GLOBAL JOURNAL
OF MANAGEMENT AND BUSINESS RESEARCH: A

Administration and Management

An Empirical Study

Cement Manufacturing Workers

} Highlights {

Demystifying Leadership

Importance of Organizational Culture

Discovering Thoughts, Inventing Future

GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT

Global Journals Inc.

Publisher's Headquarters office

Global Journals® Headquarters
945th Concord Streets,
Framingham Massachusetts Pin: 01701,
United States of America
USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

Global Journals Incorporated
2nd, Lansdowne, Lansdowne Rd., Croydon-Surrey,
Pin: CR9 2ER, United Kingdom

Packaging & Continental Dispatching

Global Journals
E-3130 Sudama Nagar, Near Gopur Square,
Indore, M.P., Pin:452009, India

Find a correspondence nodal officer near you

To find nodal officer of your country, please
email us at *local@globaljournals.org*

eContacts

Press Inquiries: *press@globaljournals.org*
Investor Inquiries: *investors@globaljournals.org*
Technical Support: *technology@globaljournals.org*
Media & Releases: *media@globaljournals.org*

Pricing (Including by Air Parcel Charges):

For Authors:
22 USD (B/W) & 50 USD (Color)
Yearly Subscription (Personal & Institutional):
200 USD (B/W) & 250 USD (Color)

Dr. Bart Lambrecht
Director of Research in Accounting and
Finance Professor of Finance
Lancaster University Management School
BA (Antwerp); MPhil, MA, PhD
(Cambridge)

Dr. Carlos García Pont
Associate Professor of Marketing
IESE Business School, University of
Navarra
Doctor of Philosophy (Management),
Massachusetts Institute of Technology
(MIT)
Master in Business Administration, IESE,
University of Navarra
Degree in Industrial Engineering,
Universitat Politècnica de Catalunya

Dr. Fotini Labropulu
Mathematics - Luther College
University of Regina Ph.D., M.Sc. in
Mathematics
B.A. (Honors) in Mathematics
University of Windso

Dr. Lynn Lim
Reader in Business and Marketing
Roehampton University, London
BCom, PGDip, MBA (Distinction), PhD,
FHEA

Dr. Mihaly Mezei
ASSOCIATE PROFESSOR
Department of Structural and Chemical
Biology, Mount Sinai School of Medical
Center
Ph.D., Etvs Lornd University
Postdoctoral Training,
New York University

Dr. Söhnke M. Bartram
Department of Accounting and
Finance Lancaster University Management
School Ph.D. (WHU Koblenz)
MBA/BBA (University of Saarbrücken)

Dr. Miguel Angel Ariño
Professor of Decision Sciences
IESE Business School
Barcelona, Spain (Universidad de Navarra)
CEIBS (China Europe International Business
School).
Beijing, Shanghai and Shenzhen
Ph.D. in Mathematics
University of Barcelona
BA in Mathematics (Licenciatura)
University of Barcelona

Philip G. Moscoso
Technology and Operations Management
IESE Business School, University of Navarra
Ph.D in Industrial Engineering and
Management, ETH Zurich
M.Sc. in Chemical Engineering, ETH Zurich

Dr. Sanjay Dixit, M.D.
Director, EP Laboratories, Philadelphia VA
Medical Center
Cardiovascular Medicine - Cardiac
Arrhythmia
Univ of Penn School of Medicine

Dr. Han-Xiang Deng
MD., Ph.D
Associate Professor and Research
Department Division of Neuromuscular
Medicine
Davee Department of Neurology and Clinical
Neuroscience Northwestern University
Feinberg School of Medicine

Dr. Pina C. Sanelli
Associate Professor of Public Health
Weill Cornell Medical College
Associate Attending Radiologist
NewYork-Presbyterian Hospital
MRI, MRA, CT, and CTA
Neuroradiology and Diagnostic
Radiology
M.D., State University of New York at
Buffalo, School of Medicine and
Biomedical Sciences

Dr. Roberto Sanchez
Associate Professor
Department of Structural and Chemical
Biology
Mount Sinai School of Medicine
Ph.D., The Rockefeller University

Dr. Wen-Yih Sun
Professor of Earth and Atmospheric
Sciences Purdue University Director
National Center for Typhoon and
Flooding Research, Taiwan
University Chair Professor
Department of Atmospheric Sciences,
National Central University, Chung-Li,
Taiwan University Chair Professor
Institute of Environmental Engineering,
National Chiao Tung University, Hsin-
chu, Taiwan.Ph.D., MS The University of
Chicago, Geophysical Sciences
BS National Taiwan University,
Atmospheric Sciences
Associate Professor of Radiology

Dr. Michael R. Rudnick
M.D., FACP
Associate Professor of Medicine
Chief, Renal Electrolyte and
Hypertension Division (PMC)
Penn Medicine, University of
Pennsylvania
Presbyterian Medical Center,
Philadelphia
Nephrology and Internal Medicine
Certified by the American Board of
Internal Medicine

Dr. Bassey Benjamin Esu
B.Sc. Marketing; MBA Marketing; Ph.D
Marketing
Lecturer, Department of Marketing,
University of Calabar
Tourism Consultant, Cross River State
Tourism Development Department
Co-ordinator, Sustainable Tourism
Initiative, Calabar, Nigeria

Dr. Aziz M. Barbar, Ph.D.
IEEE Senior Member
Chairperson, Department of Computer
Science
AUST - American University of Science &
Technology
Alfred Naccash Avenue – Ashrafieh

CONTENTS OF THE ISSUE

Work Stress among Cement Manufacturing Workers of Kashmir Division: An Empirical Study

By Rizwana Rafiq & Dr. Parvez Ahmad Shah

University of Kashmir, India

Abstract- Cement Manufacturing Industry is being considered as one of the major sources of revenue in Kashmir division after the Tourism industry. But the performance of this industry has been equally under the threat because of rapidly increasing work stress which has become a huge challenge for the employers globally, as the increasing levels of stress results into the lower productivity, increased absenteeism and assortment of other employee tribulations at the work place. Aim: The aim of this paper was to investigate as to which extent the demographic variables (i.e. Qualification, Length of tenure and marital status) influence the work stress of cement manufacturing workers in Kashmir division. Methods: The sample size consists total of 300 workers, 150 workers were selected from JK Cements Ltd. and 150 from the Khyber Cements Pvt. Ltd.

WORKSTRESSAMONGCEMENTMANUFACTURINGWORKERSOFKASHMIRDIVISIONANEMPIRICALSTUDY

Strictly as per the compliance and regulations of:

Work Stress among Cement Manufacturing Workers of Kashmir Division: An Empirical Study

Rizwana Rafiq [α] & Dr. Parvez Ahmad Shah [σ]

Abstract- Cement Manufacturing Industry is being considered as one of the major sources of revenue in Kashmir division after the Tourism industry. But the performance of this industry has been equally under the threat because of rapidly increasing work stress which has become a huge challenge for the employers globally, as the increasing levels of stress results into the lower productivity, increased absenteeism and assortment of other employee tribulations at the work place. Aim: The aim of this paper was to investigate as to which extent the demographic variables (i.e. Qualification, Length of tenure and marital status) influence the work stress of cement manufacturing workers in Kashmir division. Methods: The sample size consists total of 300 workers, 150 workers were selected from JK Cements Ltd. and 150 from the Khyber Cements Pvt. Ltd. The data was analyzed with help of SPSS-20 software for testing of hypothesis. The correlation test was applied to measure the relationship between work stress and contents of job. Similarly, multiple regression tests were used for investigating the origin and effect relationship between predictor variables and reason variable and to check the impact of demographics t-test, f-test was used. Conclusions: Study revealed that among factory workers unmarried workers were experiencing relatively more stress as compared to their married counterparts. Also, workers possessing the least educational qualification experience the higher levels of stress as compared to the workers possessing relatively higher educational qualifications. Further study revealed that, Workers with tenure of 0-09 years were experiencing the higher levels of stress compared to those who were possessing the tenure of 30& above years.

Keywords: work stress, qualifications, workers, cement industry.

I. Introduction

Cement manufacturing industry of India is the second largest producer of cement in the world and its contribution is quite high in national GDP. India is producing 350 million tons of cement per year and it is expected to grow to 550 million tons by financial year 2020. India is a vast country, so the development of cities and rural areas will certainly starts from infrastructure and the demand of cement will also increase, Amy Saunders (2014).In Kashmir division also Cement industry plays a very significant role in generating revenue for the government after the Tourism industry. So, it is equally important to increase the prod-

uctivity of the workers in this very manufacturing sector by increasing the efficiency of workers/employees. In today's competitive and technologically advanced business world it is also believed that , safe and healthy physical work environment will be a great support for the workers in order to carry out their work in a more effective and efficient manner. Moreover, recent studies on physical workplace environment revealed that, uncongenial physical work-environment do decrease the quality of work, especially among workers in industrial sector. The uncongeniality and misfit of physical work-environment indeed affects not only the motivation level of workers, but also the satisfaction level, social relations, performance and health of the workers. Physical work environment can be considered not only as a collection of physical stimuli (i.e. air, noise, temperature, light etc), but also as a physical structure (i.e. size, furniture, hallways, etc) and as a symbolic artifact (i.e. the work setting) Badayai (2010).

II. Review of Literature

Physical work environment also includes contents of job (i.e. Job Demand, control over the job and support from supervisor and co-workers). When the work environment is worse, because of poor work conditions workers will experience more distress, and eventually this will affect their productivity and physical as well as mental health. Researchers have focused their attention on causal factors of stress, stress manifestations, moderators, coping strategies and relaxation techniques adopted by the organizational participants. Work stress is rapidly increasing and has become challenge for the employers because high levels of stress results into low productivity, increased absenteeism and collection of other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems etc Meneze (2005).The study conducted by Parks (2002) reported that stress tends to cause damage that could make work environment to be less conducive for workers; stress results could jeopardize the workers performance and productivity at workplace. Kumar & Madhu (2011) found that factors responsible for work stress are more prominent among the workers. It was also noticed that lack of control among lower category of employees particularly among workers was more as compared to other categories of employees. Joy and Radhakrishnan (2013) found that factors like poor physical environment, no role in

Author α: Ph.D Scholar, Department of Business & Financial Studies University of Kashmir-19006. e-mail: rafiqrizwana8@gmail.com
Author σ: Sr. Assistant Professor Department of Business & Financial Studies University of Kashmir-190006.
e-mail: dr.parvezahmadshah@yahoo.in

decision making, dual career, threat to job security, boring repetitive work, personal / family problems, social / physical isolation, etc are some of the major causes of stress at the work-place among the operational level workers. Pilar et.al (2013) revealed that, men have showed only one dimension i.e. Job demands as a significant stressor (quantitative demands), whose effect on job stress was weakened slightly by the direct effects of control and support. With women, in contrast, emotional and intellectual aspects (qualitative demands) and were also found statistically significant. Moreover, social support has a greater weakening result on the levels of work stress in women than in men and also suggests that, by applying the Job Demand Control and Support model in function of the gender will contribute to a superior perceptive of how to reduce the levels of job stress in both men and women, helping the design of more effective policies in this area.

The above studies go a long way in helping to understand the work environment of the manufacturing workers and the possible reasons behind their feelings of stress at work. Besides, this there is a great risk to health and other hazards, physical injuries etc because of low job control, high job demands and low social support at work. Since, the focus of our study is on cement industry so; in order to have a deeper insight into some important researches conducted over the years on the cement industry are reviewed as under.

III. Studies on Cement Industry

Today Cement industry has gained attention of the researchers throughout the world which in turn made the cement industry an important subject of the research endeavor, Rafiq et.al (2015). In line with this phenomenon a study conducted by IYAWE et.al (2000) to investigate the influence of age, nature of job and duration of employment on the blood pressure of the workers of a cement factory in Nigeria. The results revealed Blood pressure increased with age and increase in blood pressure was not influenced by "cement related jobs" in the factory. Newly employed workers were found to have higher mean systolic and diastolic pressures than others. Shields, (2006) revealed stress and depression in women was reported higher compared to the male counterparts, also low levels of Co-workers support were associated with higher causes of depression and stress among men. In the same way, Mahdad, (2002) and Saatchi (2008) declared that mental health problem of employees was the main hazard for organizational productivity in cement industry of Iran. Various studies conducted, for example (Ahola, 2009; Shields, 2006; Haslam et.al.2005; Boya et al. 2008; Takada et al. 2009; Stoetzer et al.2009; Date et al .2009; Wieelaw et al. 2008) revealed that depression and anxiety of employees have a direct relationship with job stress, impaired work performance, safety, lifestyle

factors, working environment, problematic interpersonal relationship at work, long working hours per day and finally psychological work exposures. Jungwee Park (2007), found that married workers were likely to have active and lower- job strains than never-married workers. But, this was contrary to the findings of Chandra Mohan et.al (2013) which inferred that married employees comparatively experience higher stress than unmarried.

IV. Need for the Study

In view of the extant research review cited above it is evident that, numerous studies have been conducted to identify the factors causing work stress among workers of manufacturing industries and Job Demand-Control-Support (JDCS) model is one of the most widely used work stress model related to the contents of work and helps to measure health problems especially, related to heart diseases, mental distress, physical injuries etc among the factory workers in various manufacturing industries. But, very few studies have been conducted on the manufacturing workers whether nationally or internationally and no study has been carried out so far by using the Karasek's (DCS) Model particularly over the Cement Industry workers to check the levels of stress in relation with demographic variables in Kashmir division of J&K State.

