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Discovering Thoughts, Inventing Future

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Tangible Resources are the First Step in the Value Creation Process of Sources of Sustainable Competitive Advantage in a Services Firm: An Activity-Resource-Based View (ARBV) Theory?

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Abstract- This paper postulates that tangible resources that are rare, valuable, inimitable and in substitutable, owned and controlled by a firm, are at the core of the value creation process that leads to the creation of sustainable competitive advantage for a consistently high performing firm in the motor service industry. The paper asserts that by integrating activity-based and resource-based views of the firm, through activity drivers of scale, location and capacity utilization, the value creation process by tangible resources is explained. A new framework, the activity-resource-based view (ARBV) is also generated.

Keywords: tangible resources, source of sustainable competitive advantage, first step in value creation process, activity-resource-based view, sustainable competitive advantage.

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TANGIBLERESOURCESARETHEFIRSTSTEPINTHEVALUECREATIONPROCESSOFSOURCESOFSUSTAINABLECOMPETITIVEADVANTAGEINASERVICESFIRMANACTIVITYRESOURCEBASEDVIEWARBVTHEORY

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Customer value is created through superior service efficiency, service process innovation, quality after sales service and effective spare parts support, leading to superior customer responsiveness and customer satisfaction.

The paper is based on an in-depth, semi-structured single case qualitative study, justified by recent strategic management and research literature. Key informants were interviewed and audio-taped. The nine key informants were to achieve broad based view, to enable case development and case interaction and to achieve data triangulation. The necessary data collection characteristics of integrity and rigour were built into the research design and methodology.

The paper is important, as its findings depart from previous literature, which exclude tangible resources among the sources for sustainable competitive advantage. In this way, the paper succeeds in bridging the gap in strategic management theory and research literature. The paper concludes with key findings, implications for literature and practice, limitations and recommendations for further research and theorising.

Keywords: tangible resources, source of sustainable competitive advantage, first step in value creation process, activity-resource-based view, sustainable competitive advantage.

I. Introduction and Background

This paper has three objectives. The first is to postulate that tangible resources that possess the characteristics of rarity, value ability, inimitability and in substitutability are sources of the creation of sustainable competitive advantage. The second is to state that tangible resources form the first step in the value creation process. The paper then explains how tangible resources create sources of sustainable competitive advantage for a consistently high performing firm in the motor service industry in Kenya.

This paper's assertion that tangible resources are the main source of the creation of sustainable competitive advantage, is contrary to a few prior literary works (see, for example, Bharadwaj 1993, Clulow *et al.* 2003, 2007, Fahy 2002) which exclude these resources as sources of competitive advantage.

The paper's objectives are supported by findings in a PhD thesis (Gaya, Struwig and Smith, 2013) that identified tangible resources as being the main source of creating and sustaining competitive advantage.

While every firm desires to be a market leader, differences in firm performance persist, even in firms competing in the same industry (Barney2001, Barney and Kitchen 2001, Lockett, Thompson and Morgenstern 2009, Peteraf and Barney 2003, Peteraf and Bergen 2003).In the Kenyan context, Toyota Kenya has been a consistently high performer firm in the motor service industry for over ten years. The superior performance has been of interest to competitors, scholars and investors in the industry.

This paper specifically seeks to explain how tangible resources owned and controlled by Toyota Kenya create sources of sustainable competitive advantage and hence, superior performance by the firm in the market. This paper then identifies tangible resources owned and controlled by Toyota Kenya that are source of sustainable competitive advantage.

The main assumption in this paper is that the tangible resources possessing the four main sustainability characteristics or attributes of being rare, valuable, in I mi table and in substitutable, qualify as sources of creating and sustaining competitive advantage. This assumption is supported by literature

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(Barney 2001, Peteraf and Bergen 2003, Peteraf and Barney 2003).

The second assumption is that there is parsimony in terminology used in the strategic management process of value creation by sources of sustainable competitive advantage. In this assumption, the terms resources, capabilities and competencies are considered as distinct and ought not be used interchangeably. This second assumption is also supported by recent literature (see, Gaya 2016, Porter 1991, 2004, Ray *et al.,* 2004, Sheehan and Foss 2007, 2009).

The third assumption in this paper is that by integrating the two main theories of analysing sources of sustainable competitive advantage, into a new model, the (ARBV), the actual process of value creation by tangible resources is clearly explained. The tangible resources combine with discrete firm activities to create competitive capabilities, which then act on activity drivers to generate core competencies. The core competencies are in turn, the direct sources of sustainable competitive advantage, through the creation of value to the firm, with the firm creating value to the customer (Hill and Jones 2009, Hitt *et al.,* 2007).

The paper recommends, justifies and adopts a qualitative case study research design and methodology, for similar in-depth single firm, single industry studies, where the ARBV framework is used in analysing and understanding how tangible resources create sources of sustainable competitive advantage. In order to meet study objectives, the use of in depth, semi-structured, face to face audio-taped interviews is justified by prior literature, with key interviewees or informants comprising of a number of top managers. The use of nine interviewees, as is the case in the study on which this article is based (Gaya *et al.,* 2013) is to achieve broad based views, to enable case development and case interactions and lastly, to achieve triangulation. This line of interviewing is recommended in a number of literature (Hyett, Kenny and Dickson-Swift 2014, Creswell 2013b, Yin 2002, 2009, 2012).

In addition, this paper recommends the employment of the necessary strategies that ensure rigour, validity, credibility and reliability, in addition to adhering to the highest moral standards of ethics, responsibility and rationality in dealing with human subjects and in data analysis.

The first section gives the importance of the paper. The next section is the literature review, where brief outlines of the main theories and key terminology used in understanding the process of creating sources of sustainable competitive advantage by tangible resources is given. Characteristics of tangible resource sustainability are last in the literature review section. An ARBV conceptual framework follows next, that explains how discreet tangible resources of a motor services firm are integrated into activities, through activity drivers, to integrate the activity and resource-based view theories. The background of the research design and methodology used in the study follows. The findings of the study are then given and discussed. Conclusions, implications for literature and limitations are next. The paper ends with recommendations for future research and theorizing.

II. Importance of the Paper

This paper asserts that tangible resources possessing competitive characteristics of rarity, value, inimitability and in substitutability, are sources of sustainable competitive advantage. The paper asserts this through the integration of two leading strategic management theories, the activity and the resource-based views, to form a new framework, the activity-resource-based view. This integration contributes to bridging gaps in the eclectic strategic management theory as well as to guide future research by embedding empirical literature on firmer grounds (Porter 2004, 2008, Priem and Butler 2001, Priem 2007, Sanchez 2008, Sheehan and Foss 2007, 2009). Literature review is next.

III. Literature Review

The integration of the two main theories and the understanding of the value creation process has important implications to literature, through the generation of new knowledge. These implications extend into research design and methodology used in strategic management, as well as implications for policy and practice, as is found in the latter sections of the paper. An overview of the two main theories of analyzing the sources of sustainable competitive advantage is next.

a) *Resource-based view*

The question as to why firms differ within the same market and operating under the same competitive environment continue to persist. In mid 1980s and early 1990s, focus regarding the actual sources of sustainable competitive advantage shifted from the external perspective to search internally in the firms (Spanos and Lioukas 2001, Sheehan and Foss 2009).

Initiated in the mid-1980s by Werner felt (1984) Rumelt (1984) and Barney (1986) the resource-based view (RBV) slowly grew into one of the main frameworks for understanding sources of sustainable competitive advantage. The central premise of the resource-based view is that firms compete in the market on the basis of their internal resources, capabilities and competencies (Peteraf and Barney 2003). This inward-looking approach opened new lines of thinking and analysing about the actual sources of sustainable competitive advantage, according to Foss and Knudsen (2003). Over time, the resource-based view, became a victim of numerous criticisms by scholars and researchers in the realm of strategic management (Priem and Butler 2001, Priem 2007, Sanchez 2008).

Resource-based view holds that firms differ in performance because each possesses a unique bundle of internal competitive resources (Barney 2001, Grant 2010, Hoopes *et al.* 2003, Rumelt *et al.* 1994, Thompson, Peteraf, Gamble and Strickland 2012). Each firm develops core competencies from the combination of the competitive resources and competitive capabilities, which when identified, developed and deployed are able to create competitive advantages (Grant 2010, Hill and Jones 2009, Hitt *et al.* 2007). The resource-based view therefore, explains how firms may outperform their competitors, even for firms with the same resource set (Rumelt 1984, 1991, Werner felt 1984, 1995).

b) Activity-based view

According to Porter (2004), activity-based view of the firm is a comprehensive strategic framework which examines sources of competitive advantage at the firm level, using activities as the unit of analysis (Porter 1991, 2004, Ray *et al.,* 2004, Sheehan and Foss, 2007, 2009). Porter (2004) and Priem (2007) propose that the key to improving firm performance is to understand how value is created. This is explained in recent literature (Gaya *et al.,* 2013, Ray *et al.,* 2004

Other scholars consider the activity-based view as an approach that acknowledges the role of a firm's activities in the creation of sustainable competitive advantage (Porter 2004, 2008, Ray *et al.* 2004, Sheehan and Foss 2007, 2009). Ray *et al.* (2004) postulate that activities of a firm are the means through which a firm's competitive resources, competitive capabilities and core competencies create value for the customer and through low cost and differentiation competitive advantage, through the efficiency and effectiveness of the responsiveness of customers' needs and expectations.

The activity-based view postulates that resources have to be placed in activities to understand how competitive advantage is created and sustained, usually through the activity drivers such as capacity utilization, location and scale (Ghemawat 2008, Hoopes *et al.* 2003, Porter 1991, 2004, Ray *et al.,* 2004, Sheehan and Foss 2007, 2009). The Activity-based view holds that the unit of analysis of a firm's competitive advantage is in the discrete or core activities the firm undertakes to create customer value and isolated through the firm's value chain analysis (Porter 2004, Ray *et al.,* 2004). For instance, capacity, location and scale are listed as main activity drivers of differentiation and cost (Ghemawat 2008, Ray *et al.,* 2004, Sheehan and Foss 2007, 2009).

In supporting Sheehan and Foss (2009) this paper considers activity drivers as the key link between competitive resources, competitive capabilities and core competencies of a firm to the firm's core activities. This consideration is the rationale for integrating the activity and resource-based views into a single framework, the activity-resource-based view (ARBV) framework, which is the new theory hypothesizing the integration of a firm's discrete core activities and its tangible resources and competitive capabilities, through activity drivers of location, scale and capacity, to generate core competencies (Porter 2004, 2008, Ray *et al.* 2004, Sheehan and Foss 2007, 2009).In the interest of parsimony of terminologies recommended for use in the realm of the concept of value creation by tangible resources, key terminology used follow in the next section.

IV. Definitions of Key Terminologies

a) Resources

Resources are inputs of a firm's production process, such as capital equipment, the skills of employees, finances and skilled managers, owned and controlled by the firm (Grant 2010, Haberberg and Rieple 2008, Hitt et al. 2007). Resources in this study are physical, financial, social or human, technological, plant, equipment and other factors that allow a firm to create value for the firm's customers (Hill and Jones 2009). In general, a firm's resources can be classified into three categories: physical, human and firm capital. Resources are either tangible or intangible in nature.

For the purpose of this paper, resources do not include capabilities and competencies and the terms cannot be used interchangeably (Hill and Johnson 2009, Hitt *et al.,* 2007).

b) Capabilities

Capabilities are the skills, abilities and ways of combining resources, people and processes that a firm utilises to convert inputs into outputs. Capabilities are also the capacity for a set of resources to perform a task, a set of tasks or an activity. Critical to the building of competitive advantages, competitive capabilities are based usually on developing, carrying and exchanging information and knowledge through the firm's human capital. Consequently, competitive capabilities are developed over time (Grant 2010, Hitt *et al.,* 2007, Thompson *et al.,* 2012). In this study, capabilities are those that the study firm possesses or has the capacity to carry out.

c) Competencies

Competencies, sometimes referred to as core competencies, are firm-specific strengths that enable a firm to differentiate its services and or achieve substantially lower costs than the firm's competitors and therefore gain a sustainable competitive advantage (Haberberg and Rieple 2008, Hill and Jones 2009, Thompson *et al.*, 2012). Core competencies are created from a combination of competitive resources and competitive capabilities, through activity drivers such as capacity utilization, location and scale (Hill and Jones 2009, Hitt *et al.,* 2011). Core competencies distinguish a firm competitively and represent its personality in the competitive industry (Hitt *et al.,* 2007). Core competencies are the building blocks of competitive advantage, are listed by Hill and Jones (2009) as service efficiency, service process quality, process innovation and superior customer responsiveness (Hill and Jones 2009).

V. Characteristics of Resources Sustainability

The resource-based view theory of the firm proposes key guidelines that help determine what constitutes a competitive resource. In terms of sustainability characteristics, these are valuability, rarity, inimitability and in substitutability (Haber berg and Rieple 2008, Hill and Jones 2009, Hitt *et al.,* 2007). These characteristics are described below.

a) Valuableness

Resources that enable the creation of competitive capabilities which generates core competencies that better respond to customers' needs and expectations than the competitors, are categorised as valuable or competitively superior. For example, where car service workshops offer similar routine services but one is located more conveniently and accessible to motorists, the convenient location enables superior customer service responsiveness and hence creates value through a differentiation advantage.

b) Rare

When a resource is in short supply, the resource is termed rare or scarce. When a firm possesses a rare or scarce resource and only few competitors do, and the rare or scarce resource is central to fulfilling customers' needs, the rare or scarce resource forms a core competence for the firm. Resource rarity or scarcity creates value for the customer when the rare or scarce resource is sustainable over time (Grant, 2010, Hitt *et al.,* 2007, Thompson *et al.,* 2012). In this study, a resource that cannot be easily obtained due to being short in supply or not available is accepted as a rare resource.

c) Inimitable

A resource is inimitable when the resource is not easily copied or easily and cheaply acquired in the resource market. A resource that competitors can easily copy or acquire or replicate only generates temporary value and cannot generate a long-term competitive advantage. Inimitability does not last forever. For the purpose of this study, the resources bearing the following four characteristics will be difficult to imitate or duplicate:

- Physical uniqueness

Physically unique resources are always hard to imitate. A real estate situated in a location that is no longer available, as the location of the after sales service facility in this study, are examples of tangible resources that cannot easily or cheaply be imitated (Pearce and Robinson 2011, Thompson*et al.*, 2012).

- Path-dependency

Path-dependent resources can be hard to imitate because of the complexity of the path another firm has to take to create the competitive resource. Path-dependent resources cannot be easily acquired as they need time to create and invariably are very expensive. Creation of path-dependent resources cannot be speeded up (Haberberg and Rieple 2008, Pearce and Robinson 2011).

- Causal ambiguity

Causal ambiguity refers to cases where difficulty is encountered in understanding exactly how a firm creates and sustains the competitive advantage it enjoys. Competing firms are unable to discern exactly what the competitive resource is, or how the firm's resources are combined and coordinated to create and sustain the competitive advantage(Hitt *et al.,* 2007, Pearce and Robinson 2011).

- Economic deterrence

Economic deterrence occurs when a large capital outlay has been expended in resource acquisition needed to create and sustain competitive advantage for the acquiring firm (Grant 2010, Pearce and Robinson 2011). Economic deterrence occurs where the price of acquisition is extremely high or unaffordable in comparison to future returns. Inimitable resources are considered to be protected by a barrier to resource mobility. This is also called isolating mechanism and shields the resource from being imitated or duplicated through acquisition (Foss and Knudsen 2003).

d) In substitutable

In substitutable is a term used when other alternatives for a product, service or resource are difficult to obtain at a low cost. Economic deterrents and time compression are conditions that render a resource not cheaply or easily substitutable. In general, the strategic value increases as the resource becomes more difficult to substitute (Haber berg and Rieple, 2008, Hitt *et al.*, 2007, Thompson *et al.,* 2012). For the purpose of this study, a resource will be in substitutable when rivals do not possess other types of competitive resources that can combine with competitive capabilities from core activities to generate core competencies.

VI. Activity Drivers

In supporting Sheehan and Foss (2007, 2009) this paper considers activity drivers, as the key link between competitive resources, competitive capabilities and core competencies of a firm to its core activities.

Manipulation of activity drivers forms the basis for successfully positioning the firm as low cost or giving higher value at the activity levels compared to the firm's rival (Porter 1991, 2004, Ray *et al.,* 2004, Sheehan and Foss 2007, 2009). Managers of the firms can either reconfigure their core activities, which imply new and different ways of doing things. Alternatively, managers of competing firms can improve coordination of current core activities through manipulation of activity level drivers including capacity utilisation, location and scale (Ghemawat 2008, Porter 1991, 2004, Priem 2007, Sheehan and Foss 2007, 2009)).

VII. Conceptual Framework

The need for a conceptual framework is justified by several researchers, who postulate that ideal research ought to be anchored in theory, in order for the findings to easily fit in the existing body of knowledge (Stake 2000, 2005 and Yin 2002, 2009, 2012). The conceptual framework used in this study illustrates a modification of Fahy's (2000) model to include the activity-resource-based view (ARBV) framework, obtained by the integration of the activity-based and the resource-based views, to form the activity-resource-based view conceptual framework to guide the study (see Figure 1).

