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Highlights

The Study of Organization

Role of Educational Institutions

A Survey of District Hospitals

Internet in the Social Context

Discovering Thoughts, Inventing Future

Volume 15 Issue 1 Version 1.0

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An Integrated Framework for Promoting Eco Initiatives: Role of Educational Institutions as Execution Specialists

By Mr. Rajiv Mishra, Prof. Srinivasan Kannan & Prof. Mantun Kumar Singh

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Abstract- The basic question before a curriculum planner intending to design an Ecotourism Course is – whether it is to be need based or demand based. A demand based Course needs to have market considerations as its primary objective. It is controlled by supply-demand chain in both the choice and treatment of the curriculum. For instance, a market survey (Nivedita Mukherjee) sequences the required 'skills' of a Tourism Management in the following order: educational qualification, soft skills, aptitude, training and experience. A demand based curriculum planner could make choice of materials to cater to these skills, although a huge variation could arise in the interpretation of each of the 'skills'. The formulation of a need based ecotourism Course is more challenging. It goes beyond the content mapping that is usually done for market oriented curriculum. Planning a need based ecotourism course requires comprehensive understanding of the components ecotourism and their interrelationships. The direct and indirect impacts on natural resources and socio-economic conditions of human settlements at the ecotourism sites point to the requirement of concerted action towards conservation. This conceptual paper addresses the role of Educational Institutions in promoting eco-initiatives.

Keywords: eco-initiatives, educational institutions, ecotourism course/curriculum.

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AN INTEGRATED FRAMEWORK FOR PROMOTING ECO INITIATIVES ROLE OF EDUCATIONAL INSTITUTIONS AS EXECUTION SPECIALISTS

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I. Ecotourism Course – Should it be Demand Based or Need Based?

The basic question before a curriculum planner intending to design an Ecotourism Course is – whether it is to be need based or demand based. A demand based Course needs to have market considerations as its primary objective. It is controlled by supply-demand chain in both the choice and treatment of the curriculum. For instance, a market survey (Nivedita Mukherjee) sequences the required 'skills' of a Tourism Management in the following order: educational qualification, soft skills, aptitude, training and experience. A demand based curriculum planner could make choice of materials to cater to these skills, although a huge variation could arise in the interpretation of each of the 'skills'. The formulation of a need based ecotourism Course is more challenging. It goes beyond the content mapping that is usually done for market oriented curriculum. Planning a need based ecotourism course requires comprehensive under-standing of the components ecotourism and their interrelationships. The direct and indirect impacts on natural resources and socio-economic conditions of human settlements at the ecotourism sites point to the requirement of concerted action towards conservation. If ecotourism should encompass all what is implicitly and explicitly stated in our Constitution as the duties of the state and of the citizens for environment protection, it has to be a need based Course. Article 48-A, under Directive Principles of State Policy, states that the State shall endeavour to protect and improve the environment and to safeguard the forests and wild life of the country. Article 51-A, under Fundamental duties, mentions that it shall be the duty of every citizen of India.

- to value and preserve the rich heritage of our composite culture
- to protect and improve the natural environment including forests, lakes, rivers and wild life, and to have compassion for living creatures.

In a way, Mahatma Gandhi's line "Live simply so that others may simply live" has much relevance to the community considerations that must be associated with any activity, ecotourism included. The same theme has been represented in *UNESCO Report of the International Commission on Education for the Twenty-first Century under the Chairmanship of Jacques Delors.* The Jacques Delors Report has been published under the title "Learning: The Treasure Within." The Jacques Delors Report states that education throughout life is based on four pillars: learning to know, learning to do, learning to live together and learning to be.

- Learning to know, by combining a sufficiently broad general knowledge with the opportunity to work in depth on a small number of subjects. This also means learning to learn, so as to benefit from the opportunities education provides throughout life.

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- Learning to do, in order to acquire not only an occupational skill but also, more broadly, the competence to deal with many situations and work in teams. It also means learning to do in the context of young peoples' various social and work experiences which may be informal, as a result of the local or national context, or formal, involving courses, alternating study and work.
- Learning to live together, by developing an understanding of other people and an appreciation of interdependence – carrying out joint projects and learning to manage conflicts – in a spirit of respect for the values of pluralism, mutual understanding and peace.
- Learning to be, so as better to develop one's personality and be able to act with ever greater autonomy, judgment and personal responsibility. In that connection, education must not disregard any aspect of a person's potential: memory, reasoning, aesthetic sense, physical capacities and communication skills.

The Report further states 'Formal education systems tend to emphasize the acquisition of knowledge to the detriment of other types of learning; but it is vital now to conceive education in a more encompassing fashion. Such a vision should inform and guide future educational reforms and policy, in relation both to contents and to methods.'

All the above and particularly 'learning to live together' are relevant for the philosophy of ecotourism course as need based.

II. Content Mapping of Ecotourism Course

Ecotourism has numerous definitions and our purpose is not to state them. We shall list below some of the features that we could expect out of an Ecotourism Course, although it is not comprehensive. *(http:eu.wikepedia.org/wiki/ecotourism):*

- ❖ Biological diversity – importance and conservation
- ❖ Possible negative impacts of ill-managed initiatives of eco tourism sites in terms of land use, architectural design, utilization of resources and wastage disposal
- ❖ Importance of assessing environmental impacts arising out of unplanned tourism
- ❖ Tourism coupled with sustainable development of eco systems
- ❖ Socio- economic and cultural concerns and conflicts as well as development of local communities
- ❖ Community involvement in running ecotourism initiatives
- ❖ Creating environmental awareness among all the stakeholders
- ❖ Understanding regulations and restrictions stipulated by the Government related to Coastal Regulation Zones, environmental protection, biological diversity, etc.
- ❖ Key elements of a viable ecotourism project

III. Ecotourism as a Vocational Course

According to *Miomir Despotovic, Iskra Maksimovic and Aleksandra Pejatovic,* any vocational or adult (or community) education course needs to have the following components: accessibility, integration and partnership. We can extend this concept to ecotourism education.

i) Accessibility – Capacity building at both the personnel level and community level should be one of the objectives of ecotourism education. It must foster the necessary knowledge, skills, competencies and values to all the stakeholders. In this knowledge era, it is an acclaimed fact that access and equity are needed to bring socio-economic development.

ii) Integration – The institutions should have an integrated approach of offering Courses, so that it could open up possibilities of widening intellectual, social and professional development of individuals concerned. By integration, we refer to a wide canvass of methods.

iii) Partnership – The educational institutions need to play a key role in partnering with different wings of the Government (such as Tourism, Environment & Forests, etc.), ecotourism organizations, tour operators and their employees, NGOs, professional associations, local communities, travelers, etc. The academic activities need to be planned with the active participation of the stake holders.

IV. The Institutional Requirements in Launching Ecotourism Course

The implications of the characteristics of ecotourism education on the functioning of the higher education institutions are given below:

- ❖ The educational institutions need to run extension or community oriented courses and continuing education courses, apart from formal mode. As such, most of the higher education institutions cater to the 18-23 age group of the population. Diversified modes such as distance education and on-line education need to be adopted.
- ❖ The facility for life-long learning must be available. This requires a flexible approach on the part of curriculum planning and implementation.
- ❖ The stake holders should be involved both in curriculum planning and implementation. The eco-tourism curriculum should be dynamic to respond to socio-economic needs and changes. It is evident, once we realise that the word 'curriculum' comes from the Latin verb *'currere'* meaning to run. It actually denotes a course to be 'run'; it is a metaphor for an educational course to be taught or learned. Still the dynamic nature of curriculum is implied.

- ❖ The policy documents of the Government need to be incorporated in to the curriculum to provide contextual significance.
- ❖ Industry – institution and institution – institution collaboration are vital for optimization of resources. Collaboration will be meaningful, only if individual strengths are established and mutually recognized.
- ❖ Innovation needs to be introduced in teaching – learning process. Modularisation of ecotourism content is, for instance, a desirable step.

V. Desirable Professional Values of Teachers

The values ascribed to academic profession by the *National Commission on Teachers II* (1983) have much significance in running ecotourism courses:

- Acquisition and transmission of knowledge
- Social relevance of knowledge
- Establishing link with the society through extension work
- Continuous efforts to upgrade knowledge
- Freedom of inquiry
- Desire for excellence
- Willingness to collaborate
- Critically analyzing the events
- Willingness to take criticism
- Initiating the innovative activities
- Possessing skills for planning and guiding the activities
- Motivating the students
- Favorable attitude to execute the activities
- Having problem solving skills
- Knowledge of socio –economic and cultural status and sensitivities of the communities involved

VI. Desirable Traits of An Ecotourism Student

Although choice of a course is the prerogative of a learner, some of the desirable traits of an ecotourism student are mentioned below:

- ❖ Spatial intelligence – the ability to form a mental model of a spatial world and to be able to manipulate and operate using that model.
- ❖ Emotional intelligence – the ability to know oneself and to use that knowledge to operate effectively in life. This is the ability to motivate oneself and persist in the face of frustration, to delay gratification, to control impulses and to keep distress from swamping the ability to think.
- ❖ Inter-personal intelligence- is the ability to understand other people: what motivates them, how they work and how to work co-operatively with them.
- ❖ Naturalistic intelligence – Naturalistic intelligence is the ability to understand, relate to, categorize, classify, comprehend, and explain the things encountered in the world of nature.

VII. Desirable Features of Ecotourism Course

Modularisation of curriculum needs systematic planning and a willingness to have a paradigm shift from the conventional method of forming curricular contents as an 'indivisible block.' The term *paradigm shift* was introduced by *Thomas Kuhn* in his highly influential landmark book, *The Structure of Scientific Revolutions.* Kuhn shows how almost every significant break through in the field of scientific endeavor is first a break with tradition, with old ways of thinking, with old paradigms. Familiar examples are:

1. Copernicus created a paradigm shift by placing the sun at the center of the solar system, as against the theory of Ptolemy according to which the earth was the center of the universe.
2. Monarchy was followed in many countries as a divine right to rule; the advent of democracy caused a paradigm shift; the concept of welfare state arose.
3. Typewriters were used for documentation; computers have revolutionized entire office procedures and have compelled the seniors to catch up at the earliest (not to be left behind due to technology gap).

When we do not have any objection to the above paradigm shifts, why don't we think of a paradigm shift in Higher Education scenario? In this context, it is worth extending the views of *Tom Peters & Water man Jr. expressed in one of the best sellers – "In Search of Excellence".* The book prescribes conditions for excellence in the corporate world. But the parameters mentioned in the book can be contextualized for the curricular processes of an ecotourism course with the following features:

1. Learner Centered
2. Open Minded and Willing for Paradigm Shifts
3. Contextual Curriculum
4. Content Expertise
5. Well Set Teaching Learning Processes
6. Course Design with a Realistic Approach
7. Teacher autonomy but fused by Institutional Ideology

VIII. Planning Ecotourism Courses with Stress on Affective Domain

As is pertinent to curriculum designing processes, specification of goals and tasks (skills and competences required to function in ecotourism segment as decided by the teachers on the basis of need analysis), mapping the content (in keeping with the required skills and competences), specifying teaching-learning processes (methods, materials, etc.), the method of assessment and evaluation of curriculum -

these are applicable to Ecotourism as well. It needs to be noted that the curriculum should address cognitive, psychomotor and affective domains. Although the first two are fairly well addressed in educational institutions, ecotourism course requires particular stress on the affective domain. Assessment of a student's affective domain is not easy because it is associated with his/her attitudes, values and feelings that cannot be gauged easily. Personal feelings and beliefs of the student can remain undisclosed. Achievement of instructional objectives in the affective domain is difficult to measure, compared to the cognitive and psychomotor domains. Bloom's Taxonomy of affective domain contains five levels: receiving, responding, valuing, organization and characterization by value.

Level 1: Receiving: is the willingness to receive or to attend to particular phenomena or stimuli in the domain of feelings or emotions. Receiving has been actively attending.

Level 2: Responding: refers to active participation on the part of the student. The student is sufficiently motivated not to just be willing to attend, but is involved in or committed to a subject, activity, emotion etc., so as to seek it out and gain satisfaction from working with it or engaging in it. Responding indicates the desire that a student has become sufficiently divided into three subcategories: awareness, willingness to receive, and controlled or selected attention.

Level 3: Valuing: is when the student sees worth or value in the subject, activity, assignment, etc. An important element of behavior characterized by valuing is that it is motivated, not by the desire to comply or obey, but by the individual's commitment to the underlying value guiding the behavior. Learning outcomes in this area are concerned with behavior that is consistent and stable enough to make the value clearly identifiable.

Level 4: Organization: is the bringing together a complex combination of values, possible disparate values, resolving conflicts between them, and beginning to build an internally consistent value system. The individual sees how the value relates to those already held or to new ones that are coming to be held. The integration of values is less than harmonious; it is a kind of dynamic equilibrium that is dependent upon salient events at a specific point in time.

