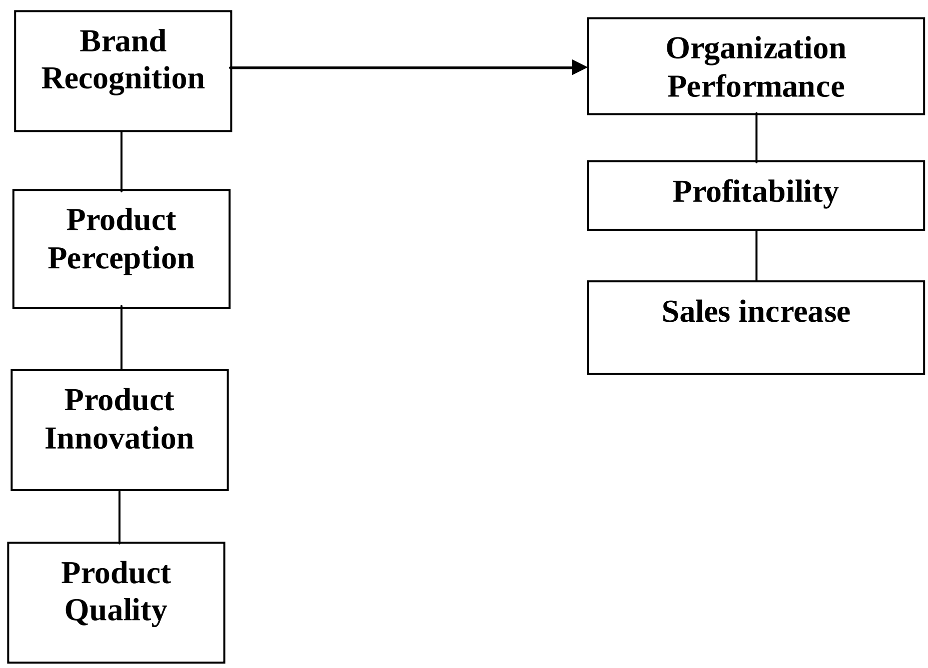
d) Product Quality

Quality is an ever elaborating perception by the customer of the value provided by a product. It is not a static perception that never changes but a fluid process that changes as a product matures (innovation) and other alternatives (competition) are made on the basis of comparison. A successful product take-off can make a huge impact on success or fails in the marketplace in which quality and price are important factors as Smith, (1986) refers that Product introduction in market depends upon two factors one is quality and another is price. Both of them play vital role when a new product is penetrated in open market. Customers believe the export product can be exported due competitive edge in which quality of product is significant factor as Shy, (2000) describes that It is general psyche of consumers that they believe that a product which is imported must be of a high quality. Know how of export products are of utmost importance since this gives an edge to product for competitive success Mukarjee, Lapre and Wassenhove, (1998). Tangible differentiators like pursuit of high quality, cost-effectiveness and adherence to project deadlines and sound management principles have contributed immensely towards more cost of production as Shy, (2000) define It is well known fact that high quality product would certainly have more production cost. Quality of the Product is a competitive edge which can generate huge returns and adversely affected the variation in returns as Kroll, Wright, Heiens, (1999) argues that Quality of product gives enriches to the competitive advantage which always gives ornament to the returns and reducing the variation as well. Continues improvement to enhance quality leads to more efficiency, effectiveness and exploring more knowledge which positively increase the competency of the overall organization as Mukarjee et al. (1998) implies that The competency and efficacy of organization is always reciprocal to TQM process, this would surely develop more know how of a product to the people. Quality of the Product generate more returns and decrease the variation in returns through product quality, market share and direct cost as Kroll, et al, (1999) describes that Product market, market share and direct cost are such components which directly affect the lower variance in return through product quality. Analysis of the quality is timely process which involves incorporation of product design and about the brand information as Page and Herr, (2002) argues that Quality acumer appears to take more time as it entails the amalgamation of design and brand information. Quality of the product is representing the fame of the particular firm which is producing that product as Shapiro (1982) implies that the guiding principle that adverts relapse of the quality provided by the sellers in the formation of firm's particulars fame. Export of the product must have strong back ground which is essential for exporting like high quality as Shy (2000) argues that Domestic producers must make all out endeavor to develop such an infrastructure which is essential required for export of a product through high quality and after doing so they can give green signal to consumers for putting up their demands. There are three main factors for the success of the product like Quality, Brand and Price as they are interrelated to each other and have positive relationship which proofed as Rao and Monroe (1989) describes that Price & perceived quality; brand and perceived quality are interrelated statistically to each other for the success of a product positively.

H_3: Product Quality will be positively associated Brand Recognition.

Theoretical Framework

FIGURE 1 – DETERNIMENTS AND THEIR RELATIONSHIP



The theoretical framework is a model of logical relationships amongst the factors (Brand Recognition; Brand Perception, Product Innovation, Product Quality). In other words the theoretical framework is the graphical summary of the research study. In sum we can say the theoretical framework discusses the relationship among the determinants that are deemed to be integral to the dynamics of situation being investigated. In above diagram the theoretical framework is showing the relationship among Brand Recognition and its antecedents (Brand Perception, Product Innovation, and Product Quality), it will help us to test the hypothesis and certain relationships and will improve our understanding of the dynamics of the situation.