V. Objectives of the Study

The present study has been designed to find out the contributory factors leading to stress in relation to their demographic variables by using the work stress questionnaire developed by Lambert et.al. (2006) and Karasek's (JDCS) Model (1979) among the workers of Cement Industry of Kashmir Division with following set of objectives.

1. To critically review the extant literature available on the topic of research undertaken.
2. To study the demographic profile of the respondents.
3. To make a comparative assessment of work stress on the basis of demographic variables.
4. To determine the co-relation between work stress and Contents of work of the sample study respondents.
5. To provide suggestions on the basis of results of the study and the coping strategies in order to minimize the levels of stress among the respondents of the sample study organizations.

VI. Research Hypotheses

H1: "There is no significant difference between the levels of stress experienced by the sample respondents on the basis of their marital status"

H2: "There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their qualification"

H3: "There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their work tenure"

VII. Conceptual Model of the Study
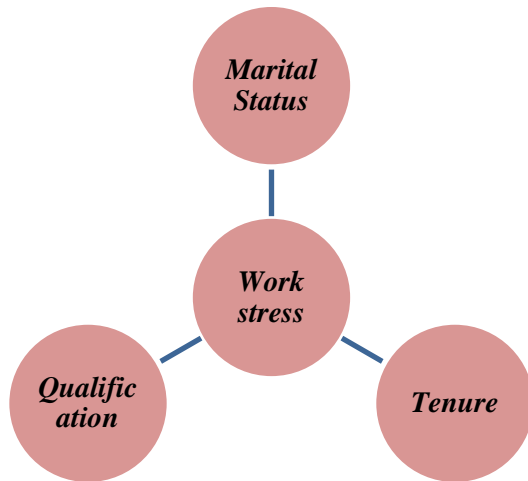
The diagram showing the hypothetical factors of work stress among manufacturing worker

VIII. Research Methodology

For the present study researcher adopted the Job Content Questionnaire which was developed by Karasek, (1979) & Johnson (1988) for measuring Job Demand, Control and Support and for measuring work Stress a Questionnaire developed by Lambert et.al (2006) was adopted. In the state of J&K two leading cement manufacturing organizations were selected for the present study namely JK Cements Ltd. and the other one namely Khyber cements Pvt. Ltd. Apart from convenience based sampling method the above mentioned two organizations have also been selected on the basis of their dominance in terms of their market share in the state of J&K.

a) Sample Design

Present study constitutes a sample selected at the operational level (factory workers). Proportionate sample method was chosen for the present study (i.e. Total population of workers in each organization/Total population of both the organizations*Sample size calculated by using sample size calculator). The sample size was restricted to300 workers which were selected from the sample organizations.

b) Instrument Reliability

In order to check the reliability of the Instrument in our settings, the responses were received from the (50) operational level workers, the correlation between the items of the various dimensions were calculated by using SPSS version 20. The Cronbach's alpha coefficient for all the dimensions are revealed in table (1) shown as under;

Table 1 : Cronbach's Alpha Coefficients (α) of the *JCQ Subscale (N=50)

Scale No. of Items	Cronbach's (α) coefficient
Stress (4)	0.863
Skill-Discretion (4)	0.749
Job-Authority (7)	0.875
Job-Demand (4)	0.756
Supervisory-Support (8)	0.734
Coworkers-Support (5)	0.854
Overall Realiablity	0.940

JCQ=JOB CONTENT QUESTIONNAIRE

Note: This indicates a good internal reliability, based on average inter-item correlation.

IX. Results and Discussions

a) Differences of Means Test on the basis of marital status

Independent sample t- test was conducted as reflected in Table (2), mean score of stress for married workers was 2.54 against their unmarried counterparts where mean score was 3.01, which revealed unmarried workers experience relatively more stress. And the difference of mean scores was statistically insignificant. This supports the work of Jungwee Park (2007), who found that married workers were likely to have active and lower- job strains than unmarried workers. But, was contrary to the findings of Chandra Mohan et.al (2013) which inferred that married employees comparatively experience higher stress than unmarried.

Table 2 : Independent sample T-test for comparisons of stress in terms of Marital Status

Dimension	M. STATUS*	**N	Mean	t-value	Sig.
Stress	Married	275	2.5473	2.554	.016
	Unmarried	25	3.0100		

*M.STATUS= Marital Status, **N=Number of Workers in each category

* Significant at 5% level (P<0.05)

b) *One-way ANOVA for multiple comparisons of stress levels in terms of Qualification*

As revealed by Table (3) mean score 2.87, imply that workers possessing qualification between 1st -5th were most stressful, followed by workers who were non-educated with mean score 2.62. As compared to workers with high qualifications (i.e., PG & above) with mean score 2.39 were facing least work stress. Which supports the work of (Bano & Jha 2012; Finkelstein, et.al. 2007; Gallo & Matthews, 2003) who found that lower the levels of education, higher will be the levels of stress. The results of One-Way ANOVA revealed the difference was statistically insignificant.

Table 3 : One-way ANOVA for stress levels in terms of Qualification

Dimension	Qualifications	*N	Mean	Std. Deviation	f-value	Sig.
Stress	Non-educated	106	2.6294	.89321	1.515	0.198
	1st-5th	31	2.8710	.88240		
	6th-10th	114	2.5142	.73746		
	11th-final year	23	2.5326	.87355		
	P.G & above	26	2.3942	.93588		

*N=Number of Workers in each category,

* Significant at 5% level (P<0.05)

c) *One-way ANOVA for multiple comparisons of stress levels in terms of tenure*

Table (4) revealed that workers having tenure between 0-09 years were experiencing more levels of stress with mean score 2.78, reflected that newly joined workers or those who were in their initial years of service were experiencing higher levels of stress compared to workers having tenure of 30 & above years with mean score 2.45. This partly supports the findings of Gallo & Matthews, (2003) that as people grow older with their job they experience less levels of stress. Analysis of variance revealed that, difference was statistically significant.

Table 4 : One-way ANOVA for stress levels in terms of Tenure

Dimension	Tenure	*N	Mean	Std. Deviation	F-value	Sig.
Stress	0-9	47	2.7862	.91169	2.720	0.450
	10-19	143	2.6618	.74336		
	20-29	76	2.6064	.77800		
	30&above	34	2.4545	. 83689		
	Total	300	2.5858	.84522		

*N=Number of workers in each category

* Significant at 5% level (P<0.05)

d) Research Hypotheses Testing Results

The Independent sample t-test and the One-way ANOVA test also helps to test the above set hypothesis as under:

| H	Hypothesis	P-Value	Supporting/Not-supporting
1	"There is no significant difference between the levels of stress experienced by the sample respondents on the basis of their marital status"	0.016	Supporting
2	"There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their qualification"	0.198	Not- supporting
3	"There is a significant difference between the levels of stress experienced by the sample respondents on the basis of their work tenure"	0.450	Not- supporting

e) Bivariate Correlation Analysis of various Dimensions

An analysis of data contained in Table (6) below revealed that work stress was positively associated with Job Authority (r = 0.200**), revealing increase in this factor will lead to increase in stress levels of workers and vice-versa, favoring the findings of Ben (2007). Whereas, Supervisory support (r = -0.295**) and Coworkers support (r = -0.191**) found to be negatively correlated with work stress which means that any decrease in social support will increase the levels of stress among the workers or vice-versa in proportion of their correlation. This supports the findings of Raeda, (2003) that stress is negatively associated with support from coworkers and supervisors. And, it was also found that Job Demand (r = -0.081) and Skill Discretion (r = 0.042) revealed no correlation of these two factors with the levels of stress, that does not support the findings of (Karasek & Theorell, 1990, Cox et.el, 2000 & WHO Report, 2007). Since all the independent variables except skill discretion & job demand were found to be associated with work Stress it becomes imperative to understand which variable is having a deeper and significant impact over the work stress. For this purpose it becomes necessary to perform the regression analysis of the data.

Table 6 : Correlations Matrix among various dimensions

Dimensions		Stress	Skill Discretion	Job Demand	Supervisory Support	Coworker Support	Job Authority
Stress	Pearson Correlation	1					
	Sig. (2-tailed)						
Skill Discretion	Pearson Correlation	.042	1				
	Sig. (2-tailed)	.467					
Job demand	Pearson Correlation	-.081	.013	1			
	Sig. (2-tailed)	.162	.824				
Supervisory Support	Pearson Correlation	-.295**	-.022	.089	1		
	Sig. (2-tailed)	.000	.700	.125			
Coworker Support	Pearson Correlation	-.191**	.095	.132	.121	1	

	Sig. (2-tailed)	.001	.101	.022	.037	
Job Authority	Pearson Correlation	.200**	.016	-.110	-.021	-.194	1
	Sig. (2-tailed)	.001	.789	.058	.722	.001	

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

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

f) *Regression Analysis*

Table (7) revealed that value of R2 shows that approximately 29% of the variation of work stress is explained by the job contents (i.e. Skill Discretion, Job Authority, Job Demand, Supervisory Support & Coworkers Support).The significance of model in terms of overall fit is expressed by F = 6.684 (Table 8). The Beta values of 0.166 (Table 9) revealed, Job authority shows there is a significant (p<0.05) and positive impact of this factors over the work stress. Whereas, Beta value of -0.273 & -0.127, reflects there is a significant (p>0.05) but negative impact of supervisory support & coworkers support over work stress. However, Beta value of skill discretion 0.046 & job demand -0.022 reveals there is no significant (p>0.05) impact of these two factors on work stress. In other words job authority; coworker support and supervisory support are much useful to predict the work stress of cement factory workers of Kashmir Division as compared to job demand & skill discretion.

Table 7 : Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533ª	.285	.242	.5167

a) Predictors: (constant), job authority, skill discretion, supervisory support, job demand, coworker support.

Table 8 : ANOVA a

Model		Sum of Squares	Df	Mean Square	F Value	Sig.
1	Regression	8.923	5	1.785		
	Residual	22.427	84	.267	6.684	.000ᵇ
	Total	31.350	89			

a. Dependent Variable: STRESS

b) Predictors: (Constant), Job Authority, Skill Discretion, Supervisory Support, Job Demand, Coworker Support

Table 9 : Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.472	.919		4.865	.000
	Skill – Discretion	.126	.150	.046	.842	.400
	Job – Demand	-.043	.106	-.022	-.406	.685
	Supervisory –Support	-.892	.178	-.273	-5.007	.000
	Coworker- Support	-.209	.092	-.127	-2.270	.024
	Job – Authority	.524	.174	.166	3.006	.003

X. CONCLUSIONS AND SUGGETIONS

The in-depth analysis of work stress, along with the contents of job which are Job Demand, Control & Support revealed the following findings:-

a) *Work-Stress*

➢ Unmarried workers were experiencing relatively more stress with the mean score of 3.01 compared to their married counterparts with the mean score of 2.54, and were found to be statistically in significant.

➢ Also, least qualified workers i.e. 1st-5th and non-educated ones were experiencing the higher levels of stress reflecting from the means score of 2.87 as compared to the workers possessing higher qualifications i.e.PG & above and difference was statistically insignificant.

➢ And, workers having tenure between 0-09 years were experiencing more levels of stress with mean score of 2.78, compared to the workers having tenure of 30&above years with mean score of 2.45 and was statistically significant.

➢ Whereas, supervisory support & coworkers support were negatively correlated with the job stress as reflected by the (Table 6) which means any decrease in these two factors will lead to increase in job stress and the other two factors namely, job demand and skill discretion did not showed any correlation with job stress at all.

➢ However regression analysis revealed that job stress was found to be significantly associated with job authority, supervisory support and coworkers support.

➢ Whereas in regression analysis no correlation was found for skill discretion and job demand with job stress.

b) *Suggestions of the Study*

It is evident from findings of the study that workers were experiencing the visible levels of work stress in both organizations. So, it is very important for the management to make proper use of Stress Management Programs available for the factory level workers in order to control the levels of stress on time.

➢ There was a high job control among older workers possessing very low qualifications or non-educated ones which should be addressed by the management through proper distribution of job authority on the basis of qualifications & work experience and not on the basis of favoritism and seniority only.

➢ Lack of social support was found higher among highly qualified workers and also among newly appointees, which means lack of well organized feedback system of organization and relationship gaps among the coworkers as well as with the supervisors.

➢ Work guidance programmes that could foster prevention of mental disorder, resulting from stress on the job on the part of workers, should also be introduced at the workplace.

➢ Technological changes, work organization, and job contents should be designed in a way that the workers are not exposed to physical or mental strain leading to illness or accidents.

➢ Forms of remuneration and the distribution of working hours should also be taken into account while assigning the tasks to the workers.

c) *Limitations of the Study*

As the other studies are not flawless similarly the present study also has certain limitations, which are as under:

- The present study is specific to the selected organizations of Kashmir Division only.

- Additionally, data was collected from the operational or lower level workers only, while excluding the other levels of the organization.

- Also contents of job and stress were analyzed in relation of demographic variables only.

d) Suggestions for future studies

- It is suggested to carry out the study concerning this topic and industry with some more dimensions.

- It may also be impressed here that in order to enrich the study researcher should go for different levels within an organization.

- And, also the researcher has taken a limited number of demographic variables only, so it suggested add-up some more important variables.

References Références Referencias

1. Ahmad Badayai AR. (2012), "A Theoretical Framework and Analytical Discussion Uncongenial Physical Workplace Environment and Job Performance among Workers in Industrial Sectors". Procedia Soc Behav Sci ; 42:486-95.

2. Ahola, K. et al. (2009), "Occupational burnout and chronic work disability: An eight-year cohort study on pensioning among Finnish forest industry workers". Journal of Effective Disorders. Vol.115,pp. 150-159.