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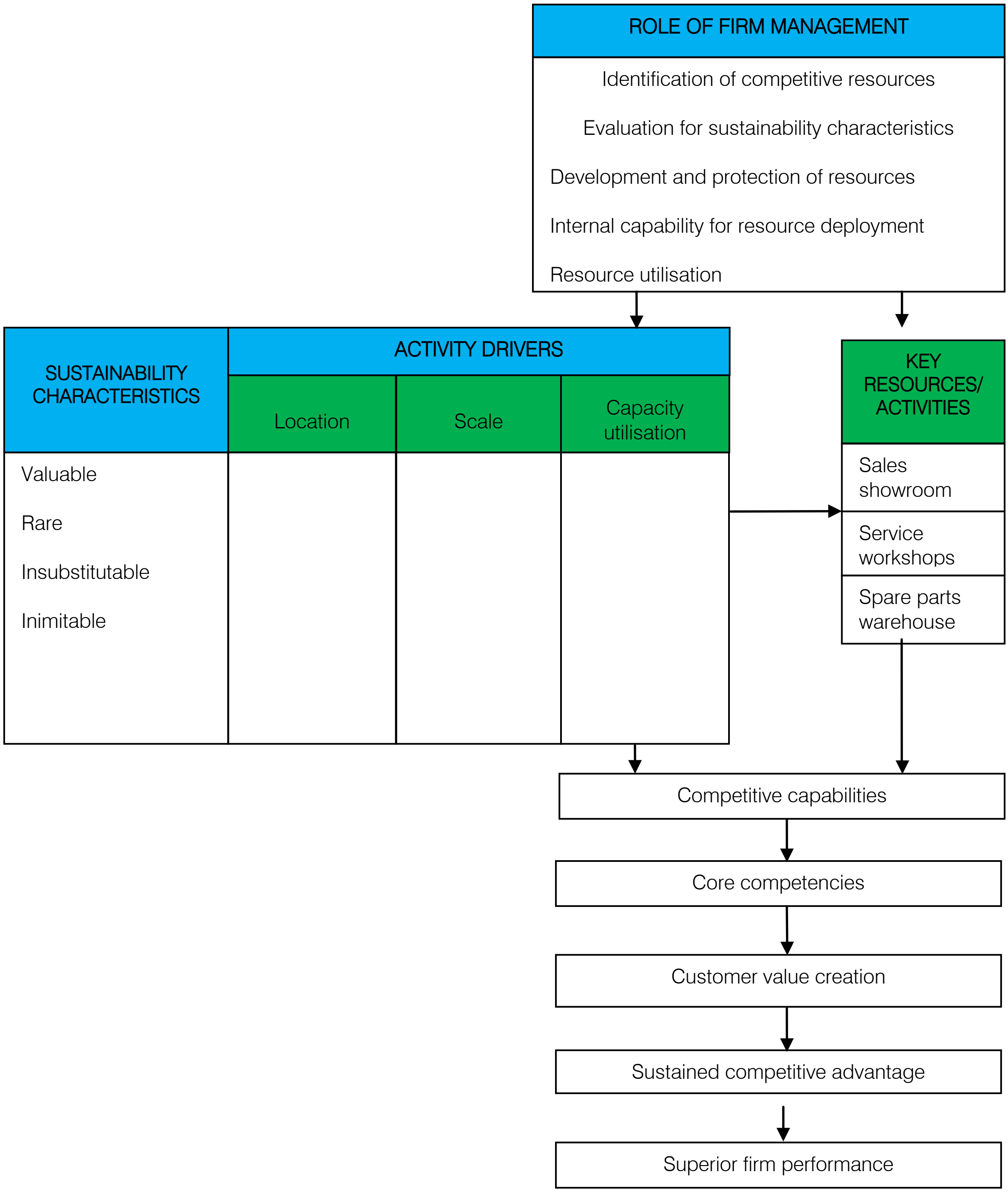

Figure 1: Activity-resource-based-view (ARBV) conceptual framework for creating sources of sustainable competitive advantage

Figure 1 illustrates the contribution of a number of scholars and researchers. Fahy (2000, 2002) contributed towards the original framework. Sheehan and Foss (2007, 2009) contributed to the conceptual framework through the introduction of the activity concept, including the activity drivers. Porter (2004), Ray *et al.,* (2004) and Sheehan and Foss (2007, 2009) listed the specific activity drivers of capacity utilization, location and scale, alongside the core firm activities of sales, service and spares parts, isolated through the value chain concept. Barney (1991, 2001) proposed a framework using four primary characteristics of resource sustainability. These are value, rareness, inimitability and in substitutability.

Sheehan and Foss (2007, 2009) recommended further research to show a link between Porter's (1991, 2004) activity-based and Werner felt's (1984, 1995) resource-based views. The study under review (Gaya *et* *al.* 2013) is the first attempt to empirically integrate the activity-based with the resource-based views using a theoretical and conceptual framework built on both the activity-based view and resource-based view literature.

This paper posits that the resultant framework, the activity-resource-based view (ARBV) framework explains how competitive capabilities generate core competencies that are the direct sources of sustainable competitive advantage. Most importantly, this paper postulates that the core competencies of service efficiency, service quality, service process innovation and superior customer responsiveness create customer value and customer satisfaction through low cost and superior service differentiation advantages. The low cost and service differentiation advantages subsequently result in superior firm performance; hence market leadership (Gaya and Struwig 2016, Hill and Jones 2009, Porter 1991, 2004, Priem 2007).

VIII. Research Design and Methodology

The study under review followed a qualitative single case study where the combined research methodology is used successfully to generate a new theory; the activity-resource-based view (ARBV) theory of a consistently high performing firm in the motor service industry in Kenya (Gaya *et al.,* 2013, Siggelkow 2007). In Gaya *et al,* (2013) the activity-based view and the resource-based view theories were integrated through additional theory and a conceptual framework, to explain how competitive resources actually created and sustained competitive advantage for the firm (Ray *et al.,* 2004, Sheehan and Foss 2007, 2009) was generated.

Among the findings in this study, is that a single case study and qualitative research design and methodology is one of the most appropriate methodology for consideration in the realm of strategic management research, especially when generation of theory or theory testing is envisaged (Creswell 2013b, Denzin and Lincoln 2011b, Eisenhardt 1989, Eisenhardt and Graebner 2007, Gaya and Smith 2016, Merriam 1998, 2009, Siggelkow 2007, Yin 2002, 2009, 2012).

The nine key informants were employed to ensure multiple sources of information, further case development, shaped by context and emergent data. The nine key informants also ensured triangulation, to guarantee study integrity, build rigour, validity, credibility and reliability, as recommended in Creswell (2013b) and Denzin and Lincoln (2011b). Though considered a motor service industry expert, the interviewing of the chairman and CEO were meant to guarantee unfettered accessibility to the consistently high performing case study firm, a key quality requirement in single case study research design and methodology (Eisenhardt 1989, Sig gelkow 2007, Creswell 2013b, Hyett *et al.* 2014, Yin 2009, 2012). The role of theory is next section.

IX. The Role of Theory in the Study

The role includes development of theory and generalising from case study to theory. Hyett *et al.* (2014) recommend that since theory development in the field of strategic management takes time and offers extreme challenges, qualitative case studies have to rely on existing literature, which provide a rich theoretical framework for the case study research design and collection of the needed rich data. Hyett *et al.* (2014) is supported by Yin (2009, 2012). Hyett *et al.* (2014) postulates that, *'the development of a well-informed theoretical framework to guide a case study improves and enhances rigour, consistency and credibility in qualitative case study research* (Hyett *et al.* 2014:3). This condition was met in this study through the use of the activity-resource-based view (ARBV) conceptual framework as the theory that guided the study, research design and methodology, including data collection, instrument design, data collection and analysis.

X. Data Collection

According to Creswell (2013b) Easterby-Smith *et al*. (2009) Hyett *et al.* (2014) Merriam (1998, 2009) and Yin (2009, 2012) face-to-face, detailed, in-depth interviews are the most regular sources of data in qualitative case studies. In the qualitative case study under review, the following recommendations of Eisenhardt and Graebner (2007) and Yin (2009, 2012) were adopted, to ensure a rigorous, extremely comprehensive and systematic research methodology in the conduct of the qualitative case study research: preparation was made for data collection, collection of evidence, analysis of the evidence and the composition of qualitative case study report.

In this study, rigorous data collection followed carefully linked steps, including in-depth face to face interviewing of nine top managers of consistently high performing firms to ensure the use of multiple sources of information, the creation of a case study database including attaching the study transcripts, and the maintenance of a chain of evidence, through the use of the conceptual framework developed from theory as recommended by Gibbert *et al.,* (2008) and Yin (2009, 2012) for data collection, data analysis, discussion of case study findings and final case study reporting.

XI. Data Analysis

This study followed the recommendations of a number of researchers (Easterby-Smith *et al*. 2009, Eisenhardt and Graebner (2007) Hyett *et al.* (2014) and Yin (2009, 2012) who propose relevant strategies for data analysis, as well as noting Merriam's list of a number of data analysis strategies within a qualitative case study research (Creswell 2013b, Merriam 1998, 2009). As recommended in Yin (2009, 2012) the rich data analysis, as well as noting Merriam's list of a number of data analysis strategies within a qualitative case study research (Creswell 2013b, Merriam 1998, 2009). As recommended in Yin (2009, 2012) the rich data was systematically recorded and managed, through a database. Data analysis included construction of categories or data themes, naming the categories and sub-categories, and developing systems for placing the data into these categories and data themes as recommended in literature (Yin 2009, 2012). The categorisation of data collected increased the quality of the data analysis.

Data analysis included data presentation, discussion and interpretation. Tables were used extensively to present the findings, illustrating the respective data themes and facilitating systematic analysis and reporting as recommended in the literature (Creswell 2013b, Hyett *et al.* 2014, Yin 2009, 2012). Working from the transcripts and guided by the data themes agreed upon earlier, the firm's activities formed the basis for the interpretation of the phenomena gleaned from the key informants' responses.

XII. Results and Discussion

This study's key finding is that tangible resources possessing the characteristics of rarity, value ability, in imitability and in substitutability when identified, developed, protected and deployed, do create value that generates sustainable competitive advantage for the case study firm. Of note, this study's findings are in disagreement with similar previous studies (for example, Clulow *et al.* 2003, 2007, Fahy 2002) which held that tangible resources do not satisfy the criteria for being sources of sustainable competitive advantage. Guided by the conceptual framework (see Figure 1) the next section discusses the results of the data as represented in the framework.

Table 1 offers a summary of how each tangible resource identified in this case study create and sustain competitive advantage for the case firm.

Table 1: Tangible resources creating sustainable competitive advantage for the case firm

Resource and component	How sustainable competitive advantage is created
Sales showrooms	Enable superior responsiveness to customers through differentiating the case firm and competitors who do not have the facility, hence building loyalty and premium pricing is enabled.
Service workshops	Size reduces customer response time therefore more customer satisfaction due to quick service and more profit for firm from increased volume of cars serviced.
Spare parts warehouse	Large space enables adequate stock holding, improving availability and reduces cost, hence differentiates case firm with competitors with less or without.
Financial resources	Enables heavy investments that the competitors cannot afford. Therefore, offers barriers to imitation and substitution by competitors.
Human resources	Offers the base for knowledge, skills, culture, relationships that are not easy to imitate or substitute or transfer.

Source: Study findings and literature (Gaya et al., 2013).

Table 1 illustrates how each of the tangible resources create core competencies for the case firm, which then create sources of differentiation based or lower cost based sustained competitive advantage for the customers and the case firm. The core competencies created, including, efficiency, quality, and innovation are all integral to achieving superior responsiveness to customers and satisfaction.The findings of the study under review are summarised by Figure 2 below.

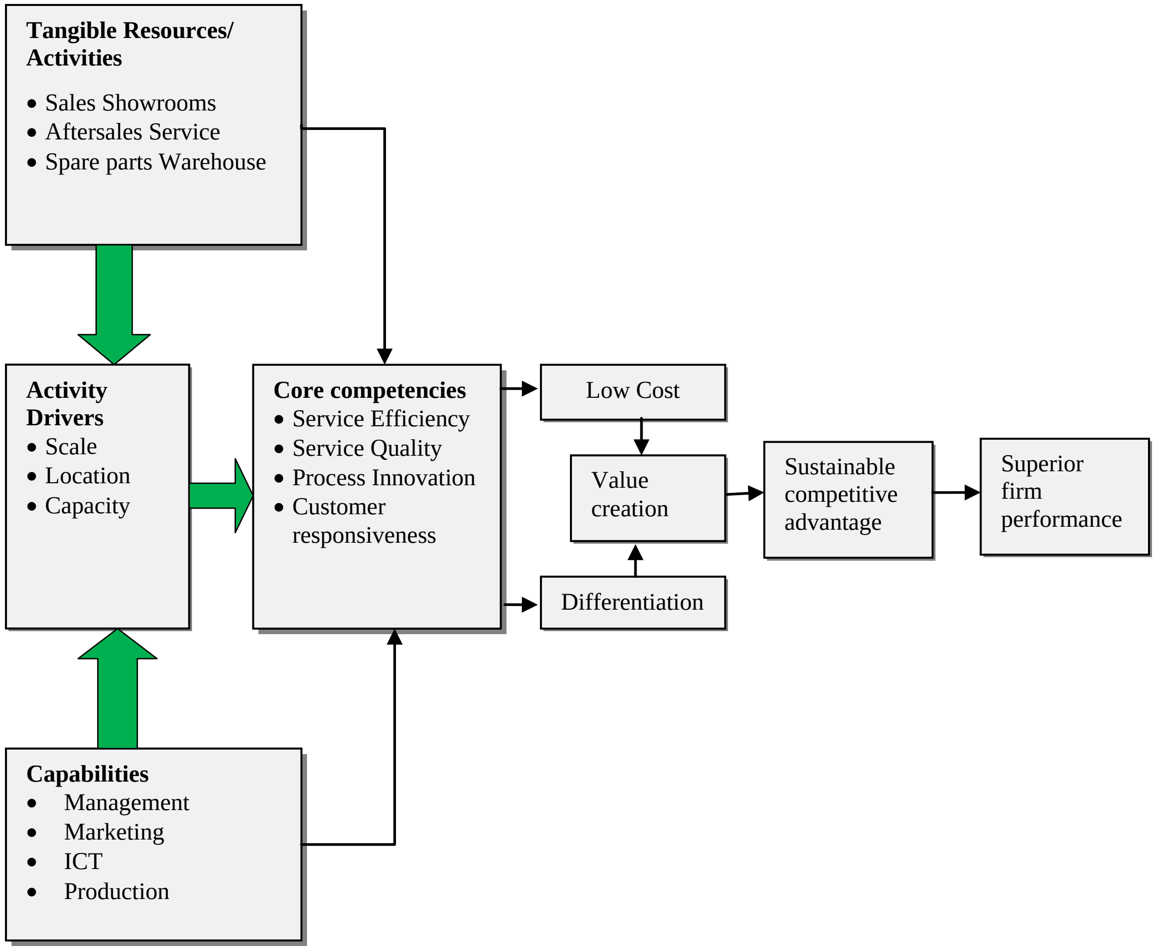

Figure 2: The actual process of value creation for sustainable competitive advantage

Figure 2 illustrates how core activity drivers of scale, location and capacity influence the efficiency of core firm activities of car sales, workshop service and spare parts availability when utilizing the tangible resources that possess the four criteria of being rare, valuable, costly to imitate and not easily substitutable, create sources of sustainable competitive advantage.

The superior responsiveness to customers in car sales, after sales workshop repair service and spare parts availability are core activities geared to achieving customer satisfaction, to build customer trust and loyalty, and in turn secure customer retention. This finding is supported by early literature, especially by Porter, when he asserts, 'resources are only valuable when placed into core firm activities, which generate lower cost or high value than rivals (Porter 1991, 2004). Porter is supported in recent literature by Sheehan and Foss (2009) who postulate that, ' it is when the activity-based view is integrated with the resource-based view that they together provide the most comprehensive explanation of firm value creation (Sheehan and Foss 2009:255).

XIII. Conclusion About Research Questions

Arising from the research problem, the study sought answers to the following specific research questions.

- Why does performance of firms in the same industry, operating under the same environment, persistently differ?

This question is answered by the finding of this study that the study firm, which has consistently performed at a higher level than competitors in the same motor service industry, owns a bundle of tangible resources, which were identified in the study as state of the art modern sales showrooms, service workshops, financial resources, spare parts warehouses and human resources. In addition, the question is answered by the study's conclusion that these five key tangible resources possess the characteristics of resource sustainability: being rare as the tangible resources value is uncertain, the physical after sales service complex that houses the showroom, service workshop and spares parts warehouse is immobile, inimitable and in substitutable.

The conclusion is that this specific study finding is inconsistent with the literature (for example, Clulow *et al.* 2003, 2007; Fahy 2002) by selecting tangible resources as the original source of sustained competitive advantage. The previous Clulow *et al.* (2003, 2007:20-21) studies limited the sources of sustained competitive advantage of a service firm, to intangible resources and capabilities, clearly leaving out tangible resources.

- How do the identified tangible resources actually create value for a firm in the motor service industry and hence provide the firm with sources of sustainable competitive advantage?

This Primary objective and question was answered in the study by introducing resources into activities through the application of activity drivers on the discrete activities of the motor service firm, aided by the integration of the activity-based and resource-based views, into a new framework- the activity-resource-based view (ARBV) of the firm. This integrated framework also explained the process of value creation (refer to Figure 2). This process of value creation is consistent with literature in Hill and Jones (2009), Porter (2004) Priem (2007) Ray *et al* (2004) Sheehan and Foss (2007, 2009) who, places resources and activities together to form integrative models of sustained competitive advantage.

XIV. Implication for Literature

The implication for literature is given under different headings in this section.

a) Distinct contribution to new theory

First, is an emphasis that firm performance differences are attributable to the unique competitive resources, competitive capabilities and core competencies owned, developed, protected and deployed by the firms, through strategic choices made by the top management, to meet customer needs and expectations. This is explained by the integrated framework activity-resource-based views (ARBV) of firm approach (see, for example, Armstrong and Shimizu 2007:959, Grant 2010:122, Hitt *et al.* 2001:105, Porter 2004, Sheehan and Foss 2007, 2009).

Two theories, which were integrated in the study, informed this study: the activity and the resource-based views, working in tandem.

b) Distinct contributions to research methodology

The first contribution is achieved by the use of multiple key informants in a resource-based view case study, as opposed to a single key informant, as was the case in previous similar case studies (see, for example, Clulow *et al.* 2003, 2007, Fahy 2002). This contribution to knowledge, through an improvement in research methodology, lent credence to the recommendation in Yin (2009:42, 2012) by positing that the use of multiple sources of evidence, in a manner encouraging convergent lines of inquiry during data collection, is available to increase construct validity when carry out case studies.

The use of multiple key informants also introduces the concept of data triangulation, through multiple sources of data, which increases this study's validity and the reliability of data collected (see, for example, Yin 2009:42, 2012).

XV. Limitations of the Study

The main limitation is that this study is qualitative and conducted in a single firm, in a single industry in the motor service industry, in a developing economy like Kenya's. The generalizability of the case study findings is therefore limited, although an analytic generalization could inform and contribute new knowledge to the activity-resource-based view (ARBV) theory.

XVI. Recommendation for Further Research

There is need for survey research to generalize the findings, as the findings on tangible resources as creating sources of sustained competitive advantage, point to a new paradigm in strategic management empirical literature (see Clulow *et al.* 2003, 2007, Fahy 2002).

Further studies of this nature within different firms in the motor service industry, would allow an opportunity for contrast and comparison. Similar studies in other service industries would offer additional opportunity to explore the operationalization of the theoretical model developed in this study, the activity-resource-based view of value creation by sources of sustainable competitive advantage.

This thesis has therefore built on and added to the search for a link and an integration of the activity and resource-based view theories to generate a new theory and body of knowledge in the strategic management realm, in order to bridge the literature gap and also in order to offer guidance to future research (Barney 2007, Ray *et al* 2004, Sheehan and Foss 2007, 2009, Porter 2004, 2008, Priem 2007).

XVII. Acknowledgement

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Corporate Governance Perspectives in Algerian Small and Medium Scale Enterprises

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Abstract- This paper objects to focus on the corporate governance practices in the Algerian small and medium size enterprises where the main intention is to recognize and clarify the degree of corporate governance practices. The study has taken place in 6 enterprises located in 3 different provinces. The tool of research is considered to be the questionnaire. After the descriptive and inferential analysis of data collected, we have come out to a set of results: the level of corporate governance in Algerian small and medium enterprises is intermediate and the enterprises widely neglect the external and audit committee, also the implementation of transparency and disclosure principle are not enough which leaded us to conclude that the mode of corporate governance is facing serious imbalances and have to be enable in a good way.

Keywords: corporate governance, small and medium size enterprises, the algerian code of corporate governance, corporate governance practices.

GJMBR-A Classification: JEL Code: L53

CORPORATEGOVERNANCEPERSPECTIVESINALGERIANSMALLANDMEDIUMSCALEENTERPRISES

Strictly as per the compliance and regulations of:

Corporate Governance Perspectives in Algerian Small and Medium Scale Enterprises

Fellag Nourredine [α] & Zerrouki Brahim [σ]

Abstract- This paper objects to focus on the corporate governance practices in the Algerian small and medium size enterprises where the main intention is to recognize and clarify the degree of corporate governance practices. The study has taken place in 6 enterprises located in 3 different provinces. The tool of research is considered to be the questionnaire. After the descriptive and inferential analysis of data collected, we have come out to a set of results: the level of corporate governance in Algerian small and medium enterprises is intermediate and the enterprises widely neglect the external and audit committee, also the implementation of transparency and disclosure principle are not enough which leaded us to conclude that the mode of corporate governance is facing serious imbalances and have to be enable in a good way.