Level 5: Characterisation By Value: Internalization of values has a place in the individual's value hierarchy. The values have controlled one's behavior for a sufficiently long period of time to develop a characteristic "life style". The behavior is pervasive, consistent, and predictable.

Affective domain has particular importance with reference to appreciating socio –economic and cultural parameters, which is a core part of ecotourism.

IX. Structuring the Ecotourism Course

The level of an educational programme depends on the intensity to which the contents are pitched. At the specialization level, Ecotourism has a multidisciplinary approach. Apart from traditional tourism related topics, it covers a wide variety of subjects. A few examples are: Ecology and Conservation (to understand the basics of ecosystem function, web of life, habitat, human environment, etc.), taxonomy (to recognize classification and identification of organisms), geology (to appreciate rock and soil formation and classification), marine -, freshwater - and land environments, and government regulations (legal issues regarding environment, coastal regulation zone, Wildlife Protection, etc.). *(Australian Correspondence Schools Distance Education).*

The recent trend in organising the curriculum is to pitch the Programme as a combination of modules. A module is a set of functionally connected knowledge, skills and competences necessary for the performance of a particular job or task. The vocational courses utilize two types of modularization *(Miomir Despotovic, Iskra Maksimovic and Aleksandra Pejatovic).*

(i) One is general modularization where modules are built around a particular Diploma or Degree qualification. In this case, completion of individual modules does not fetch certification, but only helps in progressing towards attainment of final qualification. For instance, a Tourism Degree Programme consists of six semesters as six modules but completion of all the six only fetches the Degree qualification.

(ii) Another is fragmental modularization. It leads to partial and independent certification with the completion of individual modules; for instance, Australian Correspondence School offers Courses on Ecotour Management, Bush Craft & Wilderness Management and Ecotourism Tour Guide as fragmented modules worthy of independent certification; completion of all the three modules enable certification of Proficiency Award in Ecotourism. *(Australian Correspondence Schools Distance Education).*

The instructional design through fragmental modularisation -

- provides flexibility to the learners to choose their pace of study
- could help an institution achieve economic efficiency as instruction for common subjects can be combined
- enables learners to have the option to choose the modules depending on their skill deficit and occupational need (this is more relevant for Continuing education of the employed group, where the skill upgrade secures higher position or change of

line; while devising academic programmes for continuing education for employees in the tourism sector, specification of goals and tasks as also the content could be decided by seeing the skill deficit between the skills possessed and the skills required.)

- facilitates comprehensive certification through stage-wise completion of module.

X. Community Oriented Ecotourism Studies

Particular importance in ecotourism is community development. The higher education institutions, teachers and students have an important role to play with respect to community development as part of national development. Traditionally, the higher education institutions use to concentrate only on teaching and research. The third dimension, namely extension or community centred activities has been added by UGC in its policy frame work. The community initiative needs to be built in such a way that it becomes self sustaining, even if external inputs are no more available. It amounts to capacity building with a sense of self reliance. The extension activities are the nuclei of institution – community interaction. The extension education provides ample opportunity for the students to apply their knowledge. Significant results have been achieved through community – institution interactions in the areas of agriculture, adult literacy, child nutrition, plantation and social forestry, etc. *(Indira Gandhi National Open University, New Delhi; Raza Moonis and Fernandes .M).* The ecotourism area provides a suitable platform for extension activities: the communities offer natural and manmade resources, the flora, fauna, local artisans and local unemployed manpower, etc., while the institutions can provide expertise, planned activities, awareness level and enabling programmes. Organising extension work can be of use in understanding the socio- economic and cultural concerns and conflicts as well as issues related to development of local communities. It could also sensitise the students against negative effects of ill-managed systems like physical displacement of persons, violation of human rights, conflicts in control of land-use, damage to the environment etc, such as the ones stated below:

1. The pressure on Andaman and Nicobar islands is evident from the fact that as per 2001 census, the population is around four lakhs but more than one lakh tourists have visited during 2005; with much less accommodation available, the upcoming resorts pose problems in the light of Coastal Regulation Zone (CRZ) rules, which apply for coastal stretches of sea, bays, estuaries, creeks, rivers, backwaters – all influenced by the tidal action. For such a fragile and delicate environment, ecologically conscious tourists are needed. *(Prachy Pinglay)*
2. Goa, for instance has a105 km long coastal line and much of it comes under the purview of CRZ rules; environmentalists have raised the issue that construction activity has proceeded in violation of CRZ rules in order to have a sea view. *(R. Venugopalan Nair).* Another report mentions that in some of the localities, the local people express concern over illegal land conversions, since their claim to natural resources is eroded.

The planning of extension activities based on ecotourism requires need assessment in the form of socio-economic information regarding population, age distribution, sex ratio, occupations, income levels, etc. Potential community leaders are also to be identified. A resource inventory based on natural resources, cultural events and other specialties are to be gathered. Identification of ecotourism activities should harp on the combination of available local resources, manpower and expertise. In order to ensure success in the extension activities, the components are to be identified in terms of planning, implementation, monitoring and evaluation and, teams are to be formed to carry out the work. These activities could help in spreading the messages regarding rights and duties of citizens, legal methods of redress, human rights, etc.

Some of the success stories of community run ecotourism initiatives are to be brought to the notice of students. Examples are available from Sikkim (Dzongu Ecotourism Committee managing trekking), West Bengal (local villagers running Community Tourism at Sundarbans) and Kerala (local adivasis with traditional knowledge of forest and wildlife participating in ecotourism programme in Periyar Tiger Reserve). *(Ashish Kothari)*

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The use of TV and the Internet in the Social Context

By Khulood Miliany

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Abstract- This study examines the media habits of young people in Saudi Arabia, in particular their use of the Internet and television in the domestic sphere, and how use of the Internet impacts upon other activities. In order to address the research questions, focus group interviews were conducted with Saudi university students. The study found that television has become a central part of social life within the household where television represents a main source for family time, particularly in Ramadan while the Internet is a solitary activity where it is used in more private spaces. Furthermore, Saudi females were also more likely to have their Internet access monitored and circumscribed by family members, with parents controlling the location and the amount of time spent using the Internet.

Keywords: domestication of technology. internet, social context, television, young people.

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THEUSEOFTVANDTHEINTERNETINTHESOCIALCONTEXT

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The use of TV and the Internet in the Social Context

Khulood Miliany

Abstract- This study examines the media habits of young people in Saudi Arabia, in particular their use of the Internet and television in the domestic sphere, and how use of the Internet impacts upon other activities. In order to address the research questions, focus group interviews were conducted with Saudi university students. The study found that television has become a central part of social life within the household where television represents a main source for family time, particularly in Ramadan while the Internet is a solitary activity where it is used in more private spaces. Furthermore, Saudi females were also more likely to have their Internet access monitored and circumscribed by family members, with parents controlling the location and the amount of time spent using the Internet.

Keywords: domestication of technology. internet, social context, television, young people.

I. Introduction

THOUGH the Internet has been available since 1997 in Saudi Arabia, there is a paucity of research that explicitly explores the social use of the medium. Despite aspiring to be a modern country in many respects, Saudi Arabia still has one of the most traditional societies in the world and has shown a significant amount of concern about the expansion and use of new technologies [1]. Life in Saudi Arabia is governed by religious beliefs, rules and traditions which are the main factors behind gender inequality, that is, the unequal evaluation of the roles of females and males. Saudi Arabia imposes more restrictions on women's mobility and public activity than any other Arab society, due to the implementation of Islamic principles [2]. These religious and cultural factors affect media technology use among Saudi people, with gender inequality being associated with media use [3] refers to "the importance of cognitive and cultural resources" when addressing "the inequality of Internet usage in Saudi Arabia between different personal and positional categorical pairs, such as gender, education and labour position" [3, p.65]. Thus, this study affords an opportunity to examine how television and the Internet fit into the family life of Saudi young people. One of the questions of particular interest in this study pertains to understanding how students consume television and the Internet in the social context. Moreover, the Internet might pose a further threat that is compounded with the arrival of satellite TV and especially to Arab governments in respect of ideas given to women.

It has opened up opportunities for interpersonal communication as well as exposure to information and entertainment content that may not be available through offline media where Saudi women might discover a new social empowerment through the Internet. Therefore, this study also seeks to explore the use of the Internet been controlled in the way other social activities are controlled in respect of women and men resulting in traditional gender differences characterising online behaviours of each gender.

Drawing from domestication of technology this paper presents data from the focus groups to explore the role of the family in shaping or determining TV viewing habits and Internet use. Further, given the culture of Saudi society in respect of gender which is a significant factor that determines the media use within the households, this has also been examined in this study.

More specifically, the aim of this study is to investigate the following questions:

RQ3.1. How is Internet and television use shaped by family restrictions?

RQ3.2. How does online behaviour fit into the social lives of Saudi young people?

RQ3.3. What kinds of family restrictions do Saudi young people face regarding television and Internet use?

RQ3.4. Do family restrictions differ between females and males?

II. Media use in the Social Context among Saudi Young People

Although young people's engagement with media devices in the domestic sphere varies greatly, so far there is a dearth of studies which examines the format and extent of media use socially in the Saudi context. It would seem that very little research has been undertaken to establish how Saudi young people use media within the family setting as most of the previous studies have been focused on the how Saudi's young people's Internet use has affected their family relationships. These previous studies agreed that there is no doubt that the Internet provides immense opportunities for social development by easily connecting individuals with family and friends, or

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bringing together people who share the same interests. However, other effects of the Internet can be clearly seen. The Internet has entered into people's social routines and has had a dramatic impact. It has altered the way in which people communicate with one another, affected family life, social circles, personal habits, face-to-face contact and has affected learning and studying styles and traditions.

Reference [4] also examines the nature of the social impact of the Internet use among Saudi young people. Alotaibi considers the Internet as "acting as a time enhancer", which means that using the Internet creates a more productive use of one's time. Alotaibi's results showed an increase in the value of the Internet for enhancing communications such as emailing and social networking, and respondents indicated that using the Internet maximised time efficiency, enhancing activities related to studying by providing access to a wide range of information, as well as giving access to up-to-date news and events. Also, the Internet has enhanced students' relationships with friends, and there was a definite positive association between the intensity of Internet use and the improvement of communications with family in Saudi Arabia. Reference [4] findings concur with similar findings from Western studies. For instance, [5, p.14] suggested that "Internet use seems to function both as a time displacer (one in which people do give up other activities to accommodate it) and as a time enhancer (one in which people do not seem forced to give up other activities to accommodate it)".

Although the regulation of media consumption, particularly within domestic settings, and the role of family positions and gendering of relationships has been an important focus of inquiry for audience researchers in the Western context [6]-[10], very few Saudi studies have examined the restrictions of television viewing among young people [11]. These studies suggested that television regulations reflect an unambiguous focus on gender issues which lies at the heart of the Saudi social order. For example, [11] argued that females used VCRs in a manner that appeared to reinforce traditional gender roles.

Young people's television viewing is governed by parents' regulations where families limit the time that the Saudi young are permitted to watch it. However, parental control of TV viewing has been found to be stricter for females than males [11]. Nevertheless, as Internet connectivity increased across Saudi Arabia, most of the previous studies focused on examining Internet usage by faculty, and students provided an insight into the usage patterns and difficulties users may face. The literature shows variations in the approaches to Internet usage issues. Some studies have a more focused scope, either by examining barriers that constrain efficient consumption of the Internet [12]-[16] or by investigating problems that Saudi females experience in their adoption and use of the Internet [17]-[20].

III. Literature Review on Domestication of Technology

The emergence of the domestication notion represented a shift way from models which assumed the adoption of new innovations to rational, linear, monocausal and technologically determined. Rather, it presented a theoretical framework and research approach, which considered the complexity of everyday life and technology's place within its dynamic, rituals, rules, routines and patterns [21]. The theory was initially developed to help understand the adoption and use of new media technologies by households [21]. The aim of the current study is to understand how television and the Internet use fits into family life of Saudi young adult and how the Internet in turn has slotted in. Thus, this study is drawn from domestication theory to understand the use of the Internet alongside with other media in the domestic setting.

The approach of domestication of technology was originally developed in order to shed light onto the processes of consumption of home technologies, such as the telephone, the television, the VCR or the home computer [22], [23]. This theory is mainly developed and accepted in European countries in general and Britain in particular, and explained how products are introduced into the home setting and how their use and meaning evolves over time. It is a tool to allow the scholars to trace the process of cultural integration of artifacts as they move from the outside world into the 'moral economy' of the home [21]. One consequence of this is that patterns of use change as families' transition from one life-cycle stage to the other.

The domestication approach established by Roger Silverstone and colleagues during the 1980s, then at Brunel University at UK, introduced the concept of domestication to explain the general and symbolic consumption trend in modern society. The domestication approach is based on the social shaping of technology and studies how technological artifacts are incorporated into the everyday routines of the home [21]. This is a confrontation that does not always end well. Domestication of technologies is not necessary to happen in everyday routines and sometimes the process is never complete. Also, despite of those technologies appear domesticated might one day encounter rejection from the household members [24].