III. Participants, Measures and Methodology

a) Questionnaire

Questionnaire developed regarding Local Brand Recognition to International Market; An Exploratory Study". The questionnaire contains five sections. Section I describes Biographical characteristics of the respondents. Section II includes the Brand Recognition which has seven items, section III includes Brand Perception which contains seven items, section IV has the third determinant Product Quality which contains five items and in section V has the last determinant Brand Innovation which contains three items.

b) Distribution

The questionnaire was personally administrated to the local community of Pakistan. More than 200 questionnaire were distributed out of which 129 were received back, making respondent rate as 65%.

c) Sample & Population

Population for this study was the general public of Pakistan. A sample of 129 individuals was selected. The sampling technique was used which representative of population was based on various characteristics as given in the table below: -

Table 1 – Demographical Data

Criteria (Description)		Frequency	Percentage
Age	15-25 years	85	65 %
	26-36 years	45	35 %
Gender	Male	65	50 %
	Female	65	50 %
Brand Used	Haleeb	50	38.49 %
	Olpers	42	32.36 %
	Good Milk	28	21.55 %
	Tarang	10	7.6 %

In age description some respondents are in between the age of 15-25 years which are 65% of the whole sample. In this class respondents are mostly students. Beside them there are the classes of 26-36 years which are 35% of sample. In gender description male and female are equally participated and their sample size carried out through practical work. There are four local brands' name chosen for the questionaire, their names and preference by respondents is as under: -

a.	Haleeb	-	38.49%
b.	Olpers	-	32.36%
c.	Good Milk	-	21.55%
d.	Tarang	-	7.6%

Apropos above it has been observed that the product which has strong brand name got the 38.49% of the total which is significant amongst the others.

TABLE 2 – Descriptive Statistics and Co-efficient of Correlation				
DETERMINENTS	Pearson Correlation			
	Brand Recognition	Brand Perception	Product Quality	Product Innovation
Brand Recognition	1	0.442	0.395	0.437
Brand Perception	0.442	1	0.272	0.247
Product Quality	0.395	0.272	1	0.433
Product Innovation	0.437	0.247	0.433	1
[A] Number of Respondents = 129				

The correlation indicates a strong and significant relationship between Brand Recognition and Brand Perception (0.442). But, Product Quality and Brand Recognition have not strong but significant relationship (0.395) whereas Product Innovation and Brand Recognition have strong and significant relationship (0.437).

REGRESSION MODEL

TABLE 3 – Regression Model			
Predictors	Beta	t	Sig.
Brand Perception	0.331	4.388	0.000
Product Quality	0.203	2.504	0.014
Product Innovation	0.269	3.305	.001
Dependent Variable: Brand Recognition (Constant)			

$R2 = 0.344$, $F = 21.861$, $Sig = 0.000$, $N = 129$

The value of "R2" is regression analysis is (0.344), which is quite significant and it shows that 34.4% variation on dependent variable is caused by independent variables, while 65.6% variation remains unexplained which is caused by some other unknown variables. The value of "F" is 21.861 which is significant as significance level is 0.000. The Beta value for Brand Perception is (0.331) while the value of "t" is (4.388) and significant at 0.000. The Beta value for Product Quality is (0.203) while the value of "t" is (2.504) and the significant level is (0.014). The Beta value for Product Innovation is (0.269), while the value of "t" is 3.305 and significant level is (0.001).