3. Amy Saunders (2014), "Global Cement Magazine, Country report India", www.GlobalCement.com, March 2014.

4. Boya, F.O., Demiral, Y., Ergor, A., Akvardar, Y., & De Witte, H. (2008), "Effects of perceived job insecurity on perceived anxiety and depression in nurses". Industrial Health vol. 46, pp. 613-619.

5. Bushara Bano and Rajiv Kumar Jha (2012), "Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study", The Lahore Journal of Business 1:1 (Summer 2012): pp. 23–36.

6. C. Ben (2007), FIT work demand and work supports 1-3.

7. Chandraiah, S.C. Agrawal, P. Marimuthu And N. Manoharan (2003), "Occupational Stress and Job Satisfaction Among Managers", published in Indian Journal of Occupational and Environmental Medicine Vol. 7, No. 2, May-August 2003.

8. Cox, T., Griffiths, A., and Gonzalez, E.R., (2000), "Research on work related stress" European agency for safety and health at Work, Official publication of European communities, Luxemburg.

9. Finkelstein, M., Kubzansky, L.D., Capitman J.,& Goodman, E. (2007), "Socioeconomic Differences in Adolescent Stress: The Role of Psychological Resources". Adolescent Health. 40(2), 127–134.

10. GalloL.C. & Matthews K.A. (2003), Understanding the association between socioeconomic status and physical health: do negative emotions play a role"? Psychological Bulletin. 129(1), 10–51.

11. Haslam, C., Atkinson, S., Brown, SS., & Haslam, R.A. (2005), "Anxiety and depression in the workplace: Effects on the individual and organization", Journal of Affective Disorders.vol. 88, pp.209-245.

12. Jins Joy. P*, Dr. R. Radhakrishnan (2013), "A Study on Causes of Work Stress among Tile Factory Workers in Kannur District in Kerala". International Journal of Scientific and Research Publications, Volume 3, Issue 9, September2013 1 ISSN 2250-3153 www.ijsrp.org.

13. Johnson, J. V., & Hall, E. M. (1988), "Job strain, work place social support, and cardiovascular disease: a cross sectional study of a random sample of the Swedish working population". American Journal of Public Health, 78(10), 1336-1342.

14. Jungwee Park (2007), "Work stress and job performance Perspectives Statistics Canada" Catalogue no. 75-001-XIE.

15. K. Satheesh Kumar, Dr. G. Madhu (2011), "Analysis and modelling of work stress in manufacturing industries in Kerala, India". International journal of Modern Engineering Research (IJMER) www. ijm - er.comVol.1,Issue2,pp-552-8ISSN:2249-6645www.ijmer.com

16. Karasek R (1979), "Job demand, job decision redesign". Adm Sci Q 24:285–308 latitude, and mental strain: implications for job.

17. Karasek, R., T. Theorell. (1990), Healthy Work, Basic Books: New York.

18. Lambert, E.C., Hogan, N.L., Camp, S.D., & Ventura, L.A. (2006), "The impact of work-family conflict on correctional staff: preliminary study". Criminology & Criminal Justice: An International Journal, 6(4), 371-387.

19. Mahdad, A. (2002), "Industrial and Organizational Psychology", Tehran, Jungle Publications.

20. Meneze M.M,(2005),"The Impact of Stress on productivity at Education Training & Development Practices: Sector Education and Training Authority".

21. Park, J. (2007), "Work stress and job performance. Perspectives on labour and income", 8(12)5-17.

22. Parker, S. K., Axtell, C. M., & Turner, N. (2001), "Designing a safer workplace: Importance of job autonomy, communication quality, and supportive supervisors". Journal of Occupational Health Psychology, 6(3), 211-228.

23. Pilar Rivera-Torres, Rafael Angel Araque-Padilla and María José Montero-Simó (2013), Job Stress Across

Gender: The Importance of Emotional and Intellectual Demands and Social Support in Women. Int. J. Environ. Res. Public Health 2013, 10, 375-389; doi:10.3390/ijerph10010375.ISSN 1660-4601 www.mdpi.com/journal/ijerph Article.

24. Rizwana Raiq, Dr. Parvez Ahmad Shah, Dr. Ali M AL-.Medabesh, (2015), "Job Stress among Public & Private Sector Workers: An empirical comparison" International Journal of Research in Commerce, Econimics & Management VOL. NO. 5, ISSUE NO. 04 (APRIL) ISSN 2231-4245.

25. Saatchi, M. (2008), "Industrial and Organizational Psychology", Tehran, Virayesh Publications.

26. Shields, M. (2006), "Stress and depression in the employed population". Health Reports, Vol. 17(4): 11-29.

27. Stoetzer U, Ahlberg G, Johanson G, Bergman P, Hallsten L, Forsell Y, Lundberg I. (2009), "Problematic relationships at work and depression: A swedish prospective cohort study", Journal of occupational Health, vol.51: pp.144-151.

28. Takada, M., Suzuki, A., Shima, S., Inoue, K., Kazukawa, S., & Hojoh, M. (2009), "Association between lifestyle factors, working environment, depressive symptoms and suicidal ideation: A large-scale study in Japan", Industrial Health. Vol. 47, pp. 649-655.

29. Wieclaw, J., Agerbo, E., Mortenson, P.B., Burr, H., Tuchsen, F., & Bonde, J.P. (2008), the Danish workforce", Biomed Central Public Health, 8

30. V.I. IYAWE1, M.I.E. EBOMOYI1, J.C CHIWUZIE2 AND W. ALAKIJA2 (2000), "Some factors which may affect blood pressure in Nigerian Cement factory workers". Afr. J. Biomed. Res. (2000): Vol 3; 117–121.

31. World Health Organization (WHO) (2005), "Mental health and working life. WHO European Ministerial Conference on Mental Health: Facing the Challenges", Retrieved June 19, 2007, from www.euro.who.int/document/mnh/ebrief06.pdf.

This page is intentionally left blank

Demystifying Leadership

By Ashvini Chawla, R Sujatha & Balvinder Shukla

Amity University, India

Abstract- Leadership has been of interest from Greek philosophers Plato and Socrates to present day experts along with its associated illusions; complicated and difficult to comprehend – intrepid and decisive. Mystery continues on what leadership actually is – how to understand and demystify? People have perceived leadership in their own implicit ways with strong and lofty words used to describe human traits considered essential for leadership few can realistically achieve. Using a common leadership language and tools enables people work across boundaries and overcome organizational challenges limiting individual and organizational growth. In this conceptual paper amidst rise and fall of leadership attempt is made to demystify leadership for people to speak a common leadership language and achieve success.

Keywords: *leadership, individual and organizational growth, demystifying leadership.*

GJMBR - A Classification : *JEL Code : M10*

DEMYSTIFYINGLEADERSHIP

Strictly as per the compliance and regulations of:

Demystifying Leadership

Regular and Intelligible Sequence of Essentials Discernible in the way in which Something Happens or is Done

Ashvini Chawla [α], R Sujatha [σ] & Balvinder Shukla [ρ]

Abstract- Leadership has been of interest from Greek philosophers Plato and Socrates to present day experts along with its associated illusions; complicated and difficult to comprehend – intrepid and decisive. Mystery continues on what leadership actually is – how to understand and demystify? People have perceived leadership in their own implicit ways with strong and lofty words used to describe human traits considered essential for leadership few can realistically achieve. Using a common leadership language and tools enables people work across boundaries and overcome organizational challenges limiting individual and organizational growth. In this conceptual paper amidst rise and fall of leadership attempt is made to demystify leadership for people to speak a common leadership language and achieve success.

Keywords: leadership, individual and organizational growth, demystifying leadership.

I. Introduction

Leadership has emerged as a unique pattern of - traits, feeling, thinking, intent, behaviour, actions, practice, situations, people, processes and practices. While leadership tenets exist always and in equal measure for everyone, pursuing a fit; self-aligned with organizational objectives translates in success. Leadership kaleidoscope generates multiple patterns with mindful and unmindful customization based on a leader's; knowledge, skills and abilities alongside challenges and these patterns become simple, small and/ or complex and elaborate because leadership is practiced differently –more than one perspective/ model/ theory exists. Research suggests leadership is person oriented, consequently, many believe mere mortals are unable to become great leaders and shun leadership because leaders are expected to instantaneously deliver extraordinary results.

II. Demystifying Leadership

The same old gets old fast and present day business landscape is asking for creative, innovative and out of box thinking; good governance. New leadership cannot be vertical; it has to be different with people functioning independently and responsibly in collaboration with people as participants/partners accountable in adding value to business. Leadership was always plural and misconstrued as individual capability; for the people, by the people and with the people, yet, never was about getting people to follow - it was about getting things done and continues to be, except things are now done less by lining up troops and more by generating movement around a common goal. Leadership is boundary less with large number of variables; always at tipping point. Culture is often talked about but rarely understood; fragile ecosystem with many interdependent mechanisms to be nurtured in order to succeed. Leaders cannot transform a culture they do not understand. A strong culture accelerates performance creating shifts in momentum. It's the glue that holds businesses together. Research suggests culture at Yahoo is fragmented if not altogether harmful and a not so good culture is an enigma for leadership failure. Volkswagen represented complete leadership failure especially w.r.t corporate social responsibility; deliberately setting out means to circumvent emissions control with the aim of giving an unfair advantage over competitors alongside impairing the environment – despite awareness of stratagem at the highest level sit was an intentional rejection of ethics and value system - leadership rise and fall is perpetual. While there is no denying that leaders have also shaped the course of history and the world, leadership is not about popularity or group-think, cohort mentality and/ or being right. Leadership is the ability to bring people and organizations into a newer better state and help see the world in a way that they never thought was possible before. Toyota automobiles was forced to recall almost nine million cars worldwide coupled with poor handling of the issue damaging brand reputation resulting in decline of sales for over one decade. Problems were not as a result of isolated mistakes by a single individual, rather, due series of inter-related mistakes; systemic management failure leading to crash of Toyota.2010 British petroleum oil spill case in the Gulf of Mexico suggested IT failure; more importantly deep state of failed leadership inside British Petroleum. The company stated accident was a result of failure of processes, practices, systems and equipment – leadership. Collapse of major financial companies bringing down Enron were also clear cases of leadership failure suggesting organizations and leaders keep making the

Author α: Ph.D scholar, Amity Business School, Amity University Uttar Pradesh Noida (UP), India. e-mail: ashvini_chawla@rediffmail.com
Author σ: Associate Professor, Amity Business School, Amity University Uttar Pradesh Noida (UP), India. e-mail: sujatharamprasad@gmail.com
Author ρ: Professor of Entrepreneurship and Leadership, Vice Chancellor, Amity University Uttar Pradesh Noida (UP), India. e-mail: bshukla@amity.edu

same mistakes over generations with common ingredients – inability to unlearn, lack integrity, rigid culture, blocking creativity, absence of connect with people, inability to make an impact, influence because in doing of leadership leaders often tend to expect more money/ higher position/ personal gains and so on in return. On the contrary successful leaders remain flexible to adapt best possible style and approach required for different leadership scenarios; approach by paying attention to details, optimize risk with caution, display value, lead from the front and empower people. This allows leaders to step out and master any situation; Coca-Cola, Barkley's bank, South-west airlines, Starbucks, Microsoft, Apple are some examples of leadership with its form and shape but speaking the same language.Starbucks is reputed for exceptional treatment of employees; insurance for part-time workers. When tragedy struck the CEO was able to connect with the store and community. In 1997 three employees were killed in a bungled robbery and instead of issuing press release or seeking legal counsel, CEO reached on ground spending time with employees and their families displaying compassion and incredible leadership helping in healing people related to the tragedy.When business blogging was in its infancy and generally feared, IBM encouraged its 320,000 employees to start company blogs. IBM leadership evolved corporate blogging policy encouraging employees to be own self and respect co-workers. Company blogs emerged as most trusted technology blogs generating enormous page views and links providing feedback to IBM; IBM embraced as against fearing technology making both employees and customers happy. Performances are low/ high at the behest of leadership and leaders and organizational cultures need to speak one common leadership language. Is it possible to have one common language for leadership? When leaders start believing that people make profits, have passion and commitment – obsession for leadership and work hard – walk the talk they leave an imprint for others to follow, speak one common language and make leadership everlasting. **Literacy** is the first step; leaders do not unlearn before any new learning happens. Leaders come with their strong set of beliefs' and convictions; baggage of experience. To be able to discern right from wrong leaders cannot hold on to their baggage; need to unlearn to learn. Leaders cannot afford to act solely on what they know; they need to act on what they learn; shift leading from knowledge to leading from learning. Security, political, social and cultural milieu, economic growth, globalization, technology and workforce diversity have a direct impact on leadership. Leadership has not been a daily read for organizations to improve literacy. While leadership models help in understanding what makes leaders act the way they do, aim is not to lock in to a type of behavior and realize that every situation calls for a different approach. Leaders need to