Gender was the significant factors in most of the domestication technology. A large and growing body of qualitative and quantitative literature has investigated the media in the home and often framed around how it has become domesticated by different gender [25]. The central concern addressed by these studies has been how this particular relationship between gender and technology arises in a social context, especially in the domestic sphere, that gender relations and the structure of power in the domestic context are central to shaping family use of new technology, constructing females and males different experiences of technology use, and influencing their ideas of its meanings, values, and specific uses. Gender has always been an important factor in the adoption and use of household technologies [26]. In particular, gender division of household labour has been seen that it is play a key role on how males and females differing experiences of domestic technologies. For example, females' domestic responsibilities compose a major barrier to their access to the home computer as a part of their domestic chores [26].

IV. Methodology

This research used the focus group method because it involved interviews and organized discussion with a selected group of individuals, to gain information about their use of TV and Internet and the ways in which individuals are influenced by the new media.

The subjects of the study were undergraduate students living in Saudi Arabia. The reason for using this group was that previous studies have shown that young adults and teenagers are those in Saudi Arabia most influenced by new media such the Internet [27], [28]. A further reason for this choice was the convenience of collecting large quantities data from academic populations in Saudi Arabia. It is more difficult to sample non-academic populations where the awareness of the importance of research is low. The present study conducted focus groups with undergraduate students from two mixed institutions in Saudi Arabia, one public and one private. The researcher conducted eight focus groups to cover all faculties, and the groups consisted of an equal proportion of males and females: two male groups and two female groups in each institution with mixed disciplines, with each focus group comprising six people studying different disciplines in order to increase challenges in the discussions between the students with their distinct knowledge and experience.

V. Television use in the Family Life of Saudi Young People

Focus group interviews revealed that Saudi students carried out most of their TV viewing in common house space such as the living room or family rooms. They were more likely to pair TV viewing with social interaction than with any other activity and use television as a means of joining in conversations with their family and friends. The results suggest that television offers opportunities for social interaction between family members and friends, suggesting that television offers a number of social aspects such as generating a sense of togetherness, providing topics for conversations and facilitating interaction.

The research revealed that participants used television as point of contact between them and their family members, drawing them together for discussions, negotiations and analysis of practical programmes. Television supports two forms of social interaction: first, when participants are chatting with their family during the process of watching television programmes and second, when participants talk or discuss with their friends what they have seen on TV or which programmes they are going to watch. Participants stated that the enjoyment of a television programmes was tinged with the anticipation of discussing it with friends later. Interesting and exciting programmes were the main factor that drove those participants to talk about TV with their friends.

"Usually I watch TV at home but sometimes I watch it at my friend's house. Watching TV with my family creates interaction between the family members. Also it leads to discussion about different topics." [MA student – group 4]

The way that participants talked about TV with family and friends was consistent with earlier research by [24] who argued that television may support forms of social interaction such as chatting with family during watching television programmes or talking with friends about TV programmes. Moreover, television viewing patterns are often shaped by the time of family gatherings during particular events such as Ramadan. The data indicates that watching television in Ramadan occurs most often in a social context. Hence, TV viewing is more likely to be a family affair rather than solitary activity.

"Watching TV is my favourite thing to do in Ramadan and because I am on holiday during this month so I devote my time to watching the special TV programmes with my family and friends. Ramadan TV programmes are primarily geared towards a family audience." (M student- group 5)

Although previous 'ethnographic' studies about using television in the households conducted on families from different cultures to those included in the present study, they similarly identified the social activity which is derived from watching television in the household [29]-[31]. For example, [32] previously argued that being able to talk about TV programmes is the thing that respondents will most miss about television since it gives people something to talk about with friends and family. It creates conversations about different topics established by television.

VI. The Internet use in the Social Lives of Saudi Young People

In order to distinguish between television and the Internet as social activities it is necessary also to discuss the role of the Internet in users' social lives. Although TV sets are often in the central locations in the household and invites participants and their family members to watch it together, the data obtained in this research suggested that the Internet activities can be grouped into two main types. Firstly, solitary activities that do not involve direct contact with other people, e.g. browsing the Web and news reading. The Internet is less likely to be a group activity since it is often located in private space and it is hard to share a screen or co-browse. Hence, the Internet may be considered as a solitary activity. Secondly, social activities that involve direct contact with other people, e.g., the use of email, messengers and chat rooms.

The interviews showed that the Internet brings new forms of communication between people through different methods. Saudi young people consider the Internet as a potent communication tool since it creates social activities from different dimensions. The Internet facilitates users keeping connected with other people which means that young people are always accessible at all times, no matter where they are located. Moreover, online communication can be more effective for discussing a wide variety of topics and self-disclosing intimate information than offline discussions.

"Watching television is an activity that I do with my family. Browsing the Internet is difficult to be a group activity. Therefore, usually I go online using my own laptop in my bedroom." [L student- group 6]

Furthermore, previous studies suggested that the most frequent use of the Internet is for communication purposes and that computer-mediated communication facilitates not only the maintenance of social ties but also the formation of new relationships among people [33], [34]. The current study attempted to assess whether the Internet has a positive or negative impact on the social life of Saudi young adults.

The focus group analysis revealed that although TV can be utilised to maintain existing social relationships, the Internet provides the function of expanding participants' social networks. Participants reported that using the Internet can help in enhancing and expanding social circles by providing opportunities to meet new people online and to connect and share information with anyone around the world. The data also suggest that communication with others to keep up and establish social relationships are significant functions of the Internet since it provides new channels for people to communicate with each other.

Although the present discussion identified two positive effects on social relationships, earlier studies about the impact of the online communication found a wide range of positive outcome variables. For example, [35] stated that the use of the Internet for communication purposes was associated with mainly positive outcomes over a range of social involvement and psychological well-being in local and distant social circles including face-to-face communication, community involvement, trust in people, positive effects and, unsurprisingly, computer skills.

A number of participants stated that social networks make staying in touch with friends much more convenient. Hence, their motivation has increased for retaining relationships through communication on social networks such as Facebook. It seems that using online social networks can have a positive potential impact on people's social lives. The data demonstrates that using social network sites such as Facebook to communicate with others was common among participants. The interviews revealed that Saudi young people not only acquired new friends and extended relationships with friends through the Internet but also that their use of online social networking allowed them to reconnect with old friends. It seems that social networking as a communication tool provides a new way to find old friends and allows users to reconnect with people that they have met in an offline environment.

"The Internet allows me to communicate with my friends much more easily. Also, it allows me to reconnect with others that I have not seen or heard from in decades. For example, I use social networking sites such as Facebook. Being online and using social networks such as Facebook allows me keep in touch with my friends. I've already had more contact with people I haven't spoken to since school that at any other time in the last four years." [HU student- group 2]

It appears that there are two main features of social networks as a potent communication tool, the first being the convenient communication of social networks to stay in touch with friends and family. Social networking provides participants with the convenience of communicating with each other online through private messages, instant messages and public posts, all from just one website. Secondly, social networking sites such as Facebook provides an efficient way to communicate with friends. The capacity to stay connected with friends was one of the most attractive features to using the social networking sites.

Although the Internet can be seen to have a positive impact on relationships excessive Internet use may lead to negative outcomes for the participants such as isolation from others. Reference [36] argued that the individual use of computer and the Internet enhances the desire and inclination for isolation of Arab young people, which reduce the chances of social interaction. In the present study participants suggested that the Internet is predominantly used for interpersonal communication with such applications as email or chats via Messenger. Its intensive use has also been associated with a decline in communication with family members. They reported increased Internet use results in a change in the amount of time spent in conversation with family members or time spent engaged in activities with their family.

"Internet use has affected my relationship with my family because I am not spending as much time with my family members as I used to. I cannot take part in some family discussions." [M student- group 8]

As it has been discussed previously, using the Internet can be a solitary activity which may detract from the time a participant spends interacting with their family, at least on a face-to-face basis, and could potentially damage interpersonal relationships. The responses of both males and females indicted that Internet use is an activity that consumes time and reduces the amount of time that family and students spend together.

VII. Regulation and Restrictions on the use of tv and the Internet among Saudi Young People

Although many previous studies examined the restrictions of media use, most of these studies [6], [8] have been focused on parental regulations on media use. There have been many debates and much research on parental regulation (or mediation) of children and young people's media use [e.g. [37]-[39]. It has been pointed out that parents regulate their child's use of media and other activities in a number of ways. The present study explores restrictions of TV and Internet use including domestic responsibilities, parents' regulations and technical restrictions.

VIII. Regulation of tv Consumption

Studies of media use in Arab contexts in general and in Saudi contexts in particular have examined what the factors may be that restrict patterns of media use in the domestic place and these studies demonstrated the ways that restrictions on media consumption are influenced by gender.

As the analysis below suggests, gender differences were evident with respect to the responsibilities or activities that shaped participants' TV viewing habits and Internet use. Areas of key interest here are the ways that the authorities of the family appeared to be monitoring/regulating television and Internet use. In the following sections, participants describe the factors that shape or restrict their media use and the negotiation of its use in the face of parental restrictions on media consumption. The section finishes by examining the strategies that participants' describe for dealing with these restrictions.

Factors that regulate Saudi young adults' use of television emerged from the focus group analysis. In these interviews participants described the ways that their TV consumption habits were shaped by their relationships and responsibilities within the home, and in relation to their identities as university students. The regulation of media consumption within domestic settings and the role of family positions and gendering of relationships has been an important focus of inquiry for audience researchers. Participants talked about domestic responsibilities and gender roles in the households as factors that may shape their media use, particularly television consumption. This discussion extends the line of research that focuses on differences in TV viewing among household members [40]-[42]. These previous studies highlighted that the differences between male and female television viewing are the effects of the particular roles that each gender plays within the household and suggested that women do not have time to watch television as a single activity. This is because they are obliged to accomplish other tasks in the home. It is worth noting that these restrictions were being felt in cultures that are quite different to that of the present study, with female participants in those studies describing the same sorts of restrictions that are presented in this work.

The findings demonstrated that responsibilities relating to family and the role of gender in the domestic sphere are the main factors in shaping TV viewing, and parents' regulation appears clearly only at certain times such as during exams periods. Both male and female participants described how their TV viewing was shaped by family responsibilities. However, gender differences are notable as females' TV viewing is restricted by their roles in the household. Thus, they watch TV less frequently than males.

Only female participants emphasized that their television consumption was shaped by domestic responsibilities. Female students described how they don't truly have time to be a proper 'TV person'. They use the expression "when I am free" to describe the place television fills in their lives because they have other responsibilities. In other words, domestic responsibilities are pressing for female participants. Therefore, their television viewing is limited.

"I have no particular time for watching television. If I am busy with my studies or looking after my children I don't watch TV, but when I am free I enjoy watching television for a long time." [N student- group 6]

In the present study the data gleaned from the interviews demonstrates that parental restrictions and control over television viewing behaviour applies only during examination periods. It indicates that parents are focused on scholastic achievement, considering television a distraction during exam periods and this priority may drive many of their decisions about restricting viewing practices. Parents play a key role in shaping how much participants watch television while exams are going on. They apply various practices to limit when participants could watch television or how much viewing was allowed and these constraints were more common during exams.

"I watch television every day for long hours but during exam periods I don't have free time for watching television and also my mother doesn't allow me to spend my time watching TV during this time, justifying this [restriction by saying] that I have to concentrate on my studies." [Z student-group 8]

The data suggest that the use of time limits to restrict viewing is particularly prevalent among female students. In addition, what constitutes an appropriate amount of time to spend viewing television is often defined by participants' parents as viewing at a level which does not exceed the time devoted to study. Female participants stated that their parents limited their time in front of the TV on the grounds that watching TV while exams are going on is a waste of time and may affect their academic achievement.

IX. Restrictions of the Internet use among Saudi Young People

The focus group interviews also suggested that there are various restrictions that shape Saudi students' use of the Internet. Parental restrictions implied the definition of rules about Internet usage, similar to those described above in relation to television. As with the time limits on television viewing, these rules relate to the amount of time taken up by Internet use by the participants, but also the activities they engage in. Parents simply monitored participants' online practices rather than sharing their Internet use and admonished them about the disadvantages of using the Internet without employing any technological strategy.

Thus, participants identified two strategies by which parents restricted their Internet use. The first strategy is concerned with monitoring and guidance while using the Internet, including evaluative comments. Parental monitoring allowed them to access restricted websites while their parents established a dialogue with them about the risks and the negative aspects of using the Internet. The second strategy involved exercising control over the amount of time spent on the Internet. Parents were active as gatekeepers of Internet use and controlled their time on the Internet, not allowing them to exceed the time limit for accessing the Internet. The differences between these parental regulation strategies and those described in [8] work may be attributed to the differences in culture where the research was carried out where customs and traditions on parents regulation. Also, there were differences in the study samples as [8] participants were children and the participants of the present study were adults over 18 where it might be difficult for parents to apply on such age active co-use, interaction restrictions and technical strategies.