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I. Introduction

Small and medium size enterprises sector has become a key pillar in the equation of getting development and obtaining a satisfied rate of economic growth. During the last 3 decades of the twentieth century, especially in the economy developed countries all attention has turned toward this sensible sector to lead the wheel of development and to bring new vitality to the worldwide economies. However, not just the developed countries who have put their eyes over this sector, also the developing countries like Algeria have provided sustainable efforts to take care of the SMEs. In fact, the statistics refer to stunned information belong to SMEs efficiency in term of job creation and reducing the average of unemployment, achieving growth, bringing direct foreign investment and participate broadly in the GDP, studies estimate that 90% of the world enterprises are SMEs ones and they are separated approximately over all the fields.

Algeria's economy attention has been also turned to the private sector, mainly on SMEs due to their sizable role on the economic development. Therefore, the number of SMEs has been witnessing a remarkable augmentation since Algeria has opened its economy in 1990s progressively to adopt the market economy which is based particularly on the privatization. The statistics show that the notable structure and the main tissue of enterprises in Algeria is roughly 95% SMEs, this means that the government is going after this sector to build a strong economy capable to ensure the auto-satisfaction as a primarily objective and to reach competiveness as long term goals. Despite the great efforts provided by the government to establish a good environment for the SMEs sector to be developed and improved. Although the significant and important role for this sector in building a competitive private sector. SMEs still face enormous problems which hamper it from obtaining development.

In front of all these obstacles and inhibitors that slow down the development process of SMEs sector, Algeria finds itself standing against a big and huge challenges which is to exceed in a good manner this crucial and difficult situation. Corporate governance has then become a major and indispensable request to tackle effectively with the mentioned problems. Although the concept of corporate governance is basically related to the large scale enterprises because it has been initially appeared in this kind of firms to treat the problem of agency between the principle and the manager, but that does not mind to practice this new managerial system in the SMEs sector. However, the attributes that characterize the Algeria SMEs enterprises make it difficult for the good practice of corporate governance, and despite the efforts provided by the government to boost the private sector to have good practices of corporate governance, the enterprises owners and managers still do not take seriously this important tendency to promote the SMEs sector in Algeria.

Problematic: In this paper we are trying to deal with following problematic:

What is that fact of corporate governance practices in the Algerian small and medium size enterprises?

To get answer for this main problematic and to facilitate the research process we ask the following sub-questions:

- ✓ What do we mean by SMEs and what is its place and importance in Algeria economy?
- ✓ What is the definition of corporate governance and what are its principles?

Hypothesis: after being studied the literature review concerning the corporate governance and SMEs sector, we may give the following hypothesis, so as we will able to test it in the empirical part:

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- ✓ The Algerian small and medium size enterprises do not practice corporate governance principles.
- ✓ The mechanisms of corporate governance are not fully available in Algerian small and medium size enterprises.

Importance of the study: the importance of this study is that it tackles and focuses on the theme of corporate governance in the Algerian SMEs by having an empirical study so as to clarify the reality of management in the Algerian enterprises, as this private sector is the key pillar for Algerian economy growth, it will give an addition in term of bringing and giving the chance to the Algerian authorities and to the enterprises leader a clear view of corporate governance practices fact.

II. Literature Review

In this part we will have an overview on corporate governance concepts and small and medium scale enterprises perspectives so as to illustrate our study and present perceptions on the theoretical side of our research axes. In fact, there are many studies that tackled the subject of corporate governance and SMEs from different sides.

III. Previous Studies

We have taken into account some previous studies related to this paper for the object to illustrate the important results reached up to date so as to make the study relevant and have a value, we set bellow studies that helped us to take part in the looking of our main issue.

a) *The study of Saoud Wassila, "corporate governance as a tool to increase the Algerian SMEs performance", doctoral thesis, 2016*

The researcher in this study aimed to determine the contribution of corporate governance in enhancing the performance of the Algerian SMEs. The study had two sides: theoretical and empirical side, in the theoretical part the author tackled the different clarifications about corporate governance, small and medium scale enterprises and the enterprise performance, with the reference to the fact of corporate governance in the Algerian SMEs and its contribution on the economy building. Otherwise, in the empirical side, the researcher analyzed the result of 150 questionnaires distributed on a sample consist of 150 SMEs, the questionnaires questions were headed to the enterprises chiefs and the seniors administrators. The results of this study were as follows: most of the Algerian SMEs confirmed that the implementation of corporate governance would enhance the performance at all levels whether the single or general of the enterprise, and there is a clear acceptance to adopt this system, but in condition to provide the convenient environment for that like the good formation and awareness of the importance and benefits of corporate governance.

b) *The study of Kherraf Houria, "the governance of familial corporate: study the Algerian case.", Magister's memory, 2014*

The researcher tried to tackle the issue of corporate governance on the familial firms in Algeria, he started from the point that the familial firms have a specific nature because it is owned and managed by members of the family, so he tried to clarify the mode of governance of this kinds of firms in Algeria knowing that the majority of Algerian firms are family ones. He made an empirical investigation in the NCA company so as to find the mode of governance of this family company, the result was that there are many changes and adjustments in the system of governance for the family companies and the problem of succession has a huge impact for the strategy of development undertaken by the company, also the management system inside the company is different and has a tough relation with family nature, the relationship between the stakeholders is determined in a tight space not giving the total freedom for them to share their opinions and suggestions.

c) *The study of S. M. yazide, B, abd ouahab, "the reality of corporate governance in Algeria; an empirical study on joint-stock exchange companies", published article*

In this study the writer tried to identify the fact of corporate governance in Algeria for the joint-exchange companies in order to know the degree of concordance between the practice of corporate governance in this enterprises and the principles of OECD and the principles of Algerian corporate governance code, the researcher used a questionnaire to make his study in which he delivered 50 copies on the internal auditors and the board council members. The result was that the companies in which the study was done apply the principles of corporate governance released by OCED and apply also the principles of the Algerian corporate governance code.

d) *What makes the results of this study different from the previous studies?*

The result of this study are different from the others because we are focusing in paper on the corporate governance practices in the Algerian SMEs, more specifically we intend to identify the corporate governance practices reality in the SMEs sector, so the obtaining result are about the characteristic and fact of corporate governance practice; in other hand the disadvantage and advantage of corporate governance levels in SMEs sector.

IV. Corporate Governance

Corporate governance has broadly taken an important place after the succession of the different financial scandals and crises that touched many countries; the results were the collapse and bankruptcy of many sizable and sustainable enterprises overall the world, that was essentially due to the lack of good practices of management rules especially in term of monitoring and supervision.

a) *Definition of corporate governance*

The term of corporate governance does not easily lend itself to one universal definition, there are many definitions depend on the difference between writers perspectives and institution overview to this important concept.

It was defined as: "corporate governance system as the structure that organize the company's management and control; ensuring that this structure includes a system of incentives for managers, and that the board of directors is linked to the company's performance, which aims to maximize the shareholders profits and encourage management to the best investment of the company's resources"[1].

Scholars have a clear definition of corporate governance as: "the formal mechanisms of directing, supervision, and control put in place within a company in order to monitor the decisions and actions of its senior managers and ensure these are compatible and consistent with the specific interest of shareholders and the various other interests of stakeholders who contribute to the operations of the company".[2]

Gerrard Chareaux one of the pioneers in the field of corporate governance defined it as:"The mechanisms which intend to determine the authorities and have an impact on the directors decisions, in other word govern their leadership toward the corporate and set the scope of their authorities"[3].

Cadbury (1992): define corporate governance as "the whole system of controls, both Financial and otherwise, by which a company is directed and controlled"[4].

It is clear from afore mentioned definitions that corporate governance is concerned with The processes, systems, practices, procedures, rules and regulations that govern Institutions, the manner in which these rules and regulations are applied and followed, the Relationships that these rules and regulations determine or create, the nature and the Effects of those Relationship.

In Algeria, there are many scholars who tackled the issue of corporate governance in general and corporate governance in small and medium size enterprises, we may list some of definitions given by Algerian scholars to corporate governance concept, although the opinion differ from one person to another according to the side by which he defines corporate governance:

Corporate governance in SMEs is defined as: "all the procedures and schedules used to run and manage the internal affairs of the enterprise, aiming to increase its value at the long term which will bring benefit to the investors and guarantees the financial safety"[5].

According to Hossam Ghodban: corporate governance in Algeria Aims to regulate the relation between stakeholders in the enterprises, thus it represents 3 major trends: firstly, the narrow trend which focus on the necessity to make governance in favor of shareholders by reducing the cost of capital. Secondly, the huge trend which focus on the necessity to enhance the enterprise's performance as it is a source of wealth's creation. Finally, the global trend which adds another responsibilities to corporate governance as the engagement of the social responsibility, business ethics"[6].

[1] Mekkaoui Mekki and others, the role of corporate governance in attracting foreign direct investment to the arab countries, EPRA international journal of economic and business review, vol-3, issue-9, September 2015, p:02.

[2] Ahmed Gaid Noureddine, corporate governance application in Algerian financial sector, international journal of research in business studies and management, vol-2, issue-11, november 2015, p:03.

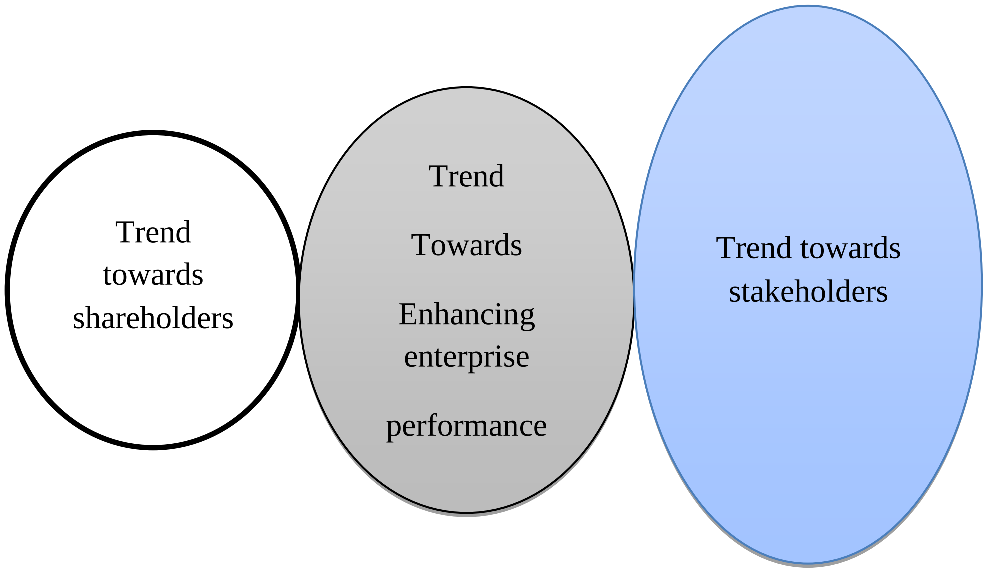
[3] Mimouni yassine, the development of SMEs and the good governance, magister memory, university of Telemcen, 2012, p: 15

[4] Cadbury Rapport (1992), Report of the Committee on the Financial Aspects of Corporate Governance », London.

[5] Saoud Wassila, corporate governance as a tool to increase the performance of SMEs, doctoral thesis, university of Mssila, Algeria, 2016, p:17.

[6] Houssam Eddine Ghodbane, "contribution in the suggestion of a model of corporate governance for the Algerian economic enterprises", doctoral thesis, university of Bisikra, Algeria, 2014, p:5.

The following shape shows the trends of corporate governance in Algeria



Source: prepared by the student.

Shape 1: Tends of corporate governance in Algeria.

b) Principles of corporate governance

First published in 1999 and subsequently revised in 2004, the OECD in publishing its elements of corporate governance, took into account the views of many different countries on the subject of what constitutes good corporate governance.

The OECD states "the primary role for regulation is to shape a corporate governance environment compatible with societal values that allows competition and market forces to work so that corporations can succeed in generating long-term economic gain. Specific governance structures or practices will not necessarily fit all companies at all times (OECD, 1999).

The OECD identifies the following key elements of good corporate governance:

1. The rights and obligations of shareholders;
2. Equitable treatment of shareholders;
3. The role of stakeholders and corporate governance;
4. Transparency, disclosure of information and audit;
5. The board of directors and Non-executive members of the board;
6. Executive management, compensation and performance.

The main theme of the above principles lies in four basic principles. Firstly, the issue if business ethics and compliance, secondly the adequacy of the business decision making mechanism, thirdly adequate disclosure and transparency and fourthly financial control and administration (keeping and financial accounting). These OECD principles are so sound that even the non-members of OECD are implementing and adopting. Morck (2005) states that the soundness of these principles has been proved by its adoption all over the world.

c) Why corporate governance is important?

Corporate governance occupies a big importance in the view of the modern enterprises, that is because it tackles with many tough troubles which have a relation with management and ownership; it has also a huge correlation in determining the developing strategy of the firm. It is also considered by investors as a criterion to base upon in the firms that do good governance. However, it was noticed that the firms that practice corporate governance have high shares more than those who do not practice corporate governance.

V. Small and Medium Seize Enterprises

The abbreviation SMEs stands for Small to Medium Enterprises. Almost every company we know today began as an SME. Globally, they have a very significant contribution in the provision of goods and services for the society; without SMEs, big companies may not be able to meet the demand for goods and services in an expanding customer base.

a) Definition of small and medium size enterprises

SMEs have no standard definition, they have been identified differently by various individuals and organizations, such that an enterprise that is considered small and medium in one country is viewed differently in another country. Some common indicators employed in the various definitions include total assets, size of the labor force employed, annual turnover and capital investments[7].

labor force employed, annual turnover and capital investments[7].

According to the European commission, an enterprise is deemed as having a small or medium size when the total number of its employees is below 250 people [8]. The European Commission mentions that an enterprise can be deemed medium indeed, when it meets the following conditions simultaneously: the number of its employees is more than 49 and fewer than 250; the annual turnover does not exceed 40 million euro or the total of the balance assets is not more than 27 million euro. Small enterprises are considered those enterprises which have no more than 50 employees and an annual turnover of at least 7 million euro or whose total balance assets do not exceed 5 million euro. Very small enterprises are defined as those with no more than 10 employees.

According to the Algerian ministry of commerce, Small and Medium Enterprises is defined regardless of its legal status in term of providing either good or service or even both, by setting some characteristics which are:

- Not more than 250 employees;
- Annual turnover does not exceed 02 billion dinars or whose annual balance sheet total does not exceed 500 million dinars;
- It should match with the criteria of independence.

b) Attributes of small and medium sized enterprises

Small and medium enterprises have fulfilled many tasks in their history, they manufactured products which were ignored by large enterprises and offered various specialized services. Up to the present they have played an important role in GDP creation, in the process of employment, labor productivity increase and in regional development; they are viewed as an important source of new ideas and innovation[9].

Among the characteristics of small and medium enterprises that have made them able to play an important contribution toward the economic and social development as well as contribute to reduce the rate of unemployment, the following characteristics are presented:

- Enhancing the initiative spirit of individual and group by initiating economic activities for goods or services that didn't exist before, as well as the revival of economic activities which have been abandoned such as the traditional industries.
- Reintegration of the demobilized employees from their positions due to the bankruptcy of some public institutions or the employment reduction in some organizations as a result of restructuring and privatization, which would supports the possibility of compensation of some of the lost activities.
- Generating new offers of job both directly via enterprises establishers and indirectly through recruiting of other jobless individual within enterprises, which can lead to a rapid response to social demands in the employment field, as these enterprises seek to provide work positions intended for individuals who do not meet the needs of large organizations, These enterprises pay less wages than the large organizations do, as the average qualifications is inferior to those obtained by employees working for large organizations. Small and medium enterprises can establish an effective tool for activities resettlement in the remote areas, leading them to be an effective tool for a significant enhancement of local wealth and a mean of domestic regions merging and integration.

c) Difficulties faced by SMEs

SMEs sector have a lot of difficulties weather when they get established or during the exercise of their activities, the following points state the most important troubles that SMEs may face:

- Difficulties in term of administrative and executive procedures to get the approval of the project.
- Increasing the tax rate on turnover, revenue and profits.
- Administrative problems: there are always ignorance or even disqualifying management technics and that may lead to the mixture between their own business and project business. Besides, there are a shortage of the skilled labor due to the augmentation of formation and training costs.
- Marketing problems.

d) Challenges faced by SMEs

A number of studies have been performed on challenges faced by SMEs in developing countries as well as Algeria. Small and Medium Industries Development Plan (SMIDP) in its 2001-2005 report (SMIDEC, 2002) and SME Master plan (2012) identified many challenges faced both at the domestic and international levels. These challenges can be summarized as the following [10]:

✓ Innovation and technology adoption (low commercialization, poor technology uptake);

[7] Asma Benzazoua Bouazza, samll and medium enterprises as an effective sector development and employment creation in Algeria, journal of economics, commerce and management, vol. 3, issue 2, united kingdom, 2015, p: 02.

[8] L.I. Savlovschi, N.R.Robu, the role of SMEs in modern economy, Economia Seria Management, vol-14, issue-1, 2011, p: 01-02.

[9] Ľubica Lesáková, small and medium enterprises in the new world of globalization, forum scientiae oeconomia, vol-2, N-3, 2014, P:04.

[10] Nurmazilah mahzan, chia meng yan, harnessing the benefits of corporate governance and internal audit: advice to SMEs, the 5th Indonesia international conference on innovation, entrepreneurship, and small business (IICIES 2013), social and behavioral sciences 115, 2014, p:03.

- ✓ Human capital development (lack of job readiness of employees and effectiveness of training);
- ✓ Access to financing (limited non-banking avenues, poor credit worthiness and lack of know how /resources);
- ✓ Market access(information barriers for exports, low marketing and branding);
- ✓ Legal and regulatory environment (Licensing and permits issues, compliance to regulations); and infrastructure (trade clearance and facilitation system and low/infrequent trade volumes).

e) The fact of SMEs in Algeria

The number of SMEs in Algeria has known an important growth especially after transition from the socialist economy toward the market economy in the beginning of the last decade of the 20^{th} century, the statistics show that the amount of SMEs in the first semester of 2013 was 747.934 in which 90% are very small enterprises, whereas the number of the same sector was 455.398 in 2009, these statistics indicate the huge growth of SMEs in Algeria and that is due mainly to the policy of Algerian authorities aiming to promote this sector and make it a resource of wealth's creation. Despite the tremendous effort provided by the government to enhance the performance of this sector, the fact points out to the disability of this sector to cover the huge shortage that big enterprises can't take into account.

The following data delivered by the ministry of industrial development and investment promotion present the number of jobs held by the SMEs in the first semester of 2013.

Table 01: Statistical bulletin of Algerian SMEs for 1^{st} 2013

SMEs \ period	Number of SMEs	Number of job's creation	Number of entities created per year	Job's creation by new entities	SMEs cessation of activity
2012	687 386	1 776 461	27 736	99 892	2 182
1^{st} semester of 2013	747 934	1 915 495	34 811	177 010	2 661

Source: ministry of industrial development and investment promotion, Statistical bulletin of SMEs for 1st 2013, N:23, November 2013, p:07.

