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Administration and Management

Highlights

- Employees Job Satisfaction
- Supply Chain in Management
- Impacts of ISO9001:2008
- Critiquing the Strategic Articles

Discovering Thoughts, Inventing Future

VOLUME 17 ISSUE 3 VERSION 1.0

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Critiquing the Hotel Strategic Articles in Response to the Nigerian Environment

By Adebanji Ayeni, Ogunnaike OlalekeO, Ibidunni Ayodotun Stephen & Seun Akinde

Elizade University

Abstract- The focused article in question was researched in the united states of America to study the effects that guest satisfactions have at various united states brand influence their rate of occupancies. In other words, if and after the guest have being satisfied, (that is the hospitality they do receive) does that in its own generate more customers to be called into the hotel. According to the research, these trends was coming from hotel branded names companies and franchised administration companies. It has also be seen that to have caused an accelerated growth in the sector of business (that is hoteling). The authors also decided to investigate the percentage of franchised hotel properties influences the guest occupancy level using a three years study period.

They also considered the effects (positive or detrimental) that the brand size has on future hotel occupancy. Finally, they also decided to test the effect that change in guest satisfaction has an effect in average daily rate. The keywords in the article were a strategy, brand, franchise, quality, guest satisfaction and lodging.

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CRITIQUINGTHEHOTELSTRATEGICARTICLESINRESPONSETOTHENIGERIANENVIRONMENT

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Critiquing the Hotel Strategic Articles in Response to the Nigerian Environment

Adebanji Ayeni [α], Ogunnaike OlalekeO [σ], Ibidunni Ayodotun Stephen [ρ] & Seun Akinde [ω]

1st Article Critique

Hotel Branding Strategy: It's Relationship to Guest Satisfaction and Room Revenue

John W. O'Neill [α] & Anna S. Mattila [σ]

The focused article in question was researched in the united states of America to study the effects that guest satisfactions have at various united states brand influence their rate of occupancies. In other words, if and after the guest have being satisfied, (that is the hospitality they do receive) does that in its own generate more customers to be called into the hotel. According to the research, these trends was coming from hotel branded names companies and franchised administration companies. It has also be seen that to have caused an accelerated growth in the sector of business (that is hoteling). The authors also decided to investigate the percentage of franchised hotel properties influences the guest occupancy level using a three years study period.

They also considered the effects (positive or detrimental) that the brand size has on future hotel occupancy. Finally, they also decided to test the effect that change in guest satisfaction has an effect in average daily rate. The keywords in the article were a strategy, brand, franchise, quality, guest satisfaction and lodging.

The data of these research were compiled by various sources basically the one done by consumer reports. This is because consumer report periodically conducts large sample survey regarding hotel satisfaction. The two reports focused here were in the year 1998 and 2004. They were chosen because they have the largest inputs of data. In as much the consumer report is known to be reliable and valid, a test should have being done to compare the hotels own report with that of the consumer report. These will ensure the discovery of any disparity in case any of such exist.

The method employed here was to consider the franchised or branded hotel, that is the major focus here was on hotels that were well managed and most have well recognised and obviously set standards. This is an added advantage for the hotels that are being observed. The name will pass a shield to all those that are either franchised or branded under her. It would not be bad for the researcher to look at unbranded, single owned, without multiple chained and un-franchised hotels.

These would normally put the study at a relatively equitable par as they tend to relatively know or determined if the guest satisfaction actually determines the level of room rates expected and occupancy level. Since they don't have all the luxury and manpower to give that satisfaction, they would actually serve a good test. Therefore we could say the work was a bit one sided in concluding that guest satisfaction leads to a rate of occupancy level not including the other facts that the brand name is actually an added advantage to the achieved results.

The multiple linear regression was used to test the correlation between brand occupancy was against brand size, the percentage of franchised properties and the guest satisfaction. The result proved that there is or rather there is an increase between brands with a higher level of guest satisfaction not only achieve a high level of occupancy but they also higher average daily rate. It was observed also that the franchise companies although (those with a higher percentage of franchised properties) are bound to experience lower satisfaction rating. These must be due to binding law and expensive nature that it bears but in the case of Nigeria, that might really be the case.

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These are based on fact that it is franchised company tend to be more patronised by the high and middle class regularly. These, in turn, will lead to the high occupancy level even though the expected satisfaction is not derived. Another view that should be looked at here is whether the increase in satisfaction level and occupancy rate called for an expansion. Another major problem was that the data sample was quite small. A total of seventeen hotels were used to do the data analysis in a country where there tend to be in hundreds of them coupled with the fact the analysis got were basically from 1999 to 2004 so we could say the data being used are in the process of being obsolete.

The location in where this research was being conducted also placed a paramount question to its validity. A place like Las Vegas obviously would prove a wonderful result for the gotten output but compare that to an African state like OYO. Would this research prove its purpose and findings truly executed? The fact that regression analysis was the only test used to conduct these work night prove to be inadequate as another method such as the chi-square could have being employed. When these have being done, we do see if the same result would be achieved. As I earlier indicated if the same result would be attained by single owners if they added this quality service to their company and the response of a higher economic cost can be boycotted. It would also have to be a benefit if the study explained how the effect of economic policy can be utilised in still achieving these goals.

It should also be reminded that the article only mentioned of one product which is basically the hotelling aspect (that is the accommodation aspect of the organisation) but there are other products that a hotel offer. In Nigeria, take as an example, most hotels thrive mostly in festive seasons. Other constant income or revenue come from the rent of hall for public functions their customers, the pub services and also catering services. All these are what were overlooked in the article. They are all products that also should be serving with quality and not necessarily for the guest to occupy a space for such functions to be carried out.

Finally, no matter how quality the hotel service rendered could be, there is also an issue of money to be spent. With that in regard, in Nigeria (a third world perspective) occupying the rooms would not be of a concern because most guests see these as expensive. This relates to the fact there is a need for a consideration of the economic conditions of where the hotels operate. Generally, the research paper was well discussed and straight forward, the major issues were the small sample size (although noted by the authors) and the economic condition or state in which the country that the particular business (hotelling) exist.

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2nd Article Critique

Critiquing the Article on Successful Growth Strategies of Three Chinese Domestic Hotel Companies

Yu Qin, Howard Adler [α] & Liping A Cai [σ]

The article is focused on the relative strategies that were employed by the case studied companies in china in proportion to the success they have attained. The strategies that were employed by these three different hotel organisations were innovative positioning, keeping cost low, rapid expansion, continuous innovation, focus on quality consistency, extensive training, and several indigenous Chinese cultural operational practices. Relative data that were required for analysis were gotten from interviews with the management of the three companies. Also, information, which was secondary, was gotten from Chinese hotel association (CHA).the information gotten here was the occupancy rate in these hotels. The companies selected were a home inn, Jinjiang inn, and motel chain. All these three were selected based on the criteria of rapid growth they have experienced in the years of establishment. The stated statistics showed that at 2009, a home inn which was established in May 2002, 621 hotels, Jinjiang inns established in 2003 has 325 and lastly motel chain had 191 which was also established in the same year with Jinjiang. The secondary source had it that they had 80 percent occupancy rate higher when compared to the other star rated hotels at 58.30 percent. Majorly, it's seen that this academic research was done to ascertain the reason or better explaining the success of these selected hotel chains. Even though, it has being stated that they sure employed some selected strategies, the question of how and in what stages were they employed is a question that was clarified. All those strategies that were earlier mentioned could not have all being applied all at once but at successive stages of the business operations. For the application of those strategies, the question posed is the conditions that need to be in place, the question of conducive environment to know how and where to site their locations?

In these articles, it has also stated clearly about related works that has being done earlier to take care of issues such as examine the porter's generic strategies and its application, the relationship between structure and strategy of hotel organisations with the characteristics of competitive strategies in the lodging industry. All others research were done but basically with the purpose of trying to explore the structure strategy-performance relationship in the hospitality industry rather of the strategy itself.

The posed question here is it was never indicated that there was a relative effect of the population in the hotelling business. These would help in determine the high occupancy rate that is currently being experienced. The work, though, is a much-appreciated work because it is one of the few which focused on hostelling in the developing world and in these case china, unlike the past that was focused on smaller economies such as Hong-Kong and Singapore. The option in the selected sample can be seen as reliable based on the high influx of human population. In regards to our home country, it seems that hotelling would have to be a culture. The reason behind the earlier made statement is that it seems the Nigerians do not always have to buy the hotelling idea much and also the culture of staying with friends while on most trips has become a culture amongst the people. So a hotel with so much disperse branches around the country will be looming for failure. The option would be situated in the major cities. The verse land mass of the Chinese would also have a positive effect as to having so many branches across china and that obviously is not the corresponding effect for Nigeria.

Another base that was indicated in the article is the notification that the high population that the country has a culture of travelling. This is an aspect that is quite reasonable but with incoming of the Information technological era, won't there be an elusive change in the rate of dispersion. These base the fact that your business activity can be carried out from your place of residence rather than a compulsory movement to occur. This is reasoned out of the fact that they would obviously need to find it cheaper and quite reasonable in conducting their activity from their respective locations. A significant change came to the into the hotelling business when the government of china decided on going with the open door policy in 1979.tremendous change has being observed and the since the state owned property has being released, the atmosphere for competition has seen made it up for different stages of business growth to be experienced and it was rapid but the question of that being replicated in a country (Nigeria) that has had the freedom, much would be expected to be done to bring about a growth in the business.

The economy factor of the Chinese makes it easy and thriving for the experience that is being gotten in that line. In comparison with Nigeria, the economy condition is still on the developing (just developing) side and thus might not be favoured with such a high growth experience that is being attained in china. It would be good if the issue of an F.D.I can also help in the growth of these businesses. In that aspect, would it still be possible to transmit such cultures of waste control and unnecessary spending as against the Nigerian culture of waste?

In doing or carrying out this research, the use of qualitative methodology was used. These were daily exploratory in nature. The absence of a quantitative approach is being advised to see the comparative result in the former analyses that were made by the authors. Another issue would have been to also put up a larger scale of opinions gathering by getting information from the customers of the selected hotels. These will ensure the reliability of the test that has being derived. The questioners should have also invariably extended to the customers to get their opinions on the reason for their preference forgetting about the stated opinions by the management of the various hotels.

As opposed to the secondary data that was being derived from the association watchdog of the hotelling association in china and corporations with the authors in getting first-hand information, same would prove abortive as the adequate and reliable record would almost seem more of a mirage than achievable.

The current development of terrorist attacks might also seem also limit the investors' ability to locate her presence in the country (Nigeria).Finally, the ability to make the workers having to perform dual roles or responsibility might result in the employees not being able to give their best. This is due to the unrelated task that such employee is being made to go.

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Basic Understanding on Supply Chain in Management

By Eliot Messiah K. Afli & Dr. Jin Mei
Lanzhou Jiaotong University

Abstract- There has been some few definitions about what effective management of an organization should be, the structures to put in place so as to get the best administration of the organization. This study looks at the supply chain in the direction of an organization, its importance, and design. This study, however, concluded that it is useful for every business to have a supply chain in the organization since it does coordinate the people and activities within including those outside the organization and that it also maximize profit by eliminating unnecessary cost.

Keywords: supply chain system, supply chain design, innovation, management.

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BASICUNDERSTANDINGONSUPPLYCHAININMANAGEMENT

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Basic Understanding on Supply Chain in Management

Eliot Messiah K. Afli [α] & Dr. Jin Mei [σ]

Abstract- There has been some few definitions about what effective management of an organization should be, the structures to put in place so as to get the best administration of the organization. This study looks at the supply chain in the direction of an organization, its importance, and design. This study, however, concluded that it is useful for every business to have a supply chain in the organization since it does coordinate the people and activities within including those outside the organization and that it also maximize profit by eliminating unnecessary cost.

Keywords: supply chain system, supply chain design, innovation, management.

I. Introduction

The study looks at the administration of an organization (in brief) and Supply Chain Management, its design, and some advantage. The study also looks at the Supply Chain of Dell as they are one of the leading electronic service providers and are well known for their computer products. This study is purely based on the understanding of the student in Supply Chain Management study.

a) *The student understanding of Enterprise Management*

The efforts of individuals to achieving goals and objectives by the use of existing resources effectively and efficiently is a managerial function. Management involves the following among others planning, organizing, staffing, leading or directing, and controlling an organization to achieve the goal or target. Resourcing is the deployment and manipulation of human resources, financial support, technological resource, and natural resources. Management is also an academic discipline, a science whose objective is to study social organization.

According to Henri Fayol (1841-1925), "to manage is to forecast and to plan, to organize, to command, to co-ordinate and to control." Moreover, according to Fayol's definition, he considers management to consist of six functions thus forecasting, planning, organizing, commanding, coordinating and controlling. All these six functions as identified by him can be seen in the management of organizations today either for profit-making or not for profit, either small scale or cooperation, for production or service provision.

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Mary Parker Follett (1868-1933) said: "management is to get things done through people." She described management to be a philosophy. By taking the management definition of Follett as a working definition, we can say that organizational goals, mission, vision, objectives cannot achieve by only one person (the manager) but with others (workers) in the various aspect of the organization. In another hand, we can say that people are needed in every aspect of the organization. By going with the definition given by Fayol, all the six functions identified only work among social settings, at where people are located.

Peter Drucker (1909-2005) says the essential task of management is in twofold thus marking and innovation. By going with the view of Peter Drucker, we can say that successful management depends on the innovation and marketing strategies put in place by the manager to the running of the organization.