"I spend around six hours daily online. My mum gets angry if I spend a long time on the Internet, she always restricts my time online. She always sits away but in a position that allows her to monitor and watch what I am doing online and she gives me advice and guidelines about online activities." [L student - group 6]

Again, there were significant gender differences between male and female participants in respect to how these restrictions were felt. It seems that the type of parental regulation utilized was based partially on gender. Parents apply the strategy of controlling the amount of time spent using the Internet more with females than males.

Females were also more likely to have their Internet access monitored and circumscribed by parents. In explaining these differences, female participants described how parental restrictions of Internet use were drawn from the culture. Their use of the Internet took place primarily within the home since societal norms, enforced by parents, also curbed their Internet usage in the public space, relating to the segregation of genders in Saudi Arabian culture. Those participants stated, for example, that males frequent Internet cafés to access the Internet, due to the permissibility of males visiting and patronising them as they please.

"Mainly I access the Internet from home. We cannot access the Internet from cafés as the males do. In our Saudi society the boys have the freedom to use the Internet and do whatever they want to do." [N student - group 6]

Having discussed the restrictions on television and Internet use it is necessary to describe how participants respond to these strategies of regulation. Participants describe how they resist the parental restrictions on the use of television and the Internet. Also, the gender differences in how they seek to obtain freedom in their use of media.

X. Resisting Media Regulation among Saudi Young People

While parents' strategies for managing participants' use of media have been discussed, participants of the focus group also employ tactics for evading or resisting parents' regulations. The interviews revealed that, although parents formulated explicit regulations about TV viewing during exam periods, negotiations about watching television were constant in the sense that students' TV consumption was frequently a topic of arguments between the participants and their parents. Participants reported that they continually negotiated with their parents and tried to stretch the time limits or convince them that their viewing would not affect their studies. Similarly, [43] found that control or regulation of media use by parents' leads to discussion, negotiations and even conflict between children and their parents.

"My mother and father would get angry when they found me watching television for more than three hours during exam days. They said to me it is better to devote your time for study and I reacted to their rules by being disappointed or upset. I always ask them to give me just half an hour more and try and convince them that this will not affect my studying or my achievements." [L student-group 8]

The data demonstrated that, similar to television, parents' regulation of Internet use also increased the likelihood of negotiations between participants and their parents using different strategies.

"My mother always talks to me about the advantages and disadvantages of using the Internet, which websites are appropriate and which websites are not appropriate, especially while I am browsing the net. She tries to advise me about good behaviour when I am going online. I try to prove to them that I am more of an expert in using the Internet more than they are but my parents believe that using the Internet will affect my heath." [N student - group 6]

It seems that participants' own plans and preferences led to negotiations and attempts to circumvent their parents' rules and regulations. Female participants stated that they had three ways of negotiating with their parents. First, when parents worried that the Internet would distract them from their studies, participants tried to convince their parents that time spent online was not wasted, but that they were using the Internet mainly for study-related activities. The second technique is that participants persuade their parents to believing that they are experts and are highly skilled at using the Internet while their parents expressed concern about physical damage that might be caused by using the Internet for a long time. The third strategy was participants discussed the advantages of using the Internet with their parents when their parents tried to control their use of the Internet because of its perceived risks.

Within the home it seems that participants were seeking to obtain freedom of use and privacy in use. The data suggest that female participants were more likely to seek to circumvent restrictions since they were more likely to face parental restrictions. Obtaining freedom of use means participants' ability to use the Internet without restrictions or limitations on the time or patterns of usage while privacy in use means the desire to access the Internet with some degree of personal privacy.

Similarly, [44] study found that wherever the computer is placed – in a private or public room of the house – children seek to use the Internet in privacy. In the present research, participants indicated that they prefer to access the Internet from their own room for privacy's sake. Moreover, the discussions revealed that the Internet most frequently used by participants was installed in a separate room, most often the bedroom where they could escape from parents' surveillance and use the Internet privately. However, female participants mainly use the Internet in the living room since their parents don't allow them to use the Internet from their bedroom. Therefore, participants attempt to use the Internet in their bedroom to maintain their online privacy from their parents. Students indicated that they had an Internet connection in their bedroom for many reasons. They always waited for the right time when family monitoring would be much less; taking advantage of the freedom to use the Internet so no one can monitor them and see what they are doing online. In addition, accessing the Internet from their bedroom allows them to spend the whole night online.

"In my house laptops are not allowed in our bedrooms; it is always in the living room where we all sit and gather and there are specific times allocated for using the Internet use so, for example, we are not allowed to use it late at night. If there are occasions when we were allowed to move the computer to the bedrooms it would have to be in the daytime, not in the evening." [R student - group 6]

The freedom and the privacy of Internet use reported by participants in this study are similar to what previous literature on Saudi Arabia has indicated. For instance, [19] argued that some female participants do not have freedom of Internet use at home because of the family social structure. Household rules, normally enforced by parents, controlled female participants' Internet usage. The present study also exposed gender differences in the domestic rules and regulations of Internet use.

XI. Discussion

This study focused on how television and the Internet fit into the social context of Saudi young people and looked at the impact of using those media on their social lives. It is also explored the restrictions and the regulation of using TV and the Internet among Saudi adults. The findings revealed that the Internet can be used for a two-way flow of information that represents a type of interpersonal communication. With TV, however, there is generally a one-way flow of content and social aspects linked to TV take place offline. Television serves a social purpose which was realised in the context of togetherness and conversations with family and friends. Reference [45] confirmed that TV viewing provides a social function and the platform of family togetherness since family television viewing is common in the home in shared or communal spaces such as living rooms and

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family rooms and it is more likely to attribute family TV viewing with social interaction than with any other activity.

The comparison of the effect of both media on the quality of existing relationships and on close relationships showed that television is important for maintaining and developing existing relationships with family and friends since it is frequently a talking point with their family and friends. On the other hand, the Internet is often used to maintain relationships with friends and expand their social networks. Consistent with this observation, previous studies [46], [47] have shown that the Internet helps to maintain close ties with one's family and friends. Also, it enhances the scope of relationships and broadens the space of social engagements. However, [48] argued that the Internet is less effective than other means of forming and sustaining strong social relationships.

This study has given also an account of the ways that patterns of TV viewing and Internet use are restricted or shaped by factors including domestic responsibilities, personal commitments and study activities. TV consumption habits were found to be shaped by relationships and responsibilities within the home and in relation to participants' status as university students.

Internet use was found to be shaped by parental restrictions. Although parents' regulation on TV viewing appears to occur only at certain times such as during exams periods, the parents regulation strategies on TV viewing are quite distinct from the strategies parents apply to regulate the Internet use.

Although previous research studies such as [49] suggested that parents use three mediation techniques: restrictive, which involves the parent setting specific viewing times and which programmes are suitable; instructive mediation which requires the parent to explain the motivation of a character, or what character behaviours are acceptable; and social co-viewing when parents use the media with their children, parents in the current discussion control and limit the viewing time of their children. Therefore, they use only the restrictive mediation strategy to control participants' TV viewing during exam periods.

On the other hand, two strategies have been used by parents to restrict the Internet use of the participants which include monitoring and guidance while using the Internet and control over the amount of time spent on the Internet. In contrast, [8] argued that mediation styles on Internet use share some features with those which are used for television viewing, and also revealing some differences that suggest parents are applying existing strategies to meet the new challenge formed by the Internet.

Moreover, significant gender differences were ascertained between male and female participants in respect to parental regulations on both media. Females are more likely than males to face family restrictions on their use of the Internet. Parental regulations for both mediums elicited corresponding resistance in the form of negotiations or conflicts. However, although there are no certain forms of negotiations with parents about restriction on TV consumption, there are many styles of negotiations and resistance about parental mediation on the Internet use such as persuasion and discussions.

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The Study of Organization Commitment and Job Satisfaction among Hospital Nurses. A Survey of District Hospitals of Dera Ismail Khan

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Keywords: nurses, hospital, organizational commitment (OC) job satisfaction (JS) factors of job satisfaction (FJS).

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THELATESTLEADERSBEHAVIORALPATTERNSANDHOWTHEYAFFECTEMPLOYEESPERFORMANCE

Strictly as per the compliance and regulations of:

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Dr. Abdul Sattar Khan[α] & Farooq Jan[σ]

Abstract- This research study aims to investigate the antecedents, measures the association and to which extent demographics influence job satisfaction and organizational commitment of nursing staffs of two teaching hospitals of Dera Ismail Khan. The total N of the study was 125 respondents of two Teaching Hospitals of Dera Ismail Khan. The data analyzed with help of SPSS-16 software program for testing of hypothesis. The correlation test was applied to measure the relationship between job satisfaction and organizational commitment. Similarly, multiple regression tests were used for investigating the cause and effect relationship between predictor's variables and criterion variable and to check the impact of demographics, t-test was used. The result of the study showed that the nurse's perceptions about Pay, work, Promotion, coworker, supervision, and work environment (Khan et al, 2009; Khan et al, 2011) are the most vital factors of employee's satisfaction and important forecasters of organizational commitment. These results of the contemporary scholars also supported that job satisfaction and organizational commitment were correlated (Mannheim, & Baruch, 1997; Busch et al, 1998; Yousef, 1998; Lum et al, 1998; Al-Aameri 2000). The hypothesis of association between the job satisfaction and organizational commitment has been statistically confirmed. The results indicate that pay, promotion and work environment are most significant factors shaping organizational commitment of nurses in teaching hospitals of Dera Ismail khan. In addition, some factors are playing a secondary role in predicting organizational commitment such as work, coworker, and supervision.

Keywords: nurses, hospital, organizational commitment (OC) job satisfaction (JS) factors of job satisfaction (FJS)

I. Introduction

Nurses are the most essential resource of hospital that carry out the hospital activities such as care of our beloved through utilizing the human and non-human resources of hospital and achievement of hospital goals depend on nurses commitment and satisfaction.. The nurses' satisfaction level and essential factors should be assessed so that the hospital administration made the plan to reduce or eliminate the dissatisfaction factors, achieve the job satisfaction and improve the efficiency and effectiveness of the hospital (Amiria et al, 2010).

The nurses shortage is a concern of worldwide and job satisfaction factors are keystone, they increased mobility of the nursing personnel and they part to nurses' turnover thus give due importance. Understanding about nurses' satisfaction is important; as this is a key issue in nurses' turn over (Lu et al. 2007).The idea to pin down nurses' job satisfaction is hard. It has defined within its extrinsic and intrinsic values. Extrinsic values include the physical aspects of the job comprise wages, benefits and bonuses, whereas behavioral values comprise status, recognition, personal and promotion, and other same factors (Alam& Mohammad, 2009). In a health organization attaining health aim in population depends largely on the providing the effective, efficient, available, viable and standard services. The sufficient number of health forces across the different cadres essential for services and has a powerful effect on overall Hospital performance (Lambrou et al, 2010).

II. Statement of the Problem

This study was conducted to know about the relationship between organizational commitment and job satisfaction and demographics variation bring impact on Nurses of two teaching hospitals of Dera Ismail Khan.

III. Literature Review

a) Organizational Commitment

Organizational commitment of employees in the organization became a buzzword for the manager's different researchers were conducted in developing as well as developed nation to make their organization productive most of studies are conducted on organizational commitment in the USA. Organizational commitment is taken as the level to which an employee is faithful to their organization (Al-Aameri, 2000; Meyer et al, 2002; Tayyab, & Riaz, 2004; Carman-Tobin, 2011).

Organizational Commitment as theorized in the three forms identified in literature, as affective, continuance, and normative commitment (Mowday et

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al, 1979; Simmons, 2005; Tsai & Huang, 2008; Islam et al, 2012; Khan et al, 2013). Organizational commitment is a condition in which an employee recognizes himself/herself with a particular organization and its objectives, and wants to remain its participant. A study recommends that organizational commitment guides to lesser degrees of both absenteeism and turnover (Khan et al, 2009). Nurse's job satisfaction and commitment are considered to influence hospital output and the performance, as research has generally clarified that satisfied personnel are more dynamic and committed to their occupations, whereas non-committed ones face turnover and absenteeism (Al-Aameri, 2000).