VI. Framework of Corporate Governance in Algerian SMEs

On July 2009, a work team made of CARE club (circle of action and reflection on the company) and FCE (forum of enterprises chiefs) with the collaboration of public authorities in the name of ministry of small and medium size enterprises and crafts, they agreed to release a code of corporate governance for the Algeria companies mainly the small and medium size ones, this code is the first edition for such kind of initiatives targeting to improve and master the managerial system for the Algerian companies. However, this code is like the others ones in different countries but has the characteristic of the Algerian companies from different sides and perspectives.

It is considered as a basic document for the Algerian companies, public and private ones, who want to improve their performance and competitiveness on the local and foreign market, explained its founders, led by the forum of enterprises chiefs. The code is based on the achieving of the following principles:

- Transparency: it means that the rights and obligations also the prerogative and resulting responsibilities must be clear for all.
- Equity: it means that the distribution of rights and obligations between the stakeholders, also the privileges and engagements related with it have to be done fairly.
- Responsibility: it means that the responsibility of everyone is determined by a clear objectives and not with divided objectives.
- Accountability: that means every actor person in the company is responsible toward the other persons in term of practicing the given responsibilities.

a) The challenges of SMEs in term of corporate governance

The Algerian SMEs face in term of corporate governance practices a lot of challenges, we might point out at some of them in the following statements

How to ameliorate the relation with the bank: the company is in front of a big challenge to enhance their relation with the financial administration, the banks do not trust in financial statement for the Algerian companies that is why they do not give funds to them. Otherwise, the enterprise need to break these barriers by practicing corporate governance principles and establishing a relation of trust with the bank so as to get the sources of funding.

b) *How to bring external investment to the initial core of the familial enterprise*

Almost the Algerian companies are familial which stands against bringing external investors to the company, so they need to open the door for the foreign investors so as to bring other sources of capital, and to spread the activity of the company, and do not enact instructions that restrain investors to take opportunity of investment.

c) *How to establish a relation of trust with fiscal administration*

The relation between the enterprises and the fiscal administration has to be trustful so as to give freelance and liberation for the company and boost their transparency and disclosure.

d) *How to clarify the relation between shareholders*

A lot of companies suffer from internal conflicts between the shareholders in term of different issues related to the strategy undertaken by the company which is obliged to figure out solutions to these internal conflicts between shareholders.

e) *How to clarify the responsibilities between the executive team*

A huge number of enterprises may face the dilution of the responsibilities, sometime there are exceed in responsibilities between the executive team, these may cause and lead to internal conflicts between the responsibilities of the executive team and the shareholders, so the practice of corporate governance will identify the responsibilities and functions of everyone in the company. Hence, it will fight against this kind of conflicts inside the company.

f) *How to adjust the succession's problem*

This may be the most crucial problem for the companies in Algeria due to the familial nature of the most companies; a lot of firms can't manage the situation after the death of the founder, that because of the absence of laws inside the firms that organise such kind of issue related to the succession matter, so firms have to put in clear and determined rules and instructions to organize this process.

VII. Empirical Part

a) *Research methodology*

This paper aims to shed light on corporate governances practices within the Algerian small and medium size enterprises. Therefore, to collect the necessary data for our study we have used the questionnaire as an instrument to collect the qualitative information about different aspects and perspectives of corporate governance practices.

The approach taken in the study: this study is about a survey on some joint-stock companies in the region of CHLEF, Ain defla and Ghlizane. we decided to follow this approach after long field investigations. Hence, we arrived to a result that this kind of companies is the most suitable for our study due to the characteristics that distinguish this enterprises which will help us to reach our main objective from this study.

Tool of the study: It was an ended question questionnaire in form of likert's scale quintet.

Population of the study: the population of the study is the small and medium size enterprises and it was determined that the enterprises that have less than 250 employers are considered SMEs ones.

Sample of the study: The sample size of this research paper is consisted of 10 SMEs located in 3 provinces namely as follow: Chlef, Ain defla and Ghlizane. The number of question naires being delivered were 150 and we only received back 120 questionnaires, the interviewees made of the top manager, stakeholders, shareholders, executives members and members of board of director.

Questionnaire axes: Data collected were analyzed using both inferential and descriptive statistical tools. The questionnaire has included 3 parts as follows:

1. Identification of the enterprise: general ideas of the enterprise; its sector of activity, its date of creation, its statute and the demographic information of the interviewees.
2. Questions relative to the corporate governance practices basing on the principles of corporate governance.
3. Information relative to the external and internal mechanisms of corporate governance.

Tool used to analyze the collecting data: The statistical package for social sciences (SPSS) has been used to treat the data collected and transform it from the qualitative pattern to the quantitative pattern.

VIII. Reliability of the Questionnaire

The research instrument was validated by 4 Experts in the area of study and their comments were incorporated on the research instrument. Reliability of the research instrument was tested on the Cronbach's Alpha and the results obtained are as below:

Table 2: Reliability of the questionnaire

Reliability statistics	
Number of items (N)	Cronbach's Alpha
44	0.756

Source: prepared by the student from SPSS 22

The Cronbach's Alpha value of 6 and above is considered good and according to the above test results a value of 0.756 is considered good and reliable. The checks and balances in this regard are appropriate to produce results that are reliable and generalizable.

a) Results and discussion of findings

Inferential and descriptive statistical tools of analysis were applied in this paper to analyze data collected from the field. Of the 120 respondents; 54% are male and 46% are women. The respondents who are in the 20- 29 years age group constitute 18%, 30-39 years are 48%, whereas those in the 40-49 years age group constitute 28% and those who are 50 years and above constitute only 6%. Marital status of the respondents is that 68% are married, 26% are single and 6% are widowed. The sample indicated a relatively well educated sample of respondents.

1. Analysis the data of the study

In this section we will analyse each part of the questionnaire leaning on the arithmetic median and the standard deviation, the median between (1 to 2.5) means the level of answer is low, between (2.5 to 3.5) means that the level of answer is intermediate, between (3.5 to 5) means the level of answer is high.

Part one: corporate governance principles practices.

Table 3: The results of the first section questions' opinion: corporate governance principles

Axes	Median	Deviation Standard	Opinions
Responsibilities of director's board	3.80	0.847	high
The role of stakeholders.	3.32	0.936	intermediate
The equitable treatment of shareholders	1.69	0.937	low
The protection of shareholders' rights in the company status.	3.66	1.147	low
Disclosure and transparency	2.25	0.855	low
Total	2.94.	0.944	Intermediate

Source: prepared by the student from the SPSS 22 outputs.

Analysis: The results of the answers related to the principles shown in the table number 03 indicate that the level of corporate governance practices inside the small and medium size enterprises is intermediate with a median equal to 2.63, the standard deviation is 0.944. From the table below we can notice that the degree of corporate governance principles is unequal; the enterprise pay more intention to the responsibilities of director's board. Whereas, there are a total neglect to the equitable treatment of share holders, disclosure and transparency. In general the interviewees have an agreement that there are a sharp lack in term of corporate governance practices.

Part two: corporate governance mechanisms

Table 4: The results of the second section questions' opinion: mechanisms of corporate governance.

Axes	Median	Standard Deviation	Opinion
Audit committee.	1.45	0.869	intermediate
Internal audit	2.63	0.925	low
Board of director	3.69	1.014	high
External audit	2.12	0.761	low
Total	2.47	0.822	intermediate

Source: prepared by the student from the SPSS 22 outputs.

Analysis: The results in the table number 4 refer that the arithmetic median of the questions of the second part is equal to 2.57 with a standard deviation equal to 0.822 which means that the level of corporate governance mechanisms existence is intermediate. The interviewees agree that the enterprises do not give an important attention to the audit committee and to the external audit, which is very important for the good management of the enterprises' tendency.

2. Hypothesis test

To test the hypothesis we used the Parson's coefficient in an indication level equal to (α=0.05), the size of sample equal to (N=120).

The first hypothesis: The Algerian small and medium size enterprises do not practice corporate governance principles.

Table 5: The result of testing the first hypothesis

Data		Governance system application
Corporate governance principles practices	Correlation coefficient	3.36
	α	0.006
	N	120

Source: prepared by the student from the SPSS 22 outputs.

Analysis: From the table 6 the level of indication equal to (α=0.006) and that is under (0.05), the correlation coefficient equals to (R= 3.36), so there is a strong and positive correlation relation statistically significant at a level of indication equal to (α=0.05), this leads us to the result that the Algerian small and medium enterprises do not practice corporate governance principles.

The second hypothesis: The mechanisms of corporate governance are not fully available in Algerian small and medium size enterprises.

Table 6: The result of testing the second hypothesis

Data		Governance system application
Corporate governance mechanisms	Correlation coefficient	4.01
	α	0.000
	N	120

Source: prepared by the student from the SPSS 22 outputs.

From the table 6 the level of indication equals to (α=0.000) and that is under (0.05), the correlation coefficient equal to (R= 4.01), so there is a strong and positive correlation relation statistically significant at a level of indication equal to (α=0.05), this leads us to the result that the mechanisms of corporate governance are not fully available in the Algerian small and medium enterprises.

IX. Conclusion

Although the concept of corporate governance is a bit old in term of appearance but it is new in tem of implementation especially in developing countries like Algeria. This study shows that the practices of corporate governance principles in the sector of SMEs is determined by many imbalances, in spite of the tremendous efforts that have been provided by the Algerian government to boost the pillar of enhancing the practices of corporate governance. However, this paper has come to a set of results as follows:

- The implementation of the principle of transparency and disclosure in the SMEs, in general is low, meaning that the SMEs are not good enough in implementing the principles of openness and independence. As the implementation of responsibilities of board of director and the role of stakeholders are a bit high, meaning that SMEs are paying enough care to these two principles in a manner to give a good overview to the external environment.
- The SMEs in general do not have audit committee and do not interest in external audit, whereas the internal audit is not enough enabled.
- The concept of corporate governance is not enabled as best as it should be in Algerian SMEs.
- An enormous efforts have to be provided by the collaboration of both the Algerian authorities and the SMEs chiefs to boost forward and improve the implementation of corporate governance.

According to the result of this paper, we may give the following recommendation:

- ✓ The implementation of sound corporate governance in the Algerian SMEs have to be determined through two aspects: the first one is related to the ministry commandment as it is considered the main actor to provide the suitable environment and the motivator for that, the second aspect is through the enterprises themselves and that will definitely inhibit the administrative corruption phenomenon.
- ✓ providing more efforts on laying corporate governance culture in the environment of business by setting up Algerian corporate governance institutions and to promote for corporate governance principles.
- ✓ reinforcing the disclosure and transparency of the financial reports, and this by enabling the different tools the accounting system like audit process.
- ✓ the necessity to adopt the Algerian corporate governance code, and the work on making amendments of the content in order to be directed to different kind of enterprises.
- ✓ the Algerian SMEs have to increase and develop an honest and ethical relation with all the stakeholders: employees, customers, banks and the taxes administration.

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We may recommend areas for future studies as the following:

- The importance of corporate governance in running the financial distress of the Algerian SMEs.
- The role of corporate governance in enhancing the efficiency of management of the Algerian SMEs.
- The impact of implementing corporate governance on reducing the internal and external conflict of the Algerian SMEs.
- The importance of adoption of transparency criteria on the enhancing the performance of the Algerian SMEs.

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Impact of Team Work Traits on Organizational Citizenship Behavior from the Viewpoint of the Employees in the Education Directorates in North Region of Jordan

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Abstract- This study aims at investigating the impact of team work traits on organizational citizenship behavior viewpoint of the employees in the education directorates in north region of Jordan. Five dimensions of work team traits were included in the study: clear goals, open communications, conflict management, clearly defined role, and participating leadership, on the other hand, organizational citizenship behavior was measured by five dimensions: altruism, courtesy, sportsmanship, civic virtue, conscientiousness.

The study population consists of all employees in the education directorates centers in Jordan north region. A random sample included four directorates (the First Irbid, Mafraq, Jerash, Ajloun) was chosen, The researcher used the descriptive and analytical methods, and (300) questionnaires were distributed to the study sample to collect data.

Keywords: team work traits, organizational citizenship behavior, the directorates of education, the north region of jordan.

GJMBR-A Classification: *JEL Code: M51, D21*

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Abstract- This study aims at investigating the impact of team work traits on organizational citizenship behavior viewpoint of the employees in the education directorates in north region of Jordan. Five dimensions of work team traits were included in the study: clear goals, open communications, conflict management, clearly defined role, and participating leadership, on the other hand, organizational citizenship behavior was measured by five dimensions: altruism, courtesy, sportsmanship, civic virtue, conscientiousness.

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The study findings showed that the level of the work team traits availability was medium, and the defining role came on the first rank, and the level of organizational citizenship behavior was medium also, and the awareness of conscience came on the first rank.

Furthermore the study finding showed that all the independent variables have a statistically significant effect in organizational citizenship behavior, the Clear goals came in first place with an effect size (0.274), followed by the Clearly Defined role with an effect size round (0.251), followed by the effect of open communication with effect size (0.177), then came the dimension of Participating leadership with effect size (0.167), and finally came the conflict management dimension with effect size (0.146).

S The study recommended the promoting of these traits, to use them in the building of work teams using comprehensive plans work to improve the Organizational environment, and a healthy Organizational environment that supports teamwork culture, and trying to raise the level of the work team traits availability in the education directorates of the north region of Jordan to become a highly degree, because of its great role on improving the organizational citizenship behavior.

Keywords: team work traits, organizational citizenship behavior, the directorates of education, the north region of jordan.

I. Introduction

The rapid changes imposed in the business field to establish business organizations by taking their efforts towards the human resources, which is the most important essential for administrative organizations, so the human resources is the one who responsible for the success and the failure for this organization indeed, also one of the most important challenges which face the contemporary administrative organization considered to be the coordinate of the efforts for organization individuals to achieve their goals, so the traditional construction hierarchy template cannot be able to devote the scientific and technical knowledge which the organization individuals already have in all levels, and up to this, the twenty one century organizations found the way to face and obverse the huge transformation and development by going into teamwork enlightenment (Albshabshah & Al-Harahsheh, 2006).

The teamwork consists of individuals which decide to accomplish a certain goal, they obtained this idea from their way of living in the old times, when they went for hunting and facing life hardships together just to stay alive (Jabr Allah, 2012).

The staff attributes become as the driving force on the dynamics and team work flow and how this force impact on their behaviors and the interactions between team members when doing their tasks. And (Al-Hawy, 2009) sees that this traits are to achieve work flow in the team by giving members the ability to accomplish the tasks through their interconnection between each other so they accomplish organization goals. Also, this traits considered to be one of the most important indicators that the organization needs to form a team work depending on the combinations in which task needs to be accomplished.

The organization nowadays aimed in competitive world about new ways to achieve the maximum efficiency for their employers, where nowadays this organization passing through different

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conditions seems like an arms races in wartime, so it leads to continuously looking for this scientific and administrative way that leads to form a new generation of employer called organization citizens (Al-Hawary & Hadad, 2016). the organization must be capable of changing the individuals behaviors which help to organizational development by being far from selfishness behaviors, and up to this, many of researchers got interested in the behavior of organizational citizenship (OCB) (Lee et al., 2013).Which is a willing behavior that employer has to do by his/her choice without being the organization rewards and incentives is what he/she aimed for (Podsak off et al., 2000).

The importance of organizational citizenship came from being a positive behavior which gives a suitable work environment for corporation and it makes some of employers to finish their work perfectly and make them more qualified about their responsibilities for tasks as well, also it's the main source for accomplish the competitive advantage so nowadays it becomes a strategic balance in business filed (Kolade et al., 2014; Al-Hawary & Hadad, 2016), if the organizational citizenship behaviors is found then it makes the individual or employer has the ability to improve his/her skills and experience that brings back the benefits for his/her work and organization (Pooja & Abeeda, 2014), in despite of that the organizational citizenship is not clearly documented but it still have a distinct influence to accomplish the effective organizational performance (Abdullah & Boyle,2015).

Naeem, Malik & Bano (2014) and Raghoebarsing (2011) showed that the behavior for organizational citizenship has an impact on organizational effectiveness. And what Ismail, Jassim & Saber (2012) assured for the importance of organizational citizenship for individuals where it could be a capable environment to motivate and develop creativity through unrestraint the ideas and suggestions that come up from individuals, which can lead for the achievement motivation and empowering performance. Also to have the sense of responsibility for the organization, to give individuals a chance so they can measure and see their management capabilities to enable them for being a part of making decisions as well.

Education sector is one of the most important sectors that are developing countries push forward progress, because of science generations are built, that are the source of competent human resources, and its mine to feed other sectors(Al-Hawary, 2010; Al-Hawary, 2010), so it requires finding ways to achieve sustainability of this sector, in achieving continuity towards development, and finding ways to achieve it through internal environment directorates of education to fit with the external environment (Al-Hawary & Alajmi, 2017). The researchers found the need to identify the team work traits level, and learn how to acquire between team members within these directorates, and does have an impact on the organizational citizenship behavior?, because the team work is an important means of integration of staff through team members interaction with each other, and how they acquire new affiliates these attributes through the social system governed by profession controls work, and that the researcher tries through this to identify the impact of team work traits on organizational citizenship behavior from the perspective of employees working in the Education Directorates in North Region of Jordan.

This study draws its importance as it represents the accumulation of knowledge by supporting the scientific library as a contributions to meet a fraction of the theoretical literature relevant around the concept of team work traits, and organizational citizenship behavior, and is expected to contribute to this study pave the way for other researchers to delve into these topics, to open horizons for new studies in light of the study results, due to the multiplicity of opinions among researchers about the dimensions of these two variables, so this study came to identify teamwork traits impact on organizational citizenship behavior in the Education Directorates in North Region of Jordan.

II. Theoretical Framework

a) Team work concept

Numerous definitions that addressed team work in Arabic and English studies, Kohn & OConnell (2007) define teamwork that is a group of individuals which are characterized by interaction among themselves, to achieve the common goal, which controlling, and directing behavior towards teamwork, and Xyrichis & Ream (2007) by studying health teams that team is a group of individuals sharing common objectives determined by community needs or organization through the contribution of each Member according to competence and skill they possessed, and in coordination with other functions. Griffin & Moorhead (2012) defined team as a small number of people with complementary skills, who are committed to a common performance standards, and agree on the approach for mutual responsibility, and Mangi et al (2015) indicate that teamwork is a group of human being that they have high performance, when its members along with the spirit that enables them to achieve the group goal in the workplace with confidence and cooperation, and reduces the workload for everyone which enables them to exchange ideas and assignments.

Through what was mentioned in most previous definitions of the concept of team work from the viewpoint of researchers. The researchers may define the teamwork as a variety of individuals within the organization possess skills, values and common work, integrates, interacts, and affected with each others in an organized matter to achieve an agreed objective obliged by specific conduct and performance criteria and responsibility for the results of the achievement of that objective.

b) Teamwork traits

Previous studies have addressed Teamwork traits from multiple angles, according to their effect on the variables that have been discussed as productivity, job performance, and knowledge management etc. As the table below shows a set of Teamwork traits covered by previous studies.