formulate strategies to invest in people and respond quickly to changing business demands; SOCS – *situation, options, consequences and solution*. **Ethics** is the alethiometer defining value system and leadership character; individuals believe their leadership style/ approach to be best when it works for them and believe it will work in future too brings different shades; patterns of my way or the high way, I know everything, the present generation is no match, subordinates should be clones, lack of concern, success is always because of the leader and failure due incompetency of team, onus based on outcome, attitude and values. While in almost all professions a code of conduct; formal code of behaviour is laid down, leadership is devoid of a universal code; absence of leadership laws. Ethical principles need to translate in how organizations integrate values into practices, policies and decision making. Ethics always need to be ahead of legal compliances, laws, rules and regulations. Leaders need to instill behavioural guidelines for self and others on the ethical spectrum. Leaders need to operate with a joint approach tying ethical codes with organizational values serving as a constant reminder on performance expectations; ethical leaders gain trust, respect and integrity and employee engagement. Leaders do not spend time in planning and focus more on implementation of business imperatives and/ or vice versa. Leadership needs to be **Aeonian**; everlasting-leaders need to focus on planning in a coherent and cohesive manner, adapting and customizing to achieve objectives – realize in driving results. Any business strategy sets the direction; individuals and teams enact leadership creating a sense of alignment and commitment to achieve an enduring performance. Leaders don't delay instead use their judgment to decide the best course of action, leadership style and communicate - feedback on threats, opportunities, weaknesses and strengths - making accomplishment possible. When leadership is ignored it translates into dealership. Leaders need to focus on objectives along with the team, build a team which is engaged and motivated and develop individuals from within the team leading by example; ceaseless by planning and implementing - making results happen. Leadership strength therefore demands passion and commitment – **Desire but deserve**; personal power in shaping the destiny by knowing, being and doing. Leadership is both science and art; research area and practical skill to modify and bring change. Leadership is a creative and disruptive discipline; IDEA –*institutionalized development of education and abilities*. It is not to be viewed in the same way every time in every situation. Leaders more often than not do not measure their desire against their capability; do I deserve and overcome fear due risk of being replaced! Leaders therefore need to work hard; first deserve then desire and leaders cannot afford to rest on past laurels but need to continually work on

reinforcing beliefs, values, ethics, character, knowledge, skills and their abilities. Leaders cannot have imperial ambitions; leaders need to inspire others to learn more, do more, become more and dream more. Leadership is **Entrepreneurial**; triggers excitement and exploration; at times a radical shift. Technology has made work C²I³; challenging, complex, intuitive, immediate and informal. Content is becoming more concise and needs to connect with the context. Research suggests leaders need to shift focus from conventional concepts to creative web of abilities and experiences to widen leadership role and responsibilities. Arrival of Generation Z brings new set of values and expectations that prompt to re-examine how well organizations walk the talk in the realm of digital leadership. Millennia do not associate leadership with rigidity and autocracy but with purpose, learning and sharing. Collaborative learning significantly invigorates interest in newer approaches. Leaders do not make people and/ or work tedious and un-interesting. Beliefs of employees are the key to development of organizational values and culture. Leadership therefore is **Relationships**; human relationship where leaders set the stage and determine the moral climate in organizations. Senior leadership beliefs are more important because individuals learn practices more by seeing and experiencing in day to day life rather than re-visiting theories and text books. Leadership is defining roles and expectations, up scaling skill-base and capabilities across the organization and engaging employees at a deeper level. As leaders move up the ladder they need to be aware of the repercussions of outward display of character; self-awareness is important; move from rational to emotional effectiveness. Middle level managers need to focus on social awareness and integrity to build trust on their way up the ladder and top leaders need to focus on people and organization with highest degree of trust and integrity – reiterating fundamentals of leadership. Knowledge, skills and abilities are inseparable to leadership. Leadership therefore is to **Show the way forward**. Leadership strength comes from people, processes and practices for organizational effectiveness. Leadership is not a hard wired trait but disciplined and focused practice attained by learning, developing and applying. Leaders need to articulate and share an inspiring vision, align people and organizational goals as a complete package. Challenges necessitate building high uncertainty avoidance index and leadership becomes increasingly relevant; leaders need to think differently and show the way forward. Leaders need to apply new insights and expand their thinking; become bellwethers. While theories and models enable they also limit and it is the ability to understand the insights that incite leaders to think differently and bring new practical ways; realize thought into action - ignite ideas and stretch understanding for fresh insights. Leaders need to create

own unique leadership practices and show the way forward. As organizations grow in leadership the next logical step is managing **Human responses**. Leaders need to practice trust and bring personal touch. Leaders need to be empathetic in roles with expanded responsibilities, new situations; greater 360° framework because leadership tends to get lonely at the top. Leaders need to make efforts to predict employee behaviour and responses. Leaders need to win trust, belief and confidence helping employees understand business strategy, how they contribute to achieving key business objectives, sharing information with employees on how business is doing and how an employee's own actions are relative to strategic business objectives by communicating across rank and file. Leadership therefore is **Influencing**. A person in an organization has no firsthand experience, carries forward own personality, experience and beliefs and/ or emulates others. There is an individual aspect and an organizational aspect. Culture creates an impact and the challenge is to claim it by having the right conversation and navigating through the impact. Leaders need to influence employees for achieving higher level of teamwork because leadership does not come naturally and is acquired through continual hard work. Leadership is fusion; integration in creating value system and formula for competence, understanding business and redefining work, recognizing and serving stakeholders, commitment and contribution - redesigning to deliver value with actions that embody organizational brand. Leadership needs to expand from profits to people because people make profits. While some leaders continue to choose a conventional leadership style and work in silo – a short lived scenario, leaders need to understand when to lead and when to hold back so that others can lead; proactive and systemic influence to bring lasting change; **Philanthropy**. Leaders need to practice altruism, humanity, generosity and benevolence. Pursuing a fit between one's own views aligned with organization ensures leaders continuously improve. Why things are hard for leaders? How can leaders make things happen even when they want to just give up; when one problem is solved a new one arises!When people across the organization use common leadership language and tools they work across boundaries and overcome challenges limiting growth; greater focus, flexibility and courage with an attitude of Nish Kama Karma.

III. ANALYSIS

Present day business landscape requires leaders to understand more than one perspective because leaders tend to get caught in their own dilemmas; rigidity and/ or lack of leadership literacy. Andy Haldane, Executive Director for Financial Stability, Bank of England asked in his speech; is catching a

Frisbee difficult? Doing so successfully requires the catcher to weigh a complex array of physical and atmospheric factors, among them wind speed and Frisbee rotation understanding and applying Newton's Law of Gravity. Yet despite this complexity catching a Frisbee is remarkably common. It is a task that an average person can master. The answer lies in keeping focus and applying gut feeling; basic common universal knowledge and then every person can achieve success. Leaders too need to focus and use their knowledge, skills and abilities to achieve success. A leader can choose to be a carrot, egg and/ or coffee beans. After putting all three through the same condition, same adversity; boiling water, yet, each react differently. Carrot which was strong, hard and unrelenting becomes soft and weak. Egg which was fragile with its thin outer shell protecting the interior becomes hard. Coffee beans were always unique and change the water itself. What kind of leader one needs to be in business today; carrot that appears strong and becomes soft losing strength, egg that becomes hardened and stiff or coffee beans that change the circumstances by releasing own fragrance and flavour.

IV.   Conclusion

Demystifying leadership enables leaders and organizations understand, improve and do better; trigger a culture of unlearning and sharing for strengthening leadership literacy. Leaders need to get better and change the situation around them resourcefully even when things are at their worst, create an everlasting impact constructively engaging with people and organization; work from inside to outside with clarity, honesty, compassion, resilience and selflessness - unique pattern for success.

Redefined and Importance of Organizational Culture

By Ashok Kumar

Banaras Hindu University, India

Abstract- This paper focuses on the defining organizational culture and sheds the light on the important studies on the topic. It sheds the light on the organizational culture. This paper also throw light on the definition, importance and elements of Organizational Culture. In current scenario organizational culture is increasingly understood as a company asset that can be used to increase business performance and job performance, while important, organizational culture is a slippery concept to concretely define. This paper deals with the historical development and foundational understandings of the term organizational culture.

Keywords: organizational culture, organizational culture and leadership, organizational culture change.

GJMBR - A Classification : JEL Code : D23

REDEFINEDANDIMPORTANCEOFORGANIZATIONALCULTURE

Strictly as per the compliance and regulations of:

Redefined and Importance of Organizational Culture

Ashok Kumar

Abstract- This paper focuses on the defining organizational culture and sheds the light on the important studies on the topic. It sheds the light on the organizational culture. This paper also throw light on the definition, importance and elements of Organizational Culture. In current scenario organizational culture is increasingly understood as a company asset that can be used to increase business performance and job performance, while important, organizational culture is a slippery concept to concretely define. This paper deals with the historical development and foundational understandings of the term organizational culture.
Keywords: organizational culture, organizational culture and leadership, organizational culture change.

I. Introduction

The word culture has been derived from idea of cultivation which means the patterns of development. This pattern differs from country to country and society to society. The field of organizational behaviour and the related discipline of management science began investigating organizations in terms of culture as early as the 1930s. Hawthorne studies at the Western Electric Company marked the first systematic attempt to use a concept of culture to understand the work environment. Organizational Culture is a Human Resource Management concept which is used to improve the general culture within a company and organization. The culture creates good working relationships and promotes ethical communication between employees. It also help employees in making decisions in the situations where there are no formal rules or policies, situations that haven't been experienced yet. Brice (2009) also stated that an organization's cultural norms strongly affect all who are involved in the organization. Organizational culture includes an organization's expectations, experiences, philosophy, values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world as well as future expectations. It is moral and ethical norms that have been developed in an organization and are considered valid. For example how power and information flow in organization and how committed employees are towards collective objective. It affects the organization's productivity, performance and provides guidelines on customer care and service, product quality and safety,

Author: Research Scholar, Faculty of Commerce, BHU, Varanasi-221005. e-mail: ashoka053kumar@gmail.com

attendance and punctuality, concern for the environment. Each organization has it's own unique organizational culture. However, the Organizational culture is not a separate, self sufficient entity in itself, but rather one part of a whole.

II. Review of Literature

Definitions of organizational culture are almost as numerous as those of "culture"- a 1998 study identified 54 different definitions within the academic literature between 1960 and 1993. One helpful, though general, definition offered by Edgar Schein of MIT's Sloan School of Management is that organizational culture is: In general sense organizational culture may be termed as a way of life in an organization in existing in the long run. 'Way of life' includes everything which has been happening in the organization since long... punctually in attending office or performing given assignment, abservance of dress codes, bearing of company logo on dress, behavior of boss with the subordinate and vice-versa, behavior of staff towards customers, clarity in rules, regulations and procedures and strictness in its observance, attitude of management towards worker welfare, openness in communication system in the organization or any other thing which one can think of in the working of organization.

A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Delivering deeper, three common attributes seem to arise across the varying perspectives within sociology, psychology, anthropology, and management science. One is that the concept of shared meaning is critical. Second is the notion that organizational culture is constructed socially and is affected by environment and history. The third common feature among the many definitions is that organizational culture has many symbolic and cognitive layers-culture is thick and resides at all levels.

To help understand these symbolic and cognitive layers, Schein has categorized the places where culture is found into three fundamental categories: observable artifacts, espoused values and basic underlying assumptions.

Observable artifacts represent an organization's attitudes, behaviours and beliefs- how it sees things, what is important and meaningful. These include the architecture and physical surroundings; its products; its technologies; its style (shown through clothing, art, publications, etc.); its published values and mission statement; its language, gossip, jargon and humor; its myths and stories; and its practices, rituals, ceremonies, and taboos.

Espoused values are those championed by a company's leadership and management. They are distinguished from enacted values which are those that employees' actual behavior reflects (just because the CEO claim that company values, its customers does not mean that the employees necessarily act accordingly). While the role that values play in organizational culture is undeniable, many scholars claim that it is erroneous to ascribe values, which are inherently human and located only in individuals, to a corporate entity or to a group of individuals. Such a position maintains that the values of a few influential leaders are what rally other employees and subsequently influences company behaviour. Basic assumptions are underlying, often unconscious, determinants of an organization's attitudes, thought processes and actions. These assumptions are central to its culture. Values that gain long term acceptance often become so ingrained and taken for granted that individuals are usually unaware of their influence. They usually provide a tacit sense of security and an unquestioned impetus for perceptions and behavior.

Scholarly understanding the social and symbolic processes of the workplace continues to expand in breadth and refine in depth as organizational behavior and organizational management scholars build upon social scientific theories and methodologies. A function of industry type, national culture, environmental factors as well as the vision, goals, strategy an organization's culture affects its structure, practices, policies, and routines. Evaluating and understanding organizational culture holds perhaps the best promise for corporate leadership being able to influence individual and group performance facilities performance, organizational performance and ultimately the ever-important financial components of business performance.

Organizational culture can be viewed as an important concept in organizational psychology and social psychology. There are many possible definitions of organizational culture. One organizational culture definition: *Organizational culture reflects the values, beliefs, and norms that characterize an organization an organization as a whole.* This definition suggests that organizational culture reflects what is common, typical and general for the organization. Values, beliefs and behaviors that are uncommon in the organization or specific to a particular subgroup within an organization,

would not be considered to be part of the culture of the organization.

Thus, organizational culture refers to the values, philosophy, ethics, trust and believes as well as common behavior and actions in the organization.

III. Elements of Organizational Culture

There are many possible elements of organizational culture. The above definition include following the elements of organizational culture.

a) Organizational Values

Values reflect what we feel is important. Organizations may have core values that reflect what is important in the organization. These values may be guiding principles of behaviour for all members in the organization. The core values may be stated on the organization's website. For example, an organization could state that their core values are creativity, humor, integrity, dedication, mutual respect, kindness and contribution to society. However, the true values can only be tested within the organization, through the employees, based on their collective opinion about the experience of the values.

b) Ethics

It is the code of moral principles and values that distinguishes the right behavior from wrong. Ethical values are different from rule of law which is dictated by the legal system of the country and have to be followed anyway. However, the laws themselves are based on some moral principles and thus there is some natural overlap between ethics and the laws. The geographic location of the organization and the culture of the place also influence the ethics, this is particularly important for multi-national organization as well as domestic organization. Irrespective how an organization depicts its ethical values, they can be tested by the two criteria.