Nurses' commitment towards job is important for researchers and academicians in healthcare organizations due to nurses play the central role in their organizational performance (Butt et al, 2012). Organizational commitment is a significant idea in the discussion of behavioral elements, which upset high effectiveness and performance. These parts are also connected to the job satisfaction across nursing staff (Hamdi & Rajablu, 2012). Workers who were more satisfied with their occupations were also more devoted and committed to their paying organizations. A lot of socio demographic features and organizational causes have been associated to organizational commitment (Simmons, 2005). A study has revealed that the organizational commitment was found to be positively associated with job satisfaction of hospital nurses (Lu et al, 2007; Maria et al, 2010). Hence job satisfaction and organizational commitment are considered as work-related behaviors, and job satisfaction is a significant determining factor of organizational commitment (Tsai & Huang 2008).Education had higher status positions and take part indecision making in the organization (Simmons, 2005). Workers with more experience are more commitment and less experience workers expressed lesser degree of commitment with organization. Gender had an inverse association with organizational commitment (Abdullah & Ramay 2012).

b) Affective Commitment

"Affective commitment is the employee's emotional attachment to the organization (Meyer & Allen, 1991)." As a result, worker mostly identifies the objectives (Simmons, 2005) of the organization and wishes to remain a member of it. Here the worker commits to the organization because workers want to do (Meyer & Allen, 1991; Adekola, 2012). Workers who are committed to their organization will have a strong wish to remain part of a particular organization. Workers have strong affective commitment are more likely to remain content in the organization because they want to be so. They want to keep on working for the organization when they settle with the organizational objectives. To improve workers' sense of attachment to the organization, organization could empower their workers by concentrating upon the four factors of psychological authorization: meaning, competence, self-determination, and impact. (Khan et al, 2013).

c) Continuance Commitment

"Continuance commitment develops out of the perceived cost (benefit against loss), and requires that the employee should be aware of these benefits and loses (Meyer & Allen, 1991)". Continuance commitment is a readiness of a worker to be a part of an organization. Because of individual investment in the form of nontransferable investments such as close working associations with colleagues, funds after retirement, career savings and learned job expertise. They are unique to a specific organization, years of working in a specific organization, taking part in the community in which the owner is positioned, and other aids that make it too expensive for one to quit and look for service somewhere else(Meyer & Allen, 1991; Adekola, 2012). It is recognized that the continuing commitment is linked with the factors of age, tenure of office, promotion chances; satisfaction earned from the payment extracted, and wish to leave the organization, business cycle, and marital status. (Altinoz et al, 2012).

d) Normative Commitment

"Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization."Normative commitment may also progress, when an organization offers the worker with "payment in advance" (e.g., paying college expenses), or incurs important cost in giving employment (i.e., costs connected to job training) (Meyer & Allen, 1991). Normative commitment can be termed as an ethical responsibility beyond an emotional commitment in a positive sense. According to that, it is concluded that job satisfaction is effective on all directions of commitment, but it is even more significant for normative commitment (Altinoz et al, 2012).

IV. Demographics

Almost all management researchers have identified 'personnel attributes' as the catalyst, which change the employees views about pay, work, promotion, coworker, supervision, and work environment. Personnel attributes also change employees attitudes in terms of employees output, participation, and commitment, on one hand, and on the other hand the degrees of absenteeism and intention to leave (Khan et al, 2009). The demographic factors also extensively contribute to increased awareness of job satisfaction. The different personnel attributes like experience, income, age, marital status and education drastically influence employee's job satisfaction. Researcher has observed that only gender has impact on employees perceived job satisfaction (Neelamegam, 2010). Different researchers measure the number of determinants of organizational commitment, including personal attributes (education level, race, gender, marital status, experience) (Maria, et al, 2010;Amiria et al, 2010; Iliopoulos & Priporas, 2011).Research indicates that age and tenure have affect on organizational commitment. Whereas gender have no significant change in commitment level of employees (Abdullah & Ramay, 2012)

Abbas et al (2013) has revealed that in Pakistani organizations rewards, age, education and experience play a vital role in determination of job satisfaction and working environment, relationship between colleagues, manager's support and work itself all affect person's satisfaction for the job. The existing literature indicate that personnel attributes (Gender, Age, Marital status, Experience, Designation, and Professional Qualification) and job characteristics (pay, work, promotion, coworker, supervision, work environment) has positive relationship with organizational commitment. (Alam & Mohammad, 2009).

a) Research Variables

i. *Pay*

Pay is the prime reason of satisfaction for almost any type of worker in any type of organization. Pay is defined as "the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization (Khan et al, 2009)." Pay is viewed as economic benefits for the return of work, which contains fringe benefits, bonuses and upcoming increments. An attractive pay and fair pay procedure is obligatory for job satisfaction (Khan et al, 2009; Maria, et al 2010; Ahmad, & Riaz, 2011).

Hospital workers including nurses are affected by changes in compensation and benefits, the life of hospital-based nurses could be affected from major changes in the financing (Davidson et al, 1997).Many reasons of pay satisfaction have been proposed. These consist of individual" job inputs, monetary and nonmonetary outcomes, the comparison process, and pay policies and administration (Iliopoulos, &Priporas, 2011)."(Lum et al, 1998) Reported bad impacts of less pay satisfaction are diversity of unnecessary employees behavior such as willing to strike, absenteeism, intention to leave, actual turnover and less workout put, Job dissatisfaction is caused by low payment; less paid employees leave the job frequently and quality of work alerts (Akansel et al, 2011). The new strategy to motivate employees' performance based pay and giving employees' ownership in the company has geared more support of the employees (Abbas et al, 2013). Pay satisfaction had a positive and modest association with organizational commitment ((Samad , 2007.Abdullah & Ramay, 201 Islam et al,(2012) .

ii. *Work*

As health care institutions become smaller, number of patient rises, and the work of nursing becomes more scientific and complicated (Jennings, 2012). Hospital base nurses face dual demand of work (a) caring of patients with less resource and (b) need more skill and knowledge to handle the patients in critical condition with help of sophisticated instruments (Davidson et al,1997). Work plays essential roles in people life. Therefore, work should be according to choice of workers as well as catching and contributive to job satisfaction. People choose that type of job, which provides them chance to show their competence, use their technical skills, freedom at work, offer a variety of tasks and responsibilities and give feedback about performance. Jobs that are less challenging create boredom. However, too much challenge produce dissatisfaction and a feeling of failure, thus under the conditions of moderate challenge, majority of employees can experience satisfaction (Khan et al, 2009, Amiria et al,2010).).

Nursing is a stressful occupation and work burden is a reason of dissatisfaction among nursing staffs (Akansel et al, 2011)."Too high or low workload could be affecting factor of the employee's performance (Ahmad& Riaz,2011).Employee's motivation about the job depend many factors and work itself is a biggest factor of motivation. Instead of looking for external factor of motivation, organizations must organize work in a well-planned way; work itself may become a prime motivating factor (Sharma et al, 2011).

iii. *Promotion*

Career development opportunities and financial benefits are important factors affecting the nurses' job satisfaction. Nurses have receive promotion are satisfied from their job (Maria et al, 2010; Al-Jenaibi, 2011). Accordingly, there is a correlation between promotion and organizational commitment of the workers (Foumany et al, 2012).

Lack of sufficient career development of nurses is referring as a factor resulting in job dissatisfaction. In contrast, the study of Akansel (2011) female physicians is satisfied from promotional opportunities in their hospital as compared to nursing staff. Anyhow, promotional opportunities are significantly correlated with overall job satisfaction (Khalid et al, 2012). Promotion opportunity is a component of job satisfaction. Nurses who are satisfied with this component are likely to stay in their current organizations. Therefore, Managers are recommended to provide promotional opportunities for their employees to raise their organizational commitment level (Amiria, et al, 2010; Siew et al,2011;Foumany et al, 2012).

iv. *Coworker*

Coworker is the determinant of employee satisfaction. This determines how an employee achieves job tasks with the help of colleagues or with coworker behavior i.e. friendly, supportive(Alam & Mohammad, 2009).Male workers give more importance to better relationships, in particular with supervisor as compared to female workers (Akansel, 2011).If employees have friends at work, They are more engaged in their job. Previous research indicates that workplace friendship is negatively associated with negative emotions, intention to leave, turnover. It is positively correlated with employee's performance, job satisfaction and organizational commitment (Yang et al, 2012). The main attribute influencing the coworker satisfaction are group-working, responsibilities of colleague, intelligence, friendly behavior of colleague, and competency of colleague. (Amiria et al, 2010). Nurses who are satisfied with coworker's interaction they are more committed with organization (Siew et al, 2011).

The nurses in Asians countries are friendlier and have propensity to help each other. Whenever necessary by other, team and individual needs as compared to western countries, which is more individualism. The team spirit, friendliness, good relationship is standing on respect to each other and communication. Consequently, nurses who have a better relationship with colleagues show high-level of organizational commitment and reduce turnover (Siew et al, 2011). A coworker interaction is rated on the number one position by male physicians and by all other employees. The employees in this organization have reflected cooperation between team workers as one of the reason job satisfaction (Akansel, 2011).

v. *Supervision*

In all the countries, supervision staffs have many tasks to perform, including duties of an administrative nature(Carron &Grauwe1997).Quality of supervision and manager position is to influence on the manners of subordinates to take a particular course of action. Supervision is the knowledge as well as art to influence workers toward accomplishing target of organization. Supervisors have conflicting interests among workers of the organization and such supervisors are generally autocratic and less consider workers wellbeing therefore recorded low work output from their subordinates (Besigwa, 2011). Supervision the employees are having continuous guidance and support to employees by the supervisor, respecting the employee's ideas, giving suggestion about work by the supervisor, encouraging through feedback to employees on their performance (Amiria et al, 2010). Akanse et al, (2011) reported in his study that deprived supervision at job is one of the factors that cause job dissatisfaction in the employees. Leadership plays a crucial role in many professions, especially in challenging positions such as Casualty duty (Ghorbanian et al, 2012).

vi. *Work Environment*

Hospital working environment contributes a major position in the ability to provide quality patient care. Working environment in any hospital has a direct impact on everything from the staffs and their job satisfaction to patient safety. Bad working environment can create issues likewise less nurse staffing, shorter tenure, patient out come and chance of death. Adequate nursing staffs are necessary to meet the needs of the hospital so that why attracting nursing professionals and qualified peoples to join nursing. However, more important is healthy working environment to motivate nurses to work in the hospital and environment play an important role in their job satisfaction, turnover and patient outcomes. Poor quality patient care from nursing staffs in hospital is a persistent community concern (Greener et al, 2009).

Hospitals are fully loaded with new technology for diagnosis and treatment. Therefore, these technologies bring the dramatic change in health care delivery system and role of nursing staffs. This change has impact on nursing behavior about work environment and work related attitude. A unified peer group may possibly compensate for other provocation from the organizational climate, and a supportive supervisor may protect nurses from effects of unpleasant environments (Tumulty et al, 1994).

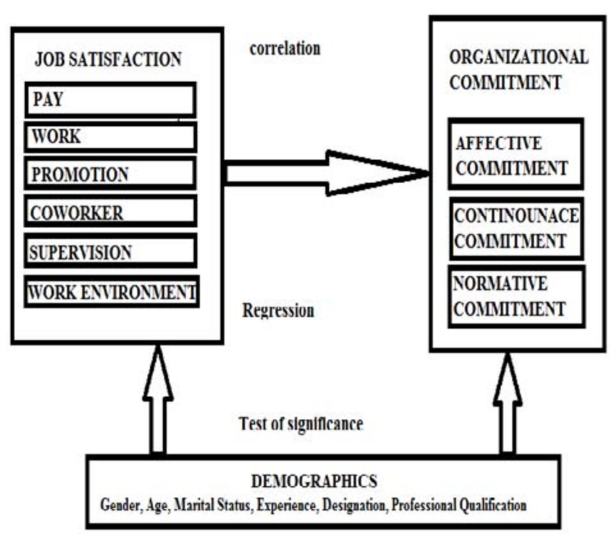

Figure 1 : Theoritical Framework

vii. *Hypothesizes of the Study*

Job satisfaction is highly correlated with organizational commitment.	H1	Correlation
Job satisfaction predicts organizational commitment.	H2	Regression
Male's score are higher than females.	H3	t-test

V. Research Methodology

The total population consists of 290 'Nursing Staff' working in the two Teaching Hospitals of Dera Ismail Khan. Using the following formula gave statistic of 125 respondents of both teaching hospitals

Sample-size = ((SD2/ ((Z2/E2) + (SD2/N)))

Sampling process

Statistics		Value
Standard Deviation	SD	0.98
Population	N	290
Error	E	0.88
Level of Confidence	Z	1.96
Sample	n	125

VI. Result of the Study

- Hypothesis # 1: Job satisfaction is Highly Correlated with organizational commitment. (H1)

Table 1 : Showing the Correlations between Job Satisfaction and Organizational Commitment

		Pay	Work	Promotion	Coworker	Supervision	Work Environment
Pay	R	1					
	p						
	N	117					
Work	R	.118	1				
	P	.204					
	N	117	117				
Promotion	R	.333**	.192*	1			
	p	.000	.038				
	N	117	117	117			
Coworker	R	.135	.303**	.217*	1		
	p	.146	.001	.018			
	N	117	117	117	117		
Supervision	R	.730**	.266**	.397**	.105	1	
	p	.000	.004	.000	.261		
	N	117	117	117	117	117	
Work Environment	R	.177	.223*	.360**	.358**	.192*	1
	p	.056	.015	.000	.000	.038	
	N	117	117	117	117	117	117
Organizational Commitment	R	.464**	.019	.446**	.271**	.478**	.466**
	p	.000	.839	.000	.003	.000	.000
	N	117	117	117	117	117	117

***. Correlation is significant at the 0.01 level (2-tailed).*
**. Correlation is significant at the 0.05 level (2-tailed).*