Table (1): Teamwork traits by previous studies

Researcher	Teamwork traits
Becker et al. (2000)	Clarity of objectives, conflict management, versatility, commitment, performance quality, mutual responsibility, confidence, support
Mealiea & Baltazar (2005)	Clear objective, consensus of decision making, participative leadership, listening, flexible communication, self assessment, civilized conflict, diversity style, network, participation, informal relations, willingness to participate, clear roles and duties, independence, structural support (supporting organization), leadership/management style, learning environment
Thyleffors et al. (2005)	specialization Role, task connection, coordination, task specialization, leadership, role interdependence
Molleman & Slomp (2006)	team size, team cohesion, diversity, striations (conflicts).
Heng (2006)	team size, team type, size of the Organization), demographic characteristics (gender, age, education), behavioural characteristics (clarity of role, task division, compatibility with the objectives of the group, openness to change, accepting the differences of others)
Michela et al. (2009)	Mission and goals, team leadership, communication, decision making, conflict, motivation, culture, meetings, self-management
Alteparmakian (2010)	objective (common identity, common tasks, a sense of possibility of success), installation (clear definition of organic, recognition of individual contributions, balanced roles), interaction (mutual trust, a sense of the relationship between the members, direct and open conflict, a common information base, listen and ask questions at a high level, healthy level of stress, flexibility and ability to respond).
Meesad (2013)	Clear objectives, role definition, open and clear communication, effective decision making, balanced participation, values diversity, conflict management, positive atmosphere, cooperative relations, participative leadership
Nanc arrow et al. (2013)	Good communication, understanding and respect for the roles, the right mix of skills, quality and outcomes of care, team processes commensurate with resources, goal and clear vision, bonuses and individual opportunity, flexibility, good leadership, culture of teamwork, training and development opportunities, the career external image, personality traits.
Mangi et al. (2015)	Understanding, skills, attitudes

Based on the above, the study addressed the Teamwork traits that affect organizational citizenship behavior as mentioned in the subject of impact between two variables, in proportion with the study population where they were relying on five dimensions as follows:

Clear goals: Organizations aim through important data, assumptions or behaviors to build clear vision, which include the values to permit and reporting common values throughout the Organization (Al-Hawary, & Shdefat, 2016), and thus involve and motivate individuals to achieve them, and can derive the clear objectives of the team and measurable from the clear vision and mission statement, as much as the team members participate in the development and prioritization of objectives and a better understanding of the business requirements were more motivated to achieve these goals (Mickan & Rodger, 2000).

Michela et al. (2009) assure that clear objectives describe the Organization's mission and the direction of the broad objectives to achieve the detailed tasks, and these objectives make the staff strives to achieve them, achieving goals through collaborative and social interdependence rather than individual goals and competition (Meesad, 2013). There are objectives in both personal and organizational level, therefore it may be necessary for teams to accept diversity in these goals and try to adapt, The purpose of the team is not just achieving the goal, but adapting those goals, if the target is ambiguous or defined in the wrong way, the team will lack the motivation and commitment. And teams which lack a clear understanding of its objective could not fully contribute to the integrity of the Organization's strategy.

Open Communication: The team needs an open, sound, and flexible communication, especially in the beginning of its forming, especially in the standard-setting stage, where open communication is established between the team members and candidates begin showdown task within their reach to develop agreed procedures for the task group (Al-Hawary & Batayneh, 2011).

The criteria of team membership is having to learn how to give and take in the views, either with each other or with the Organization, and information exchange must be conducted with mutual respect among team members, and believed that contact with such qualities will lead to clear roles and expectations, and to increase the productivity of team, strengthen cooperation and resolve problems, improve working relations, and increase job satisfaction and the conflicts will be less destructive, as well as those traits that characterize open communication will enhance personal sense of accomplishment, and strengthening the capacity of solving problems through critical review of opinions as a learning opportunity, and therefore team members are more willing to express their opinions, which leads to more open and effective communication (Becker et al., 2000). Meesad (2013) assures that clear and open communications avoid teams from many different problems that often can be traced to poor communication or lack of good communication skills possessed by members, such as good listening or provide constructive feedback.

Open communication within the group where there is positive feedback and actively listening to the concerns and needs of team members, and appreciate their contributions, and express what helps to create an efficient working environment and team members should be willing to give and receive constructive criticism and provide feedback accurately (Tarricone & Luca, 2002). Mealiea & Baltazar (2005) pointed out that flexible communications is a must so that team members take advantage of communications opportunities and sharing of emotions and information, and provide timely feedback with the members of the task group. This must be in a two ways communications, and ideas don't usually move up, we do mean to senior management direction, that one of the reasons impeding the success of teams (Nancarrow et al., 2013). Nazzaro & Strazzabosco (2009) see that the concept of good communication as a way for the team's success under the exchange of information by all members, and good communication makes all members provide what they know of experiences and skills and what they think and feel about the team to be more efficient.

Conflict management: The conflict is highly controversial opinions due to the inability to meet needs or goals, or objectives, or because objectives are not clear, unacceptable, unrealistic, or are in opposition by interested parties (Bulleit, 2006). Conflict management means that teams put appropriate internal mechanisms and personal sensitivities to manage conflicts that may occur within the team (Mealiea & Baltazar, 2005). And conflict within the difference is inevitable, based on this principle, the definition of conflict management to manage stress instead of avoiding conflict, employees must learn to manage conflict effectively, and become high performance teams, team members go further to resolve differences with conservative on self-respect, and conflict results through collaboration in a way that industry or manage conflicting views that lead to solutions to problems (Becker et al., 2000). conflict management processes reflect cooperative behavior, aimed at maintaining internal relationships, and in turn face destructive actions hostile to cooperation as competitive behaviour that is likely to upset the relationship or that reduces the odds, and by focusing on constructive ways in managing conflict stems from faith in explaining the basic functional conflicts in teams (Desivilya et al., 2010).

Conflict within the team must make sure not to over problems under a rug team without standing on solving them, and find out why they occur, and this meant that team member's discussing views about a particular issue, so that they have a vision of the conflict process based not disruptive as well as a healthy way to get new ideas to solve what looks difficult problems, and conflict in a manner that can increase creativity and promote team thinking and balance all views, as conflict usually making decisions by consensus, It often leads to higher quality of decisions and allows team members to express their true feelings, and managed conflict (Meesad, 2013).

Role define: Many studies indicate that clear role is a decisive feature of the team work, because when the team members understand their duties or responsibilities, they can complete each other, and increase their inclination towards coherence and collaboration (Heng, 2006). It also defines roles explicitly contribute to involve individuals in the team, by knowing what is required and what should his performance, to feel the accomplishment and pride and satisfaction from work, moreover it is sure to make the staff is made up of a mix of different personalities that what is really needed to make an effective team (Becker et al., 2000). As understanding of team members distinguish their role, and degree of different roles within the team, and how they understand their tasks, and understand what is the appropriate of skills and knowledge necessary to perform the work, and what is their Outlook on the roles of different members, and how to find harmony to achieve team's goal (Borrill et al., 1999). Role definition is also part of a dynamic social system which allows the employee to use his discretion and ability to achieve results and meet organizational goals and similarly, the importance of clear roles lies in knowing the expectations about specific employee since the beginning of his implementation tasks and becomes a simple to set employees goals and organizational objectives, there is no room for any ambiguity about responsibilities and relationships with colleagues, and is likely to be the definition of posts is easy if the job descriptions well (Meesad, 2013).

Nancarrow et al. (2013) indicate that whenever the roles were understood, and team members respected their roles, and role of each other, then restrictions and limitations of each role is well understood, and there will be an understanding of how roles have the ability to affect the recipients of the service (customers) provided by a member of the team who responsible for that role, there should be suitable in roles of each Member group, and is different from the rest of the team to make it special and explicit liability.

Participative leadership: Participatory leadership described as leader sought to collect various views and various proposals and encourage participation in decision making, especially when the team members are involved in that decision (Al-Hawary & Abu-Laimon, 2013; Al-Hawary et al., 2011), which promote accurate diagnosis of the problem, as well as strengthening the interdependence of members together and create and stimulate team spirit (Heng, 2006). Bogdanić (2012) defined this style of leadership as the way that managers behave in the process of making and implementing decisions. Somech (2003) defined participative leadership as joint decision making or shared influencing at least in the decision making process through a superior number of employees.

Participative leadership is the leader method that allows participation of all team members in identifying the fundamental objectives, and the development of procedures and strategies to achieve those goals. From this perspective, participative leadership could be seen as a leadership styles that rely heavily on the functioning of the leader as a facilitator of team operations instead of just issuing orders or make modifications, this type of participation can be used in leadership style in business conditions, voluntary organizations, and even inside the House, that co also means to involve team members in making decisions, as leader share team members in making decisions, and this is most important when the need for creative thinking in solving complex problems (Meesad, 2013). and leadership functions should be performed by reliable so as to guide and coordinate the activities of other team members (Al-Hawary & AL-Zeaud, 2011), and assess their performance, and assign tasks to them and motivate them, planning and organizing the positive atmosphere of the team (Michela et al., 2009).

c) *Organizational citizenship behavior*

During the II World War, the United States linked military front eighth internal front and urged all its citizens in various sectors to increase productivity and efficiency, and make citizens feel that they are able to achieve victory, each according to his position, even if away from the battlefields where they were distributing posters had slogans that every citizen is a fighter (Bird & Rubenstein, 2013). These developments may be that coincided with the outbreak of the second world war are inspired by Bernard (1938) in the composition of the beginnings of the term organizational citizenship behavior (to cooperate) (Mehboob & Bhutto, 2012). As Bernard broad investigative analysis fundamentals driving organizational behavior which1964 Katz relied on, when he identified three major styles and then organizational citizenship behavior term appeared.

d) *Organizational citizenship behavior concept*

Numerous researchers define organizational citizenship behavior, the best definition by Organ in 1988 as voluntary individual behavior which not recognized directly or explicitly by the official reward systems, which achieves efficient Organization (Murtaza et al., 2004). Table (2) shows the organizational citizenship behavior definitions of a number of researchers.

Table (2): Organizational citizenship behavior definitions

Researcher	Definition
Fournier (2008)	Behaviors exercised by Organization members beyond the formal requirements of the job but optional voluntary contributions by individuals for the benefit of the Organization and is not mandatory and is not included in the list of job descriptions for jobs and there is no guarantee of reward or compensated by the organization.
Miao & Kim (2009)	Voluntary individual behavior, which not recognized directly or explicitly by the formal reward system, which enhances the effectiveness of the Organization's job.
Aba-Zeid (2009)	Actions relating to what the individual do within the work environment as a voluntary optional with intend to achieve the objectives of the Organization, these acts do not fall within the official duties, and not recognized by the system of incentives and bonuses approved by the organization
Lee et al. (2013)	The free will of the individual to contribute more effectively to perform his functions without any formal compensation by organization.

Albshabshah et al. (2011)	The procedures done by the employee and beyond the minimum requirements of the role expected by the organization which promoted the welfare of coworkers and the organization.
Kolade et al. (2014)	A special part of work behavior, including individual behavior which is beneficial to the organization which is not subject to formal rewards systems and is often part of the psychological contract between the individual and his organization and hoped to be rewarded by the employer or organization.
Rostami & Pir (2014)	Individual authority is not subject to any direct or indirect remuneration which is effective and recommended behavior in human and organizational behavior system.
Al-Azzam (2015)	Behavior stems from the will of the individual as a voluntary choice behavior not rewarded to do and not be punished for leaving it, but this behavior has a role in improving job performance and increase efficiency and help the Organization to stay on top of the generous and confront their competitors.

e) Organizational citizenship behavior dimensions

Despite some differences among researchers regarding organizational citizenship behavior subject, this concept centered around two types of behaviors: compliance and assistance which was centered around them the dimensions of organizational citizenship behaviors, that appears its measurement clearly to workers in many organizations (Robertson, 2013). While Cooper (2010) assured that organizational citizenship behavior is divided into two main branches of other dimensions are altruism and general compliance, whereas altruism is a managerial behavior in a way to help someone to someone else, and when the employee helping a colleague in completing work-related task, such assistance is part of the compliance. The organizational citizenship behavior also divides into two kinds: one about individual and organizational, the other toward the Organization, and the first group is called conscience or consciousness, it is the individual behavior towards the initiative in completing tasks, taking into account the regulatory functions, and the second is called altruism is that an individual's attitudes towards colleagues to deal with labor issues (Chen, Yang, 2012).

Table (3): Organizational citizenship behavior dimensions

Researchers	Dimensions
Chiun Lo (2009)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Miao & Kim (2009)	Courtesy, Sportsmanship
Zhang (2011)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Ajgaonkar et al. (2012)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Martinez, Illinois (2013)	Sportsmanship, Civic Virtue, help
Hougyun (2014)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue
Kolade et al. (2014)	Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue

Through what has been identified by previous studies in the above table, the current study selected five dimensions: (Altruism, Courtesy, conscientiousness, Sportsmanship, Civic Virtue).

Altruism: Selfless intended for the welfare of others or virtue in many cultures for religious cultures and is the opposite of selfishness and work to help colleagues, helping them for their responsibilities (Ajgaonkar et al., 2012). Altruism is an ethical behavior is committed to helping others and serve them to sacrifice self interest. And there you find staff who does this behavior despite his workload or particular problems, and this is one of the creations of divine religions, and religion of Islam. This behavior is directed towards helping coworkers or customers or who is responsible in performing their functions within the Organization, and not for the purpose of obtaining a motivational reward for such behavior (Al-Azzam, 2015). Cooper (2010) indicated that altruism regards with discretionary behaviors that are geared toward helping specific individual to complete relevant organizational task.

Courtesy: another dimension of organizational citizenship behaviors, where employee conduct polite and thoughtful side to side while trying to avoid creating problems, and the difference between them and the help that it is precisely this conscious effort that prevents problems and try to make things as easy as possible for other employees as possible (Williams (2013). This behavior also aims to address and resolve problems between the individual and his colleagues at work, and with clients (Al-Azzam, 2015), and this dimension focuses on respectable behaviors and avoid creating problems related to work with others, as an employee consultation with a colleague before taking action to avoid creating problems with him or harass him or make his job harder (Kolade et al., 2004).

Conscientiousness: Organization rules and policies require acceptable degree of obedience by their workers, such as respecting the times of attendance, precision, order, and take care of the Organization's property, yet the mechanisms of organizational discipline imposed minimum and cannot be imposed more especially in civic organizations, so that

Conscientiousness be so clear to the extent to which an individual applies to those rules and regulatory mechanisms more than the minimum, applied by the management of the Organization (Albshashbh & Al-Harahsheh, 2011). It also refers to compliance with regulatory rules and regulations such as not taking a break or a vacation from work, and provide work reports on time (Hougyun, 2014). This behavior exceeds the minimum functional requirements as well as maintain follow the rules and regulations established by the Organization, even in the absence of control and supervision by others (Saed, Abdul Sattar, 2014).

Sportsmanship: the principle of tolerance which must form an inevitable part of every organizational framework and is important for enhancing the morale of colleagues as well as reducing labor turnover (Chiun, Lo 2009). It also referring to absorb things that don't match the expectations of the individual in a work environment, that caused whining and complaining and making him able to sense others ' problems and the ability of tolerance and patience (Abu-Zaid, 2009).

Civic Virtue: this dimension focuses on the protection of the Organization's resources by avoiding negative behaviors that exploit their policies and resources for personal use, and to participate in group action, and focus on the contributions that fall outside the limits of the organization, or in the external environment with actors make sure company's contribution to social welfare and protect the image or reputation of the company (Miao & Kim, 2009). This behavior is available to employees who are interested in the life of the Organization, and to participate in matters of policy, and make it over their personal goals, Civic Virtue reflects the individual desire in a serious and constructive integration in all activities that satisfy the effectiveness of the Organization even though informal (Abdullah et al., 2008). As well as sharing of responsibility and intervene to improve and develop the work, and concern for the future of the Organization (Martinez, Illinois, 2013). Al-Azzam (2015) also finds that one of the Civic values that are based on the individual's participation, and interest in the organization effectiveness, through those activities that reflect the spirit and loyalty to the organization as maintaining permanent devices that individual uses, and do maintenance and ensure validity of the work and the purpose for which it was hired for.

f) Team Work Traits and Organizational Citizenship Behavior Clear goals and Organizational Citizenship Behavior

The relationship Forming between Clear goals and the organizational citizenship behavior is that promote individual behavior that achieves the goals of the organization, by contributing to the social and psychological environment, where the organization intervene in setting clear objectives which needed to follow the rules of the Organization, this means identifying a fairer system of evaluation and control to meet those goals, and such integrity and clarity creates culture enhances desire to workers ' to work overtime which embodies one of the landmarks of organizational citizenship behavior, and clarity of goal makes the employee able to know how far should work to meet performance standards, and what is the extra work that enhances the desired performance targets (Farooqui, 2012). It also Clears goals defines the required performance expected from members of the Organization to be determined indirectly in the psychological contract, and the value of additional behaviors to them beyond the minimum expected level or informal performance, and so when the formal framework of the organization more clear, the employees will have the option to adopt or avoid these behaviors, and this is a policy that determines the expected voltage target to the minimum required to get the job done, and at this point no further action is good reality within Organizational citizenship behaviors, as it may occur a negative relationship between goal setting and organizational citizenship behavior when they become official duties more clearer, which may be less incentive to perform higher performance than the level required, which may reduce organizational citizenship behavior (Gadot & Angert, 2007). Based on these findings the following hypothesis is suggested:

H: Clear goals directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

g) Open communications and Organizational Citizenship Behavior

Open communication is about the ability of the employee to receive information which related to work in various emerging trends (upside, and downside) coming from work colleagues or team members, they explain the role and objectives of the employee wishes to achieve, as it creates a healthy environment within the organization which provide contentment of staff in achieving workplace satisfaction. As to having managers or team leader for communication skills, and keep channels of communication open between him and team members or employees affect organizational citizenship behavior (Uğurlu & Sincar, 2013). By clarifying any ambiguity of work, or what employee facing toward a specific issue, his sense of freedom to communicate and transfer credible information to the manager will enhance confidence and cohesion among themselves, and thus the spirit of cooperation will be created which generates concern for prosperity within the team. And to achieve a sense of employee satisfaction toward communication, it should be related positively to better performance, and specifically the communication affect job performance, as organizational citizenship behavior an aspect of the job performance, it can concluded that satisfaction about communication in the working environment positively associated with organizational citizenship behavior, and this is confirmed by the social exchange theory (Kandlousi et al., 2010). Open communication is a part of organizational communication, and is an expressive image to communicate effectively to build appropriate channels of communication between managers and employees, to contribute to the overall performance of the Organization, so, organizational communication must be seen as an important issue in strengthening organizational citizenship behavior for employees, because of its role in strengthening the relationship between them and the Organization (Yildirim, 2014). Based on these findings the following hypothesis is suggested:

H: Open communications directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

h) Conflict management and Organizational Citizenship Behavior

The contribution of the employee to resolve conflicts that may arise from the degree of freedom afforded to him by the management or team, maybe bring coherence and collaboration among team members that contribution and participation on the basis of available clarity and confidence, and as part of voluntary behaviors to try to resolve the conflict. A jgaonkar et al. (2012) demonstrates, when he mentioned one of the organizational citizenship behavior definitions (civility) that is a discretionary behavior by employee to resolve issues and build consensus and effective contribution in resolving conflicts, locating resources, and the possible expertise to solve organizational problems, and collaborate with others, and try to influence others through their own work. So when there is conflict management as part of the team, as one of its methods to resolve conflicts, and conflicts among members, the proportion of active contributing has raised as part of the definition of civility. As the conflict is one of the natural phenomena that go along with individuals and group, and one of social interaction between them, due to the difference in their orientation, desires and their needs on the one hand and the differences among group or team in values and directions (Sunaina & Al Bayati, 2014). Based on these findings the following hypothesis is suggested:

H: Conflict management directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

i) Role define and Organizational Citizenship Behavior

To discover aspects of organizational citizenship behavior based on how you define staff with their roles, and what are the behaviors that fall outside those roles, and this result is important for understanding organizational citizenship behavior where staff is seen as good citizens of the organization when they adopt behaviors outside their job components (Morrison, 1994). And may the Manager identify and develop broader roles to include some of the organizational citizenship behaviors, and thus will the employee believes that these behaviors are part of the role required and specified by the Organization, as to provide a clarification of the role of the employees by their superiors is helpful in reducing uncertainty and anxiety toward the welfare of the employee and his success in this sense, the role clarify and define is expected to evolve through employee performance feedback by management which contributes to organizational citizenship behaviors, Thus indicating a positive relationship between the role define through feedback and organizational citizenship behavior (Whitaker & Levy, 2012). Based on these findings the following hypothesis is suggested:

H: Role define directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

j) Participative leadership and Organizational Citizenship Behavior

The relationship between participative leadership and organizational citizenship behaviors Overlap on the principle of voluntary and additional role, manager or leader when his employees share some decisions concerning work might have a kind of selflessness and high confidence in subordinates, or it is planted and developed this trust between them, and participate in management activities by employees is a part of helping others and an additional, voluntary effort stems from the interest of the Organization and its future, and the desire to develop self and consciousness, also to participate in leadership and management may not be formally or request or consent of the leader on this orientations and behaviors as maintaining organizing and functioning, and correct the wrong may found in some functional activities and perspective directions of senior management or the management of organizational unit. Civic Virtue shows the individual participation in the responsibility and concern for the lives and the future of the company, and that direct the employee to participate in the organizational activities and keep abreast of developments and to defend its reputation, and to be vigilant of organizational policies and reporting any violations and listening to grievances of colleagues, and all this is part of the employee's participation in the management of the organization directly or indirectly making it more organizational citizenship behaviors.