According to all the definitions and the viewpoints looks at we can say that Supply Chain in Management view is an innovative marketing strategy designed to regulate the people within and outside the organization to achieving the organization's goals, mission, visions, and objectives. Hence, we can see from the viewpoints of management that the management definition giving by Fayol, Follett as well as Drucker is what a Supply Chain seeks to achieve.

II. What Supply Chain Management (SCM) is About

Supply Chain can be referred to as the management of value flows of final goods, materials, and related information among suppliers, resellers, company, and final consumers. An SCM can also be referred to as a systematic, strategic coordination of traditional business functions across all business service within a particular company and across firms in the supply chain for the determination of improving the long-term performance of the individual organization and the supply chain as a whole. The performance of any organization either for manufacturing or service provision is depending on its supply chain. The design of the supply chain is, therefore imperative. Base on the vision, mission statement, as well as the objectives of an organization, supply chain, is designed to maximizing the profits of the organization as well as removing unnecessary spending or waste. Depending on the production or service line of a particular business its supply chain can be complex or simple.

a) The design of Supply Chain

Supply Chain Management is the partnership of manufacturers, wholesalers, and retailer to provide the best value to buyers in a particular trade channel or market. In other to maximize customer valve so as to gain competitive advantage, however, companies has to streamline their Supply Chain management activities in the marketplace. Furthermore, the suppliers effort to developing and implementing a chain that could be efficient and economical as possible. The development of this chain, however, is applied to production and product development down to the information system. In a simple form, one can say that supply chain management is the management of the flow of goods and services. It includes raw materials, work-in-progress inventory, finished goods from one point of origin to the point of consumption. From this understanding, we can take the figure bellow as a supply chain design of a manufacturing company.

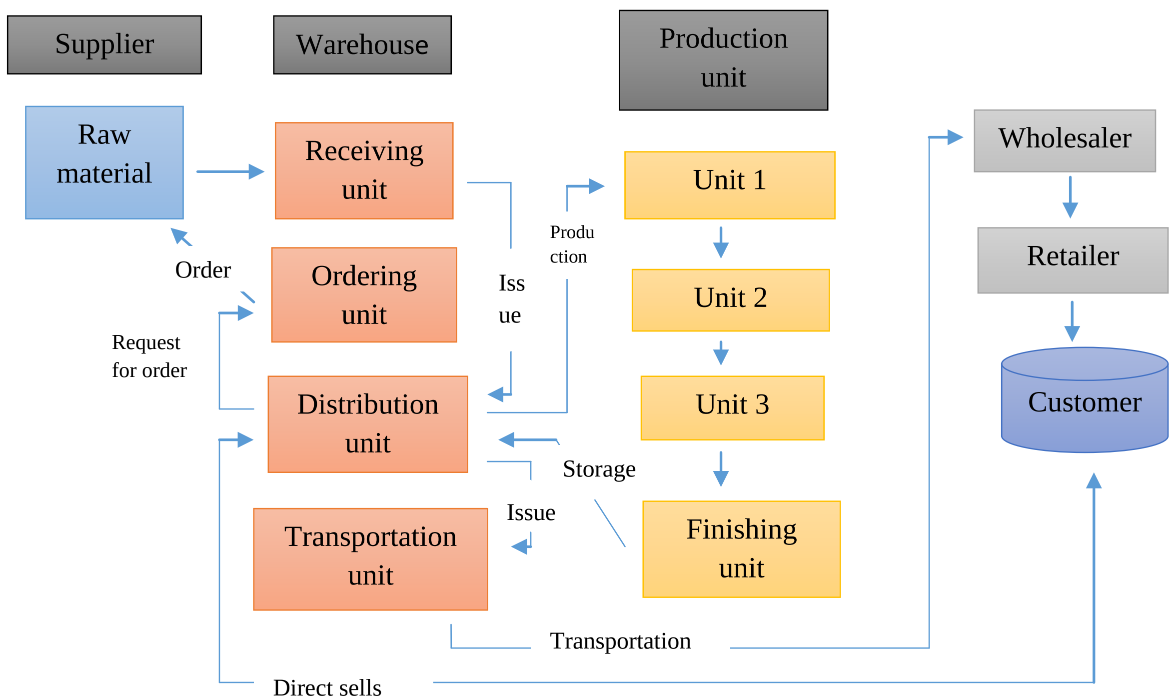

Fig. 1: A supply chain design in a manufacturing company

As it has been earlier established in this study that supply chain aims to maximize the net profit of an organization, therefore, all supply chain either simple or compound designs to build a good business relationship with its customers. The figure below shows the form of a supply chain design.

Fig. 2: The form of every supply chain design

b) Some Important of supply chain management

Supply chain management is vital to company success and customer satisfaction. This study identifies the following few points as an advantage of a supply chain basis on the understanding gotten from this study. It is imperative to note that apart from the importance identify by this study. However, every buyer can have his or her advantage of a particular supply chain base on the system of operation.

- It boost customer service
- It improve financial position of the organization
- It reduce transaction cost
- It promote share of information
- It support effective inventory management
- It also improve organizational customer relationship

This study, therefore, identifies the figure below to be the usual process of flow within a corporate supply chain.

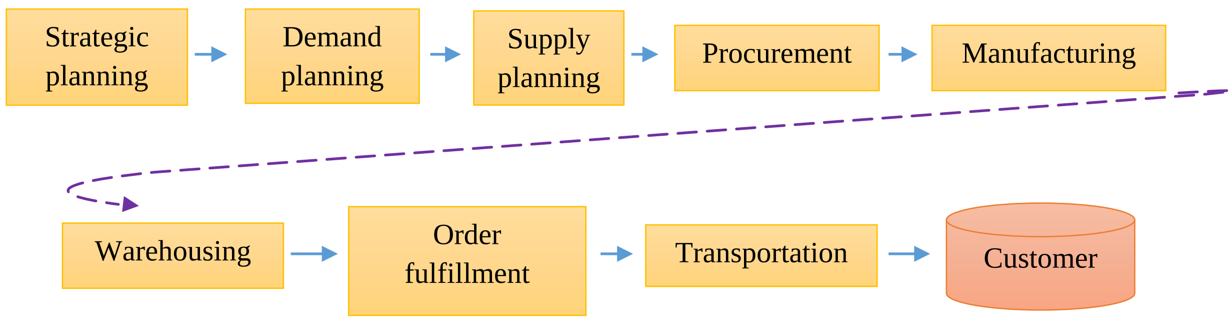

Fig. 3: Supply chain management process

III. SUPPLY CHAIN OF DELL

Dell as one of the leading electronic service providers, this study takes a look at its supply chain management system. Below shows the supply chain of Dell.

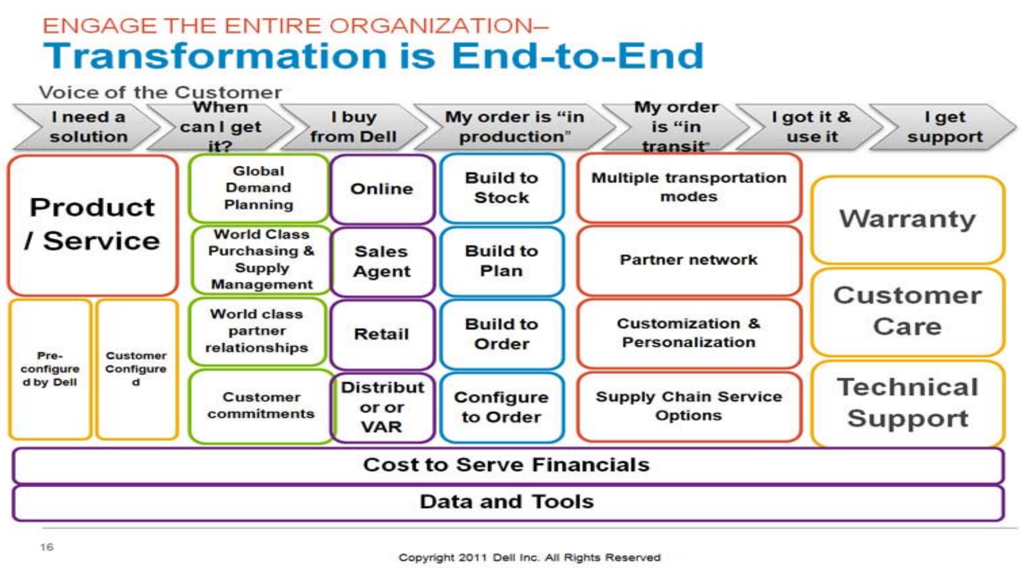

Fig. 4: The operation supply chain of Dell

Dell makes direct sales to its customers. The right model of Dell shows, therefore that it does not take advantage of the retail channel instead makes a sale of its PCs through its website directly to customers. Hence, the elimination of added cost and time that may come with intermediary steps. Dell is therefore linked directly to its clients.

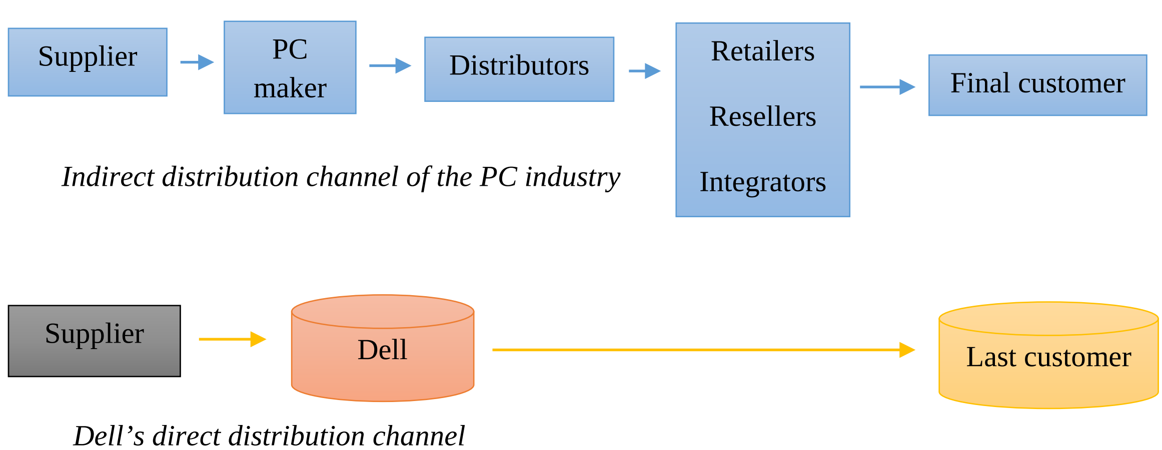

Fig. 5: The traditional company vs. the direct channel of Dell

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The structure of a design adopted by a corporation would also determine its profit maximization level within the chain. This study identified from the direct distribution channel of Dell that the other cost to be incurred as a result of involving others players in the delivery of its products are cut off as a result of its direct dealing with the customer hence its profit maximization within the chain would be higher comparatively than the fabulous company.

IV. Lessons Learn, Conclusion, and Recommendation

a) Lesson Learn

This study has identified the following few points as the experience gained;

- Every supply chain is designed to create an excellent organizational relationship between itself and the customer.
- The supply chain aims to maximize profit by eliminating unnecessary cost of operations. Moreover, also by minimizing its cost of production.
- The supply chain is designed for quick delivery of goods and services to its customers.
- It aims for the rapid flow of the right information on time within and outside the organization.
- The supply chain is also designed for effective and efficient running of the systems within the organization and the management of the people within the organization for efficiency.

b) Conclusion

The management definition given by Henry Fayol and Parker Follett are all pointing to the fact that people are needed for efficient operations of organizations activities. In another hand, there would not be forecasting, planning, organization, commanding, coordinating, and controlling as identified by Fayol, in an environment where there are no people. The management activities will not beget done according to Follett definition if there are no people. The design is needed, however, to get things done on time as well as managing the people involve. The supply chain is hence the design needed. The supply chain does not only manage the activities and individuals within the organization but also those outside the organization (customers).

c) Recommendation

- It is suitable for every organization to have a supply chain system for the efficient running of the organization's activities.
- The design of the supply chain should be the one that best fit the operations of the organization involved.
- It is advisable to keep a simple supply chain like Dell than making it too complicated so as to get the optimal maximization of profit from its operations.
- Every manager needs an understanding of supply chain management for effective management.

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Motivation and Teacher's Effectiveness in the Class Work in Ughelli North Local Government Area of Delta State

By Dr. Otobrise Endurance Avwerosuo

Abstract- This research work borders on the motivation and teacher's effectiveness in the classroom. Research studies have shown that motivation is very vital of workers to put in their best in delivering their services. This work therefore investigates the extent to which the classroom teacher will be effective if adequately motivated. The study focuses on teachers in Ogor Kingdom in Ughelli North Local Government Area of Delta State. To investigate the above mention topic a questionnaire was design in line with the hypothesis formulated to guide the study. The questionnaire was administered to the teachers in Ogor Kingdom and their responses for the basis upon which the date were analyzed. The data obtained were analyzed using percentages. The result showed that: The classroom teacher is not adequately motivated and that the salary and total motivational packages received do not commensurate both the present economy of the nation due to frequent inflation and high standard of living.

Keywords: motivation, teachers' effectiveness, class-work, nigeria.

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MOTIVATIONANDTEACHERSEFFECTIVENESSINTHECLASSWORKINUGHELLINORTHLOCALGOVERNMENTAREAOFDELTASTATE

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Keywords: motivation, teachers' effectiveness, class-work, nigeria.