IV. DISCUSSION

Our research indicates that the selected antecedents have profound impact on Brand Recognition. But there is no such type of research conducted so far. The geographical, cultural and environmental differences may cause some deviation and contradictions from the results by earlier researchers who considered only Western culture in their research. Pakistan has its own culture; thinking of people varies according to their classes or prosperity they hold. We mainly focuses on middle class people for our study, reason behind selecting middle class people is because they are educated and they are well aware of the concept of brand and its importance. Brand Recognition has a vital importance to a successful product, as much as the blood has for a human, because without blood a human cannot direct the body function in a proper way. Our research includes three variables; the first one is “Brand Perception”. The applied analyses yield significant results, providing the evidence that H1 is true. Our analyses shows that the value of the correlation between Brand Recognition and Brand Perception is almost 0.442**. As far as our research is concerned more respondents are young and they perceived more than the younger and elder ones. Hence the relationship between Recognition and Perception is strong rather than other determinants. This relation can be enhanced through appropriate advertisement but the problem is that most of the foreign users are media oriented and Pakistani channels are not viewed internationally, therefore, adequate advertisement is not possible. Secondly Pakistani products have short history and lack of consistency, which hinders enhancement of product perception. Pakistan is entangled in issue like child labour, quota system and mistrust in business relation to spoil the product perception internationally. Uncertainly, in economic activities of Pakistan creates fears in supply of demand in the minds of foreign consumers. This inconsistency in availability of the product in the market creates negative sentiment about the product. Second independent variable is "Product Quality". The Applied analysis yield significant results, providing the evidence that H2 is true. Our analysis shows that the value of the correlation between Brand Recognition and Product Quality is (0.395**). As far as our research is concerned respondents gave comparatively less weighted to quality. This manifestation of the fact that the entire four products selected are of equally good quality and therefore, quality is not a strong factor in brand recognition. This correlation between Product Quality and Brand Recognition can be further explained. Dairy products of Pakistan (Being agro based country) do have good quality but are not recognized internationally. Pakistani entrepreneurs prefer export of raw material and not the value added products. These raw materials processed by foreigners and sold under their own trade names; therefore, Pakistani brands do not get recognition inspire of good quality. People of Pakistan are quality conscious and they prefer to buy international brand rather then to buy their own local brand, which de-motivate our local industries and they cannot grow more for this reason. Third independent variable is Product Innovation. The Applied analysis yield significant results, providing the evidence that H3 is true. Our analysis shows that the value of the correlation between Brand Recognition and Brand Innovation is (0.437**). Hence, the relationship between recognition and innovation is almost equally strong as perception. This confirmed the famous law of nature "The survival of the fittest". A product which does not align itself with latest needs and trends of the users is likely to be wiped out. In Pakistan most of the industries do not have research and development facilities. Therefore, they lack competitive innovation required for brand recognition. It is a human nature that he always demands for new and improved goods, so in order to meet the need of the customer value must be added in the product on routine bases. Another problem which arises to the new brand is that internationally monopolies of MNEs/Recognized Brands do not allow new or fresh brands to find recognition and establish it. In Pakistan there is lack of professionals in the field of marketing which is another drawback. Most of the businesses in Pakistan are small and medium enterprises (SME’s) they lack in resources, so it is not possible for a manager to take such an initiative for which it does not have sufficient resources. A new trend in the competitive market has emerged in the shape of launching a product through advertisement on media that is visual & print and also through internet. Base line is to reach out to the consumer through all available means, to get maximum benefits.

V. Implications

Study is intended to be beneficial for all the stakeholders, ranging from producer to customers. Pakistan is one of those under developed countries, whose exports are largely raw material based; therefore profit earnings are very low as compared to value added goods. The biggest hurdle in the export of value added goods is lack of brand recognition. Importance of brand recognition in successful marketing of a product will be highlighted to the all related to supply chain through this study. It will not only enhance awareness but facilitate in planning and launching of a product. In today's market based economy, assessment of the competition likely to be faced by a product is very essential for the manufacturers. Analysis conducted will help producers in understanding the positive relationship amongst selected antecedents and explore it, to their benefits. Results of the foreign based studies are not completely applicable to our environments. The study is an endeavour to cater effects of our socio economic conditions, behaviour of customers, priorities in liking/disliking a product and level of information about brand recognition. This research will augment ideas of producers in developing a realistic understanding of the implications of cultural factors in brand recognition. Collected data can serve as guideline in understanding comparative importance of the selected variables considered among a middle class of society. It will help in launching target oriented companies by manufacturers, selection of logos for advertisement and assessment of response by customers.

VI. Limitations

During the study, the researchers experienced sequential limitations, first is concerning data collection, our questionnaire contained four local brands out of which one has to be selected to fill the questionnaire. Most of the respondents refused to fill the questionnaire as they are using international brand rather than those local brands which are listed in questionnaire. Secondly, we distributed 200 questionnaires out of which 70 were not returned back as we collected the questionnaire very next day after distribution. Most of the respondents either forgot to bring or they misplaced the questionnaire. Next limitation we faced was that there is no such questionnaire available for our dependent and independent variables so we have to develop one of our own. Lastly the data was gathered from universities situated in Rawalpindi and Islamabad only, hence future research should be extended to other cities in Pakistan to test their generalizability in future.

VII. Recommendations

We have to adopt a multidimensional approach. In this connection all stakeholders i.e. government, producers/manufacturers and advertisers have to be synergize their efforts. Government has to make user friendly policies through which due protection should be provided to local brands. As per local products can compete internationally if it is strong in the home country. Manufacturers should not compromise quality and product innovation due to government protection, otherwise products will not grow with the passage of time. Government subsidy is an effective tool in boosting the products export therefore selective products should be subsidized in various ways, like declaration of tax free zones, low tariff rates, provision of electricity on low rates and less duty on import of raw material. Now world has become a global village. This era of IT, therefore importance of media can not be ignored. Continues media campaign can play unimaginable dividends especially in the case of those countries/nations, who are media oriented. In this aspect consistency is very important in advertisement and maintenance of quality of product as it is commonly called, "Rome can not build in a day". The individual perceives what he sees, observes, thinks or feels. It is a hard fact that a famous and predominant technique like media has considerable influence on the average person without even knowing it. Therefore, launching of a product must cater the perception and psyche of customers.

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

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

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Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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ISSN 9755853