The correlation between Predictors (PAY, WRK, PRO, COW, SUP, WE) and Criterion variable (OC) is presented in this table. In five out of six (5/6= 83.33%) predictors (PAY, PRO, COW, SUP & WE) are greatly associated with the (OC) variable because the p-values are less than significant p- value 0.05. One variable i.e., WRK (p-value = 0.839) is not associated because the p value of this variable is more than the significant borderline value 0.05. Therefore, it can be easily understand that H#1 is substantiated with full mandate.

b. Prediction of organizational commitment (Factor)

- Hypothesis # 2: Job satisfaction predicts the organizational commitment (OC). (H2)

Table 2 : Showing the Model Summary of the Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.666[a]	.444	.414	.68014	14.641	.000[a]
2	.661[b]	.437	.412	.68110	17.258	.000[b]
3	.654[c]	.428	.408	.68349	20.978	.000[c]

a. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion, Supervision

b. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion

c. Predictors: (Constant), Work Environment, Pay, Work, Promotion

Table 3 : Showing the Coefficients of Regression (included variables)

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.809	.375		7.490	.000		
	Pay	.369	.088	.447	4.192	.000	.445	2.247
	Work	-.105	.066	-.126	-1.595	.114	.816	1.225
	Promotion	.131	.040	.265	3.253	.002	.764	1.309
	Coworker	.050	.043	.091	1.146	.254	.794	1.259
	Supervision	-.157	.102	-.174	-1.543	.126	.395	2.529
	Work Environment	.186	.047	.319	3.930	.000	.767	1.304
2	(Constant)	2.908	.365		7.957	.000		
	Pay	.384	.087	.464	4.391	.000	.454	2.203
	Work	-.085	.064	-.102	-1.337	.184	.878	1.139
	Promotion	.135	.040	.273	3.364	.001	.770	1.298
	Supervision	-.175	.101	-.194	-1.735	.085	.405	2.470
	Work Environment	.202	.046	.345	4.424	.000	.833	1.201
3	(Constant)	2.644	.308		8.570	.000		
	Pay	.403	.087	.487	4.654	.000	.466	2.144
	Promotion	.131	.040	.266	3.278	.001	.773	1.293
	Supervision	-.209	.098	-.231	-2.126	.036	.431	2.319
	Work Environment	.193	.045	.330	4.261	.000	.851	1.175

a. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion, Supervision

b. Predictors in the Model: (Constant), Work Environment , PAY, Promotion, Supervision

c. Dependent Variable: Organizational Commitment

d. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
2	Coworker	.091[a]	1.146	.254	.109	.794	1.259	.395
3	Coworker	.058[b]	.745	.458	.071	.854	1.171	.428
	Work	-.102[b]	-1.337	.184	-.126	.878	1.139	.405

The table indicates the summary of multiple regression tests. Test produce three regression models presenting the different grouping of factors predict the organizational commitment. All the models of regression tests are significant with p-values not as much of significant value 0.05. Nevertheless, the models 1 & 2 are the top fit models as it demonstrates the maximum impact model. Model 1 with (R^2 = 0.437) of six predictors (PAY, WRK, PRO, COW, SUP, WE) shows impact on the organizational commitment. Second model also shows impact (R^2= 0.435) with five predictors (PAY, WRK, PRO, COW, WE) on the organizational commitment and last model have less effect consists of (WE, PAY, PRO, WRK) variables. Likewise, the above table indicates Coefficient of Regression with included factors in each Regression Model with p-value less than 0.05. At this point it can be easily understand that all three different Regression Model with p-value less than 0.05 playing momentous role in predicting the organizational commitment. Furthermore, table indicates the excluded variables (COW, WRK) from models 2 & 3 with p-values more than the significant value 0.05 Therefore, the hypothesis H #2 is accepted.

- Hypothesis # 3 Male nurses score higher than female nurses. (H3)

Table 4 : Table of Independent Samples Test GDR (df=115)

	F	Sig.	T	Sig. (2-tailed)
Pay	.001	.976	.925	.357
Work	.566	.453	-.350	.727
Promotion	.082	.776	1.295	.198
Coworker	.190	.663	-.161	.873
Supervision	.420	.518	.266	.791
Work Environment	1.824	.179	-2.183	.031
Organizational commitment	1.783	.184	.134	.894

The table showing the outcomes of seven independent sample t-tests applied on the predictors and criterion variable to unearth the significance of the mean variations originates in the descriptive data (See Table 4.3 Annexure 3). In independent sample t-test, Gender (GDR) male established with greater mean score than female mean score on a number of variables. On the other hand, the results of independent sample t-test reveal that the difference is significant on only work environment (WE) (*p-value*=0.031) where p-value is a smaller amount than the significant value of 0.05. PAY (*p-value*=.256), WRK (*p-value*=.727), PRO (*p-value*=.198), COW (*p-value*=.873), SUP (*p-value*=.336) and OC (*p-value*=.894) are insignificance because where p-value is more than critical value 0.05. Therefore, it can be easily understood that the assumption H# 3 is in partially substantiated with very less mandate (1/7).

VII. Discussions

In this study, job satisfaction represented as a multi aspect. It has six foremost facets namely pay, work, promotion, coworker, supervision and work environment (Khan & Khan, 2011). These aspects are important for all employees. One may be satisfied with anyone or all of these aspects but at the same time may not be satisfied from other aspects. For example, a charge nurse may pointed out that she is extremely satisfied with her work, coworker, and work environment but she is dissatisfied with other aspect like of pay (Alam & Mohammad, 2009; Maria et al, 2010; Khan & Khan, 2011).Research reveals that organizational commitment measure three separate components as (affective, continuance and normative commitment) but in this study, organizational commitment has been considered as a one component (Al-Aameri, 2000; Abdullah & Ramay, 2012).

Outcomes of study showed that the nurse's perception about the Pay, work, Promotion, coworker, supervisor, and work environment (Khan et al, 2009; Khan et al, 2011) are the most vital factors of employee's satisfaction and organizational commitment. organizational commitment (Mannheim, & Baruch, 1997; Busch et al, 1998; Yousef, 1998;Lum et al, 1998; Al-Aameri 2000). The association between the job satisfaction and organizational commitment has been statistically confirmed. The results indicate that pay, promotion and work environment are most significant factors shaping organizational commitment of nurses in teaching hospitals of Dera Ismail khan. In addition, some factors are playing a secondary role in predicting organizational commitment such as work, coworker, and supervision.It is also shown that there is a considerable association among job satisfaction, organizational commitment and demographics attributes such as gender, age, marital status, experience, designation and professional qualification.

The above table presents the collective impacts of demographics on input (predictor) and output (criterion) variables, which categorically explain that:

- All the nurses of two teaching hospitals are satisfied with the pay on equal level, irrespective of any grouping.
- Work comes second top variable that is changed by four (Age, Marital status, Designation, and Professional Qualification) of the demographics. Thus, attitude towards work changes with the change in almost four of the employee's demographic attributes.

- Promotion and coworker are same across all demographic groupings. Respondents have same satisfaction from the promotion and coworker relationship.
- Only difference of professional qualification is modifying the attitude towards supervision. All other groups have same opinion about supervision management.
- Work environment is the first top attitude, which has been influenced by five (Gender, Age, Experience, Designation, Professional Qualification) of the demographic dimensions.
- Organizational Commitment is the third on attitude after work environment and work which is influenced by four (Gender, Experience, Designation, Professional Qualification) of demographic dimensions.

The Result Of This Study Also Indicates That:

1. Most of the nurses in two teaching hospitals are mildly satisfied with their job and few are dissatisfied.
2. The majority of nurses in two teaching hospitals are mildly committed to their employing hospitals. Staffs nurses have not enough level of faithfulness, which gives clear, view that if nurses notice a good alternative elsewhere they leave their hospitals.
3. A strong positive association between satisfaction and organizational commitment is originated. This means that satisfied nurses show greater level of commitment to their hospitals, whereas dissatisfied ones have smaller level of loyalty. This impact is consistent with the findings of previous studies (Knoop, 1995; Almeer, 1995; Smith. 1996).

The majority of respondents are the females and they are satisfied and committed with their hospitals, have responded equally to all their search variables. The findings shows that the young (20-30 years) group nurses are more satisfied and committed than the elder ones. This finding of this study is opposite to study of Al-Aameri 2000. Marital status has its impact on nurses job satisfaction and organizational commitment in teaching hospital. Unmarried nurses are satisfied and committed group because of less dependencies and economical needs. In addition, less experienced nurses (1-10 years) shows to be satisfaction and commitment with hospitals. This outcome is confirmed that, administrators in two teaching hospitals have fair selection and hiring criteria for nurses. The designation of a nurse has an impact on his or her commitment. The result indicates that charge nurses are more satisfied and committed to their hospitals than head nurses. Highly qualified nurses (Degree holder) are found to be the less satisfied and committed to their hospitals because slow promotion in the teaching hospitals of Dera Ismail Khan. On the other hand, the diploma holder nurses are more satisfied and committed. The reason that they have recently joined the hospital, nurses less aware about the policy and criteria of promotion, and advance education. However, these outcomes require further measure before it generalization and the reason is that the majority of nurses in all groups are not similar.

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Ephic Perfective of the Managers and Profit Management

By F. Sabbagh Zadeh, A. R. Mehrazeen & M. R. Shorvarzi

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Abstract- The effect of different factors on earnings management behavior is investigated in the study. Two important questions are issued in this study whether the moral status of the person plays a role in the likelihood of earnings management and whether the professional obligations of individuals affects on decision of earnings management or not? And provide hypotheses regarding to the determinants of earnings management behavior are compatible with pattern of the study or not. It has tried to identify the effects of ethical ideology on decision of earring management and relation of professional commitments of person on such decisions. Method of the study is selective and non-probabilistic which review the reports and documents in the first phase and distribute a questionnaire between cement and petrochemical company financial managers in the second phase to investigate the affecting factors on earnings management behavior through Pearson's correlation test and multiple regression model and simple linear.

Keywords: earrings management, ethic perspective, the moral status of idealist, relativistic moral position, professional commitment.

GJMBR - A Classification : JELCode : G32

EPHICPERFECTIVEOFTHEMANAGERSANDPROFITMANAGEMENT

Strictly as per the compliance and regulations of:

Ephic Perfective of the Managers and Profit Management

F. Sabbagh Zadeh [α], A. R. Mehrazeen [σ] & M. R. Shorvarzi [ρ]

Abstract- The effect of different factors on earnings management behavior is investigated in the study. Two important questions are issued in this study whether the moral status of the person plays a role in the likelihood of earnings management and whether the professional obligations of individuals affects on decision of earnings management or not? And provide hypotheses regarding to the determinants of earnings management behavior are compatible with pattern of the study or not. It has tried to identify the effects of ethical ideology on decision of earring management and relation of professional commitments of person on such decisions. Method of the study is selective and non-probabilistic which review the reports and documents in the first phase and distribute a questionnaire between cement and petrochemical company financial managers in the second phase to investigate the affecting factors on earnings management behavior through Pearson's correlation test and multiple regression model and simple linear. This study used financial executives of 37 cement and petrochemical companies accepted in Stock based on a proposed causal model that support from moral judgment about the difficulties in accounting or management. It is demonstrated empirically that individuals with higher levels of professional commitment are less likely to engage in earnings management operations and contrary to this, individuals with lower levels of profession commitment are more likely to engage in earnings management operations that are consistent with previous background. In addition the effect of earnings manipulation has been proven on both the moral status and professional commitment on individuals. This study suggests that when there is an opportunity to increase personal wealth temptation affects negatively on the moral status of the individual as well as the individual's professional commitment level. This result provides a better view of the importance of the ethical status on the behavior of earnings management and also provides a solution in the use of Code of Conduct for reducing earnings management.

Keywords: earrings management, ethic perspective, the moral status of idealist, relativistic moral position, professional commitment.

I. Introduction

The growing spread of economic activities and their growing complexity on the one hand and the importance of attention to accurate accounting information and financial statements, on the other hand has causedanalytical methods and modern management on accounting. One of the most important inventions was emphasis and attention paid to income statement, which was previously turning to the balance sheet leads to something born and raised called, Earnings Management. Earnings management is defined as a process to take conscious steps within Accepted Accounting Principles (GAAP) to meet the desired level of reported earnings [1-5].

In a company whose profit levels does not meet analysts' forecasts, potential benefits arising from the manipulation of interest seem necessary, but is not a sufficient condition for such earnings management behavior.

The question arises in the present study: Whether the moral status of the person (beliefs and ethic values) as well as the level of professional commitment of individuals plays a role in the likelihood of earnings management behavior or not?

Therefore research pattern describes earnings management behavior as a performance of professional commitment1, moral status, tendency to look bad to the current level of company's profit and the primary question posed in this way:

Are determinants of earnings management behavior compatible with the pattern of the study?