I. Introduction

The research topic motivation and teachers effectiveness in the classroom was chosen by the researcher as a result of the problem that the researcher have seen and observed among teachers as it concerns lack of adequate motivation of the classroom teacher. This problem is evident in the teachers countenance which portrays the fact that the teacher is not happy with what he or she is given as motivational package and this is affecting the level of commitment of the teacher; this is because motivation according to Louis (2000) inspire and encourage an employee. Some of the problems include the following:

i. Lack of prompt payment of salaries to teachers.
ii. Lack of increment of teacher's salaries.
iii. Delay of teacher's promotion.
iv. Lack of infrastructural development which include comfortable offices and conducive learning environment.
v. Delay of teacher's gratuity and pension.
vi. Years of service do not commensurate with end result or welfare packages.
vii. General insensitivity to the teacher's plight as it concerns the welfare and general wellbeing of the classroom teachers.

In the past the problem of insensitivity to the teacher's plight and general wellbeing was also experience by teachers which also resulted in teachers embarking on strike at various times to draw the attention of the Government to their plight the situation in the past was so bad that the teachers job called for sympathy from others, it was consider a reproach to take up teaching as a profession, parents were finding it very difficult to release or give their daughters in marriage to teachers, in the past it was also the problem of very poor salaries. Salaries not paid as when due, teachers deprived of their promotion and lack of good working environment. Presently, the condition of the teacher has improved slightly as it is no longer considered a reproach to become a teacher; this is evident in the sudden influx of teachers in the teaching profession. This development is as a result of slight improvement in the condition of service of the teachers; this include relatively prompt payment of teachers salaries, increment of teacher's salaries following the recent minimal wage pronouncement, promotion of teachers in some quarters and building of classroom blocks and few offices being a project recently embarked upon by the state Government. Ironically, this development is nothing to rely on compare to the high standard of living and frequent inflation in the economic sector and the motivation given to teachers is still very inadequate and that will leave us with the question of what the ideal situation should be. What now should the ideal situation be since it is obvious that the present motivational packages given to teachers cannot suffice for the frequent inflation and high standard of living in the country presently what the ideal situation should be is that the Government via the Ministry of Education should ensure that the following is carried out.

i. Regular payment of teachers salaries
ii. Regular increment of teacher's salaries to meet with the high standard of living and frequent inflation.
iii. Promotion of teachers as when due, none should be victimize.
iv. Provision of good offices for teachers and comfortable accommodation including classroom

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blocks to enhance a conducive learning environment.

v. Introduce other welfare packages and incentives like car and house loan to motivate teachers.

The Parents Teachers Association (P.T.A) and the old Boys Association of the various schools should also assist in introducing welfare packages and incentives to motivate teachers.

Finally, in this research work, the researcher hopes to investigate with the aid of interview and questionnaire to teachers how the ideal situation if carried out by Government will improve the teachers Performance in the classroom.

II. Statement of the Problem

Research studies have shown that motivation is very vital if workers must put in their best in services to their organization. Keith (1981) found out that an optimal service is common among workers whose motivation is high compared with those with low motivation. It is expedient therefore for the Ministry of Education to understand what motivates the teachers and how motivation influences job performance and satisfaction. The prevailing picture of the teachers is one of a great concern taking into consideration the current economic situation in the country. Finding the answers to those questions will constitute the problem which this work hopes to tackle.

III. Research Questions

The following research questions were raised to guide to study:

1. Do teachers in the classroom feel satisfied with the level of motivation given by the ministry of Education?
2. Can the motivational packager be improved upon by the ministry of Education?
3. To what extent to which teachers be motivated and they will be relatively satisfied?
4. Does motivation borders only on finance.

IV. Hypotheses

The following hypotheses were formulated to guide the study.

i. There is no significant difference between teachers in the classroom and the level of motivation given by the ministry of Education.

ii. There is no significant difference between teachers under the Ministry of Education and their dissatisfaction with their conditions of service

iii. There is no significant different between the years of service of the teacher and the welfare packages received.

V. Purpose of the Study

The main purpose of this study is to analyze the effect of motivation on teacher's performance. Specifically, the study intends to investigate the following:

i. To find out the extent to which teachers are motivated to render their service in the teaching profession.

ii. To investigate the areas of the conditions of service which the teachers feel most disgruntled with ministry of Education.

iii. To ascertain the extent to which teachers will be motivated and they will be relatively satisfied.

VI. Significance of the Study

There are no doubts that the aim of the ministry of Education is to improve on the standard of Education. How well teachers are motivated is likely to affect the level of their performance in realizing. The ministry of Education because it will guide the policy makers in the ministry to improve on the motivational packages given to teachers. It will also be useful to parents as it will guide them in discussing issue concerning the welfare of the teachers in their P.T.A meetings. This also applies to Old Boys Association. It will be useful to teachers since it will help them to know that much is require from them as soon as they are adequately motivated. Finally it will be useful to the students as it will help them to channel to grievance to the appropriate quarters when they suffer the consequences of inadequate motivation of the teachers.

a) *Scope of the Study*

This work covers the teachers who are under the Ministry of Education and not necessarily those under the private sector.

Specifically, it is directed to teachers in Ogor Kingdom in Ughelli North Local Government Area including male and female teachers.

VII. Review

Although motivation is a word everyone uses and assumes he understands, it is often very difficult to define in a manner that makes it meaningful. However, it is generally accepted that it encompasses numerous complex aspects of human behaviour. According to Vinackle (2002) "Motivation deals with all the conditions that are responsible for variable in the intensity, quality and direction of behaviour towards achievement of goals" within the context of this works, motivation deals with anything that the ministry of education can use to influence the direction of the teacher's behaviour towards achieving educational goal. It refers to the way in which urge, desires, and aspirations or needs direct or control the behaviour of teachers in discharging their responsibilities.

Generally, it is believed that a high amount of energy is expended by organizations to get people to do what they are hired to do. In line with Berclson and Steiner (1964) they define motivation as: "A reported urge or tension to move in a given direction or to achieve a certain goals." Factors such as personality, attitudes, perception cultural influences determine individual response to motivation. It is therefore expedient for the ministry of education to assess these factors to enable it determine how best to motivate teachers. For any factor of motivation to serve as motivator, the individual to be motivated should have the need of the factor in question. The higher the probability of a factor meeting need, the more likely the following results will be achieved.

a) The expected performance standard can be reached.
b) The reward will satisfy an acute need.

In most cases, rewarding desirable behaviour is a more effective motivator for higher performance than punishing undesirable behaviour. However, behaviour is more strongly reinforced by swift application of reward.

VIII. Motivation Theories

Motivation theory tries to advance reasons why people behave in the way they do. This is far from being simple in that the question of what motivates to perform effectively is a difficult one to answer. The difficulty is that in the assumption about the motives for behaviour there is an element of subjectivity. The connection between motivation theory and the practice of management is crucial to management success. People are the greatest single asset available to an enterprise. Indeed an organization is people however the same can actively work against the organization's goals. So it is through collaborative effort that people can find a release for their energy and creativity in the services of the enterprises Cole (1997). This is also true with teachers in the ministry of education.

Louis (1964) defines motivation as what management does to inspires, impel and encouragement employees into action to carry out desired action. The goals individual seek can be classified into tangible e.g. Money, reward, promotion or intangible like self esteem job satisfaction. Also the reward available can be grouped under two major heading intrinsic and extrinsic rewards. Intrinsic reward are these derived from individuals own experience (e.g. sense of achievement) while extrinsic rewards are those conferred on a person from outside e.g. a pay-rise or a promotion. It is expedient for the ministry of education to be interested in finding a correlation between motivation and effective performance as well as creating the conditions under which educational and personal goals may be harmonized.

Theories of Motivation are namely Content and Process theories. Content theories focus on what specially causes motivation and the exponents include Maslow, Herzberg and McGregor. Process theories on the other hand focus on its behaviour and its exponents includes; Skinner and Vroom. It is instructive to note that effective performance at work does not just depend on motivation; other factors such as individual knowledge and skills, the nature of the task the management and learning environment also contribute to achievement. The chief feature of motivation is that it determines the extent to which the teachers desires to place his or her knowledge and skills at the disposal of others and more than that to treat as not important the effects of obstacles and difficulties in so doing. It is expedient at this point to examine some leading theories of motivation that have been advanced over the years.

a) Traditional View

According to McGregor D.M (1960), Theory X as McGregor cabels the traditional view holds that:

1. The average human being has an inherent dislike for work and will avoid it if he can.
2. Because of this human characteristic of dislike for work, most people must be coerced, controlled directed and threatened with punishment to get them to put forth adequate effort toward the achievement of organisation objectives.
3. The average human being prefers to be directed; wishing to avoid responsibility, has relatively little ambition and want security above all. This view however is outdated in the light of modern concepts supported by research.

b) The Modern View

According to Chruden (1968) and McGregor (1960) Theory Y the modern view that McGregor cabels "the integration of goals" holds that:

i. The expenditure of physical and mental effort is as natural as play or rest.
ii. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives.
iii. Commitment to objectives is a function of the rewards associated with their achievement.
iv. The average human being learns under proper conditions, not only to accept but to seek responsibility.
v. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems in widely not narrowly.
vi. Lender the condition of modern industrial life, the intellective potentialities of the average human being is only partially utilized. The view stresses management leadership through motivation by objectives and by allowing subordinate to

experience personal satisfaction as they contributed to the achievement of objectives. This approach is consistent with modern theories of human motivation.

c) Maslow Hierarchy of Needs

According to Maslow (1954) who developed a theory of human motivation. He organized human needs into five categories:

1. The physiological needs e.g. needs for Food, Water, Sex, Air etc. that are required for maintaining the body in a state of equilibrium.
2. The safety needs e.g. needs for safety and security.
3. The belongings and love needs: An individual desires affectionate relationships with people in general and desires to have a respected place in his group.
4. The esteem needs. These include the desire for self respect, for strength for achievement, for adequacy, for mastery and competence e.t.c.
5. The need for self actualization: This refers to the tendency for him to become actualized in his potentiality.

The major problem with this theory however is its apparent rigidity. Many would deny that people do tend to satisfy their needs in a relatively systematic way from the bottom to the top as it were. Self actualization needs:

1. Esteem needs
2. Belonging needs
3. Safely and security needs
4. Physiological

d) Herzberg's Motivation-Hygiene Theory

According to Herzberg, et al (1959) opined that men lives at two levels – the physical and the psychological levels. His original study into the good and bad experiences at work for work for two hundred professional was meant to test the man has two sets of needs; his need as an animal to avoid pain and his need as a human to grow psychologically. According to Herzberg motivation- Hygiene theory of motivation, several factors led persistently to employee satisfaction, while some others led persistently to dissatisfaction. Satisfier was called motivators and dissatisfies hygiene factors. Motivators, he argued appeared to be closely connected to the job, while hygiene factors were connected with the environment. This theory has however been discredited on the grounds that there is no evidence to support his concept of two independent sets of factors in motivation. Secondly according to Coambell et al. (1970) Herzberg's work has been concerned more with job satisfaction and dissatisfaction than job behaviour. However his work has led to the job enrichment movement lading motivators to job and more recently to the quality of working life movement.

In their comment on motivator factors and hygiene factors Herzberg Mausner and Snyder man conclude "Improvement in the factors of hygiene (company policy and administration, supervision relation with supervisors working conditions etc) will serve to remove the impediments to positive job attitudes. When these factors deteriorate to a level below that which the employee consider acceptable then the job dissatisfaction ensues. However, the reverse does not hold true, when the job context can be characterized as optimal, we will not get much in the way position attitudes. The factors that lead to position job attitudes (the motivators) do so because they satisfy the individuals need for self actualization in his work man tends to actualize himself in every area of his life, and job is one of his importance areas.

It should be understood that both kinds of factors meet the need of the employee; but it is primarily the "motivators" which result in the recognition of the work itself, coupled with responsibility and advancement that serve to bring about the kind of job satisfaction and the kind of improvement in performance that industry is seeking from its work force. Chruden and Sherman (1968) say that the Herzberg studies indicate that the needs at the top of Maslow's hierarchy – self realization or self actualization are those that provided the greatest basic for motivating employees towards higher level of job performance at least among the various occupational least among the various occupational groups that they studied. The factors of hygiene cannot of course be ignored but their satisfaction alone apparently will not result in the attainment of the desired goals.

e) Achievement Motivation

Mclelland (2001) is associated with this work and his colleagues this focus are:

1. The need for power.
2. The need for achievement.
3. The need for affiliation.

Of these three McLlelland gave the greatest stress to the need for achievement because it is activated by external events in the individual's situation. He found that individual with a high need for achievement factor tended to display the following characteristics.

i. The need for achievement was constant
ii. They brought tasks in which they could exercise responsibility.
iii. The preferred tasks which provided a challenge without being too difficult and which they felt they could master (i.e. they did not set for themselves impossible goals)
iv. They actively seek feedback on their results.
v. They were less concerned about affiliation or social needs Mc Llelland concluded that need for

achievement was developed more by the experience a childhood and cultural background than by inherited factors.

f) Vroom and Expectancy Theories

According to Victor (1973) whose theory focused attention on individual behaviour in the work place. He assumed that much of the observed behaviour would be motivated i.e. that it was the result of preference among possible outcomes and expectation concerning the consequences of actions his principal methodology was objective observation. The important elements of Vrooms' ideas have come to be called 'Expectancy Theory' which says that motivated behavior is a product of two major variables.

a. The valiancy of an outcome for the individual and
b. The expectancy that a particular act will be followed by a predictable outcome.

Valance is the anticipated satisfaction from an outcome and is not the same thing as value of the outcome which is the actual satisfaction obtained. Expectancy is momentary belief concerning the likelihood that a particular outcome. The product of Valence X Expectancy is force where refers to the pressure to perform an act. Hence the basic formula employed by Vroom can be stated as follows. Force (Motivation = Valence x Expectancy). This theory has also led to the works of Guest, Lawler and Porter, the latter tries to extend Vroom's ideas by trying develop a model which attempt to address two main issues. Guest inferred that expectancy theory continues to provide the dominant frame work for understanding motivation at work. On their part Lawler and Porter pose the question.