Commitment: Whether the organization views its employees as resources required for business activities or it intends to invest in long term relationship with its employees; reflects the organization's commitment to its employees. Commitment can be in various forms, maternity leave, life-work balance, unpaid leaves, it's strategies for downsizing or globalization; are some example.

Career: The ethical values are also echoed in organization's interest and investment in the career development of its employees. Whether it values specialization and narrow career paths that runs the risk of being outdated along with technology or it values broad skill development and offers training in new technologies at its own cost.

c) Organizational Beliefs

Beliefs that are part of an organization's culture may include beliefs about the best ways to achieve

certain goals such as increasing productivity and job motivation. For example, an organization may convey the belief that the expression of humor in the workplace is an effective way to increase productivity and job motivation.

d) Empowerment

The social culture and the structure of the organization influences the underlying values related to the amount of employee empowerment.

e) Control/Decision

Management by nature is about control, the difference is how it enforces it. Well defined guidance, job description and authority of taking decisions are formal methods of control, while team or collective decision making is a social or cultural method of control. The functional or divisional structure encourages formal control while process or network structures promote a culture of employee empowerment.

f) Responsibility

The authority of decision making is closely related to issue of responsibilities. The culture of responsibility is measured by observing whether the individuals are expected to take responsibility of their decisions or there is a collective responsibility in case of team decisions.

g) Organizational Norms

Norms reflect the typical and accepted behaviours in an organization. They may reflect the values and beliefs of the organization. They may reflect how certain tasks are generally expected to be accomplished, the attributes of the work environment, the typical ways that people communicate in the organization and the typical leadership styles in the organization. For example, the work environment of a company may be described as relaxed, cheerful, and pleasant. Moreover, the organization may have a participative decision making processes in which many people in the organization are able to express their views concerning important decisions. Also, an organization may have many meetings to discuss ideas.

IV. Importance of the Organizational Culture Concept

Organizational culture occupies an important concept for a few reasons. First, understanding the culture of an organization may be helpful for applicants. They may have a better idea about whether they would like to work for a company. Second, understanding the culture of an organization may help in training new employees. Third, understanding organizational culture may help leaders to identify possible sources of problems in the organization. Further organizational cultural signification be elaborated as under.

1. Organizational culture motivates to employees for new innovation, good product quality and creative thinking.
2. Responsiveness to customer needs and extraordinary devotion to customer services, so organizational culture is important for organization.
3. Organizational culture helps to face global competition, changing patterns of technology and environment.
4. Organizational culture teaches every members of organization how behave to stakeholder of organization through organizational behaviour.
5. A strong organizational culture provides many fruitful point of any organization. For example high moral in the employees, create a competitive environment in the organization.
6. Employees have company loyalty and give unmatched services to customers.

Further, the importance of organizational culture may be dealt with leadership and change too.

Organizational Culture and Leadership: There may be at least three ways in which leadership is important with respect to organizational culture. First, a leader of an organization may play an important role in identifying the elements of the organization's culture. The leader could make a list of the organization's current values, beliefs and norms. Second, after identifying the current elements of the organization's culture, the leader can make evaluations of the elements of organizational culture that may be negative. The leader could make a list of the specific values, beliefs, and norms that may contribute to major problems in the organization (e.g., a lack of job motivation). Third, after identifying the possible negative elements, the leader could develop strategies to foster a positive organizational culture change. The leader could make a list of the elements of a more ideal culture, develop specific ways to communicate the changes and develop techniques to motivate people to adopt the new culture.

Organizational Culture Change: There may be many reasons that is why the culture of an organization needs to be changed. These reasons may include lack of morale, lack of job motivation, lack of job meaning and changes in the business (e.g., the development of a new product) that would require a change in the way things are done in the organization. For example, there may be too much micro-management in a company. It may be better if employees had more autonomy. This may increase morale. Sherman (1989) found that unit morale was positively correlated with automony. Because this finding is correlation, we cannot make causal conclusions. This process of culture change should involve all members of the organization. This process of culture change could involve surveys in

which members describe specific elements of the organizational culture that members view as negative.

V. Conclusion

Organizational culture directly affects organization and its employees and its helpful in to determine and devolve employee turnover and job-performance. Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. The culture gives a sense of collective identity to all the employees in the organization, it creates values and beliefs that go beyond the personal aspirations of the employees. When employee behaviour and decisions are guided by the culture, their actions are better understood by the management. Organizational Culture factor are important to establish a strong working environment, a better human relation which motivates employees to perform duties and put their maximum output towards achievement of organizational goal along with their personal objective. A strong work culture and organizational culture play a major role in devolvement of any organization and provide strength to faces global challenges, changing environment and cut-throat competition. A healthy culture is the sign of healthy organization.

References Références Referencias

1. Sherman, J.D. 1989, Technical supervision and turnover among engineers and technicians. Group & Organizational Studies, p.14.
2. Taylor 2004, Refers to what is created from the messages that are received about how people are expected to behave in the organization.
3. Wyatt, W.J. 2006, *BF* Skinner from a to z. New York, Third Millenium Press.
4. Prof. Prasad Jitendra, 2009, Industrial Sociology, Vayu Education of India, p.71-76.
5. www.psychologyandsociety.com

18

Centralidades Urbanas E Oferta De Transporte Público Coletivo Em Goiânia – Go, 2014

By Wilson Lopes M. Neto & Érika Cristine Kneib

Universidade Federal de Goiás, Brazil

Abstract- The aim of this study is the identification of urban centralities and analysis of public transportation supply in these areas, in Goiania. To identify centralities were used some tools, as the Exploratory Analysis of Spatial Variables, statistical analyzes and investigations of outliers. The operationalization of the procedures was performed through the use of Geographic Information Systems focused on four variables: average income, population density, density of public transportation lines and density of public transportation supply. Infographics gathering graphs, statistical summaries and boxplots and thematic maps were generated. Spatial analysis was performed by generating maps of scattering Moran (BoxMap). The results showed centralities with high and low supply of PT and, also, allowed to conclude that there is a large gap between mobility policies with policies of urban expansion, on the studied case.

GJMBR - A Classification : *JEL Code : M19*

CENTRALIDADESURBANASEOFERTADETRANSPORTEPUBLICOCOLETIVOEMGOIANIAGO2014

Strictly as per the compliance and regulations of:

Centralidades Urbanas E Oferta De Transporte Público Coletivo Em Goiânia – Go, 2014

Wilson Lopes M. Neto [α] & Érika Cristine Kneib [σ]

Resumo- O objetivo desse trabalho consiste na identificação de centralidades urbanas e posterior análise da oferta de transporte público coletivo (TPC) nessas áreas, em Goiânia. Para a identificação de centralidades utilizou-se a Análise Exploratória de Variáveis Espaciais, análises estatísticas e investigações sobre *outliers.* A operacionalização dos procedimentos foi realizada por meio da utilização de ferramentas de Sistemas de Informações Geográficas que tiveram como foco quatro variáveis: média de renda, densidade populacional, densidade de linhas e densidade de oferta de transporte coletivo. Foram gerados gráficos, resumos estatísticos, *BoxPlots* e mapas temáticos agregados em infográficos. A análise espacial foi realizada por meio da geração de mapas de espalhamento de Moran (*BoxMap*). Os resultados permitiram identificar centralidades com alta e baixa oferta de TPC e, também, concluir que existe grande descompasso entre políticas de mobilidade com políticas de expansão urbana no caso analisado.

Abstract - The aim of this study is the identification of urban centralities and analysis of public transportation supply in these areas, in Goiania. To identify centralities were used some tools, as the Exploratory Analysis of Spatial Variables, statistical analyzes and investigations of outliers. The operationalization of the procedures was performed through the use of Geographic Information Systems focused on four variables: average income, population density, density of public transportation lines and density of public transportation supply. Infographics gathering graphs, statistical summaries and boxplots and thematic maps were generated. Spatial analysis was performed by generating maps of scattering Moran (BoxMap). The results showed centralities with high and low supply of PT and, also, allowed to conclude that there is a large gap between mobility policies with policies of urban expansion, on the studied case.

I. Introdução

As cidades estão enfrentando problemas cada vez mais desafiadores relacionados à mobilidade das pessoas como, por exemplo, congestionamentos, aumento da poluição e degradação ambiental, dentre outros aspectos. Questões relacionadas à mobilidade afetam diretamente a qualidade de vida principalmente em grandes centros urbanos e acabam criando dificuldades crescentes de deslocamentos cenário é observado em Goiânia, capital objeto do presente estudo, cuja divisão modal revela a priorização do deslocamento motorizado individual.

Author α: Programa de Pós-graduação em Geografia da UFG.
e-mail: wilsonlopesmneto@gmail.com
Author σ: Programa de Pós-graduação Projeto e Cidade da UFG.
e-mail: erikacristine@gmail.com

A rápida expansão urbana observada em Goiânia resulta na constituição de espaços diferenciados em vários sentidos, seja considerando questões de ordem econômica e de segregação socioespacial, seja pelos adensamentos populacionais ou, ainda, a disponibilidade de infraestrutura como vias de circulação e outros equipamentos urbanos. Nesse cenário o uso dos espaços públicos é permeado de conflitos existentes entre as pessoas de diferentes níveis de renda e, também, pelo uso das vias por meio dos diferentes modos de transporte (PASQUALETTO, 2013).

O Ministério das Cidades (2007) define a mobilidade como expressão dos deslocamentos das pessoas que se dão por diversos meios de transporte (modos) e diversos motivos. Se a mobilidade é uma expressão dos deslocamentos de pessoas e/ou cargas, a fim de se planejar ações ou políticas de mobilidade urbana, é primordial a identificação, a localização e o diagnóstico da estrutura socioespacial urbana. Nesse sentido é possível questionar: onde estão as concentrações populacionais em Goiânia? Quais são os polos geradores de viagens? E, ainda, quais são os níveis de oferta de transporte coletivo disponíveis para população em diferentes localidades de Goiânia?

Nesse trabalho atribui-se as áreas centrais (centralidades) de Goiânia a condição de polos geradores de viagens. O Ministério das Cidades (2007) define áreas centrais como lugares de concentração de atividades econômicas incluindo, além dos centros tradicionais das cidades, os polos regionais secundários e as novas centralidades que a dinâmica da expansão urbana gera. Por meio da aplicação de técnicas de Análise Exploratória de Dados Espaciais – AEDE e investigações sobre *outliers* através da utilização de ferramentas de Sistemas de Informações Geográficas – SIG, foram desenvolvidas análises para quatro variáveis: densidade populacional, média de renda, densidade de linhas de ônibus e densidade de oferta de transporte coletivo. Destarte, apresenta-se como objetivo, deste trabalho, a identificação de centralidades e a análise da oferta de TPC nessas áreas em Goiânia.

A AEDE consiste em um conjunto de técnicas voltadas para descrição da distribuição dos dados espaciais, identificando localizações atípicas (*outliers*), ou procurando descobrir padrões de associação espacial (*clusters*). Para Druck *et al.* (2004), a análise

19

exploratória é realizada geralmente por meio de mapas e gráficos e deve permitir descrever a distribuição dos valores das variáveis em estudo. A escolha das variáveis se deu pela importância atribuída as mesmas por autores como McDonald e Prather (1994), Ojima (2007) e Kneib (2008) ao realizarem estudos sobre centralidades e identificação hierárquica de subcentros e, também, pela disponibilidade de dados para Goiânia.

Por meio da análise dos resultados foi possível identificar diferenças de concentrações populacionais no espaço urbano de Goiânia, padrões espaciais para diferentes classes de renda, diferenças na distribuição de serviços de mobilidade (densidade de linhas de TPC) e distintos níveis de acessibilidade (densidade de oferta de TPC). Os resultados permitiram a identificação de áreas centrais com baixa oferta de TPC, o que reflete, na prática, em problemas cotidianos relacionados a dificuldade de deslocamento dos cidadãos em Goiânia e, também, em desafios para o planejamento e gestão de políticas e ações voltadas à mobilidade urbana.

II. Referencial, Materiais e Métodos

O arcabouço teórico precípuo do presente trabalho baseia-se em três temas: centralidades; mobilidade e transporte público coletivo; e análise espacial. Com relação às centralidades, adota-se o conceito desenvolvido por Kneib (2008), no qual os subcentros constituem-se em áreas com significativa geração de viagens, complementado pelos conceitos de Rodrigue (2006), segundo o qual as centralidades funcionam como pontos nodais de uma rede espacial urbana.

O Ministério das Cidades (2007) define a mobilidade como expressão dos deslocamentos das pessoas que se dão por diversos modos de transporte e diversos motivos. Também relaciona mobilidade com acessibilidade na medida em que existem diferenças nas possibilidades de acessar as infraestruturas urbanas destinadas a deslocamentos de pessoas e cargas tais como o sistema viário ou as redes de transporte público coletivo - TPC, o que define condições maiores ou menores de mobilidade para os indivíduos isoladamente ou, ainda, para partes inteiras do território.

Sobre o modelo espacial adotado em Goiânia, Kneib (2012) ressalta que somente no últimoPlano Diretor (Prefeitura Municipal de Goiânia, 2007) é que se verificam abordagens sobre pedestres, ciclovias e acessibilidade, no âmbito da mobilidade urbana. Este Plano Diretor aposta em um modelo espacial preconizado pelo Novo Urbanismo, que baseia-se na estratégia da cidade compacta, com foco no adensamento em corredores estruturantes da cidade, dotados de infraestrutura adequada para prover grande oferta de transporte coletivo, com prioridade para os

ônibus. Porém, segundo a autora, apesar de ser repleto de boas intenções, pouco do planejado foi aplicado desde então para garantir a eficiência do serviço de transporte público. Tais fatos corroboram a importância das análises pretendidas por este trabalho, inclusive para contribuir com a análise do modelo espacial da capital.