National Commission of Financial Reporting Fraud (1987) concluded that the earnings management decisions that are inconsistent with accepted principles of accounting tend towards a different decision which is trying to mislead the shareholders. So, if professional organizations or regulators could approve an effective set of standards or rules, then the future losses to shareholders may be minimized. This study attracts more importance because of the large losses suffered by investors in companies that are engaged in management methods of suspect earnings. The study has choice Non-contingent and selective type that the collection methods is the whole number given the limited availability of population data and the entire of the population include 30 individuals [6-9].

II. Variables

a) Independent Variables

i. *Ethical status*

Fussy argues that an individual's moral ideology is determined by the relationship between idealism and relativism.

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Thus a person with relativistic ethical orientation makes decision based on particular situation. It means these people are paying attention to the moral decisions that they are the best decision given the circumstances [10].

At the opposite end of the moral status chains of the individual with more idealistic ethical orientation consider all possible outcomes to determine whether everyone can ultimately reach to the worse position because of decision. Therefore they prefer not to adopt the decision where there is a risk of harm to others [11-13].

ii. *Professional commitment*

According to Porter et al. definition, Professional commitment is defined as: (1) acceptance and confidence in the values and goals of a career. (2) A willingness to exert enough effort on the part of a career. (3) A clear vision for the survival of professional membership.

Shob et al tested whether an auditor's ethical position affect the level of his professional commitment.

The study investigating the level of professional commitment and its impact on the earnings management by the individual's moral orientation develops the study of Shob, and colleagues.

b) Dependent variable

i. *Earnings Management Behavior*

According to Haley and Vahlen definition that is more comprehensive than others:

Earnings management occurs when managers use their own judgment in financial reporting and manipulate transactions structures to alter financial reporting. The purpose or intent is to mislead some stakeholders about the economic performance or impact on the results of contracts that their critical is subject to the achievement the personal profit [12-15].

III. Hypotheses

The first hypothesis: " professional commitment is negatively related to earnings management behavior. "

The second hypothesis:

a) "people with an idealistic ethical orientation are less likely to manipulate earnings."
b) "People with a moral relativist orientation are more likely to manipulate earnings."

The third hypothesis:

a) "There is a negative relationship between the moral status of idealism and self-interest."
b) "There is a positive relationship between the moral relativism and self-interest."

Fourth hypothesis: "There is a negative relationship between professional commitment and personal interest."

IV. Methods of Data Analysis

Hypotheses were analyzed by statistical methods of Pearson correlation test and multiple regression model and simple linear to investigate the effect of each factor by spss software. Also, Cronbach's alpha value of the present study by mentioned software is calculated equal to 876%.

V. Results

The results suggest that whatever the orientation of the individual's moral is more relativist, there are more likely to engage in earnings management practices and conversely, whatever the ethical orientation is more idealistic, there is less likely.

The results also support from the perspective that there is a profound relationship between professional commitment and earnings management behavior. This perspective suggests that individuals with a higher level of professional commitment demonstrate the lower likelihood of engaging in earnings management, the reverse situation is also true.

In the first hypothesis as the level of professional commitment increases, it is argued earnings management behavior reduces. The results support the view that higher levels of professional commitment desire to reduce their earnings management behavior.

In the second hypothesis, which has been argued as a person moves along the moral orientation chain (from the highest degree of idealism to the highest of relativism) likelihood of engaging in earnings management practices increased. The results support the second hypothesis. The moral orientation of relativist increases the likelihood of earnings management behavior. While on the other hand, the idealistic ethical orientation reduces the likelihood of earnings management behavior.

In the third and fourth hypotheses, we assume that the profit potential, professional commitment reduce the individual's ethical orientation. Therefore it causes increasing the earnings management practices. The results show that the incentive to increase the private benefits (possible to get more bonuses) increases tendency to engage in earnings management behavior.

Contingent or non-contingent earnings management behavior can be more observed by the managers that will benefit in the process of intervention and financial managers in the field are prior.

Hence, in this paper has tried to provide a model relying on survey data from 37 financial managers of cement and petrochemical companies to explain individual judgments. As in previous studies (Shop et al, 1993; Douglas and wire 2000 and Elias 2002), these results show deep relationship between

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moral orientation of the individual and the subsequent judgment. In line with the hypothesis, whatever the orientation of the individual's moral is more relativist, there is more likely to engage in earnings management practices and, conversely, whatever the ethical orientation is more idealistic, there is less likely. The results also support the view that there is a profound relationship between professional commitment and earnings management behavior. This perspective suggests that individuals with higher levels of professional commitment to apply its participation in earrings management is likely to be lower, the reverse of the situation is also true. These findings are consistent with previous work and correspond. According to the observations of Heele (1985) who has the ability and incentive to manipulate earnings are more likely to engage in earnings management practices. Especially, when they have personal interests in their decisions. The results of the current study are based on Haley's perspective. In this study, the manipulation of ideology and moral benefits associated with the level of professional commitment. This means that when there is an opportunity to increase their personal wealth, such action tends to be negatively related to the individual's moral ideology, that does not mean the fundamental transformation will occur from the highest degree of orientation idealistic ethical to orientation the highest levels of relativist. Rather, individual ethical orientation will turn to increase the likelihood of engaging in earnings management practices. In the current study, the decision to engage in earnings management practices is evident when personal income (bonuses) was affected by it. It develops our understanding of earnings management by plan a relevant moral dimension. In addition, it also develops previous studies on the relationship between ethical orientation, professional commitment and earnings management. The results support the hypothesis that the ethical orientation, professional commitment and personal gain, all help to explain the behavior of earnings management.

a) Offers practical

In conclusion, the results are important for the regulators, managers, employees, investors, analysts and researchers of the accounting rules and standards. With a better understanding of the potential impact of individual ethical orientation and professional commitment to the earnings management behavior, all stakeholders are in a better position to offer a possible alternative solution to modify the behaviors. Regulators of the accounting rules and standards examine options that would cause to reduce undesirable behaviors in the standard setting process.

The board and senior management of the companies assess their organizational structure (proper decision, reward system and performance appraisal system) and whether this structure is designed to detect their immediate problems. In addition, the managers should assess policies and methods according to the principles of ethical, applicable standards and acceptable behavior within the company. Zygfoos (2001) concluded that the ethical standard affect on ethical decision-making process at each location.

b) Recommendations for future research

Fursys (1992) developed his 1980's study by dividing the position of ethical idealism and relativism into four distinct groups: (1) position-oriented (2) fantasy-oriented (3) absolute-oriented (4) niggling.

People with high scores on both the idealism and relativism are told position-oriented.

Position-oriented tends to reject laws or ethical code and search for best results or outcomes in any decision. (Fursys 1992)

People who score high on the scale of relativism and score low in idealism are fantasy-oriented, they also tend to reject moral rules and do moral judgments based on their personal feelings. (Fursys 1992)

Absolute-oriented people score low in relativism scale and high on a scale of idealism and believe that actions are moral when they provide positive effects conform to the global set of rules and moral standards. (Fursys 1992)

The niggling people are the last group; they tend to low scores in both categories idealism and relativism. They believe that it is useful to follow the Code of Ethics, although there are exceptions to these rules. (Fursys 1992)

Repetition of the research using these four groups in other areas is the proposal for future research to provide better understanding on the behavior of earnings management of accountants and managers.

Another potential area is interesting for future research, testing a number of different groups on the basis of such differences as public or private accountants, corporate and public managers (non-profit), or other similar professions.

Finally, it is possible that variables that have been omitted from the current study can raise our understanding of decision-making about the earrings management.

Perhaps the background of organizational behavior be the source of the most interesting and useful factors that are able to be tested to explain more fully the behavior of managers in such situations.

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Caretaker Committee System and Democratic Governance in Nigeria's Local Government System: 2003-2014 in Anambra State

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Abstract- The nexus between the local government and democratic governance has been keenly explored on intense academic debates. Recent debates has aimed at beaming attentions on systems such as poor service delivery, lack of accountability, corruption, non-involvement of the people in policy formulation and implementation, poor staffing and total lack of autonomy and by omission leaving out the viral influence of caretaker committees in the debate. The paper therefore, examined this phenomenon by asking the question as to whether the caretaker committee hindered democratic governance in the local government system in Anambra State between the years 2003-2014. The methodology adopted in the study is thematic (i.e. content) analysis..

Keywords: caretaker committee, democratic governance, local government.

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CARETAKERCOMMITTEESYSTEMANDDEMOCRATICGOVERNANCEINNIGERIASLOCALGOVERNMENTSYSTEM2003-2014INANAMBRASTATE

Strictly as per the compliance and regulations of:

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Ananti, M. O [α], Onyekwelu, R. U [σ] & Madubueze, M.C [ρ]

Abstract- The nexus between the local government and democratic governance has been keenly explored on intense academic debates. Recent debates has aimed at beaming attentions on systems such as poor service delivery, lack of accountability, corruption, non-involvement of the people in policy formulation and implementation, poor staffing and total lack of autonomy and by omission leaving out the viral influence of caretaker committees in the debate. The paper therefore, examined this phenomenon by asking the question as to whether the caretaker committee hindered democratic governance in the local government system in Anambra State between the years 2003-2014. The methodology adopted in the study is thematic (i.e. content) analysis. The study revealed that, the use of caretaker committees to run the affairs of the local governments between the years 2003-2014 has been the basic reason for the colossal failures of the grass root development in Anambra State. That the running of the local governments with caretaker committees has had three major negative effects which are: - Political, - Economic, and – Social. The paper thus, recommended for a free and transparent election at the grassroot level, devoid of manipulations as was the case in the State.

Keywords: caretaker committee, democratic governance, local government.

I. Introduction

By and large, the importance of local government administration cannot be under-emphasized. Countries all over the world have adopted this tier of government as the major source of ensuring that the governments or the dividends of democracy, gets to the grass root. Those in the grass root are basically those areas that ordinarily may not have the well with thaw to get to the government at the center. In some countries local government is referred to as municipals, development centers, counties, or local departments as the case maybe. The underlying motives are that, they are targeted efforts to ensuring that the remote villages and towns get what is due to them. In Nigeria, local government is the government of the grassroot which is designed to serve as an instrument for rural development.

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Undoubtedly, an efficient and effective local government system ensures a strong developmental base or foundation of any nation. This was supported by Nwachukwu et al (2000) who stated as thus:

"Municipal institutions (local governments) constitute the strength of a nation … A nation may establish a free government, but without municipal institutions it cannot have the spirit of liberty…Man creates kingdoms but townships seems to spring from the hand of God."

The position of Nwachukwu et al (2003) actually puts things in the right perspective. It was equally backed by Sir. Arthur Creek as cited by Rowland &Humes (1969) whom in strong terms wrote as follows:

"I believe that the key to success lies in the development of an efficient and democratic system of local government. I wish to emphasize the words efficient, democratic and local. I do so not because they import any new concept into African administrations; indeed, they have been the aims of our policy for many years. I use the words because the system of government must be close to the common people [Local Government] and provide local services in a way which will help raise the standard of living, and be democratic because it must not only find a place for the growing class of educated men, but at the time command the respect and support of the masses of the people".

In the words of Sir, Arthur Jones above, it is obvious that for any nation to achieve their aspirations as a developed nation, they would as a matter of fact see the local government system as bedrock.

Abonyi (2011) while adding his voice noted that, Nigerians have continually aspired for democracy in the belief that only leaders who are democratically elected [at local governments] can be responsible and responsive to their needs. It is therefore, the disposition of Abonyi that raises the pertinent questions such as; what kind of local government systems are being practiced in Nigeria at present? Why has our leaders suddenly abandoned the option of a democratically elected local government administration and adopted the Caretaker Committee System as a substitute to the constitutional provisions of an elected local government officers. Could it be that the Caretaker System is a better option?

It is therefore, the intention of this paper to by method of content or thematic analyses, examine the practice of Caretaker Committee System in Anambra State between 2003-2014 with the aim of ascertaining whether or not the system impacted on the socio-economic life of the people at the grass root and make relevant suggestions/recommendations. To achieve this, the paper is divided into the following sub themes; on Caretaker Committee System, Democratic Governance, Local Government and as well the Effects of Caretaker Committees on Democratic Governance in Anambra State from 2003-2014 and make relevant Recommendations.

II. Conceptual Clarifications

a) Caretaker Committee

Historically, the caretaker committee system of local government has no place in the constitution of the Federal Republic of Nigeria. However, its practice is dated as far back as the Nigeria's second republic. Ogunna (1996) noted that during the second Republic in all the States of the Federation, local governments were run by Caretaker Committee System consisting of party loyalists appointed by state governors.

Since after its first practice in the second republic, the idea of managing the local governments with the Caretaker Committees has been on the increase in Nigeria. Between 2003-2013, out of the 36 states in Nigeria, 25 States have the local governments administered by the Caretaker Committees (Okafor & Orjinta, 2013).

Apparently, this increase is as a result of the lacuna created by the 1999 constitution as amended. The constitution did not specify the term of an elected local government council. The Governors then capitalized on these loopholes and turned the local government into an avenue of settling their loyalists.