1. What factors determine the effort a person puts in his job?
2. What factors affect the relationship between effort and performance?

The expectancy theory is based on the following assumptions.

a) Perception that effort will lead to effective performance.
b) Perception that effective performance will lead to rewards.
c) Perception that attractive rewards are available.

The model shows clearly that efforts is determines by individual perception of their situation. Secondly, that performance is qualified by individuals own abilities and understanding of their role as well as by environmental factors e.g. company policy. Vroom also considers the question of job satisfaction as an aspect of motivation. According to him, the factors affecting job satisfaction include supervision, the word group, job context, wages, promotional opportunities and hours at work.

g) Locke's Goal Theory

Locke (1982) this theory is based on goal setting. Theory suggests that it is the goal that an individual is aiming at that motivates, rather than just the satisfaction of attaining it. Locke's view s that what a person values or desires determines the goals he set for himself, but that what actually drives him (motivates him) are the goals themselves his research reveals that individual performance. There is efficacy in this theory in that people like to be associated with achievement and how they are fairing at work.

h) Positive Reinforcement

Skinner (1969) Haward University psychologist introduced a technique of motivation called behavior motivation which holds that individuals can be motivated by properly designing their work environment and commending their performance and that punishment for poor performance produces negative results. More than just commending good performance shiner and his team also analyzed the work situation to determine what causes workers to act the way they do and then initiates changes to eliminate trouble some areas and obstructions to performance. They then set specific goals with workers participation and assistance, make prompt and regular feedback of result available, after which performance improvement are rewarded with recognition and praise. Even when performance falls short of expectations, they find ways of encouraging workers by helping them and praising them for the good things they do.

i) Participation

Nwadiani, and Sokefun (1999) this is a technique that allows workers (teachers) to participate in decisions that affect them. There is no doubt that only rarely are teachers not motivated by being consulted on actions affecting them by being on the act "it is also a fact that most people and of participation will invariably yield for educational success. This technique responds to a number of basic motivators, firstly it is a means of recognition. Secondly, it appeals to the needs of affiliation and acceptance. Most importantly, it gives people a sense of accomplishment.

j) Job Enrichment

Richard (2003) says job enrichment is the technique that lays emphasis on making the teacher's job more challenging and meaningful. Its basic ingredients are factors such as challenge importance and achievement recognition and responsibility which can be seen as real motivators. Job enrichment attempts to build into jobs a higher sense of challenge, importance and achievement. This could be achieved in a variety of ways which include (1) Giving teachers more latitude in deciding about such things as work methods, sequence and place or by letting them make decisions about accepting or rejecting instructional materials and

(2) encouraging participation and interaction among workers.

IX. Method and Procedures

a) Research Design

The instrument was designed by the researcher. The instrument is a questionnaire structured in a simple and straight forward way requiring simple response. The questionnaire consist of multiple choice and like type questions, it also covers such topics that can provoke the thought of the respondent, including what they enjoy presently as incentives and what they anticipated to enjoy in the future.

b) Population Size

The population of this study consists of classroom teachers under the Ministry of Education in Ogor kingdom in Ughelli North Local Government Area of Delta State. This includes both primary and secondary school teachers which has appropriate numbers of about eighty teachers including male and female.

c) Sample and Sampling Techniques

A random sampling method was used in administering the limited questionnaires. Both male and female teachers were sampled from among a population of classroom teachers regardless of age, sex, marital status, official status and qualifications. This method is used in order to avoid bias and favoritism.

d) Validity of the Instrument

Validity refers to the degree to which a test is accurate and relevant in measuring what it purports to measure. The researcher constructed relevant questions which were validated to establish Face and Content validity. These questions were vetted objectively by the researcher's supervisor, three experts in the field of educational research in the Department of Measurement and Evaluation. Corrections were made before it the instrument was administered.

e) Reliability of the Instrument

To establish the reliability of the instrument, the test-retest method of determining reliability co-efficient was used in order to test the reliability of the instrument. The test – re- test method of the reliability check was employed with a one week retest interval using 20 respondent not included in the sample of the study.

f) Method of Data Collection

The method of data collection was basically through the questionnaire that was distributed to the teachers in the four schools in Ogor kingdom personally by the researcher and will be collected the following day.

g) Method of Data Analysis

Simple percentage method will be used in analyzing the data collected from the questionnaire. The interpretation of data will follow a sequential order in a simple order. Data will be organized according to the order of hypothesis, while percentages of raw scores will be used in analysis of the data.

h) Presentation and Data Analysis

The analysis of data collected during the study using questionnaire. The hypotheses earlier postulated were tested. The data collected were used to find answers to the three hypotheses for the study.

Hypothesis 1

There is no significant difference between teachers in the classroom and the level of motivation given by the ministry of Education.

Table 1: Percentage of Teachers' Responses to whether they are very Satisfy, Fairly Satisfy or not Satisfy with Their Present Salary Scale

Alternative Answers	Number of Responses	Percentage (%)
Very satisfy	5	6.25%
Satisfy	10	12.5%
Fairly satisfy	35	43.75%
Not satisfy	30	37.5%
Total	**80**	**100%**

From the table above the percentages of those teachers who are very satisfy with their salary scale is: 5/80 x 100 = 6.25% Percentage of teachers satisfy with their present salary scale is: 10/80 x 100 = 12.5% Percentage of teachers fairly satisfy with their present salary scale is: 35/80 x 100 = 43.75% Percentage of teachers who are not satisfied with their present salary scale is: 30/80 x 100 = 37.5%

Table 2: Question 2: On the Questionnaire: Present Salary (total package) Per Month

Speculated Amount	Number of Responses	Percentage
N10,000-N15,000	32	40%
N16,000-N20,000	25	31.25%
N21,000-N25,000	10	12.5%
Over N25,000	13	16.25%
Total	**80**	**100%**

From the above, the percentage of teachers earning between ten and fifteen thousand naira is 32/80 x 100 = 40%. The percentage of teachers earning between sixteen and twenty thousand naira is 25/80 x 100 = 31.25%. Percentage of teachers earning between twenty one and twenty five thousand naira is 10/80 x 100 = 12.5%. Percentage of teachers earning above twenty five thousand naira is 13/80 x 100 = 16.25%. From the above calculations as contained in both table 1 and 2 it is obvious that the responses from table 1 specifically from the percentage of those fairly satisfy and not satisfied correspond with table two where an insignificant percentage of the total percentage earned above twenty thousand naira monthly. Therefore the above findings confirmed the hypothesis that teacher under the Ministry are not adequately motivated. Hence the hypothesis is accepted.

Hypothesis 2

This hypothesis states that teachers under the Ministry of Education are dissatisfied their conditions of service.

Table 3: Percentage of teachers in Ogor kingdom who are either satisfy or satisfy with some or not satisfy with the condition of service of the teacher

Alternative Answer	Numbers of Responses	Percentage (%)
Satisfy	5	6.25%
Satisfy with some	35	43.75%
Not satisfy	40	50%
Total	**80**	**100**

Table 4: Percentage of Teachers who anticipated Improvement in the Condition of Service of the Teacher

Alternative Answer	Numbers of Responses	Percentage (%)
Yes	49	61.25%
No	31	38.75%
Total	**80**	**100**

From the calculation in table 3, the percentage of teachers satisfied with the condition of service is 6/80 x 100 = 6.25%. The percentage of teachers who are satisfy with who of the conditions is 35/80 x 100 = 43.75%. The percentage of teachers who are not satisfy with the condition of service is 40/80 x 100 = 50%. The above findings as contained in the calculation shows that the hypothesis (2) that states that the teachers under the Ministry of Education are not satisfy with their condition of service is accepted, following the percentage of the teachers who are satisfy with some of the conditions and the outrageous number of teachers who are not satisfy with the condition of service of the teachers.

Hypothesis 3

This hypothesis states that there is no significant different between the years of service of the teachers and the welfare packages received. Items 5 and 6 on the questionnaire were used to test this hypothesis.

Table 5: Percentage of Teachers who feel that their Years of Service Commensurate with their Service or not

Alternative Answer	Number of Responses	Percentage (%)
Commensurate	10	12.5%
Fairly Commensurate	26	32.5%
Not Commensurate	44	55%
Total	**80**	**100**

Table 6: Years of Service of the Teachers under the Ministry of Education in Ogor Kingdom

Years of Service	Number of Responses	Percentage (%)
5 years – 10 years	32	40%
11 years – 15 years	25	31.25%
16 years and above	23	28.75%
Total	80	100

From the above calculation it is obvious that teachers who feel that their years of service commensurate with their year of service are fewer compare to those who feels that it is either fairly commensurate or not commensurate, thus the teachers in the Ministry who have spent years in the teaching profession has nothing as it concern their welfare package to justify their years of service. The findings therefore justify the hypothesis that there is no significant different between the years of service of the teacher and the welfare packages received.

X. Summary

This study was design to carry out a research work on motivation and teacher's effectiveness in the classroom. The research topic was chosen by the researcher as a result of the problems the researcher has observed among teachers. This problem is evident in the teacher's countenance which portrays the fact that the teacher is not happy with what he or she is given as motivational package and this is affecting the level of commitment of the teacher. Some of the problems include the following:

i. Lack of prompt payment of salaries of teachers.
ii. Lack of increment of teacher's salaries.
iii. Delay of teacher's promotion.
iv. Lack of infrastructural development which include comfortable officer and conducive learning environment.
v. Delay of teacher's gratuity and pension.
vi. General insensitivity to the teacher's plight as it concerns the welfare and general wellbeing of the classroom teachers.

In carrying out the research work, the hypothesis tested in chapter four reveal the following findings:

1. That teacher's under the Ministry of Education is not satisfied with their present salary scale from the Ministry.
2. That the meager salaries of the teacher do not commensurate with the present nation economic, evident in the high standard of living.
3. That teacher's under the Ministry of Education is not satisfied with the present condition of service of the teacher.
4. That teacher's under the Ministry of Education work with anticipation that the condition of service of teachers will be improved upon by the Ministry.
5. Finally, that the teacher's effectiveness will be enhance if he or she is adequately motivated.

XI. Conclusion

It is very obvious from the research work especially from the responses from the teachers in the questionnaire administered, that the present motivational packages given to teachers cannot suffice for the frequent inflation and high standard of living experience presently in the nation's economy. As a result of this, the teachers should be adequately motivated following the above recommendations given. The researcher believes that if the above recommendations are adhere to by the Ministry of Education, it will go a long way in motivating the teachers and as a result of the motivation the teacher's effectiveness in the classroom will be enhanced.

XII. Recommendations

Sequel to the findings from the hypothesis tested the following recommendations were made: that payment of teachers salaries should be regular, thus the Ministry of Education should prompt payment of salaries of teachers. There should be regular increment of teachers' salary in order to meet with the high standard of living and frequent inflation. The teachers interest as it concerns the general wellbeing of the teacher should be adequately represented in the teachers' condition of service prepare by the Ministry of Education. Teachers should be promoted as when due, none should suffer delay or victimization as a result of his or her promotion. The Government via the Ministry of Education should provide good offices for teachers and comfortable accommodation including classroom block to enhance a conducive learning environment. Teacher's condition of service should include incentives such as car and house loan. The various school associations such as the Parent Teachers Association (P.T.A) and the Old Boys Association should assist in introducing welfare packages and incentives to motivate the teachers.

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Branding for Successful Employment: A Practical Approach

By Abdullah Mohammad Sharif & Md. Tarikul Islam
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Abstract- Considering the employees as valuable asset and investing on them goes a long way to the success of an organization. In this era of stiff competition, employers look for the best talent available, meaning they want to have the people having best things on them. A good image as an employer can stir the rate of recruiting large pool of candidates, like branding attracts consumers in marketing. This employment branding can attract and retain top class employees while ensuring organizational growth. Organizations need to think from vision and mission in order to align its activities with total branding experience. Internal and external branding is of equal importance which can be promoted in a number of ways. Some very easy practices like giving fair benefits, recognizing employee contributions, creating a culture of mutual trust may prove worthy. At the same time organizations need to express their philosophies and practices of this culture to the society they operate in. simple, yet effective channel can be seminars, usage of theme statement highlighting care for employees, participating in job fairs, sponsoring relevant events etc. A company having good consumer branding and employment branding can only expect to achieve its vision.

Keywords: branding, brand equity, employee value proposition, talent, talent retention, HRM.

GJMBR-A Classification: JEL Code: E24

BRANDINGFORSUCCESSFULEMPLOYMENTAPRACTICALAPPROACH

Strictly as per the compliance and regulations of:

Branding for Successful Employment: A Practical Approach

Abdullah Mohammad Sharif [α] & Md. Tarikul Islam [σ]

Abstract- Considering the employees as valuable asset and investing on them goes a long way to the success of an organization. In this era of stiff competition, employers look for the best talent available, meaning they want to have the people having best things on them. A good image as an employer can stir the rate of recruiting large pool of candidates, like branding attracts consumers in marketing. This employment branding can attract and retain top class employees while ensuring organizational growth. Organizations need to think from vision and mission in order to align its activities with total branding experience. Internal and external branding is of equal importance which can be promoted in a number of ways. Some very easy practices like giving fair benefits, recognizing employee contributions, creating a culture of mutual trust may prove worthy. At the same time organizations need to express their philosophies and practices of this culture to the society they operate in. simple, yet effective channel can be seminars, usage of theme statement highlighting care for employees, participating in job fairs, sponsoring relevant events etc. A company having good consumer branding and employment branding can only expect to achieve its vision.