As análises espaciais de Goiânia foram fundamentadas em informações da Pesquisa Nacional por Amostra de Domicílios – PNAD realizada pelo Instituto Brasileiro de Geografia e Estatística – IBGE no ano de 2011 e, também, dados disponibilizados pela Rede Metropolitana de Transportes Coletivos – RMTC com informações (em formato *shapefile* e tabelas *.xlsx*) sobre o número e a frequência das linhas, pontos e terminais de ônibus em Goiânia, para o ano de 2014 (RMTC, 2014).

Como suporte para elaboração dos produtos cartográficos apresentados, foram utilizados arquivos vetoriais no formato *shapefile* disponibilizados pela Companhia de Processamento de Dados do Município de Goiânia – COMDATA na forma de banco de dados espaciais, denominado de Mapa Urbano Básico Digital de Goiânia – MUBDG em sua versão 22.

Para fins de planejamento e execução da PNAD o IBGE definiu a divisão do município de Goiânia em 1.636 setores censitários dos quais 12 são classificados como rurais e 1.624 como urbanos. O setor censitário é a menor unidade territorial, formada por área contínua, contida em área urbana ou rural com dimensões adequadas à operação de pesquisas cujas amostragens tendem a abarcar a totalidade do Território Nacional (IBGE, 2011). Pensar em nível de setor censitário em Goiânia, cidade central de sua região metropolitana, implica considerar unidades espaciais menores que o bairro. Dessa forma, um bairro pode conter diversos setores censitários.

Foram utilizadas as variáveis de média de renda e densidade populacional da PNAD (2011) e, também, densidade de linhas de ônibus e densidade de oferta de transporte coletivo, elaboradas a partir de dados disponibilizados pela RMTC (2014).

Os valores da média de renda correspondem aos valores médios da renda domiciliar das pessoas responsáveis pelo domicílio em um dado setor censitário. A densidade populacional foi calculada dividindo-se o número total de moradores de um dado setor censitário por sua área. A densidade de linhas foi calculada dividindo-se o número de linhas de ônibus que passam por determinado setor censitário por sua área. A densidade de oferta de transporte coletivo (ônibus) foi calculada somando-se a frequência diária de cada linha de ônibus que passa por determinado setor censitário e dividindo o resultado pela área do setor. A frequência corresponde ao número de viagens realizadas em cada linha do transporte coletivo em dias úteis.

O tratamento inicial das variáveis consistiu na elaboração de planilhas de cálculo a partir das quais foram organizados *BoxPlots*, uma tabela com resumo estatístico dos valores das variáveis e um gráfico com as porcentagens de *clusters* e *outliers* para cada variável analisada. As tabelas foram vinculadas a base cartográfica por meio do *software ArcGis v.10.0* que foi utilizado para o desenvolvimento e geração de mapas temáticos. Os *BoxPlots*, os resumos estatísticos, o gráfico e os mapas foram reunidos em infográficos para cada uma das variáveis.

Em seguida as variáveis foram normalizadas de tal forma que a soma de seus valores correspondesse a 1. Não havendo valores negativos, todos os valores ficaram entre 0-1. Foi calculada a média simples da soma dos valores de cada variável por setor censitário que também foi normalizado.

A média normalizada foi considerada como uma expressão da relação de centralidade entre áreas. Valores mais altos indicam concentração de renda, de população, de linhas de ônibus e de oferta de transporte coletivo, sendo interpretados como possíveis áreas centrais. Valores mais baixos indicam baixa concentração de renda, de população, de linhas de ônibus e de oferta de transporte coletivo, sendo interpretados como possíveis áreas periféricas.

A tabela foi vinculada ao arquivo *shapefile* com os polígonos dos setores censitários. O programa *TerraView v.4.2.2* foi utilizado como subsídio a realização da análise espacial da média normalizada por meio do cálculo do Diagrama de Espalhamento de Moran que foi analisado e apresentado na forma de um *BoxMap*.

O *BoxPlot* é um gráfico construído a partir de medidas da distribuição do conjunto de valores de uma dada variável. As cinco medidas utilizadas na composição do gráfico são importantes para analisar a posição, dispersão e assimetria da distribuição dos dados. São elas: valor mínimo, primeiro quartil (Q1), mediana (segundo quartil Q2), terceiro quartil (Q3) e valor máximo.

O gráfico é formado por uma caixa construída paralelamente a escala dos dados e representa os valores centrais da amostra (50% dos valores de toda a amostra). O primeiro quartil corresponde ao percentil 25 e o terceiro quartil corresponde ao percentil 75. O valor mínimo corresponde ao menor valor da amostra que esteja entre Q1 e {Q1-1,5*AIQ}, sendo AIQ a distância interquartílica obtida pela diferença entre Q3 e Q1 (Q3-Q1). O valor máximo corresponde ao maior valor da amostra que esteja entre Q3 e {Q3+1,5*AIQ}. Os valores das variáveis maiores que o valor máximo (expressos nos *BoxPlots* pela letra x) e menores que o valor mínimo (para as variáveis analisadas não foram identificados *outliers* menores que o valor mínimo) são consideradas *outliers*, ou seja, valores que não obedecem ao padrão do conjunto de dados ao qual eles pertencem, sendo encarados como valores extremos (NEPOMUCENA; CIRILLO, 2001).

Para Soares *et al.* (2011) determinar valores *outliers* é subjetivo. A definição de *outliers* é sujeita a análise e interpretação de resultados e decisões sobre a identificação devem ser dependentes dos experimentos dos quais emanam. O tratamento dado a valores *outliers* e sua interpretação também é subjetivo. No presente trabalho optou-se por não desconsidera-los, ao contrário, optou-se por espacializá-los para melhor analisa-los. Seria possível identificar fenômenos socioespaciais por meio da análise dos *outliers* das variáveis definidas? Tendo como preocupação a dimensão espacial das variáveis, o que significam os valores *outliers*?

O Diagrama de Espalhamento de Moran corresponde a uma forma de visualizar a dependência espacial. A ideia fundamental do diagrama é comparar valores de um dado atributo de uma área com os valores de seus vizinhos. Seu desenvolvimento resulta na geração de um gráfico bidimensional de z (valores normalizados) e wz (média dos vizinhos). O gráfico é divido em quatro quadrantes; Q1 representa valores positivos e associados a médias positivas, Q2 representa valores negativos associados a médias negativas. Esses dois quadrantes indicam associação espacial positiva levando em conta que numa localização há vizinhos com valores semelhantes. Q3 representa valores positivos associados a médias negativas e Q4 representa valores negativos associados a médias positivas que indicam associação espacial negativa considerando que numa localização há vizinhos com valores distintos (fig. 01).
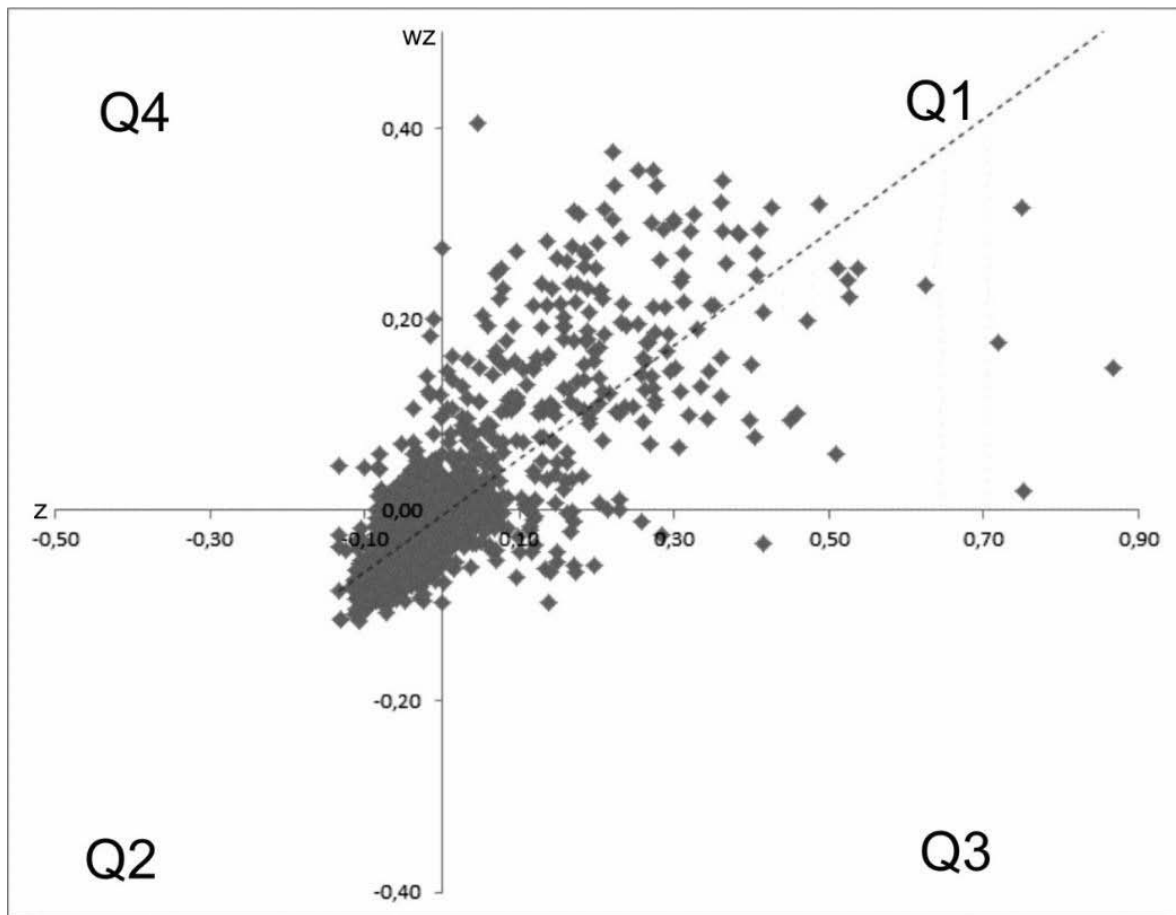
Figura 1: Diagrama de Espalhamento de Moran para a Média Normalizada da soma dos valores das variáveis

Nota: Dados trabalhados pelos autores

Dessa forma, no diagrama de espalhamento de Moran os setores censitários localizados nos quadrantes Q1 e Q2 indicam associação espacial positiva, que corresponde à dependência espacial dos valores assumidos. A noção de dependência espacial parte de Waldo Tobler (1970) apud Druck et al. (2004) que enuncia "*todas as coisas são parecidas, mas coisas mais próximas se parecem mais que coisas mais distantes*". Para Druck *et al.* (2004) a maior parte das ocorrências naturais ou sociais apresenta entre si uma relação que depende da distância. Os setores censitários localizados nos quadrantes Q3 e Q4 podem ser interpretados como localidades que não seguem os mesmos padrões espaciais de seus vizinhos.

Cada setor censitário foi, então, vinculado a um quadrante que indica uma relação de associação espacial positiva ou negativa. Esse vínculo foi expresso em um mapa de espalhamento de Moran (*BoxMap*) no qual cada setor censitário foi representado por uma cor relacionada ao quadrante ocupado. Os setores censitários que apresentaram os maiores valores da média normalizada calculada foram considerados como áreas com fortes relações de centralidade.

Após a identificação das centralidades urbanas, o próximo passo consistiu em identificar as áreas de alta e baixa oferta de TPC, o que foi feito por meio da geração de um *BoxMap* para variável densidade de oferta de transporte público coletivo. Dessa forma, os valores da referida variável foram vinculadas a um dos quadrantes do diagrama de espalhamento de Moran. Os valores alocados nos quadrantes 1 e 3 foram considerados como alta oferta de TPC e, os valores alocados nos quadrantes 2 e 4 foram considerados como baixa oferta de TPC. A alta e a baixa oferta foram, então, sobrepostos ao *shapefile* de centralidades o que permitiu a identificação de déficits de TPC em áreas centrais.

III. RESULTADOS E DISCUSSÕES

Os infográficos resultantes das análises de cada uma das variáveis são apresentados a seguir. A Figura 2 apresenta o infográfico da variável densidade populacional. São perceptíveis os adensamentos no entorno dos núcleos pioneiros orientados a partir da região centro-sul, entre o St. Central e Aparecida de Goiânia, e no sentido noroeste na direção de Trindade e Goianira. 8% dos setores censitários foram identificados como *outliers*. Destaca-se a região do St. Bela Vista e a parte sul do St. Bueno enquanto áreas com as maiores densidades populacionais que ultrapassam 16.000

22

hab./km². Esses números representam quase o dobro da média do conjunto de dados que fica em torno de 7.650 hab./km². O desvio padrão calculado em 7.491,90 indica alto nível de dispersão dos valores em relação à média.

Figura 2 : Infográfico da variável densidade populacional

Nota: Dados trabalhados pelos autores.