Section 7(1) of the 1999 constitution states thus;

"the system of local government by democratically elected government council is under this constitution guaranteed, and accordingly, the government of every state shall subject to section of this constitution ensure their existence under a law which provides for the establishment, structure, composition, finance and function of such councils".

Similarly, the section 1(2) also states that;

"The federal Republic of Nigeria shall not be governed, nor shall any person or group of persons take control of the government of Nigeria or any part thereof except in accordance with the provisions of this constitution".

Sub-section 3 of the constitution emphatically summarized it by stating it inter-alia;

"If any other law is inconsistent with the provisions of this constitution, this constitution shall prevent, and that other law shall to the extent of the inconsistency be void"

Notwithstanding the unconstitutionalism of the Caretaker Committees, what is worrisome however, is the reason many state government has resorted to this practice as a panacea to rural development in Nigeria. We believe that in a democracy, leaders should be a product of the choice of the people but that is not the case in this circumstance.

Abbas &Ahmad (2012) emphasized that the situation has gotten so embarrassing that even where elections have been conducted, Governors may deliberately force the tenures of local government chairmen to lapse early, so as to pave way for him to appoint loyalists as Caretaker Committees. The primary aim according to him is for the Committees to work towards delivering their local government votes to the ruling party at any point in time thereby for disenfranchising the people.

Okafor & Orjinta (2013) supported the above and maintained that the nature of party politics played by the state governors at the local government level in order to maintain power violates democratic principles. This he said hinders the governments from performing their functions, there by destroying democracy and development from its base.

Also, Aluko (2010) argues that a serious point against nominated Committees of management particularly in a civilian regime is that the government in power may misuse the system to keep its supporters indefinitely in control of local government. This is to frustrate the opposition parties and use the interregnum to strengthen its party organizations at the grassroots through patronage which is provided by local governments in the form of contracts, job orders, junior staff appointments and promotions and such appointments touch sensitive positions.

Despite the foregoing, Caretaker Committee System is seen as way in which a sitting government especially a state government selects and appoints individuals in most cases of the same political parties, to manage the affairs of the local government.

However, the dispositions of writers has been diverse but has not deviated from a general concordance on the unconstitutionality of the Caretakers Committee System. To some, it's a corrupt practice in its totality, to others it's antithetical to constitutional provision and to that extent should not be encouraged in any form and to a few persons; it is good because it has helped the leading parties in various states to keep their strength at the local units intact.

b) Democratic Governance

The concept has no generally acceptable definitions scholars has attempted to define the concept in their perspective.

According to World Bank Report (1989) on Sub-Saharan Africa: from crises to sustainable growth, sees it "as the manner in which power is exercised in the management of a country's economic and social resource for development".

To Lafenwa (2009) to democratic mode of exercising powers and performing functions by established institutions to achieve developmental goals.

However, democratic governance can be understood in terms of the elements it constitutes (Nyewusira &Nweke, 2012). Thus, the National League of cities in Lafenwa (2009) defines the concept as "the art of government a community in participatory, deliberative and collaborative ways".

Being in total agreement with the perceptions of scholars, it is not an absence of dissimilarity that the concept of democratic governance is not just exercising powers, performing functions or governing the people. For us, democratic governance involves in totality the basic elements of democratic ethos. It can literally be defined as governance of the people by the people, for the people and with the people. In other words if its devoid of the peoples whims and caprices, then its not what it should be and that is in line with the dispositions of Jega(2006).

Jega(2006) listed the basic democratic ethos of a democratic governance to include the following:

a. Representation
b. Participation
c. Responsive and Accountable Governance
d. Egalitarian Society
e. Transparency and Accountability

In clearer terms, the constitutive elements can be expressed below;

- Representation: This involves permitting the people to have a choice in choosing their leaders. This idea enables whatever government in power to run a peoples government.
- Participation: The idea here, involves the governments running of the peoples driven policy. In other words involving the people in policy formulation and implementation.
- Response and Accountable Governance: This involves the delivery of services to the people and towns in a way that creates utilitarian value i.e.Policies of government bringing greatest happiness to the greater number of people.
- Egalitarian Society: This involves equality before the law. The people having equal benefits and punishment before the law. Ensuring social justice.
- Transparency and Accountability: The idea involves running an open government that is accountable in the management of public funds.

The actualization of these elements goes a long way to measuring the strength of a democratic nature of the government. This is in tandem with the position of Nyesiruwa & Nweke (2012) which emphasized that democratic governance is approached by two main pillars of the liberal democratic tradition;- citizen participation in the determination of governing itself and in decision making processes;- and a right "platform" that supports and protects the role of individuals in the governance process.

However, a concerned question which the study seeks to unravel is, if these are the tenets of a democratic governance, has the Caretaker Committee formed by the previous regimes in Anambra state from the 2003-2014, lived up to the expectations in the local governments?

c) Local Government

Conceptualizing local government, like others in the social sciences, is not easy; it is difficult to have a universally acceptable definition for this concept in developing and developed countries of the world.

Consequently, Ovwasa(1995) has opined that the meaning attached to local government varies from country to country and, more frequently; it has become the purpose for which the local government is created.

Appadorai (1975) sees local government as government by the popularly elected bodies charged with administrative and executive duties in matters concerning the inhabitants of a partial or district or place.

Bello &Uga(2004) while quoting the International Union of Local Authorities (IULA) defined the local government as;

"That level of government with constitutionality defined rights and duties to regulate and manage public affairs which are constitutionally defined for the exclusive interest of the local population. These rights and duties shall be exercised by individuals that are freely elected or appointed with the full participation of the elected body".

Chukwuemeka&Uche (2005)defined the local government as, a political sub-division of a state, which has a legal existence under the law and is run be elected representative of the local people, with substantial autonomy in administrative and financial affairs.

Okoli (2000) in Nyesiruwa (2007) stated that it is impossible to talk of local government without making reference to national (federal or state) government since the idea of 'local'presupposes the existence of a broader government superintending the 'local' one. In the light of this observation, Okoli pinpointed out three critical issues concerning local government. One is that local government exists to fill a gap which the national government is too remote to fill. Secondly, local government implements the ideals objective, programmes and aspirations of the national government at the local level. Thirdly, the ideology of the national governments determines to a large extent the structure and functioning of the local government.

Implicit in the foregoing conceptualization, we stressed that the local government could be defined as a tier of government formed to be closer to the people and highly indigenous in such a manner that the people would feel belonged with the government both in policy formulation and implementation.

III. Effects of Caretaker Committees on Democratic Governance in Local Governance in Anambra State; 2003-2014.

Historically, the general elections of 2003 in Nigeria ended the tenures of the second democratic transition in Nigeria from 1999-2003. The 2003 general elections were massively rigged in all the states in Nigeria including Anambra. Dr. Chris Ngige who became the favoured candidate, managed the affairs of the state from 2003-2006, until he was removed from the office by the federal Court of Appeal Enugu, having lost at the election Tribunal.

Dr. Chris Ngige within the 3 years he spent in office never conducted local government election and that trend continued up till the period Mr. Peter Obi came on board on March 17th, 2006.

The era of Gov. Obi continued in the same way up to the end of his first tenure in the year 2010. During the Administration of Peter Obi as the governor of Anambra, within the period under review, the Head of Service in all the 21 local government areas in Anambra were used by the State government to manage the affairs of the local government thereby denying the people the right to participate in their own local governance. This therefore not only politicized the Civil Servants but negatively impacted on the lives of the rural dwellers as no meaningful developmental projects were executed within the period. The local government funds were mismanaged by these officers. Sometimes contracts will be awarded but will not be executed while the contract fund was shared between the minority and the council officials. In the second tenure he made a lot of promises to conduct election in the local government which was never fulfilled up till the penultimate of his second tenure when he conducted a flanked local government election since 2003 on the 6th February, 2014. This was because the election was not only massively rigged but results were announced even where election did not take place. Thus, the local government in Anambra state has passed through numerous Caretaker Committee Regimes.

The study therefore would examine the travails of local governments, in Anambra State local government's systems under the following implications;

- Political effects
- Economic effects
- Social effects.

Political Effects: Jega (2006) clearly emphasized that one of the basic constitutive elements of democratic governance is that of representation. Representation according to him is the people having freedom to choose by themselves who represents or governs them in leadership through a free and fair election. Under the Caretaker Committee leadership, the case is usually a dominance of the leading political party. In fact between 2003-2014, it was not on record at any time when a governor appoints a member of an opposition party within the state as a member of Caretaker Committee.

To such leading political parties, the party is growing stronger and waxing their political popularity and acceptance at the grass root, while throwing away the real reason of basic dividends of democratic governance by allowing a participatory leadership where even a minority would have a say.

On the other hand, it has been discovered that the Committees only pay allegiance to the political class and had weaken the democratic structures at local level in Anambra State from 2003-2014. While writing on "the Challenges of Democratic Governance in the Fourth Republic in Nigeria" Ogbonnaya et al (2012) emphasized that the weakness of democratic institution is a challenge to democratic governance. They referred to the institutions as the executive, judiciary, the legislature. But of obvious fact is the reality that these institutions can only function effectively in an elected democratic structure especially at the local government level, which Caretaker Committee appointments do not encourage, this is also a negation of the provision of the 1999 construction of Nigeria as amended which provides for a democratically elected government at the grassroot level which will encourage citizens participation.

Economic Effects: Unarguable is the fact that the Caretaker Committees are not elected and therefore the pre-requisite institution that could serve as checks and balances are non existence, the members therefore see it as an avenue to loot the local government and enrich themselves with the public funds.

The empirical study of Okafor & Orjinta (2012), specifically in Onitsha North local government area revealed that there is a unanimous agreement on the lack of impact of Caretaker Committees on improving the living conditions in the area. The Committee members lamented that they only receive salary at the end of the month which is paid only when the governor approves it.

Between 2003-2014, local governments in Anambra state have not witnessed any serious

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economic development. The colossal failure of the Committees gears to the fact that they are at the mercy of the state government. In most cases they are being referred to as watch dogs. For example in Ayamelum local government which consists of eight communities, the communities never witnessed any project done by the local government between this period under review and that is applicable to the rest of the local government in the state.

Social Effects: The social implication has to do with the quality of relationship that exists between the Caretaker Committee members and the career civil servants even the people at large. However, the relationship has been that of "master-servant" relationship with the reason not farfetched. Since they merely represent the presence of the governor at the local government level, they are seen as 'semi gods' due to the fact that whatever happens, their godfather would come to their rescue.

It was discovered that between 2003-2014, the local government do not have any social contract with the masses. Evidence is the fact that no meaningful project was executed and commissioned by any Caretaker Committee regime. The underlying fact therefore is the fact that it negates egalitarian society which is one of the constitutive elements of democratic governance according to Jega (2006). Jega expressed egalitarian society as a constitutive element of democratic governance. To him, it encourages, constitutional regime, fairness, economic and social justice.

IV. Conclusion and Recommendations

From the analysis so far presented, democratic governance under the Caretaker Committees in local governments in Anambra state between 2003-2014 to us is "a wild goose chase", problematic and threatened by internal and external variables. That is to say, that the sustenance of local government administration on the basis of caretaker committees is apparently responsible for the weak democratic ethos and perennial underdevelopment of the local government in Anambra state, 2003-2014.

This failure of democratic governance is explained, in the fact that the dominant party imposes politics of transaction rather than transformation in the conduct of public affairs at the local government level (Nyesiruwa & Nweke, 2012). Their position was in line with Okafor & Orjinta (2013) who emphasized that the local government Caretaker Committees is simply an experiment towards the scrapping of the local government and is, in practice an extension of the party in power.

On this basis, we recommended that; local governments should be exposed to competitive elections, political and financial autonomy that is in commensurate with her status as the third tier of government. We believe that it's only through a thorough democratic institution that the local government can thrive in her quest for development at the local level.

The local government should be strengthened constitutionally; this would enable the removal of the clauses that makes the local government to be at the mercy of the state government. Immediate removal of the joint account between the State and local government so that the revenue base of the local government will be strengthened.

Finally, the introduction of Caretaker Committees as a basis of recruiting public officers at the local government level should be discouraged, hence efforts should be made to ensure the enthronement of a democratic government at the local government level, as this is the only measure that will enhance the development of the rural areas.

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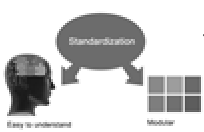

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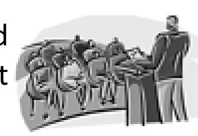

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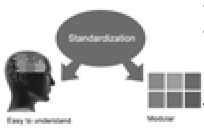

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Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated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

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final Points:

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

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

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

General style:

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

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

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

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

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

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

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

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

Title Page:

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

Abstract:

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

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

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

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

Approach:

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

Introduction:

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

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

Approach:

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

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

Procedures (Methods and Materials):

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

Materials:

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

Methods:

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

Approach:

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

What to keep away from

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

Results:

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

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

Content

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

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

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

Figures and tables

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

Discussion:

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

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how 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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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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