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I. Introduction

Employees are generally thought of inferior position in respect to employers, although the relations are changing rapidly. When companies want to be competitive on the marketplace, it must fight for the best specialists or for the talents. We see that it is especially in the interest of those companies that try to stand their businesses on the competences of their employees. One of the forms of struggle for talent in today's labor markets is employer branding, that is building a brand of an employer of choice. Recent situation demands that the more communicative, better employer brand the organization possess, the more attractive place to work for employees it is.

Employee branding is relatively new approach borrowed from marketing. It constitutes the heart of HR Marketing. This promising area provides great opportunity for employee premise advancement and organizations positioning as employer brand. Employer brand is the mix of functional, financial, emotional and psychological benefits provided by the employing company (Ambler & Barrow, 2006).

Like a good advertisement attracts a pool of customers, a good employer brand can also attract perfect potential employees too. A compact package of all the benefits an employee looks can certainly lure candidates. Now a day, good candidates not only look for the direct benefits but an organization to believe in. a good employer branding works perfectly in this purpose of attracting and retaining the best candidates in the job market

II. Objectives

The study aims to:

1. Highlight the importance of considering employment branding as a core organizational function.
2. Formulate and describe a system showing practical ways to make and enhance employment branding.

III. Methodology

The study is descriptive in nature. Careful analysis of relevant information from various sources has been made in order to construct theory. Secondary information has been used as important contributor to this study. Articles from journals, magazines, newspaper and online publications contribute primarily for this study. Observing the activities of some multinational firms as well as consulting some experts is also done in order to have more meaningful employment branding concepts. Analysis and interpretation is done using Microsoft Excel.

IV. Literature Review

Business now has become very much competitive. Each of its functions are challenged by a number of factors. Today businesses operate in ultracompetitive and complex landscape. Companies need to meet continuing business challenges and change efforts in knowledge economy hence need for qualified and quality people is increasing (Randy Till, 2004). One of the factors that have contributed to workforce competition is the fluidity of the labor market. Changing view on the work life balance has caused people to frequently change their jobs; phenomenon in surge more than ever before (Talent Talk, 2003).

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Before going to explore the concept of employer branding, let us have a closer look at brand and branding. Brand may be any sign, word, phrase etc. that is used to indicate and represent some other thing. David A Aaker(1991), in his book Managing Brand Equity states: "A brand is a distinguishing name and/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical.

Kapferer (2008) believes a brand is not the name of a product. It is the vision that drives the creation of products and services under that name. That vision, the key belief of the brands and its core values is called identity.

Branding is a vast thing. Branding is the practice of taking something more or less generic (be it a product, service, or experience) and making it distinctive, by associating the product with real and imagined qualities that marketers hope will help a customer prefer that brand over others. The brand itself is the social construction that links a material product with a set of beliefs about the product's tangible and intangible attributes. Brands help differentiate a product from similar or competitive others on three dimensions: performance, imagery, and consumer insight (Keller, Sternthal, & Tybout, 2002). Brand performance associations distinguish the product in terms of its functional benefits.

Employment branding is all about getting the "talents"-candidates having best quality, experience, skill and potential. Rosethorn(2009) defines it as the two-way deal between an organization and its people – the reason they choose to join and the reasons they choose – and are permitted – to stay. Mosley (2009) believes it is a sum of the key qualities current and prospective employees identify with organization as an employer, such as: economic (compensation and benefits), functional (e.g. learning new skills) or psychological (e.g. sense of identity and status).

Employment branding has two components- internal and external. Chong (2007) identifies internal branding as a set of strategic processes, to coordinate, and empowerment as methodical, to create a good experience from the brand in customers. Gapp and Merrilees (2006) have a different opinion. They say internal branding process is a tool that tries to influence the motivation and performance of employees to ensure compliance and customer experience at all touch points customers and employees. By involving HR in internal branding projects, firms can better use internal communications to give employees a deeper understanding of the brand and the role that they play in enhancing the brand promise Aurand et al (2005). However, external employer branding is addressed to active professionals, students, graduates and other stakeholders and is implemented by means of effective use of modern communication channels, relations with the academic community, co-operation with opinion-leading media, image-enhancing recruitment projects etc.

At the very beginning, the strategy of management is development and communication of the organization's culture as an employer in the marketplace. For this, Sullivan (2004) emphasizes on targeted long term strategy to manage awareness and perceptions of employees, potential employees and related stakeholders. Perhaps the definition by Jenner & Taylor (2008) is best suited for our purpose. They say, employment branding is the efforts of the organization in communicating internal and external stakeholders of what makes it both desirable and distinctive employer. Any organization pursuing an employer branding strategy needs to be very clear about what it means by employer branding and how far it wishes to apply the strategy. Employer branding is now seen as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regard to a particular organization based on the creation of an image. All the Human Resource Management (HRM) functions need to be aligned in line of employment branding. This will enable the organization to operate smoothly.

V. Prime Benefits

Employment Employment branding works silently to fasten organizational profitability. It has lots of benefits. Employee motivation, confidence, morale etc all increases through this. People around are also influenced by this good practices performed by organization concerned. We can analyze the advantages in two ways:

- Internal
- External

Internal benefit means the gains in respect to employee performance, company profitability, growth etc. These can be categorized as follows:

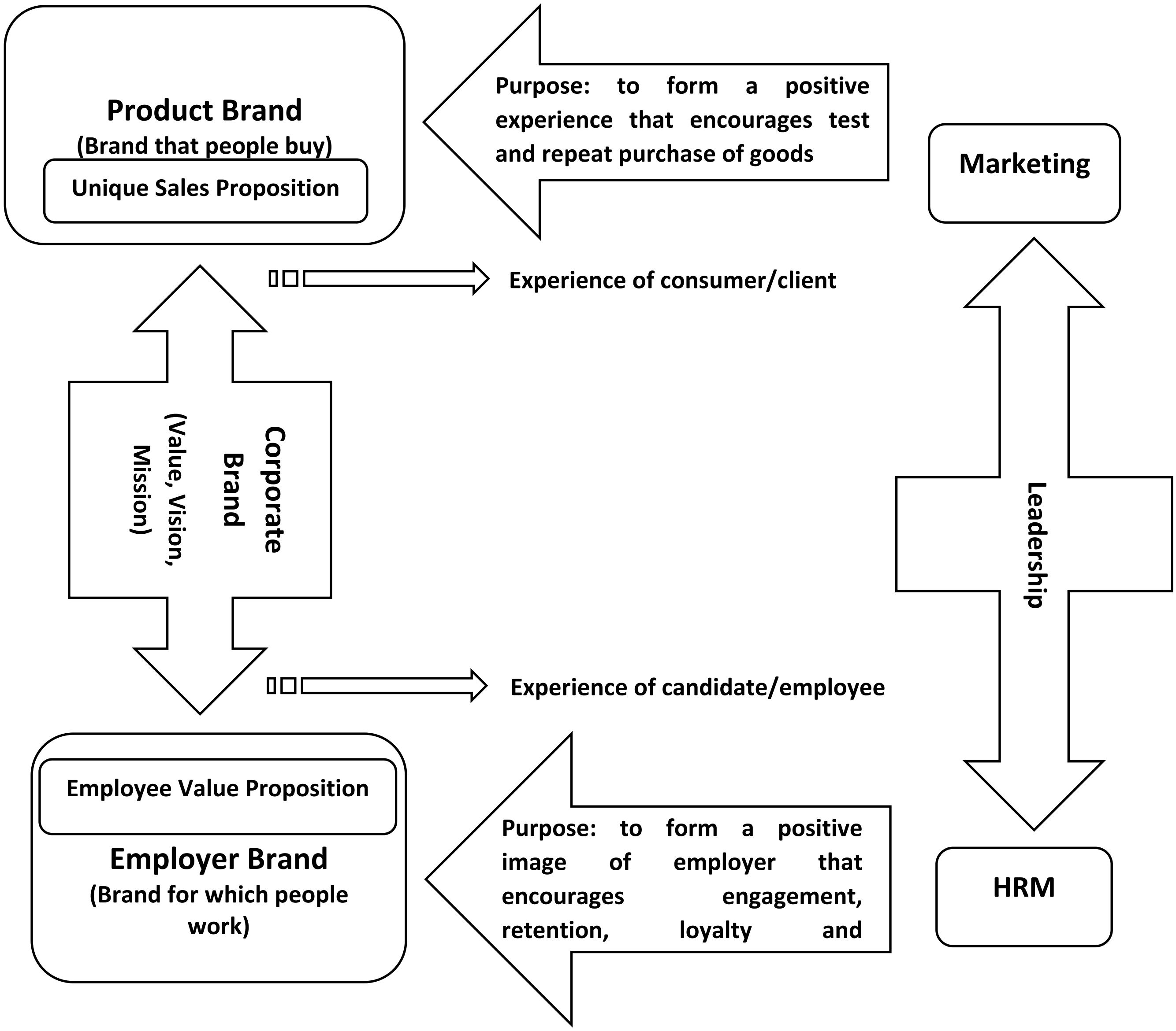

Fig.1: Relationship between Corporate brand, product Brand and Employer Brand

Source: Mokina (2014)

a) *Faster time to fill:* Whenever there is a vacancy, it takes less time to fill in the position. There is always a queue for expert and qualified candidates willing to join. So, organization has nothing to worry about filling the vacancy.

b) *More staff referrals:* Satisfied employees are brand ambassadors. They talk about and expect the best for their organization. So whenever they find any chance, they step in. Filling up vacancy is an area they feel interest. They refer best people they know. As a result, there is no need for background check of those new employees.

c) *Increased quality of hire:* As there is a good name of the brand, people feel interested to apply. Candidates having best quality are first to apply in those companies. So, there is a good chance of having quality employees.

d) *Lower cost per hire:* Cost of hiring is lowest if the employment branding is good. The time, workforce, money etc. all are required in minimum level. With a little effort, companies can ensure staffing the best.

e) *Increased employee retention:* If there is a good corporate culture, employees expectations are met. Things that satisfy them, can also force them to stay. Thus, effort in employment branding can surely raise the retention rate and bringing stability on business operations.

f) *Increased Sales:* This one is surely caused by branding. Enthusiasm, motivation, hard works etc.

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all are the result of good branding. Brand clarity and delivery spurs employee engagement and motivation. Whenever employees see the logo, theme, activity of the company they work in is praised, discussed, they become pumped up. This affects their performance and company sales.

g) *Absenteeism:* Perhaps the most direct benefit of employment branding is decrease of absenteeism. As they feel proud, employees become regular and perform their duties properly.

h) *Loyalty:* Last, but not the least internal benefit of employment branding is the increased loyalty of the employees. People work for, believe in and are ready to give full effort for their company. Commitment becomes high and loyalty is clearly visible.

External benefit of employment branding means the advantages an organization receives in terms of customers, outside stakeholders, communities etc. Common benefits include:

a) *Stronger consumer brand:* The total brand experience increases rapidly if we consider employment issues. A person, who purchases a product and considers himself as future employee, is sure to experience different. Value of the brand seems different to him and has a stronger effect.

b) *Value of the company increases over time:* Not only the share price, but the value of the company itself increases over time for the reason. Day by day, perception about the company grows higher and higher. This creates a strong customer base.

c) *Brand works 24/7/365:* As the image of the company takes its position to the mind of both those who purchases and those who doesn't purchase the product/ service, people of all stages are affected. This image is long lasting, works with and without much advertisement.

d) *Saves money on future design and advertising costs:* Although this is hard to prove, but is understood that additional costs are not required if focus is kept on employment branding.

e) *Establishment as employer of choice:* Perhaps the best benefit we get is the establishment as an employer of choice, meaning the company tops the list of best sought place to work for. People look for and are always full of passion to work for the company.

VI. Elements of Employment Branding

Although there are a number of components that make up employment branding, we consider the following four most essential.

1. Brand identity: it denotes the way potential candidates recognize the brand. The name or logo represent a differentiated image which is easily recognizable among its competitors. There must be some attributes that make the brand stand aside. Whenever they talk about a company, there should be core attributes regarding its effort related to employment branding.
2. Brand personality: Brand personality is just like the personality of human beings. Openness, Extraversion, youthful, idle etc. denote a person. Same way a brand must have some distinguished personality. A company may be open for its employees to come up with ideas, suggestions etc.; likewise it may be reluctant to respond to employee needs. All these together create a personality of the brand.
3. Brand experience: Brand experience is a mixture of all that a consumer goes through while buying and using that brand. For example, how does an employee feel while working and performing his duties? How does the organization behave and how fast do it respond to employee needs? These are experiences gathered by existing employees who tell others and create a word of mouth advertisement about the company concerned.
4. Brand extension: the idea is of going beyond ones origins and discovering newer arenas. This is how companies can extend the image of the brand while performing in a manner so that the existing operations complement the newer initiatives. Taking newer initiatives keeping employees in mind enhances employment brand.