A Figura 3 apresenta o infográfico da variável média de renda. Essa variável apresentou um nítido padrão espacial. Os valores menores que Q1, estão dispostos nas regiões periféricas, principalmente no extremo oeste e no extremo leste. Há uma grande concentração de renda na região entre o St. Central, o St. Sul, o St. Bueno e o S. Sudoeste e no entorno do St. Jaó, com valores superiores a Q3. Os *outliers* representam 11% dos setores censitários nos quais a concentração de renda é extrema com valores superiores a R$ 4.097,00 e localizados em regiões nobres próximas ao centro tradicional ou, em regiões periféricas. Nesse último caso é preciso ressaltar essas regiões periféricas que apresentam alta concentração de renda nada tem a ver com as periferias proletárias, são regiões que demonstram uma nova dinâmica iniciada principalmente na década de 1990 em Goiânia, caracterizada por loteamentos de alto padrão para construção de condomínios fechados de luxo, como o Aldeia do Vale e o Alphaville. Destaca-se também o St. Jaó pela alta concentração de renda.

Figura 3 : Infográfico da variável média de renda.

Nota: Dados trabalhados pelos autores.

A Figura 4 apresenta o infográfico da variável densidade de linhas de TPC. As regiões que apresentaram valores *outliers* de densidade de linhas de transporte público coletivo correspondem a 11% do total e estão concentradas entre o Setor Central de Goiânia até o Setor Bueno. Há alta concentração de linhas ao longo da Av. 85 e Mutirão na região do Setor Bueno, que fazem conexões no sentido norte-sul e, da Av. Anhanguera e Av. T-7 passando pelo Setor Oeste e Setor Sudoeste, fazendo conexões no sentido leste-oeste. A diferença entre média e mediana e o alto valor apresentado de desvio padrão apontam para a grande dispersão dos valores.
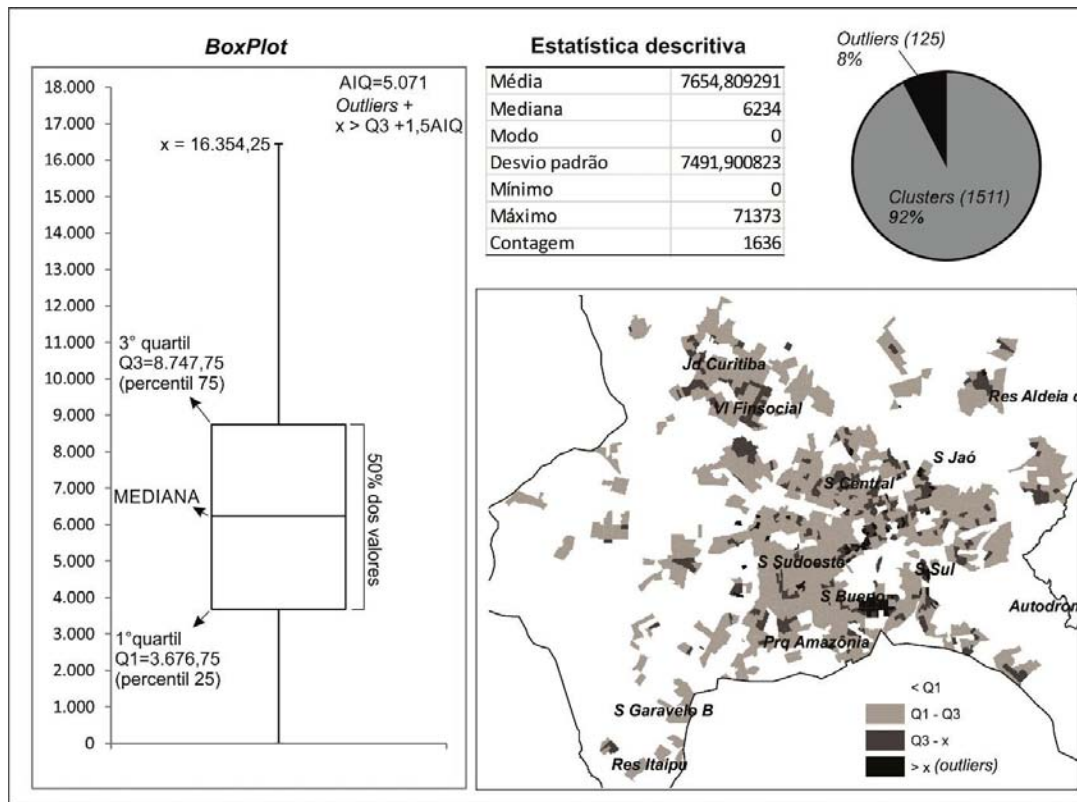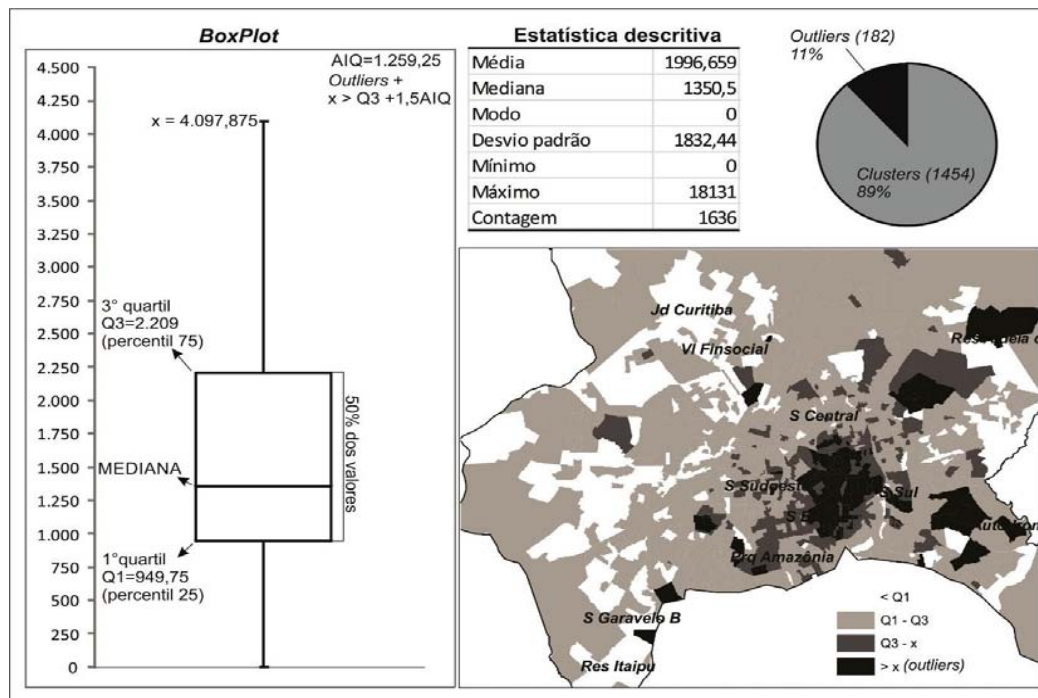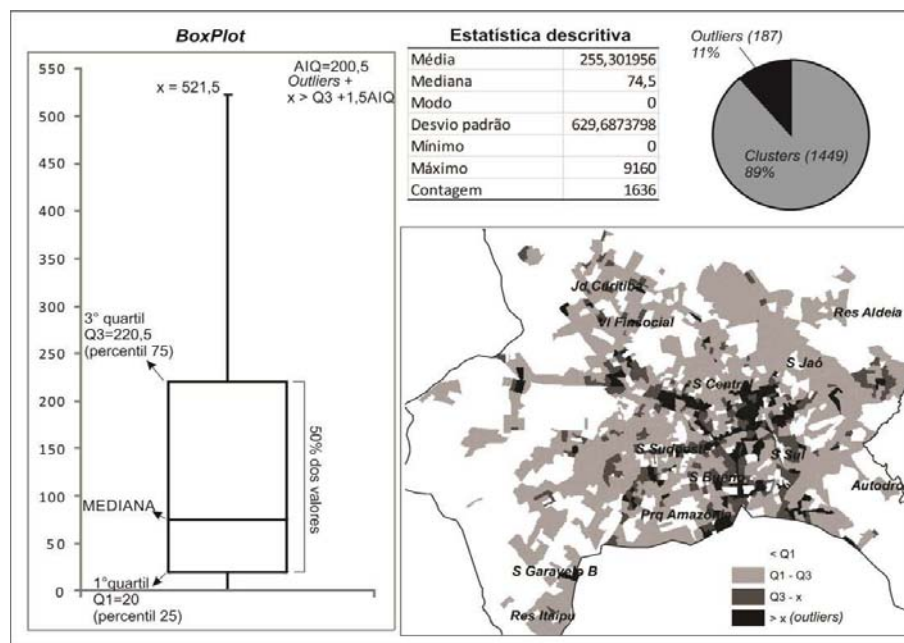

Figura 4 : Infográfico da variável densidade de linhas de TPC

Nota: Dados trabalhados pelos autores.

A Figura 5 apresenta o infográfico da variável densidade de oferta de TPC. Os valores de densidade de oferta de transporte coletivo apresentaram padrão espacial muito próximo da densidade de linhas. As diferenças ocorreram em virtude da frequência das linhas de ônibus computadas para o cálculo da oferta. Essas duas variáveis são uma expressão direta da possibilidade dos citadinos de circular por meio do transporte público pelos espaços urbanos de Goiânia se vinculando com questões de acessibilidade e mobilidade, já que se deslocar envolve tempo e custos diferenciados para os diferentes sujeitos que habitam as diversas localidades que compõem o urbano goianiense. Essa variável apresentou os maiores valores de desvio padrão e, também, de número de outliers (13%), o que significa que algumas regiões são muito mais acessíveis por transporte público coletivo do que outras.
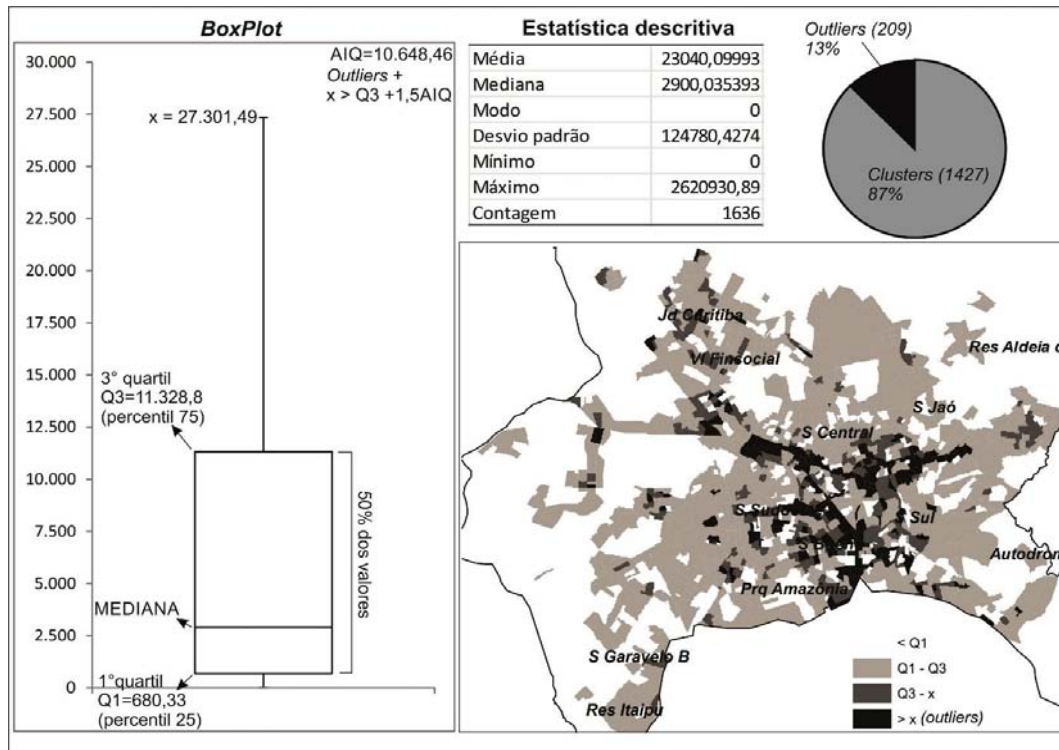
Figura 5 : Infográfico da variável densidade de oferta de TPC

Nota: Dados trabalhados pelos autores.

As diferenças entre as variáveis densidade de oferta e densidade de linhas suscitaram uma questão interessante que perpassa pela diferença entre acesso e acessibilidade. Percebe-se, por exemplo, que a região próxima ao St. Garavelo apresenta um valor extremo de densidade de linhas, mas, não apresenta um valor extremo de densidade de oferta. Ora, possuir um número elevado de linhas significa ter acesso, contudo, isso pode não significar acessibilidade adequada, na medida em que há indícios de que não há frequência satisfatória dos ônibus que circulam por essas linhas. Esses indícios residem no fato da densidade de linhas nessa região possuir um alto valor e, ao mesmo tempo, a mesma região, apresenta uma densidade de oferta com um valor mais baixo.

Esse fato traduz a seguinte realidade: é possível acessar a infraestrutura de TPC que liga a diferentes pontos da cidade, contudo, a frequência de passagem dos ônibus parece não ser suficiente, o que implica em elevado tempo de espera nos pontos de parada. Dessa foram, pode-se afirmar que existe acesso ao sistema de TPC, porém, com acessibilidade reduzida. Todavia, para que se tenha um diagnóstico mais preciso sobre a falta de acessibilidade em localidades como o exemplo ressaltado, seria necessário um aprofundamento da análise relacionando mais precisamente demanda e oferta do transporte público em diferentes dias e horários, com foco, principalmente, para os horários de pico.

A Figura 6 apresenta o mapa que sintetiza as informações geradas a partir da sobreposição da alta e baixa oferta de TPC às áreas centrais. Dos 1.636 setores censitários considerados para análise, 462 (28,28%) foram classificados enquanto centralidades urbanas e 1.174 (71,76%) foram considerados enquanto áreas periféricas. Das centralidades urbanas, 172 foram identificadas com alta oferta de TPC e 290 foram consideradas com baixa oferta de TPC.