Göksoy, (2014) indicated that the high contribution of teachers in making decisions and managing school leads to raising organizational citizenship behavior, as we find that managers are following different styles of leadership based on their relationships with their subordinates, which creates a distinction between them, and lead to their sense of injustice, and not belonging to the organization, which makes it a negative perspective towards engaging in organizational citizenship behaviors because organization not paying interest for them (Rubin, 2013; AL-Zoubi, 2009). Leadership has a large role in influencing employee's willingness to engage in organizational citizenship behaviors, through their association with a particular leadership style which affects the quality of the relationship between that employee with a Manager, or any member of team with such trait, and is a key to improve performance (Kashif, Khan & Rafi, 2011). And many studies have shown the existence of a positive relationship between leadership styles and organizational citizenship behavior as a study (Yesuraja & Yesudian, 2013), and study (Farvoodi et al., 2013) conducted on different occupational groups, managers and employees of the company (Ahromsazeh) which provides a positive and meaningful relationship between organizational citizenship behavior handy and participative leadership style. Based on these findings the following hypothesis is suggested:

H: Participative leadership directly influences Organizational Citizenship Behavior of the Employees in the Education Directorates in North Region of Jordan

III. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure1. As can be seen from the framework, the study investigates the impact of Team Work Traits on Organizational Citizenship Behavior from the Viewpoint of the Employees in the Education Directorates in North Region of Jordan, where Team Work Traits are the independent variable and are positively related to Organizational Citizenship Behavior as the dependent variable.

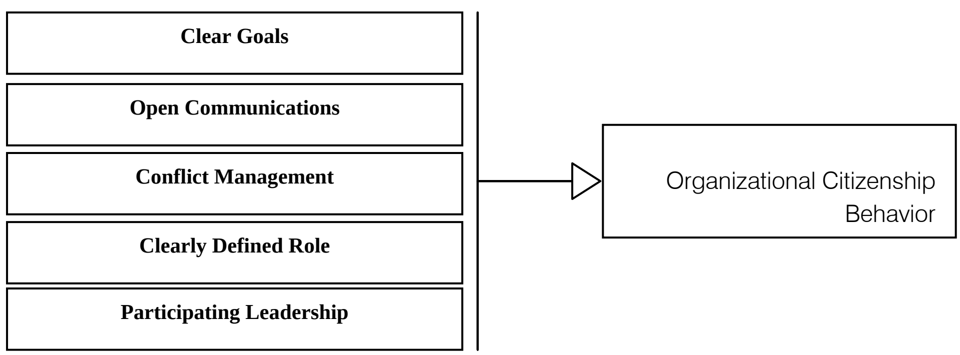

Figure 1: Theoretical Model

IV. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Team Work Traits and Organizational Citizenship Behavior).

a) *Data collection*

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Team Work Traits adoption by the Education Directorates in North Region of Jordan adopted from previous studies, and which could possibly influence Organizational Citizenship Behavior, using a five-point Likert scale. The following practices were focused on; Clear Goals (6 statements), Open Communications (6statements), Conflict Management (5 statements), Clearly Defined Role (4 statements), and Participating Leadership (4statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of employees Organizational Citizenship Behavior were focused on these dimensions ; Altruism(6statements), Courtesy(4 statements), Sportsmanship(7statements), Civic Virtue(4 statements), Conscientiousness (5 statements).

b) *Study tool*

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (=5). All items were positively worded. Team Work Traits consist of Clear Goals, Open Communications, Conflict Management, Clearly Defined Role, and Participating Leadership, were adapted from previous studies (Becker et al., 2000; Messad, 2013; Heng, 2006). Organizational Citizenship Behavior dimensions consist of Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness, to measure Organizational Citizenship Behavior, the most widely used measure of Organizational Citizenship Behavior adapted from Nieh off & Moorman, 1993; Kim, 2013; Lee & Allen, 2002).

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c) Sample

The study population consisted of all of the Employees in the Education Directorates in North Region of Jordan counted 14 Education Directorate (1712 employee), a random simple sample was selected from the study population, with reference to the sample schedule (Bartlett et al.,2002), a sample of 300 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (262) questionnaires retrieved. After reviewing the questionnaires show that there are (12) extremely unfit for statistical analysis, that had the study sample size (250).

Table (4): Sample characteristics

Variable		Frequency	%
Age group	less than 30	64	26%
	30- less than 40	76	30%
	40 years and more	110	44%
Gender	Male	163	65%
	Female	87	35%
Educational level	Diploma	31	12%
	Bachelor	166	66%
	Master	36	14%
	PH.D	17	7%

Females make (35 percent) of the employees on the other hand Males respondents represented (65 percent) of the sample. The largest group of respondents (44 percent) were aged 40 years and more. The next largest group (30.0 percent) were aged 30- less than 40. Smaller groups of respondents were aged less than 30 (26 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (66 percent), respondents with Diploma degrees make (12 percent), respondents with Master degrees make (14 percent). Finally, holders of PH.D degrees make (7 percent) of the employees. The sample characteristics of the respondents represented in Table 4.

d) Reliability and validity of the survey instrument

The survey instrument with 54 items was developed based on two variables Team Work Traits as independent variables with five dimensions; Clear Goals (CG1-CG6), Open Communications (CC7-OC12), Conflict Management (CM13-CM17), Clearly Defined Role (CDR18-CDR21), and Participating Leadership (PL22-PL25). Organizational Citizenship Behavior as dependent variables with five dimensions: Altruism (AL26-AL31), Courtesy (CO32-CO35), Sportsmanship (SP36-SP43), Civic Virtue (CV44-CV47), Conscientiousness (CON4852). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gate wood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table (5): Factor analysis of Team Work Traits

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Clear Goals **(CG)**			.857	78.689	0.8295
CG1	0.515	0.741			
CG2	0.760	0.819			
CG3	0.831	0.615			
CG4	0.780	0.788			
CG5	0.570	0.781			
CG6	0.740	0.795			
Open Communications **(OC)**			.801	71.984	0.8478
OC7	0.501	0.801			
OC8	0.528	0.801			
OC9	0.560	0.812			
OC10	0.835	0.839			
OC11	0.751	0.899			
OC12	0.540	0.753			
Conflict Management **(CM)**			.748	57.298	0.8872
CM13	0.536	0.727			

CM14	0.691	0.830			
CM15	0.821	0.866			
CM16	0.680	0.753			
CM17	0.820	0.848			
Clearly Defined Role **(CDR)**			.798	63.482	0.8514
CDR18	0.615	0.722			
CDR19	0.533	0.731			
CDR20	0.580	0.889			
CDR21	0.810	0.831			
Participating Leadership **(PL)**			.741	60.543	0.8561
PL22	0.730	0.745			
PL23	0.751	0.857			
PL24	0.601	0.846			
PL25	0.545	0.734			

Table (6): Factor analysis of Organizational Citizenship Behavior

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Altruism **(AL)**			.638	64.647	0.8157
AL26	0.532	0.698			
AL27	0.612	0.714			
AL28	0.569	0.687			
AL29	0.578	0.672			
AL30	0.638	0.657			
AL31	0.661	0.749			
Courtesy **(CO)**			.724	61.459	0.8245
CO32	0.587	0.635			
CO33	0.547	0.648			
CO34	0.512	0.691			
CO35	0.568	0.672			
Sportsmanship **(SP)**			.715	36.528	0.8958
SP36	0.539	0.623			
SP37	0.524	0.612			
SP38	0.612	0.742			
SP39	0.597	0.689			
SP40	0.552	0.649			
SP41	0.572	0.643			
SP42	0.539	0.613			
SP43	0.617	0.729			
Civic Virtue (CV)			.689	36.254	0.8531
CV44	0.527	0.617			
CV45	0.564	0.638			
CV46	0.618	0.761			
CV47	0.542	0.651			
Conscientiousness (CON)			.724	32.254	0.8424
CON48	0.614	0.715			
CON49	0.623	0.762			
CON50	0.598	0.679			
CON51	0.558	0.637			
CON52	0.617	0.744			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Team Work Traits, and Organizational Citizenship Behavior dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (5) and Table (6). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (5) and Table(6). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 5, and 6) are generally considered acceptable

(Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52.7 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

e) Descriptive statistics analysis

Table (7) indicates that the Employees of the Education Directorates in North Region of Jordan evaluate clearly defined role (with the highest mean scores, i.e. M= 3.64, SD=0.66) to be the most dominant of Team Work Traits and evident to a considerable extent, followed by clear goals (M= 3.56, SD=0.55), open communications (M = 3.45, SD=0.52), conflict management (M= 3.15, SD=0.67), and participating leadership (with the lowest mean scores M = 2.74, SD=0.59). With regard to Organizational Citizenship Behavior, Employees in the Education Directorates in North Region of Jordan evaluate Conscientiousness (with the highest mean scores, i.e. M = 3.66, SD=0.61) to be the most dominant Organizational Citizenship Behavior dimension within their organization and evident to a considerable extent, followed by Courtesy (M= 3.52, SD=0.63), Sportsmanship (M = 3.44, SD=0.64), Civic virtue (M = 3.33, SD=0.58), and Altruism (with the lowest mean scores M = 3.28, SD=0.52).

Table (7): Descriptive analysis of Team Work Traits and Organizational Citizenship Behavior

Dimension	Mean	Standard deviation
Team Work Traits	3.33	
clear goals	3.56	0.55
open communications	3.45	0.52
conflict management	3.15	0.67
clearly defined role	3.64	0.66
participating leadership	2.74	0.59
Organizational Citizenship Behavior	3.44	
Altruism	3.28	0.52
Courtesy	3.52	0.63
Sportsmanship	3.44	0.64
Civic virtue	3.33	0.58
Conscientiousness	3.66	0.61

V. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational Citizenship Behavior acts as the dependent variable and Team Work Traits, as the independent variables. From the result as shown in Table (7), The regression model was statistically significant (F=103.595; R2=.678; P =.000). The R2 is 0.678, which means that 67.8 per cent of the variation in Organizational Citizenship Behavior can be explained by Clear Goals, Open Communications, Conflict Management, Clearly Defined Role, and Participating Leadership. The proposed model was adequate as the F-statistic = 103.595 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Team Work Traits and Organizational Citizenship Behavior.

Table (7) also shows that Clear Goals(ß =0.273, p< 0.05), Open Communications (ß =0.177; p<0,05), Conflict Management (ß =0.146, p< 0.05), Clearly Defined Role (ß =0.251, p< 0.05), and Participating Leadership (ß =0.167, p< 0.05) had a significant and positive effect on Organizational Citizenship Behavior. This provides evidence to support H1a, H1b, H1c, H1D, and H1e. Based on the ß values clear goals has the highest impact on Organizational Citizenship Behavior followed by clearly defined role, open communications, participating leadership, finally conflict management.

Table (8): Regression Summary of Team Work Traits and Organizational Citizenship Behavior (N=423)

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.	COLLINEARITY STATISTICS	
		B	Std. error	ß			Tolerance	VIF
1	Constant	.128	.059		3.035	.003		
	clear goals	.224	.043	0.273	8.617	.000	0.19	5.26
	open communications	.187	.043	0.177	4.850	.000	0.14	7.26
	conflict management	.152	.030	0.146	3.261	.041	0.12	8.06

	clearly defined role	.211	.033	0.251	6.685	.000	0.17	5.95
	participating leadership	.156	.030	0.167	3.07	.021	0.14	7.14

Notes: R^2 =.678; Adj. R^2 =.654; Sig. F = 0.000;-F value = 103.595; dependent variable, Organizational Citizenship Behavior
$p < 0.01$

VI. Discussion

Regarding the teamwork traits, the results of the study found that the level of teamwork traits is moderate, this result indicates that the representation of the Employees in the Education Directorates in North Region of Jordan for the teamwork traits not in perfect shape, and this result may be due to the lack of clearly defined strategies or programs, and not working to develop these teamwork traits in departments, this result agrees with the results of Bulbul (2009) which showed that the availability of teamwork traits of private companies In Syria came moderately, while this result is not agreed with AL-Adaileh (2006) which showed that the teamwork traits of the Jordanian ministries came to a high degree. It also varies with the result of Alvaidi (2008) which showed that the degree of teamwork traits in security services came to a high degree. As it turns out that the Employees of the Education Directorates in North Region of Jordan have a clear sense of common purpose, the more experienced members or officials explains the criteria and methods of work, with setting clear procedures to develop objectives and a clear sense of common purpose, and vary with the results of Meesad (2013) which showed the absence of a clear sense of the goals of the staff of the University of Naresuan task. As the results of this study found that the employees of the education directorates in north region of Jordan practice open communication, they have the freedom to express their views, share information, and vary with the result of Wadeh and Azzedine (2013), which showed lack communication skills, lack of conscious communication to the administrative staff in the university libraries. The result of this study also varies with (Meesad, 2013) which showed no clear regulation for open communications among Naresuan university staff.

As illustrated by the sample answers that the employees of the education directorates in north region of Jordan accept conflict as part of the work, as they are trying to identify problems and solve them, and they have confidence in themselves and the ability of team members to override problems. it turns out that the employees of the education directorates in north region of Jordan have a clear perception about the role required to get the job done, and have clear stability in the role that fall within their responsibilities, and bear the responsibility. This result is consistent with the result of (Meesad, 2013) which showed that the clear role is the most important traits of the teamwork vary within the Naresuan University employees, as well as consistent with study of (Heng, 2006) that showed a clear role has significant positive correlation with in large organizations teamwork. And it turns out that the employees of the education directorates in north region of Jordan practice elements of participative leadership, particularly using authority by Administrators /supervisors to assist staff and fosters sharing with them, the survey result agrees with the result of (Meesad, 2013) which showed that the staff of the university are practicing participative leadership, and agreed with the study (Heng, 2006) which showed participative leadership as an important part of the teamwork in large organizations While this result varies with the outcome of the study of the Wadeh and Azzedine (2013), which showed that the importance of bureaucracy, and the absence of the participative leadership within university libraries.

Regarding organizational citizenship behavior, the results of the study indicated the existence of representation of the organizational citizenship behavior for the employees of the education directorates in north region of Jordan, but not in perfect shape, this result may be attributed to the rule data of monetary life, bureaucratic and administrative redundancies, influenced by capital regulations, and declining values as altruism and consciousness, and this study disagree with study result of Abu-Zeid (2009) which showed the availability of organizational citizenship behavior to workers in the social security institution in Jordan. The directors of education of the Northern Territory in Jordan enjoy the spirit of cooperation, providing assistance to less experienced colleagues, who are exposed to stress at work, and to absent, which is represented by the value of selflessness. Add to that the employees of the education directorates in north region of Jordan who respect the rights of others, and appreciate, and share their advice and counsel, and trying to prevent problems before they occur, and these features may represent the most important pillars represent civility at work. As illustrated by the sample answers that the employees of the education directorates in north region of Jordan have accepted for others, try to understand their views, keep away from whining and complaining, try to work smoothly, and invest time in doing business, which highlighting the rule of sportsmanship in education directorates. And commit themselves to participate in meetings and offer suggestions, and also participate in voluntary acts as a guide to enjoy civilized behavior.

The results of the study indicated an effect of teamwork traits on Organizational Citizenship Behavior; this result means that the dimensions of the teamwork traits (Clear Goals, Open Communications, Conflict

Management, Clearly Defined Role, and Participating Leadership), have a direct impact on organizational citizenship behavior dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness), in this sense it is the higher the teamwork traits, the higher organizational citizenship behavior degree rose among workers of the education directorates in North Region of Jordan.

The results showed an effect of (Clear Goals) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be explained that having a clear sense of goal, sharing goals with team members and clarify standards and working methods, and give responsible enough guidance to improve organizational citizenship behavior of the staff of the employees in the education directorates. It turns out there is an impact of (Open Communications) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan'; this result can be interpreted as having the freedom to exchange business information with team members, and the ability to express ideas comfortably and honestly, freedom, and the opportunity to give and take in a discussion on the implementation mechanisms of work in better way, sharing feedback about the behavior of other colleagues, and make sure understand the objectives by others for the purposes of the person, constitute a whole reason to improve Organizational citizenship behavior of employees in the education directorates of the Northern Territory in Jordan.

The results showed an effect of (conflict management) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be explained that feeling comfortable with the team when expressing concerns, and train team members to accept problems and conflicts as part of teamwork, and search for solutions when they are admitting a problem facing the teamwork, and train team members also identify and resolve potential problems and conflicts in time, constitute an important factor in improving the overall level of organizational citizenship behavior of of the employees in the education directorates of Northern Territory in Jordan. It turns out there is significant impact at the level of significance (the role define) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be interpreted as having a clear perception about the role required to accomplish the work, and take responsibility for ensuring that work done by role, and the tendency to build tasks and activities related to the role assigned to the individual, and having clear stability role that falls within the responsibility of the individual, that will enhance the level of organizational citizenship behavior of the employees of directorates of education in the Northern Territory In Jordan.