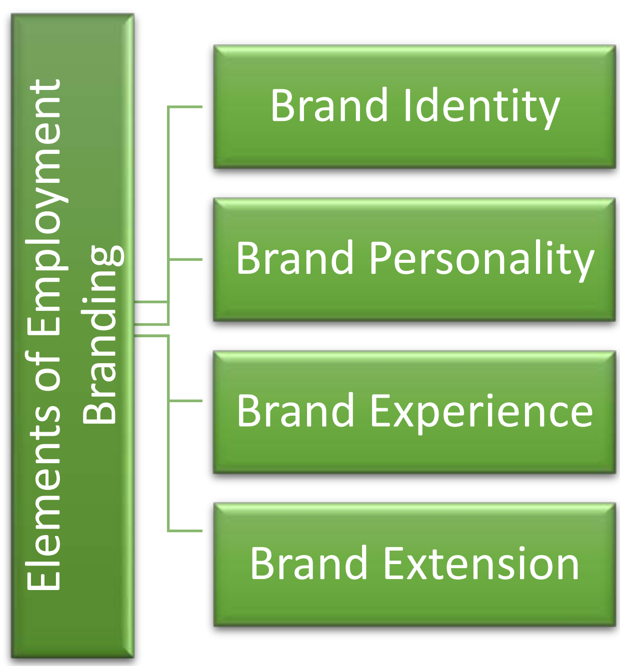


Fig. 2: Elements of Employment Branding

VII. Employment Branding Model

Our proposed model encompasses 4 stages, namely assessment, development, engagement, establishment. Assessment consists of analyzing current condition, both internal and external related to employment branding. Development means finding suitable strategies and prioritizing them. Engagement entails communication and feedback. Lastly, establishment denotes control and set up relevant practices as organizational culture.

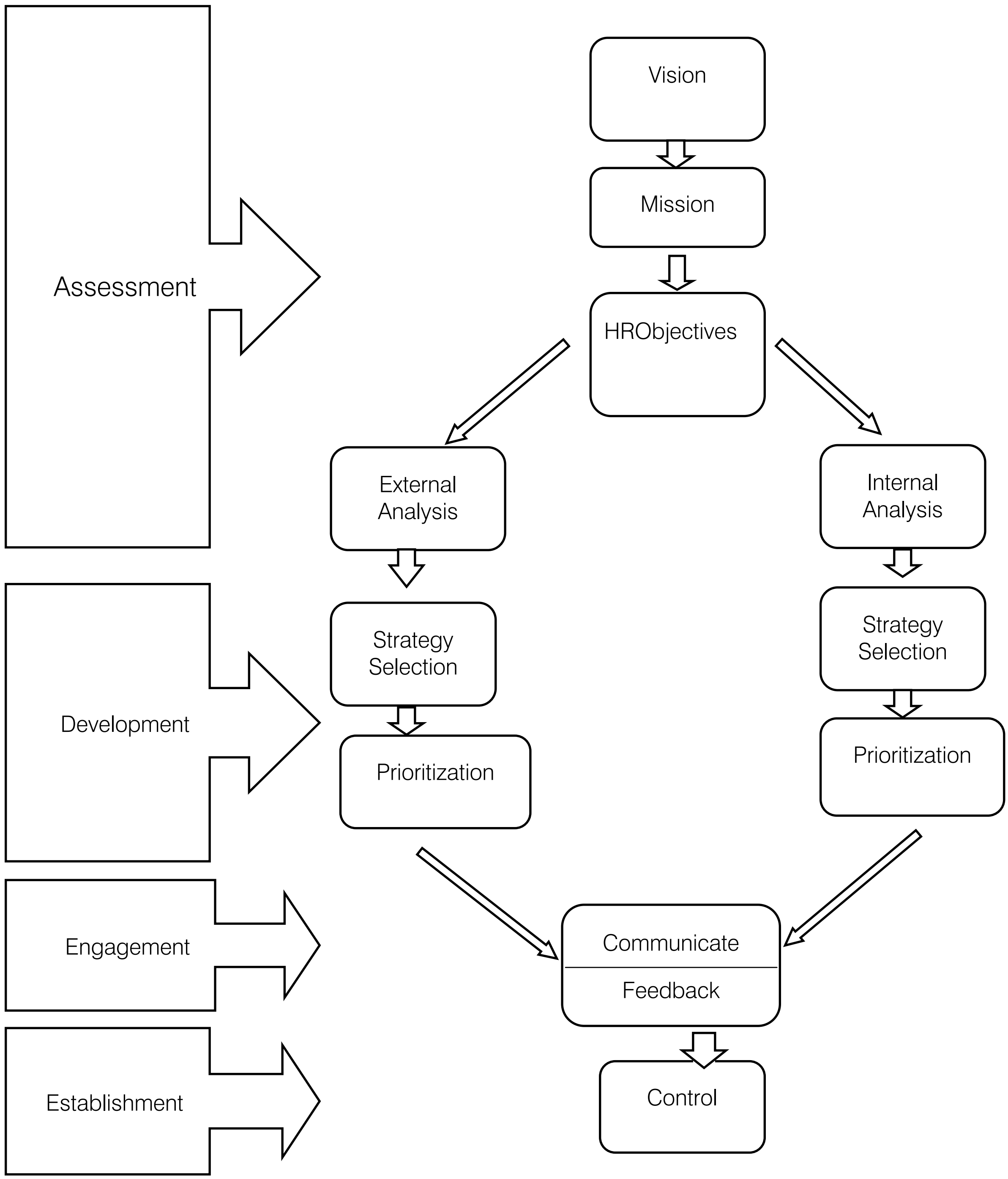


Fig. 3: Employment Branding Model

A. Assessment

A good employment branding should start considering vision and mission of the corporation concerned. The HR objectives need to be consistent with corporate vision and mission. A clear, concise objective setting is primary requisite. HR objectives like human resource or manpower planning, recruitment, selection and placement, training and development of employees, developing and maintaining motivation for workers must come after the issues of considering employees as brand element.

Internal analysis can be done in order to get the real picture. If the organization is new one, then this step can be omitted. However, in other cases this is a must. How the employees are treated, what affects negatively, what they think of the environment, culture etc.3 should be analyzed.

External analysis is about checking the activities being performed for increasing employment branding. If a concise effort is there, then this process is easy to conduct. Like the internal analysis, this process is redundant for a new enterprise. Some such activities include finding community engagement, position of brand, customer awareness, perception, activities of rival firms etc.

B. Development

Choosing a suitable strategy is the next step. In internal analysis, organizations may have a number of easy to implement yet very effective strategy. These not only expresses a positive attitude of the company but ensures a number of satisfied, enthusiastic employees. Some of such strategy includes,

a. Include employees in mission statement: a well thought mission statement containing and expressing a clear philosophy regarding employees indicates value for them. Whenever a group is formally recognized, they are ensured certain rights and privileges. Same way, if mission statement states something about employees, they are ensured a number of advantages, explicitly or implicitly.
b. Theme statement stating how important employees really are matters. If there is a theme statement or slogan of the company that tell offer value of employees, it works faster. Not only can the internal but external stakeholders view this. This, in turn creates a positive image.
c. Fair benefits: major component of employee satisfaction is equipped by the return they get, mostly monetary. A compensation package including standard offers for each individual employee is must. In fact, we call this staple component, meaning without this all the initiatives of branding is fruitless. So, if there is any scope of adjusting existing benefits, it should be made immediately.
d. Recognition: certifying the good performing employees is another strategy to be followed. Where there is recognition of efforts, there is enthusiasm. Each effort to better the company is valuable. If these little efforts are recognized, then they are valued.
e. Clear career path: career path is an important fact employees consider as valuable. The clearer the career ladder is, the less will be the ambiguity. People want to develop himself for professional and personal matters. His efforts are fruitful when organization promotes him. So, criteria, qualification along with benefits of next position etc need to be specific.
f. Supportive Culture: there is a great impact of organizational culture on employee mind. Interpersonal relation, decision making and implementing process, feedback mechanism etc. all constitute culture. If these are supportive, employees efforts increases. Culture of trust, mutual cooperation and sharing is essential in creating positive employment branding.

There are some other strategies that focus on increasing mass awareness. Different stakeholders, community people and public in general has to be informed about the activities of the organization. Some of such strategies include,

a. Arranging seminars: now a day skill improvement, awareness rising etc. seminars are on demand. People are concerned about their professional life. A one daylong seminar on a specific topic can attract attention. Advertising in mass media about the seminar arranged on recent topic raises brand name. Moreover, if it is on career related topic, popularity will go up. Thus, arranging seminars on a regular basis in burning issues of career development and skill development is a good technique.
b. Inviting popular figure: presence of a popular, expert, experienced figure in seminars can strengthen brand image. Experts, who are successful in their field are icons. New employees can be motivated by their presence. Famous writer, CEOs of large corporations, entrepreneurs can be invited in those seminars.
c. Organizing special events: Unlike seminars attract specific group of people, special events attract general crowd. National awareness rising may be done through these programs. Events like free resume writing tips, marathon race for health, tree plantation, rally for peace etc. are very common activity. General people becomes involved and creates a very good image on them.

d. Sponsoring relevant events: Different universities, gov't organizations, private companies arrange various types of events. Sponsoring those can be very effective. Just like marketing works, these can be useful for employment too.

e. Participating in job fairs: Another easy way is to participate is job fairs. Throughout the year, many universities organize job fairs. Those are easy to reach potential employees. Delivering them what the organization is and want can trigger better employment branding.

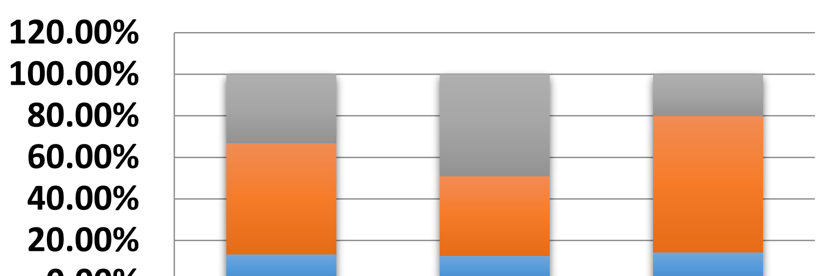
f. Contract signing with public and private organizations: Strong tie with local, international firms, gov't enterprises means the acceptance of the company by a number of people. This indicates authenticity and willingness to go further.

g. Getting certificates: Certification is very important. Signs of certifying authorities has a strong impact on customers. A package having numerous certificates indicates purity and trust. Same way, existing and potential employees become sure of their job, career and profession.

We see that core elements of employment branding is the impression of the organization as a 'great place to work' in the minds of current and perspective employees, as well as other key stakeholders. People look for specific return from the company. Things they look for can be called employee value. Employees' perception about their organization's effort in making that a good workplace is called employee value proposition. There are six key values that construct employee value proposition.

- Interest value – the extent to which an individual is attracted to an employer that provides an exciting work environment, has novel work practices, and makes use of its employees' creativity.
- Social value – assesses the extent to which an individual is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere.
- Economic value – assesses the extent to which an individual is attracted to an employer that provides above average salary, an attractive overall compensation package, and job security and promotion opportunities.
- Development value – assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth, and confidence coupled with career-enhancing experiences and a base for future employability.
- Application value – assesses the extent to which the employer provides an opportunity for the employee to apply what they have leaned and to develop others in a customer orientated and humanitarian environment
- Relative Value: it denotes comparison of values of an individual with his or her friends, relatives etc.

In recent years companies are emphasizing more on employment branding. A survey by HRO Today Magazine finds that top brands are more concerns about their employment branding. They work together with employees and make them aware of those activities. Other brands are not that much concerns about this issue. The study tells 12.7% employees of top brands does not know anything about employee value proposition, 38.2% said they have nothing like this whereas 49.1% of them know very well about their companies efforts. In case of other brands the rate is 14.3%, 65.7% and 20.0% respectively. In total 13.4% employees are totally unware, 53.4% said they don't have and 33.2% said they have employee value proposition.



	Total	Top Brands	Other Brands
Yes	33.20%	49.10%	20.00%
No	53.40%	38.20%	65.70%
Don't Know	13.40%	12.70%	14.30%

Fig. 4: Companies with an EVP

Not all the strategies are of equal value, importance and necessity. Some are time consuming, some require funds. In this case well thought decision is needed. Choosing the best strategy is crucial here. The more strategy taken, the more chance of having better employment branding is there. Though those are a little time consuming and requires special effort, for the sake of long term benefit, actions should be taken. But if there are noticeable constraints, strategies should be prioritized. For both internal actions and external actions this step is needed. Listing the best ones and prioritization is desired.

C. Engagement

Communication and feedback is needed for engaging current employees in this process is very fruitful. They may be asked to suggest for better branding while informing them about the actions taken. Regular meeting, both formal and informal emphasizing corporate culture, expansion, problems etc. makes them more concerned. Feedback from them is also useful. Some strategy may not be effective for the time being. If feedback mechanism is there, employees may be willing to inform about the wrong decision. So, open door policy regarding this is suggested.

D. Establishment

Feedback of current strategy and experience of previous one may tell to change or update. If such happens, necessary actions need to be taken immediately. A wrong event, media or activity may hamper negatively. But the strategies that are best suited must be established as culture. Successful tactics are to be continued o regular basis. This control and continue mechanism is the last stage of the process.