Figura 6 : Mapa síntese das informações geradas a partir da sobreposição da alta e baixa oferta de TPC e centralidades

Nota: Dados trabalhados pelos autores

IV. Considerações Finais

A análise dos resumos estatísticos e dos *BoxPlots* e a espacialização dos *outliers* foram procedimentos que subsidiaram a análise das variáveis permitindo a identificação de padrões de comportamento espacial. Nesse sentido, a análise conjunta das variáveis permitiu a identificação de áreas de adensamentos populacionais, diferenças e padrões espaciais 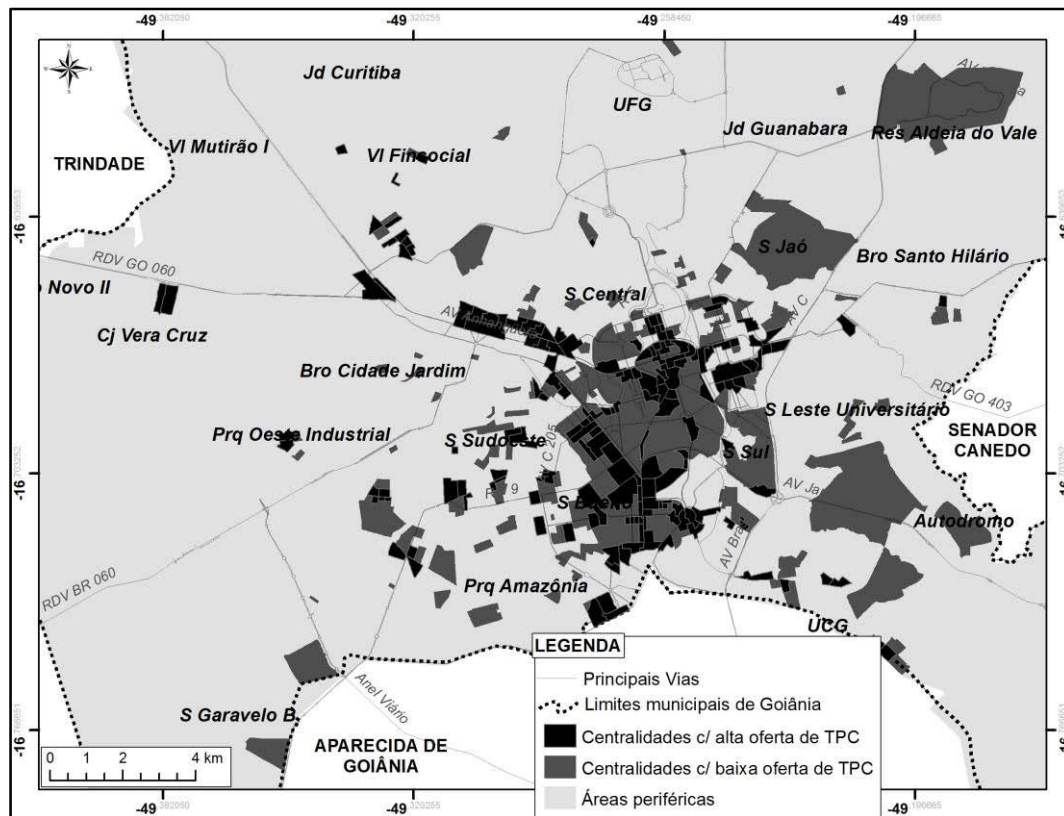da distribuição de renda, diferenças na distribuição do quantitativo de linhas de ônibus e diferenças nos níveis de acessibilidade.

A grande quantidade (62,77%) de centralidades identificadas com baixa oferta de TPC indica áreas prioritárias para receberem estudos operacionais mais aprofundados sobre oferta e demanda, de modo a proporcionar melhorias ao usuário e mitigar possíveis dificuldades relacionados aos deslocamentos dos citadinos e, também, entraves referentes a mobilidade urbana de forma geral. Esse cenário reflete em custos mais altos envolvidos aos usuários do TPC e maior tempo gasto para realização dos deslocamentos.

Já as informações aqui produzidas, que revelam as áreas com grande oferta de TPC (37,23% das centralidades), podem subsidiar políticas de adensamento, fomento às tais centralidades ou mesmo indicar áreas propícias à implantação de empreendimentos geradores de viagens, para melhor aproveitar a alta oferta de TPC já disponível nessas áreas.

A metodologia utilizada para identificação das centralidades – AEDE – demonstrou ser pertinente para a realização de uma análise ampla da estrutura socioespacial de Goiânia em escala de setor censitário. Contudo, conforme já ressaltado, os resultados obtidos carecem de maiores investigações que envolvam outros dados, principalmente, relacionados à demanda e oferta de TPC, com foco para horários de pico, envolvendo variáveis como principais pontos de origem e destino dos deslocamentos em diferentes regiões de Goiânia. Investigações mais aprofundadas sobre as centralidades, consideradas nesse trabalho como polos geradores de viagens, também seriam pertinentes e, nesse sentido, estudos sobre os principais motivos e modos de viagens constituiriam bons complementos para as análises apresentadas.

Os resultados obtidos corroboram com a ideia de Moysés *et al* (2007). Para os autores a construção de Goiânia está marcada por conflitos de interesse e a força do capital imobiliário, ao criar e recriar novas centralidades, empurra grandes levas da população para espaços distantes da malha urbanizada, longe do mercado de trabalho e com baixos níveis de acessibilidade aos equipamentos urbanos, o que

compromete, inclusive, o atendimento da população por transporte coletivo e impacta diretamente a mobilidade urbana.

Os níveis mais baixos de acessibilidade foram identificados nas áreas periféricas, por meio da análise das variáveis densidade de linhas e densidade de oferta de transporte coletivo e são, também, as áreas com as menores médias de renda, o que revela um cenário de segregação socioespacial. Esse cenário, por certo, se constrói no contrassenso entre as políticas de planejamento urbano que tem priorizado áreas de alta densidade, que deveriam ser acompanhadas de grande oferta de transporte público coletivo - por meio de corredores conhecidos como Bus Rapid Transit (BRT), ou corredores preferenciais, conhecidos como Bus Rapid Service (BRS), que deveriam perpassar, circundar e conectar áreas centrais - baseando-se num modelo de cidade compacta; e a força econômica e política do capital imobiliário que cria mecanismos de valorização de áreas próximas a centralidades, empurrando grandes levas da população para áreas mais longínquas nas quais, somente depois da ocupação, o transporte público precisa se adequar.

A divergência entre o modelo idealizado em Goiânia - de cidade compacta com grande oferta de transporte coletivo - e a realidade revelada no presente estudo revela fortes indícios que há uma grave ausência de integração entre políticas de mobilidade e transporte público com políticas de uso e ocupação do solo, merecendo este tema uma análise detalhada, a partir da continuação da presente pesquisa.

Referências Bibliográficas

1. Arrais, T. A. (2013) *A produção do território goiano: economia, urbanização, metropolização.* Goiânia: Editora UFG.
2. Beaujeu-Garnier, J. (1997) *Geografia Urbana.* Fundação Calouste Gulbenkian, Lisboa.
3. Bicca, B. E. P; Bicca, P. R. S. (2008) *Arquitetura na formação do Brasil.* Brasília: UNESCO, IPHAN. BRASIL Ministério Das Cidades. (2007) *Caderno de Referência para Elaboração de Plano de Mobilidade Urbana.* Brasília.
4. BRASIL. *Lei n°12.587, de 3 de janeiro de 2012.* Institui as diretrizes da Política Nacional de Mobilidade Urbana e dá outras providências.
5. Druck, S; Carvalho. M. S; Câmara, G; Monteiro, A. V. M. (EDS). (2004) *Análise espacial de dados geográficos.* Brasília, EMBRAPA.
6. Gottdiener, M. (1993) *A Produção Social do Espaço Urbano.* São Paulo: Editora da Universidade de São Paulo, 1993.
7. IBGE. PNAD, 2011. Disponível em: ftp://ftp.ibge. gov.br/Trabalho_e_Rendimento/Pesquisa_Nacional _por_Amostra_de_Domicilios_anual/2011/Sint_ese_ Indicadores/sintese_pnad2011.pdf[Acessado ema gosto de 2013].
8. Kneib, E. C. (2008) *Subcentros urbanos: contribuição conceitual e metodológica à sua definição e identificação para planejamento de transportes*. Tese (Doutorado) – Universidade de Brasília. Distrito Federal.
9. Kneib, E. C. (2012) *Mobilidade urbana e qualidade de vida: do panorama geral ao caso de Goiânia.* Revista UFG, Ano XIII n°12.
10. Lefebvre, H. (1999) *A revolução urbana.* Belo Horizonte: Ed. UFMG.
11. Mcdonald, J. F; Prather, P. J. (1994) *Suburban employment centers: the case of Chicago.* Urban Studies, 31 (201-218).
12. Moysés, A; Silva, E. R. Da; Borges, E. M; Ribeiro, M. G. (2007) *Da formação urbana ao empreendedorismo imobiliário: a nova face da metrópole goianiense.* Mercator – Revista de Geografia da UFC, ano 06, número 12.
13. Nepomucena, T. M; Cirillo, M. Â. (2001) Observação de *outliers* por alocação das observações através do modelo de Poisson aplicado ao número de casos de Aids diagnosticados no Brasil. *Semina: Ciências Biológicas da Saúde, Londrina, V.31, n.01*.
14. Ojima, R. (2007) *Dimensões Da Urbanização Dispersa E Proposta Metodológica Para Estudos Comparativos: Uma Abordagem Socioespacial Em Aglomerações Urbanas Brasileiras.* Revista Brasileira De Estudos Populacionais, São Paulo, v. 24, n. 2, p. 277-300, jul./dez.
15. Pasqualetto, A. (2013) *Cálculo do índice de mobilidade urbana sustentável em Goiânia, monitoramento e auxílio nas políticas públicas.* Anais da ANPUR. V. 15.
16. Pastore, E. (1984) *Renda fundiária e parcelamento do solo: Goiânia (1933 – 1983).* Dissertação de mestrado, Universidade de Brasília.
17. PREFEITURA MUNICIPAL DE GOIÂNIA, *Lei complementar n° 171, de 29 de maio de 2007.* Dispõe sobre o Plano Diretor e o processo de planejamento urbano do Município de Goiânia e dá outras providências.
18. Rodrigue, J. P. (2006) *Transportation and Urban Form. In:* The Geography of Transports Sistems. Routledge.
19. RMTC (2014) Dados sobre o sistema de transporte coletivo de Goiânia. Rede Metropolitana de Transportes Coletivos. Goiânia, 2014.
20. Ribeiro, C. R. (2011) *Avaliação da Expansão Urbana no Município de Goiânia. Período 1990 – 2010.*
21. Dissertação (Mestrado) – Pontífice Universidade Católica de Goiás. Departamento de Ciências Econômicas.
22. Santos, M. (1981) *Manual de Geografia Urbana.* São Paulo: Hucitec.

27

23. Villaça, F. (2001) *Espaço intra-urbano no Brasil.* São Paulo: Studio Nobel: FAPESP; Lincoln Institute.
24. wilsonlopesmneto@gmail.com
25. erikacristine@projetocidade.org

28

Global Journals Inc. (US) Guidelines Handbook 2016

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

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

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

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

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

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

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

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

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

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

As FARSB, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.
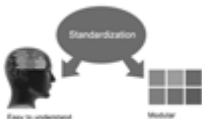
The FARSB will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

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

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

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

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

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

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSB)

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

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

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

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

MARSB designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSB, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.

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

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

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

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

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

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

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

The Institute will be entitled to following benefits:

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

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

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

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

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

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

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

After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.

The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

➢ The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

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

Note :

"
- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.

- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.

- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.
"

PROCESS OF SUBMISSION OF RESEARCH PAPER

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

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

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

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

    (II) Choose corresponding Journal.

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

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

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

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.

Preferred Author Guidelines

MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11'"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

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

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.

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

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

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

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

Appeal of Decision: The Editorial Board's decision on publication of the paper is final and cannot be appealed elsewhere.

Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

3. SUBMISSION OF MANUSCRIPTS

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

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

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

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

4. MANUSCRIPT'S CATEGORY

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

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

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

Research articles: These are handled with small investigation and applications

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

5.STRUCTURE AND FORMAT OF MANUSCRIPT

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

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

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

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

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

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

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

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

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

(h) Brief Acknowledgements.

(i) References in the proper form.

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

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

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

Format

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

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

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

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

Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

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

Key Words

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

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

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

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

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

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

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

Acknowledgements: Please make these as concise as possible.

References

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

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

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

Tables, Figures and Figure Legends

Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.

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

Preparation of Electronic Figures for Publication

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

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

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.

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

6. AFTER ACCEPTANCE

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

6.1 Proof Corrections

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

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

(Free of charge) from the following website:

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

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

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

6.3 Author Services

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

6.4 Author Material Archive Policy

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

6.5 Offprint and Extra Copies

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: editor@globaljournals.org .

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.

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 <u>definite statistics</u> - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

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

Introduction:

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

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

Approach:

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

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

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.

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

Segment Draft and Final Research Paper: You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.

- Do not give permission to anyone else to "PROOFREAD" your manuscript.

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)

- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

CRITERION FOR GRADING A RESEARCH PAPER (COMPILATION)
BY GLOBAL JOURNALS INC. (US)

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

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

Index

save our planet

Global Journal of Management and Business Research

9   2

70116 58698   61427>

ISSN 9755853