The results showed an effect of (participating leadership) on organizational citizenship behavior among workers in the departments of education of the Northern Territory in Jordan, this result can be interpreted that qualify of the directors and officials of directorates of education on participating leadership like to recognize responsible to all group members ' views and perceptions about how to interpret, what should be, and to create an environment to develop staff as part of the job and enables them to participate in the decision making process, and uses the power to assist staff and fosters share with them, perhaps these factors combined lead to an enhanced level of organizational citizenship behavior of the staff of the employees of directorates of education in the Northern Territory In Jordan.

VII. Recommendations

Based on the results of the study, the researcher recommends managers and decision makers of directorates of education in the Northern Territory In Jordan:

1. Managers of directorates of education of the Northern Territory in Jordan have to promote and encourage those teamwork traits to be used in team building, using comprehensive plans to improve organizational climate and a healthy organizational environment supporting a culture of teamwork.
2. Working to enhance the degree of teamwork traits among workers to become at high degree, as they have a significant impact in raising organizational citizenship behavior.
3. Review training programs, regulations and rules related to the organizational changes, cultural, educational, and social which have a direct impact on the behavior of individuals and groups in the directorates of education which impede team style as a developed managerial style.
4. Forming special strategies for directorates of education to be more clear to inculcate and develop teamwork traits to all employees directorates of education.
5. Despite having a participative environment between managers and employees, they were ranked last in averages, so directorates of education have to activate the role of employees to participate in the decision making process and take their opinions on how to interpret their jobs through constructive meetings between the parties in a more transparent manner.
6. Special rewards program included within official rewards systems contribute to encourage spontaneity and the voluntary efforts by employees.

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Review of Daniel Kahneman's Thinking, Fast and Slow

By Dr. P. S. Vohra & Mr. B.R. Biradare

Abstract- Nobel Laureate (Economic Sciences, 2002) Daniel Kahneman's latest offering *Thinking, Fast & Slow* (Farrar, Straus and Giroux, USA) is a magnum opus, giving us a superb compendium and forward-looking discussion of his award winning work conducted often with his longtime collaborator Amos Tversky. Kahneman's work created significant ripples in decision making and behavioral economics, rendering contentious one of the fundamental assumptions of modern economic theory, namely, the rational agent paradigm. In this review, we discuss the key elements of the book, while also brining into perspective the main findings of the works presented therein.

Keywords: *daniel kahneman; thinking, fast & slow; behavioral economics; cognitive biases; prospect theory.*

GJMBR-A Classification: *JEL Code: M10*

REVIEWOFDANIELKAHNEMANSTHINKINGFASTANDSLOW

Strictly as per the compliance and regulations of:

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I. Introduction

To the current foundations of management sciences we seem to have no qualms in ascribing the description of quasi-absolute. This characterization of the field's foundations is occasionally identified by researchers as a lacuna of sorts, but for working managers this concern—concern indeed if they understood it as—often did not merit immediate or serious consideration in their scheme of things for long. Consequentially, case studies and data collection became widespread and research of the fundamental kind—the kind that constitutes & contributes to scientific theory-building—took a backseat. Furthermore, the other fore of this gap grew in the form of researchers rarely attempting to situate increasing piles of meaningful data within the ambit of a fundamental theory; and insofar as they intended to do that, they did not know where to look—maybe because most times there was nowhere to look. As an upshot of this tendency, construction of models was as far as most research in the field reached. But alas, models are no theory. Every so often management science has witnessed a definitive change in this picture characterized by a visible shift in attention from case studies to theory-building. And Daniel Kahneman is one of those who exemplify this long-pending shift. And it is from this more crucial standpoint that we view and appreciate Kahneman's latest offering *Thinking, Fast and Slow*.

Thus, what stands out prominently in *Thinking, Fast and Slow* is Kahneman's attempt at theory-building within which to construct explanatory accounts of his revolutionary findings on decision making. This is refreshing and crucial for the field as it calls itself a scientific enterprise. Of course, *Thinking, Fast and Slow* presents readers with a rich canvas of the revolutionary joint work of Kahneman with Tversky that fetched the former the 2002 Economic Sciences Nobel. When reviewing *Thinking, Fast and Slow,* therefore, it would be tendentious of many to focus on the findings of Kahneman's work on decision making—after all, they forced economists to revise their longstanding notion of how people make their decisions. However, the real gem in Kahneman's *Thinking, Fast and Slow* is his attempt at theory-building to account for his empirical findings on decision making, by espousing the so called dual-process model of human information processing. And Kahneman wastes no time in according the model's importance—he discusses the model right in the beginning of the book.

Kahneman advocates that our cognitive apparatus comprises of two main parts viz. System 1 and System 2. Whereas System 1 is supposed to refer to that aspect of our mental apparatus which is clearly dominated by intuition and hunch, System 2 is supposed to refer to the mental apparatus that employs logical, algorithmic reasoning or simply, rational thinking. System 1 is largely a prerogative of the subliminal realm of mind's information processing, and is therefore characterized by automaticity, swiftness, less executive control and less mental workload. System 2 is the work of the conscious realm of information processing, and is therefore characterized by deliberate efforts, relative slowness, comparatively more mental workload, and is largely under the control of executive function/control.

People's decision making biases, a theoretical construct to explain them and Prospect Theory to model decision making behaviors—these strands together form the hallmark of Kahneman's book. From Bernoulli utility function to Expected Utility to Kahneman and Tversky's Prospect Theory—the enterprise of Decision Making has come a long way in our understanding of how people make decisions and *Thinking, Fast and Slow* is arguably the most significant landmark in this understanding. The defining feature of Kahneman and Tversky's Prospect Theory is the *value function:* Prospect Theory, Expected Utility Theory's *utility function* is replaced by a more correct *value function* and knowledge about how it responds to the *reference point.*

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Kahneman's 1979 *Econometrica* article—his joint work with Tversky on Prospect Theory—remains to this date the most cited article of the prestigious journal.

Thinking, Fast and Slow is an awe-inspiring work that marks a reasoned departure from the orthodox assumptions of economic science. Economic theorists portrayed humans as Bayesian estimators who invariably work at maximizing expected utilities. From Adam Smith to Leonard Savage, and for close to two hundred years, there was a general consensus that people act as rational agents (forming the Rational Agent Theory in economics). This was, arguably, an empirically uninformed consensus. Nevertheless, this view prevailed until Herbert Simon seminal work indicated the unavoidable constraints on human decision making, which marred traditional economists' idealist expectation of people's decision making tendencies. Kahneman and Tversky's work presented in this book is an empirical testimony to Herbert Simon's theoretical postulation of *bounded rationality*. For instance, when presented with two competing economic scenarios—one certain and the other uncertain—people consistently choose the certain outcome showing aversion for risky alternative. This is the phenomenon of "risk aversion", which is anchored in "loss aversion" behavior—people's consistent tendency to weigh negatives of losses more than the positives from gains. Kahneman discusses this whole set of decision making biases, which include "loss aversion", "risk aversion", "sunk-cost effect", "endowment effect", "base-rate fallacy", "duration neglect", heuristics such as "anchoring heuristic" and availability heuristic. These cognitive biases in decision making share a common property: they are all deemed irrational decisions in light of economic science's orthodox rational agent hypothesis. The book suggests "heuristics" as the key tool people employ in making decisions. This suggestion is actually twofold—people tend to use heuristics (due mainly to bounded rationality) which in turn lead to a wide range of cognitive biases while making judgments or weighing tradeoffs between economic decision alternatives. A note of caution is in order here: saying that people have propensity for using heuristics is not tantamount to saying that they are biologically predisposed to rely on heuristics—far from it. So, what bearing does it have on whether or not Kahneman believes that people's decision making behavior under uncertainty is fundamentally irrational, or, if on the contrary he could perhaps be understood as inclined toward believing that if people were somehow trained/habituated toward becoming ideal Bayesian estimators and in the absence of the constraints that bound our rationality—cognitive biases in decision making could be avoided. This is a highly moot and equivocal point both for the enterprise of decision sciences as well as for Kahneman.

Thanks to Kahneman, these are exciting times for decision sciences. The profundity of Kahneman's work will only increase with time.

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Predictors of Intention-To-Leave the Current Job and Staff Turnover among Selected Health Professionals in Ethiopia

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Methods: Institution based cross-sectional study was conducted in Horo Guduru Wollega zone, northwest Ethiopia. An institution based cross-sectional study was conducted using quantitative and qualitative data collection methods. The study participants were full time health professionals holding diploma and above qualification. The sample size for quantitative study was determined using single population proportion formula by considering the proportion of health workers intention to leave of 83.7% from study conducted in Yirgalem and Hawassa ,southern Ethiopia, 95 % confidence level and 0.05 margin of error.

Keywords: turnover, intention to leave, health professionals, wollega, ethiopia, sub-sahara africa.

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PREDICTORSOFINTENTIONTOLEAVETHECURRENTJOBANDSTAFFTURNOVERAMONGSELECTEDHEALTHPROFESSIONALSINETHIOPIA

Strictly as per the compliance and regulations of:

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Results: Three hundred sixty two health professionals participated in the study out of which 222 (60.8%) respondents were males and 284(78.5%) were from health centers. Majority (65%) of the health workers have intention to leave their current health institution. Of these 211(74.3%) were from health centers and 49 (25.7%) were from hospital. Intention to leave was associated with professional category (**β**=0.916), service year in health sector (**β**=0.474), salary (**β**=-0.044), satisfaction with management system (**β**=-0.333), compensation and benefit (**β**=0.134) and work environment (**β**=0.138).

Conclusions: Majority of health professionals intended to leave their current job. Professional category, Management system, Salary and benefits and Working environment were predictors of intention to leave. Thus it was recommended that the working environment and benefit packages should be improved to retain health workers.

Keywords: turnover, intention to leave, health professionals, wollega, ethiopia, sub-sahara africa.

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I. Introduction

In the era of globalization, employee turnover is a persistent problem in organizations. It is common in every type and size of organization and at every organizational level. High turnover causes high cost of recruiting and training new employees, decrease organizational performance and results in lack of employee continuity and organizational stability (Z. Siong2006 et al, K. Ramesh 2012et al). Turnover is an undesirable event in the organizations, because long-term productivity is affected not only by hiring the best qualified personnel, but also by retaining them for a longer period of time (H. Rasch, Ronald 1991).

The reasons behind the turnover decision have been investigated for years. Literatures showed that the main factor that affected employees to quit their current jobs was the intention itself (Z. Siong2006 et al, K. Ramesh 2012et al, Lucy Firth, J. David et al.2004,Fethi Calisir et al.2011,C. A. Veloutsou, G. G.2004). According to the Theory of Reasoned Action, an individual's behavior is determined by his or her behavioral intention. The more an individual shows intention to perform a particular behavior, the more he or she is expected to act it (I. Madden, et al.2006).

The global shortage of human resources for health limits access to effective health services for many people, especially the poor and most vulnerable groups. It hinders progress towards health and health development goals. It is estimated that there is a shortage of 4.2 million health workers worldwide (A. Kiros, T. Gebeyaw, E. Tadesse.2013). Out of 57 countries experiencing critical shortage of human resource for health in the world, 36 are located in Africa. The shortage is most severe in Sub-Saharan African countries; thus, these countries will meet few of the health development goals as a result (WHO. 2006).

In developing countries human resource shortages are not only due to production of health professionals, but also because of employee turnover and instability at health facilities. Workers have always tended to move in search of better living, good working conditions, improved salaries and opportunities for professional development, be it within their own country; from rural to urban areas, or from public to private

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sector and/or from one country to another. Movement of health workers usually result in a loss of capacity of the health system to deliver health care for all peoples equitably (B. Stilwell, K. Diallo, P. Zurn et al.2003). Employee turnover jeopardizes organization's strategic plan to achieve its objectives, reduce innovation, affect quality of customer services and affect morale and motivation of remaining employees (A. Ayinde, A.Titus, A. Adegoroye. 2012). It is very costly for an organization and the cost is due to termination, advertising, recruitment, selection, and hiring new employees (B. Kaur.2013).

In Ethiopia, despite the rapid expansion of health training institutions and the production of health professionals, the gain made is offset by annual losses and the national ratio of health workers per 1000 population is 0.84. This is far less than the standard set by world health organization of 2.3 health workers per 1000 population(Africa Health Workforce Observatory (AHWFO).2015).

The other problem related to human resource in the country is health professionals mal distributed between urban and rural areas. From physicians and nurses, 46% physicians and 28% nurses are working in the capital city. Whereas large regions such as Oromia, Amhara and SNNPR which account for 95% of the country's population have only 15%, 18% and 16.7% of physicians respectively (Africa Health Workforce Observatory (AHWFO).2015, Peru Ministry of Health 2010). The shortage and imbalance in the supply, deployment and composition of the health workforce is an obstacle to the effectiveness of the country's core health systems and services. In addition, intention to leave negatively affected the quality of work. an employee who consider to quite his/her current job withdraw and decline participation in a job, manifest itself as lateness, absenteeism, avoidance behaviour, and lowered performance by affecting the commitment level of employees (M. Kivimäki, A. Vanhala, J. Pentti et al. 2007). There are few studies about health workers intention to leave in Ethiopia. Therefore, this study assessed intention to leave the current job and staff turnover among health workers.

II. Methods and Materials

The study was conducted in Horo-Guduru Wollega zone public health facilities, from February 15 to 30/ 2015. Horo Guduru Wollega is one of the zones of Oromia regional state, Ethiopia. It has a total population of 715,222; of these 51% were male. There were nine woredas and one town administration in the zone. There were around 954 healthcare professionals working governmental health facilities.

An institution based cross-sectional study was conducted; both quantitative and qualitative data collection method was employed. The study participants were full time health professionals holding diploma and above qualification who had 6 months and above work experiences. The sample size for quantitative study was determined using single population proportion formula by considering the proportion of health workers intention to leave of 83.7% from study conducted in Yirgalem and Hawassa, southern Ethiopia, 95 % confidence level and 0.05 margin of error. We used a correction formula for finite population as our source population were less than 10,000 and found calculated sample size of 172 and added 5% non- response rate and multiplied by 2 as we used multistage sampling method to select the study facilities. The total sample was 362 health professionals.

One town administration and four districts were selected randomly by lottery method from a total of nine and one hospital and 16 health centers were included. Then the sample size was proportionally allocated to each selected facility. We randomly selected the study participants from the facilities' by using the human resource department list of health professionals after excluding those who do not fulfill inclusion criteria.

In addition, in-depth interview was conducted with two hospital administrators and 16 heads of health centers.

We used field tested questionnaire for data collection. The questionnaire has different sessions such as, socio-demographic characteristics of respondents, 23 job satisfaction items, 15 working and living conditions items, 9 items on compensation and benefits and 6 items on intention to leave. Except the socio-demographic characteristics, questions were on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire prepared in English was translated to Afan Oromo (the local language) and retranslated back into English to ensure its consistency. We conducted pretest on 5% of sample size pretest outside the study area. Moreover we used checklist to abstract data from human resource documents to calculate turnover rate.

Interview guide was used to conduct in-depth interview with managers. Five diploma graduated health professionals who speak the local language and working outside the study health centers collected the data with support of two degree holder supervisors by conducting in-depth interview. Data collectors were trained for one day.

Our dependent variable was intention to leave the current job and independent variables were socio demographic characteristics (age, sex, gender, income, education, profession), job satisfaction (benefit and salary, professional training, recognition at work, management/supervision, promotion, person misplacement, appraisal, value, safety, moral), working and living condition (work load, type of institution, supplies and equipment, cleanliness, accessibility to clean water, electricity, internet, transport and telephone, shopping and entertainments), compensation and benefits(terminal benefit, allowances.

Quantitative data was entered into EpiData v3.1 and exported to SPSS version 21 for analysis. For the socio-demographic characteristics descriptive statistical analysis were used. Principal component analysis was employed for all likert scale instruments to extract factor(s) representing each of the scales and have factor scores. Multiple linear regression analysis was done to identify determinants of health workers intention to leave from current job. A significance level of 0.05 was used as cut of point. Interview with key informants was tape-recorded and transcribed and translated to English. Then we categorized it into themes and triangulated with quantitative data. Ethical approval was obtained from Ethics Review Committee of College of Health Science of Jimma University and verbal consent was obtained from study participants during data collection.

III. Results

a) *Sociodemographic characteristics of study participants*

A total of 362 health workers responded to questionnaire. From these, 222 (60.8%) respondents were male and majority of them (65.2%) were married. The mean age of the respondents was 27.89 $\pm$ 6.14 years. Majority 304 (84%) were Oromo Ethnic group. Two hundred twenty three (61.6%) were protestant followed by 91(25.1%) Orthodox. More than half (57.5%) were diploma graduates and 144(39.8%) were degree holders. Majority (59.1%) of the respondents were nurses. Hundred ninety three (53.3%) respondents' monthly salary ranges from 2000 to 4000 Ethiopian Birr (Table 1).

Table 1: Sociodemographic characteristics of health professionals in Horo-Guduru Wollega zone public health facilities, 2015.

Respondents' characteristics		Frequency	Percentage
Types of health facility	Health center	284	78.5
	Hospital	78	21.5
Age	<25	157	43.4
	25-29	119	32.9
	30-34	55	15.2
	35-39	21	5.8
	$\geq$40	10	2.8
Sex	Male	220	60.8
	Female	142	39.2
Birth place	Rural	339	66
	Urban	123	34
Monthly salary	< 2000	106	29.3
	2001- 4000	193	53.3
	>4001	63	17.4
Upgraded/specialized	Yes	62	17
	No	300	83
Current obligation	Yes	141	39
	No	221	61
Ethnicity	Oromo	304	84
	Amhara	39	10.8
	Others	19	5.2
Religion	Protestant	223	61.6
	Orthodox	91	25.1
	Muslim	25	6.9
	Catholic	17	4.7
	Others*	6	1.7
Marital status	Married	236	65.2
	Single	114	31.5
	Divorced	10	2.8
	Widowed	2	0.6
Educational Qualification	Diploma	208	57.5
	Degree	144	39.8
	Masters/specialiy and above	10	2.7
Professional categories	Nurses /Midwife	214	59.1
	Health officers	42	11.6
	Laboratory technologist	41	11.3

	Pharmacy/druggist	37	10.2
	Physicians	6	1.7
	Others**	22	6.1
Service year in health sector	Less than one year	43	11.9
	1-5 years	212	58.6
	6-10 years	93	25.7
	11-15 years	10	2.8
	16-20 years	2	0.6
	>20 years	2	0.6
Service year in current health institution	Less than one year	76	21
	1-5 years	222	61.3
	6-10 years	57	15.7
	≥11	7	2

**Wakefana*

***Others from professional categories include: Environmental health, anesthesia, and x-ray technicians.*

b) Health professionals' intention to leave

Overall, 235(65%) of the health workers agree with a statement that they would leave their current job in the near future, of these 193(82%) from health center and 42 (18%) health professionals were from the hospital. From the study participants who intend to leave their current job majority, 83% were from other professional categories (environmental health, x-ray technicians), (72%) were health officers, and 50% were physicians. Overall, 65% of health professionals plan to leave while only 13% disagree on a statement that they will leave their current jobs (Figure 1).