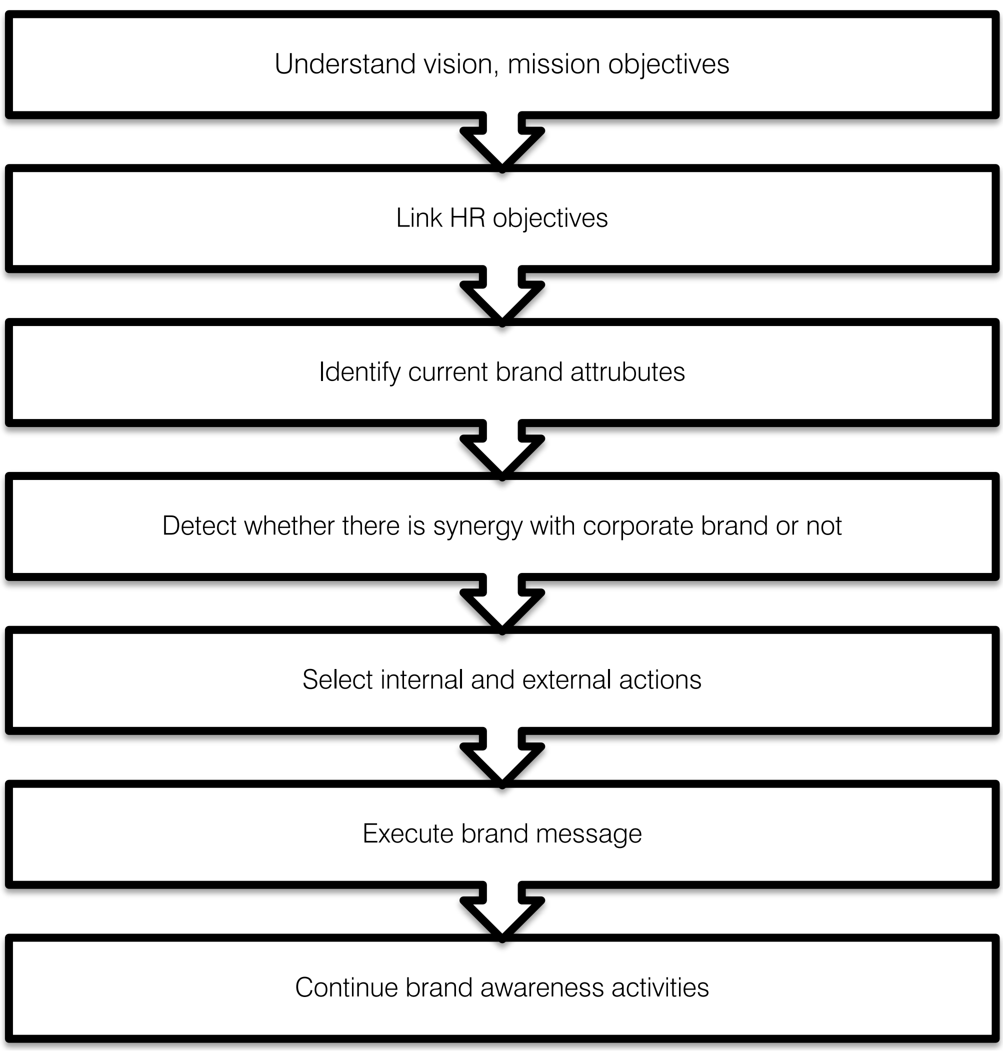


Fig. 4: C Tips to create an employment brand

VIII. Conclusion

There is no doubt that employment branding is becoming increasingly important. The concept should be central to all HRM activities. Companies who are caring about their employees have a strong employee as well as customer base. Satisfied employees brings satisfied customers- this is well known. Fight for best employees has begun. Proactive strategies can serve best in this situation. Talent recruitment and retention becomes possible through well planned efforts like employment branding. It is not like that only employees are gainer, but organization too. Smooth operation, sales, profitability, reputation all are ever rise. Good care of employees just like care of the product ensures industrial harmony. Emphasis on this issue is a key to success in this knowledge-based economy.

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The Impacts of ISO9001:2008 Implementation on Employees Job Satisfaction

By Elias Bekele & Shimelese Zewedie

Jimma University

Abstract- The main objective of this study is to examine the impacts of implementing ISO9001:2008 practice towards employee's job satisfaction in Dire tannery located in Addis Abeba Kolfe Keranyo sub city. The paper proposed main hypothesis and 4 sub-hypotheses and tests on the relationship between ISO9001:2008 practices and job satisfaction. The data for this study were collected using self-administered questioners from a total of 167 respondents in representative from seven departments of the tannery. Stratified sampling technique was used to draw samples out of the population. Out of this 167 questionnaires distributed 136 was collected back. The data was analyzed using descriptive statistics, correlation analysis and regressions. The result revealed that, customer focus; training and education, empowerment and team work and continues improvement are all positively associated with employee's job satisfaction. It is also found that "empowerment and teamwork" and "continuous improvement" explains 46.5 percent of job satisfaction variance which is significant.

Keywords: ISO 9001, job satisfaction, total quality management.

GJMBR-A Classification: JEL Code: J28

THEIMPACTSOFISO90012008IMPLEMENTATIONONEMPLOYEESJOBSATISFACTION

Strictly as per the compliance and regulations of:

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Elias Bekele [α] & Shimelese Zewedie [σ]

Abstract- The main objective of this study is to examine the impacts of implementing ISO9001:2008 practice towards employee's job satisfaction in Dire tannery located in Addis Abeba Kolfe Keranyo sub city. The paper proposed main hypothesis and 4 sub-hypotheses and tests on the relationship between ISO9001:2008 practices and job satisfaction. The data for this study were collected using self-administered questioners from a total of 167 respondents in representative from seven departments of the tannery. Stratified sampling technique was used to draw samples out of the population. Out of this 167 questionnaires distributed 136 was collected back. The data was analyzed using descriptive statistics, correlation analysis and regressions. The result revealed that, customer focus; training and education, empowerment and team work and continues improvement are all positively associated with employee's job satisfaction. It is also found that "empowerment and teamwork" and "continuous improvement" explains 46.5 percent of job satisfaction variance which is significant. Further, the result of multiple regression analysis supports the proposed model based on the empirically validated ISO9001:2008 instruments, which is reliable and valid. This study is to contribute in advancing the ISO9001:2008 literature with a better understanding of the multidimensionality of ISO9001:2008 practices and its association Employees job satisfaction that would facilitate more quality management research in developing countries.

Keywords: ISO 9001, job satisfaction, total quality management.

I. Introduction

In recent years, ISO 9000 has gained significant acceptance in many organizations in Ethiopia. Most of these organizations believe that ISO 9000 can assist them in surviving the unstable business environment and achieving competitive advantage over their competitors. The main motive behind this adoption is that the quality has become increasingly central features that the customers value. Customers are now more aware and looking for quality products and services than they were in previous years. Satisfaction is the focal point for the shift in their behavior. Because of this, some companies use ISO 9000 certification as a way to show their customers that they are quality concern and looking forward to providing only quality products or services (Othman, 2001).

The stress on quality has also led to a demand by organizations for outsider quality recognition, which has in turn provided the drive for the International Organization for Standardization's (ISO) development of the ISO 9000 series of international quality management standards for quality assurance of products and services in 1987. These standards have now been used by many countries globally, including the European Union (EU) Curkovic and Handfield, (1996). while the ISO 9000 is not mandatory by all EU directives, many EU consumers need conformity to the ISO standards such that a firm planning to export to the EU is likely to have to obtain ISO 9000 qualifications Handfield and Curkovic (1996).

Under the ISO standards, quality management includes quality control and quality assurance, and incorporates the additional concepts of quality guidelines, quality plan and quality progress (Standards Australia and Standards New Zealand, 1994). The ISO standards include 20 items which cover three aspects of quality; management of the quality system, tactic of the system, and repairs of the system (Brooks, 1995). Brooks (1995) recognized external and internal payback of ISO certification. External payback relate to client perceptions about quality, better customer satisfaction, improved core competencies, and reduced customer quality audits. Internal benefits include enhanced documentation, better quality consciousness, and improved effectiveness and efficiency.

ISO 9001 Registrars make bold claims for the business benefits of quality management system award, for example in the USA, ANAB the leading ISO 9001 Registrar in the USA (2008) claim sixteen opportunities from quality management system award including increased operational efficiency, cost reduction from less rework and scrap, customer satisfaction, competitive edge, perceived improved quality and bigger market share. In Europe similar claims are made by leading national registrars as being supported by academic research (Gavin, 2009).But what about employees and job satisfaction?

In ISO quality standards and other quality initiatives, employees are believed to be satisfied and committed with their job as a result of increase employee participation and involvement in decision making process (Wilkinson et al, 1998; Wageman & Hackman,1995). Also, the reward system under ISO 9000 series is said to increase their level of satisfaction and commitment as employees will be rewarded based on the team performance not on individual basis. These

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believes need to be proven, as people are the important elements of the organization that have to be taken care of Ishikawa (1985) has mentioned that an organization whose members are not happy and cannot be happy does not deserve to exist.

ISO 9000 involves adjustment to the organizations. When change is on a large scale, and involves many individuals and divisions, there are problems (Harvey and Brown, 1996; Ferguson & Cheyne, 1995). When ISO 9000 is adopted, employees are assigned with different job and with increased workload and paperwork, change in working environment, change in management style and organization culture.

Mainly, these changes can be grouped into four main categories namely, job-related characteristics (skill variety, task importance, task uniqueness, autonomy and feedback from the job), organization characteristics or work relationships (with supervisors and relationship with co-workers) and employment contract (job security, pay and growth). These factors are the providers to the decrease in job satisfaction and commitment if change is implemented without proper change interventions and this as a result will affect the employees' performance DeNisi and Schweiger (1991).

Now a day's many firms operating in Ethiopia are in hurry to get the award of ISO9001 certification and to expand their market destination externally. But the researcher did not find any study that deals with impact that ISO9001 implementation have on employees in the context of Ethiopian industry. The researcher also did not find any theoretical literature associated with this issue. Because of the above two major reasons the researcher become highly motivated to conduct this study with the aim of analyzing the impact of ISO 9001 on job satisfaction of employees in Ethiopian manufacturing industry in the case of Dire Tannery which is certified with ISO9001:2008.

II. Materials and Methods

This study aims to evaluate the impacts of ISO9001:2008 implementations on employee's job satisfaction in the case of Dire tannery, Addis Ababa Ethiopia. The sample size of the Study has been calculated as follows,

$$n=\frac{Z^2.p.q.N}{e^2(N-1)+Z^2.p.q}$$

Where
n = sample size
e = margin of error
p = probability of success
q = probability of failure
N = population
Z = the value of the standard variate at a given confidence level to be worked out from table showing area under Normal Curve.

Then

$$n=\frac{1.96^2.0.5.0.5.297}{0.05^2(297-1)+1.96^2.0.5.0.5}=\frac{285.2388}{1.7004}=167$$

After the sample size determined this sample of 167were divided proportionally for each strata (department) according to its percentage as follows:-

Primary data and secondary Data collection are the ways used for collecting information. This study mainly relied on primary data. Such types of data are firsthand information collected for the first time directly from the respondents. The collection of primary data involves the use of research instruments, such as questionnaires and interview schedules that have been constructed exclusively for the purposes of a specific study. For the purposes of this research, primary data were collected by self-administered questionnaire and unstructured interviews.

For the purpose of this study the questionnaires were adopted with a little modification from Valmohammadi and Khodapanahi (2011), Ooi.et.al (2008) and Akashah (2010) who conduct a survey in the same area before. Basically the questionnaire is divided into two major parts. The questionnaire is in dual language, Amharic and English to make it easily understandable for the targeted respondents. Part one keeps track on the general information of respondents on their demographic information. In this section, the background aspects of respondents such as gender, marital status, years of working experience with current company, positional level in the organization and educational level.

Respondents were asked to rate each statement on the bases of five point likert scale. This scale used in this study to generate statistical measurement of employee's job satisfaction. Respondent were asked how strongly she or he agrees or disagrees with a statement or series of statements, usually on a four, five, six or seven-point rating scale (Saundersn.et.al 2009). In this study five point likert scale were used as indicated below:-

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

a) Research Model

Where "X1"= customer focus, "X2"= training and education, "X3"= empowerment and team work and "X4" continuous improvement and problem prevention. And Yi = job satisfaction. b_0 = constant and ε = error. So the equation will become:-

$$Y_i = b_0 + b_1X_{i1} + b_2X_{i2} + b_3x_{i3} + b_4X_{i4} + \varepsilon i$$

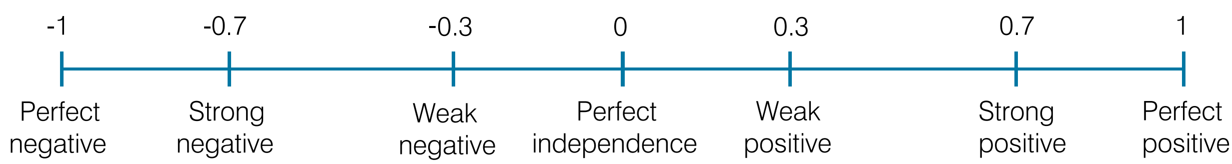
III. Result and Discussion

a) *Hypothesis Testing – Correlation Analysis*

These correlation analyses are on the independent variables and dependent variable consists of customer focus, empowerment and team work, training and education, continues improvement. The dependent variable for this study is employee job satisfaction. The correlation is done on dimensions of independent variable on dependent variable.

The SPSS output for Pearsons correlation coefficient show the relationship between two variables, which are independent variables and dependent variables. The measure of goodness between the variables should fall within the range of 1 to -1. If r= +1, there is a perfect linear (positive) relationship between the two variables. On the other hand, if r=-1, the inverse (negative) relationship between variables.

Hypotheses that postulate a significant positive or negative relationship between two variables can be tested by examining the correlation between the two. The scale model suggested by Saunders et.al (2009) is used to describe the relationship between the variables is as follows;



Marczyk.et.al (2005)

b) *Test of Hypothesis 1*

(Customer focus has a positive effect on employee's job satisfaction)

Table 4.12, shows the Pearson correlation test for hypothesis 1. There is a significant positive correlation between customer focus principles with employee's job satisfaction with a significant value of 0.000. Hence accept alternative hypothesis (Ha) and reject the null hypothesis (H_0). In other words customer focus and job satisfaction have a positive moderate relationship(r=0.405). From this it can be understood that customer focus practice of the tannery has a positive impact on employee's job satisfaction. In other word, an increase in customer focus practice of the tannery will also result in an increased job satisfaction among employees.

Table 1: Correlation between Customer focus with employee job satisfaction

	Pearson Correlation	Significant
Value	0.405**	0.000

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

c) *Test of Hypothesis 2*

(Training and education has a positive effect on employees job satisfaction)

Table 4.13, shows that there is a significant positive correlation between training and education and job satisfaction with a significant value of 0.000. Hence accept the alternative hypothesis (Ha) and reject the null hypothesis (H_0). In other word training and education and job satisfaction has a positive moderate relationship (r=0.565). It means the two variables have positive relationship when independent variable increase and the dependent variable also increase. Training and education considered as a factor to affect the employees job satisfaction in the study.

Table 2: Correlation between Training and education with employee job satisfaction

	Pearson Correlation	Significant
Value	0.565**	0.000

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

d) *Test of Hypothesis 3*

(Empowerment and teamwork has a positive effect on employees job satisfaction)

As presented in Table no. 4.14, shows there is a significant positive correlation between Empowerment and teamwork and job satisfaction with a significant value of 0.000. Hence accept the alternative hypothesis (Ha) and reject the null hypothesis (H_0). In other word Empowerment and teamwork and job satisfaction are moderately related (r=0.623). From this it can be understood that Empowerment and team work positively impact employees job satisfaction, which mean that an increase in Empowerment and team work result increased employees job satisfaction.

Table 3: Correlation between Empowerment and teamwork with employee job satisfaction

	Pearson Correlation	Significant
Value	0.623**	0.000

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

e) Test of Hypothesis 4

(Continuous improvement has a positive effect on employees' job satisfaction)

Table 4.15, shows there is a significant positive correlation between Continuous improvement and job satisfaction with a significant value of 0.000. Hence accept the alternative hypothesis (Ha) and reject the null hypothesis (H_0). In other word Continuous improvement and job satisfaction has a positive moderate relationship (r=0.605). Accordingly this implies that continues improvement has a positive impact on employee's job satisfaction. Increase in continues improvement practice of the company will also result increased employees job satisfaction.

Table 4: Correlation between Continuous improvements with employee job satisfaction

	Pearson Correlation	Significant
Value	0.605**	0.000

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

f) Regression Analysis

A result for regression analysis summary for the four (4) independent variables versus the job satisfaction is depicted in table 4.16.

Table 5: Multiple Regression analysis summaries

Model	R	R square
1	0.682	0.465

After entered the four variables into the regression model R is 0.682 with the dependent variable. Inter correlation among four (4) independent variable taken into account, the R square value is 0.465. Thus our model explains only 46.5 percent influence that our four (4) independent variables have on the dependent variable.

The ANOVA, as shown in table 4.17 below implied that the F value of 28.499 is significant at the 0.000 level and the model summary. This result reflects that the 46.5 percent of the variance (R square) in job satisfaction has been significantly explained by the four (4) independent variables. The Durbin-Watson of 1.587, falls between acceptable range (1.5<D<2.5) indicating no autocorrelation problem in the data. Therefore, it indicates that the error term is independent.

Table 6: Multiple Regressions ANOVA

Model	F	Significant
1	28.499	0.000

Table 7: Model Summary

Model	R	R square	Durbin-Watson
1	0.682	0.465	1.587

Table 4.19, shows that the coefficients. Coefficients help us to see which of the four independent variables is the most important in explaining the variance in job satisfaction. From the table the highest number in the beta is 0.343 for Empowerment and Team work and the second largest is

0.342 for continues improvement with a significant value of 0.003 and 0.000 levels respectively. Based on this value both empowerment and team work and continues improvement become accepted and the other two variables which are customer focus and training and education become rejected or removed from the model because both variables are not statistically significant. The standard coefficients (Beta) which are expressed the main model, are 0.1 and 0.223. So the model is:

$$Y\ (JS) = 1.158+0.1(X3) + 0.\ 223\ (X_4) + \varepsilon$$

Where: (X_1= customer focus, X_2 = training and education, X_3 = empowerment and teamwork, X_4 = continuous improvement and problem prevention)

The results indicate no multicollinearity problems (the multicollinearity statistics shows that the tolerance indicator for customer focus, training and education, empowerment and teamwork, and continuous improvement and problem prevention are all greater than 0.1, and Variation Indication Factor (VIF) are all lesser than 10). This shows that there is no multicollinearity problem between the four independent variables.

Table 8: Multiple regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.158	1.141		1.015	.312	-1.099	3.415		
	Customer focus	-.008	.044	-.015	-.184	.854	-.095	.079	.598	1.674
	Training and Education	.025	.032	.089	.777	.438	-.038	.087	.310	3.227
	Empowerment and Team work	.100	.033	.343	3.034	.003	.035	.165	.319	3.136
	Continues Improvement	.223	.057	.342	3.885	.000	.109	.336	.525	1.903

a. Dependent Variable: Employee job satisfaction

IV. Discussion

The main objective of this study is investigating the impact of ISO9001:2008 practices on employees' job satisfaction. This study was conducted in Dire tannery processing facility located in Addis Abeba. Demographic factors such as gender, marital status, working experience, levels in the organization position and educational level achieved have been used to describe the characteristics of the respondents.

On the basis of the correlation analysis customer focus, training and education, empowerment and teamwork and continuous improvement have a significant positive correlation with employee's job satisfaction. Further results of regression analysis revealed that the four construct of independent variables was a relevant ISO 9001:2008 factors, there was a strong association with job satisfaction. The result implied that continues improvement was perceived as a dominant factor for ISO9001 practice; there was a strong association with job satisfaction.

The results also provided supporting evidence for the view of Karia. et.al (2006) affirmed that Continuous improvement and problem prevention", which is an essential is shown to have a positive effect on "job satisfaction" and "organizational commitment" and Valmohammadi et.al (2011) states "Continuous improvement and problem prevention", which is an essential aspect of ISO9001, is shown to have a positive effect on "employees' job satisfaction". As Asaari et.al (2003), states continuous improvement and problem prevention practices are significantly positive correlated to job involvement, job satisfaction, career satisfaction, and organizational commitment. Therefore, job involvement, job satisfaction, career satisfaction, and organizational commitment increase as continuous improvement and problem prevention practices increase.

Empowerment and team work which is an essential aspect of ISO9001 is shown to have a positive effect on employee's job satisfaction next to continues improvement. As Assari et.al (2006) states, Empowerment and teamwork is the most important in enhancing employee's job satisfaction, organizational commitment, career satisfaction, and job involvement. The greater the extent of empowerment and teamwork, the greater the enhancement of these job-related attitudes. Also, Valmohammadi et.al (2011) affirmed that ISO9001 recognize and emphasize the importance of "empowerment and teamwork" to facilitate employees' ability to work together to get a job done.

However, customer focus practice of the firm is not significant in determine employees job satisfaction. This indicates that customer focus practice of the firm required motivating effects on employees at work, thus aspects of emphasis on customer focus practice, such as reward employees when there is positive customer satisfaction is needed. The present study results are equivalent with the findings of previous study conducted by Valmohammadi et.al (2011) and Ooi et.al (2008) in which found that Customer focus was discovered to be insignificant to job satisfaction. The results suggest that it is possible that employees' effort were not taken into consideration when it comes to customer satisfaction; for example, employees were not rewarded or motivated by, when there is positive customer satisfactions. Karia et.al (2006)also states that Customer focus does not contribute to employees' work-related attitudes. This suggests that management has failed to communicate its commitment to this important practice. This might be due to the lack of an established support relationship between employees and customers.

Finally training and education also found to be insignificant towards employees job satisfaction. The result is consistent with the findings of Ooi et.al (2008) besides, education and training was found having no significant effect on production workers job satisfaction. Valmohammadi et.al (2011) also states that "Training & education" was found not significantly associated with employees' job satisfaction. But in contradict with the study conducted by Karia et.al (2006) which states that Training and education has a positive effect on organizational commitment job satisfaction and job involvement. Continuous training and education are essential in for continuous improvement in employees' skills. When there is ongoing training and education program it will result with a greater level of employee's job satisfaction. Yusuf and Ali (2000) also support the previous finding by stating that education and training was found to have positive influence on employee's job satisfaction.

Further, the results of multiple regression analysis confirmed that the job satisfaction variable was significantly related to the perceptions of ISO9001: 2008 practices and thus practice of ISO9001 principles come up with positive payoff.

Finally, the present study support previously conducted studies by Valmohammadi et.al (2011), and Ooi et.al (2008) which found that both continues improvement and empowerment and team work as significant factor in determine employees job satisfaction. Similarly they found training and education and customer focus practice of ISO9001 practice no significant effect towards employee's job satisfaction. However this study does not support the finding from previous studies conducted by Karia et.al (2006) which concluded that the greater the extent of ongoing training and education in an organization, the greater the employees' job satisfaction. And Yusuf and Ali (2000), which state that education and training was found to have positive influence on employee's job satisfaction.

V. Conclusion

The study try to present explanatory investigation of the impacts of ISO9001:2008 practice on employee's job satisfaction within Addis Abeba tannery. As supported by various authors (Valmohammadi et.al (2011), Karia et.al (2006), Ooi et.al (2008), Asaari et.al (2003)) quality management systems play a vital role in shaping (influencing) the attitudes of employees towards their job and organization. Based on the result of Pearson correlation analysis, which is used for determining the relationship between the four independent variables (customer focus, training and education, empowerment and team work and continues improvement) and the dependent variable (job satisfaction) shows that there is a significant positive correlation. Therefore, job satisfaction increases as customer focus, training and education, empowerment and team work and continues improvement increased.

Based up on the multiple regression analysis the finding identify two of the independent variables namely continues improvement and empowerment and team work are more significantly associated with improvements of employees job satisfaction than the other two variables namely customer focus and training and education. The implication is that the organization should focus firstly on continues improvement and then for empowerment and team work. On the other hand the other two elements namely training and education and customer focus are inputs of long term infrastructural benefits which is useful for continues improvement in the future, but with less significant relationship with employees job satisfaction.

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Appendix

Correlation

Correlations

		Customer focus	Training and Education	Empowerment and Team work	Continues Improvement	Employee job satisfaction
Customer focus	Pearson Correlation	1	.583**	.521**	.553**	.405**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	136	136	136	136	136
Training and Education	Pearson Correlation	.583**	1	.806**	.607**	.565**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	136	136	136	136	136
Empowerment and Team work	Pearson Correlation	.521**	.806**	1	.631**	.623**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	136	136	136	136	136

Continues Improvement	Pearson Correlation	.553**	.607**	.631**	1	.605**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	136	136	136	136	136
Employee job satisfaction	Pearson Correlation	.405**	.565**	.623**	.605**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	136	136	136	136	136

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

Descriptive Statistics

	Mean	Std. Deviation	N
Employee job satisfaction	10.68	3.105	136
Customer focus	30.87	5.840	136
Training and Education	39.57	11.238	136
Empowerment and Team work	39.77	10.650	136
Continues Improvement	21.62	4.778	136

Correlations

		Employee job satisfaction	Customer focus	Training and Education	Empowerment and Team work	Continues Improvement
Pearson Correlation	Employee job satisfaction	1.000	.405	.565	.623	.605
	Customer focus	.405	1.000	.583	.521	.553
	Training and Education	.565	.583	1.000	.806	.607
	Empowerment and Team work	.623	.521	.806	1.000	.631
	Continues Improvement	.605	.553	.607	.631	1.000
Sig. (1-tailed)	Employee job satisfaction	.	.000	.000	.000	.000
	Customer focus	.000	.	.000	.000	.000
	Training and Education	.000	.000	.	.000	.000
	Empowerment and Team work	.000	.000	.000	.	.000
	Continues Improvement	.000	.000	.000	.000	.
N	Employee job satisfaction	136	136	136	136	136
	Customer focus	136	136	136	136	136
	Training and Education	136	136	136	136	136
	Empowerment and Team work	136	136	136	136	136
	Continues Improvement	136	136	136	136	136

Variables Entered/Removedb

Model	Variables Entered	Variables Removed	Method
1	Continues Improvement , Customer focus, Empowerment and Team work , Training and Education [a]		Enter

a. All requested variables entered.

b. Dependent Variable: Employee job satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.682[a]	.465	.449	2.305	1.587

a. Predictors: (Constant), Continues Improvement , Customer focus, Empowerment and Team work , Training and Education

b. Dependent Variable: Employee job satisfaction

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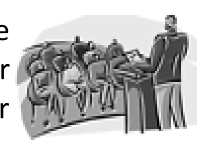

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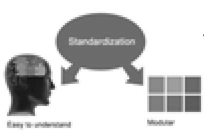

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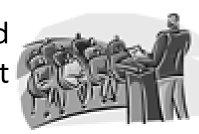

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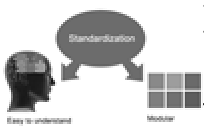

After nomination of your institution as “Institutional Fellow” and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

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"

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"

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3. Submission of Manuscripts,

4. Manuscript’s Category,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final Points:

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

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

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

General style:

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

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

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

In every sections of your document

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

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

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

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

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

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

Title Page:

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

Abstract:

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

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

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

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

Approach:

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

Introduction:

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

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

Approach:

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

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

Procedures (Methods and Materials):

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

Materials:

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

Methods:

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

Approach:

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

What to keep away from

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

Results:

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

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

Content

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

What to stay away from

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

Approach

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

Figures and tables

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

Discussion:

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

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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

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

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

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.
- Do not give permission to anyone else to "PROOFREAD" your manuscript.
- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

Criterion for Grading a Research Paper (Compilation) by Global Journals Inc. (US)

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

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