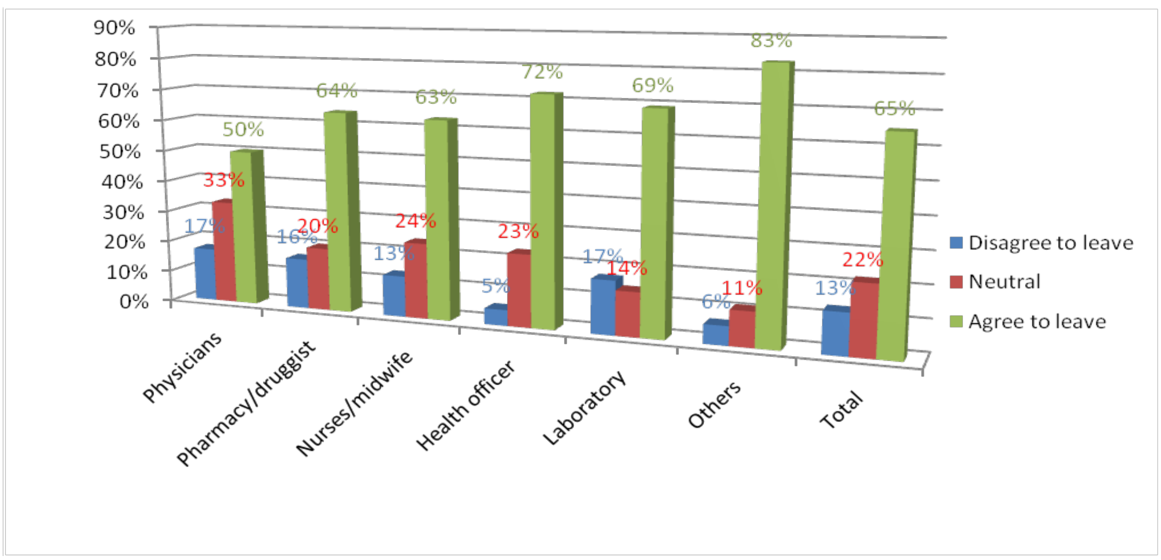

Figure 1: Intention to leave by profession among health professionals in Horo Guduru Wollega zone public health facilities, Ethiopia, May 2015.

**Others include: Environmental health professionals, anesthesia and x-ray technician.*

c) Level of job satisfaction

Only 44% of the respondents were satisfied with their job. Nearly 42 % of respondents were dissatisfied with their current job. Regarding satisfaction by specific items, Majority (64%) of respondents were satisfied that community valued their work and nearly the same percent were satisfied that they feel part of the local community. However, (65%) of respondents were dissatisfied by salary package and (63%) were dissatisfied by fairness of salary compared with other colleagues (Table 2).

Table 2: Level of job satisfaction among health professionals in Horo-Guduru wollega zone public health facilities, Northwest Ethiopia, 2015

S.N	Subscales	Dissatisfied Freq (%)	Neutral Freq (%)	Satisfied Freq (%)
1	Salary package	235(65)	66(18.2)	61(16.8)
2	Fairness of salary when compared to other staffs	228(63)	41(11.3)	93(25.7)
3	Opportunity for promotion	129(35.6)	56(15.5)	177(48.9)
4	Recognition for doing good work	125(34.5)	61(17)	176(48.5)
5	Work plan developed with supervisor	112(31)	49(13.5)	201(55.5)
6	Annual performance appraisal based on my work plan	135(37.3)	40(11)	187(51.7)
7	Organization value my work	126(35)	62(17)	174(48)
8	Family and friend encouragement	123(34)	32(9)	207(57)
9	Part of local community	85(23.5)	47(13)	230(63.5)
10	Community value my work	71(20)	59(16)	232(64)
11	Team sprit	128(35.4)	59(16.3)	175(48.3)
	Overall satisfaction	41.6%	14.4%	44%

d) *Working and living conditions of respondents*

For one hundred seventy eight (49%) of health professionals, the work load in their current job is beyond logically bearable level. One hundred seventy four (48.1%) respondents agreed that they were getting sufficient supply needed to do their job. About two fifth (39.2%) respondents agreed to access to drug and medication when they need them. More than half (57%) of the study participants were agreed with the cleanliness of their work spaces. On the contrary, 194(53.5%) respondents disagree with the availability of safe and clean water at their home and 257(71%) do not worried about losing their job (Table 3).

Table 3: Health professionals' responses on working and living conditions in Horo-Guduru wollega zone public health facilities, northwest Ethiopia, May 2015.

S.N	Variable	Agree Freq (%)	Neutral Freq (%)	Disagree Freq (%)	Not applicable Freq (%)	Mean ± SD
1	Work load is reasonable	86(24)	88(24.3)	178(49)	10(2.8)	3.53± 1.5
2	Supply needed to do job	174(48.1)	86(23.7)	89(24.6)	13(3.6)	3.6± 1.6
3	Access to drug and medication	142(39.2)	107(29.6)	101(28)	12(3.3)	3 .3±1.6
4	Clean work space	205(57)	95(26)	59(16)	3(0.8)	3.6 ±1.17
5	Safe and clean water at home	111((31)	56(15.5)	194(53.5)	1(0.2)	2.7 ±1.5
6	No worry for losing job	257(71)	29(8)	52(14)	24(7)	4.33 ± 1.8

e) *Predictors of intention to leave the current job*

We explored predictors of intention to leave using regression analysis techniques. Accordingly, first, we did simple linear regression analysis and variables showing association at p value <0.25 were taken as candidates for multiple linear regression analysis. From all predictor of intention to leave, professional category, service year in health sector, salary, satisfaction with management system factor score, compensation and benefit factor score and work environment factor score showed statistically significant association with intention to leave. Health workers who are physicians in profession had .916 units more intention to leave than health workers who are nurses or mid wife in profession (β=0.916, 95%CI: 1.68, 0.19). Health workers who have greater than or equals to 11 years service year in health sector had 0.47 lower intention to leave than those health workers who had 1 to 5 service years in health sector (β=-0.474, (95%CI: -0.867, -0.080).

Satisfaction with management system of health facility was inversely related to intention to leave (β=-0.33), that is as satisfaction with the management system of health professionals' increase by a unit, intention to leave lowered/decreased by 33% (β=0.33 95%CI: -.428, -.238). Health professionals who consider compensation and benefit from their institution had .134 units more intention to leave health facilities than those who did not consider (β=0.134, 95%CI: .040, .229). Poor working environment was directly related to intention to leave (β=0.138), that is as dissatisfaction with working environment increased a unit intention to leave increased by .138 (95%CI: .025, .653). Salary was inversely associated to intention to leave (β=-0.044), as salary increased a unit intention to leave decreased by .044 (95%CI: -0.273, -0.184) (Table 4).

Table 4: Predicators of intention to leave public health facilities among health workers in Horo guduru wollega zone, 2015.

	No (%)	Un standardized Coefficients	Standardized Coefficients	Sig.	95% Confidence Interval for B
		B	Beta		
(Constant)		.059		.773	(-.459, .341)
Types of health facilities					
Health center	284(78.5)				
hospital	78(21.5)	.019	.008	.887	(-.241, .279)
Sex					
Male	220(60.8)				
Female	142(39.2)	.078	.038	.447	(-.124, .281)
Marital status					
Single	114(31.5)				
Ever married	248(68.5)	-.070	-.033	.152	(.152, -.292)
Birth place					
Rural	339(66)				
Urban	123(34)	-.080	-.038	.442	(-.286, .125)
Educational qualification					
Diploma	208(57.5)				
Degree and above	154(42.5)	.033	.016	.816	(-.242, .308)
Professional category					
Nurses or midwife	214(59.1)				
Physician	6(1.7)	.916	.117	.013	(.193, 1.638)
Pharmacy	37(10.2)	.065	.023	.652	(-.220, .351)
Health Officer	42(11.6)	.145	.045	.432	(-.218, .507)
Laboratory	41(11.3)	.173	.051	.310	(-.162, .509)
Others profession	22(6.1)	.368	.080	.122	(-.099, .835)
Service year in health sector					
1-5 years	212(58.6)				
6months - <1year	43(11.9)	-.515	-.085	.073	(-1.078, .048)
6 -10 years	93(25.7)	.048	.021	.781	(-.293, .389)
≥ 11 years	14(3.8)	-.474	-.153	.019	(-.867, -.080)
Service year in current institution					
1-5 years	222(61.3)				
6months - <1years	76(21)	.339	.138	.053	(-.025, .653)
6- 10 years	57(15.7)	.011	.004	.954	(-.350, .371)
≥11 years	7(2)	.585	.068	.327	(-.587, 1.757)
Compulsory services					
No	221(61)				
Yes	141(39)	.031	.015	.783	(-.191, .253)
Up graded/specialized					
No	300(83)				
Yes	62(17)	.001	.000	.995	(-.294, .296)
Salary	-	-.044	-.030	.037	(-.273, -.184)
Management system	-	-.333	-.333	.000	(-.428, -.238)
Compensation and benefit	-	.134	.134	.005	(.040, .229)
Work environment	-	.138	.138	.004	(.045, .230)
Long hour work	-	.096	.096	.064	(-.002, .191)

R=0.478, R square = 0.228, AR square=0.211, VIF <10, Tolerance > 0.1

**Other professions include; environmental health, health education and anesthesia*

f) Health professionals' turnover from public health facilities

Five years secondary data was collected from January 01, 2010 to December 30, 2014. The turnover rate of health professionals from public sector was 19% to all professionals category. The turnover rate with professional category was 75% for medical doctors 60% for MPH, 84% for environmental health, for pharmacy 25.3%, Health officer 46.7%, Laboratory 26.2% and nurse 8.5%.

g) Turnover of health professionals by year

With regard to the overall turnover, higher turnover was observed in the years 2012 (30%) and 2013 (22%) but trend did follow progressive decreasing or increasing order in the study period (Figure 2).

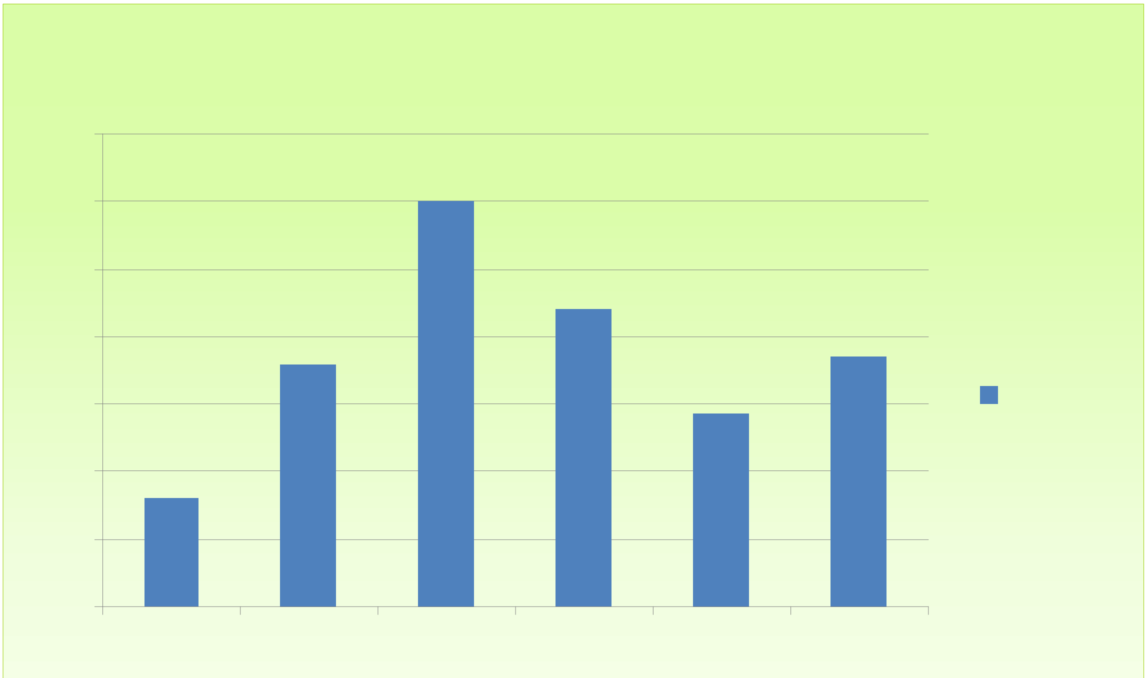

Figure 2: Health professional's turnover from public health facilities in Horo Guduru Wollega zone for last five years (2010-2014) in percent.

h) Reason for leaving the public health sectors

The main reason for health professionals' turnover from each health facility and by professionals, resignation was 65% among total turnover of health professionals from public health sectors and followed by 23% for retirement. Resignation was the leading reason for turnover of health professionals from public health institutions in the zone. For pharmacy 45%, environmental health 52%, physicians 35%, Nurse 46% and Laboratory professionals 91.2%, while the leading cause of turnover among health officers and others (like x-ray and anesthesia) was resignation and upgrade education.

IV. Discussion

This study clearly demonstrated that, magnitude of health workers turnover was very high which 19% per year was. In this regard health facilities spend their resource to recruit and train the lost health work force resources every year. But when we compare it to other studies such as a study on staff turnover in Bahr-dar the finding was lower (A. Kiros, T. Gebeyaw, E. Tadesse.2006). Considering poor documentation of human resources status in the health facilities the number of staff turnover could even be higher.

The prevalence of health workers intention to leave public health facilities of the zone was 65%. This staggering finding is a challenge for the stability and effectiveness of any organization. But the finding is not unique to this area. Studies conducted in Hawassa and Yirgalem hospitals reported that among health workers 83.7% of them intend to leave (G.Nenko, P. 2014). But the finding in this study was higher than a study conducted in Sidama zone which reported a 50% intention to leave among health professionals (A. Asegid, T. Belachew, E. Yimam.2014). The difference could be due to the fact that Sidama zone is located near to the Regional City, Hawassa, where facilities and infrastructure is better that our study area. Compared with other studies in Africa the finding is very high. For example, in South Africa intention to leave was 41.4%, Malawi 26.5% and Tanzania 18.8% (D. Blaauw, P. Ditlopo et al.2013). The difference may be attributed to difference in socio economic, characteristics, payment packages and governance among these countries.

Intention to leave was highly influenced by professional category, service year and salary from respondents' characteristics and also influenced by management system, compensation and benefit and work environment factor score. This study clearly demonstrated that intention to leave was higher among health professionals who were physicians in profession compared to those who were nurses or midwife. The difference was also found to be statistically significant (β=0.916, [95%CI: 1.638, .193]). This finding is comparable with other studies which were conducted in different parts of the country and elsewhere in developing countries (A. Kiros, T. Gebeyaw, E. Tadesse.2013, D. Blaauw, P.2013, Ministry of Health. 2007, A Yami L. Hamza, A.2011)

On the other hand, health workers who have service year of greater or equals to 11 years had lower intention to leave than those health workers who have 1-5 years. The result was also found to be statistically significant (β=-0.474, 95%CI: -.867, -.080). This finding is contradict with the study done in Bahirdar depicted that, health professionals with work experience 11 and above years were more intention to leave compared with health professionals who have work experience less than 5 years (AOR: 4.22, 1.85, 9.64)(8). The difference might be due to different opportunity for NGO mentorship which needs more experienced personnel in the area but in our case, the difference might be due to poor working environment.

But, our finding supported with qualitative study in that *most informants said ". . . as years of experience goes on the chance of attaining marriage increases and as the same time they will tied with social relationship and they tend to stay here."*

Again in this study, salary was negatively associated with intention to leave (β=-0.044, P=0.037) which is as salary of health professionals increased a unit intention to leave decreased by 0.044 (95%CI:-0.273, -0.184). This finding is quite comparable with other studies which were conducted in the country (A. Kiros, T. Gebeyaw, E. Tadesse.2006, G.Nenko, P. Vata.2014, A. Yami, L. Hamza, A.2011). For example study done in Hawassa and Yirgalem hospital revealed that those who satisfied with their present monthly salary are less likely to leave the health facility than those who dissatisfied (16). One Interviewee answered supporting our finging: *"....diploma holders are not well compensated during salary adjustment ... but other professionals were fevered during salary adjustment. Therefore the salary gap between degree holders and diploma holders is high. On other hand diploma holders also worry about further education as there is no curriculum for 10+3 graduates. This cause dissatisfaction with their job which cause turnover..."*

Satisfaction with management system was negatively associated with intention to leave (β= -.333, P=0.001). Health workers who were satisfied with management system of health facilities had lower intention to leave (β=-0.333, [95%CI: -.428, -.238]). This finding is in line with other studies which was conducted in Sidama zone satisfaction which was negatively correlated ($n = 242$), r (242) $= -0.23$, ($P < 0.05$), with intention to leave the organization (A. Asegid, T.Belachew, E. Yimam.2014).

Compensation and benefits such as allowances directly affect intention to leave. As expectation for compensation and benefit increased a unit, intention to leave of health workers increased by 0.134(β=0.134, [95%CI: .040, .229]). The result is in line with study done in Uganda in which health workers intention to leave influenced by compensation and benefit packages they have to get (Ministry of Health. 2007). The finding was supported by in-depth interview in which almost all respondents said that health workers leave and plan to leave their job as a result of low payments and housing, risk and professional allowances.

Poor working environment was directly related to intention to leave (β=0.138), as dissatisfaction with working environment increased a unit, intention to leave increased by .138 (β=0.138, [(95%CI: .045, .230]). This finding is consistent with study done in Sidama zone in that, the environment that enables workers to fulfill their utility at home and at work, the level of health workers turnover was low, those satisfied with working environment and group cohesion were less likely to have intention to leave (A. Asegid, T. Belachew, E. Yimam.2014). This is also the case in most developing countries where public health facilities in general are characterized by poor infrastructure (A. Asegid, T. Belachew, E. Yimam.2014, M. Tei-tominaga, A. Miki.2010, Z. Yimin, X. Fang.2011). Almost all who participated in the interview said that everybody looks after good incentive but turnover tends to be higher among workers far from urban areas especially from rural health centers due to lack of infrastructures.

In conclusion, our study indicated that health professionals' turnover was a major in public health facilities. Majority of health professionals working in zone intend to leave their current public health facilities which can greatly affect the quantity and quality of health services. Intention to leave was associated with professional category, work experience and salary. Moreover, satisfaction with management system, working environment and compensation and benefit packages were strong predictors of intention to leave. Thus it was recommended that the working environment and benefit packages should be improved to retain health workers.

Declaration of conflict of interest

There is no competing conflict of interest with the presented data as external data collectors collected it. There was not financial interest b/n the funder and the research area community and us. We, the researchers, have no any form of competing financial and non-financial interest between ourselves.

V. Acknowledgements

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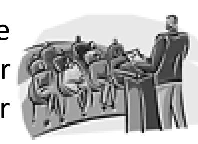

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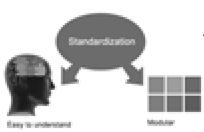

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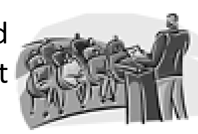

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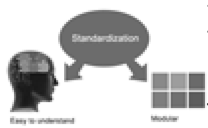

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(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(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.

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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.

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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.

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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.

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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.

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References

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

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

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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.

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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.

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Key points to remember:

- Submit all work in its final form.
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- 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.

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- Separating a table/chart or figure - impound each figure/table to a single page
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· Keep on paying attention on the research topic of the paper

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

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· Present your points in sound order

· Use present tense to report well accepted

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- Significant conclusions or questions that track from the research(es)

Approach:

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- Report the method (not particulars of each process that engaged the same methodology)
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- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
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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.

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- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
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- Present a background, such as by describing the question that was addressed by creation an exacting study.
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Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
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- Give details all of your remarks as much as possible, focus on mechanisms.
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- 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?
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Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
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Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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