GLOBAL JOURNAL

OF MANAGEMENT AND BUSINESS RESEARCH: G

Interdisciplinary

Literature of City Marketing

Management in Health Care System

Highlights

Regulated Products in Nigeria

Behavioral Intention of Customers

Discovering Thoughts, Inventing Future

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*
Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

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

Offset Typesetting

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

Packaging & Continental Dispatching

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

Find a correspondence nodal officer near you

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

eContacts

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

Pricing (Including by Air Parcel Charges):

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

Dr. Carlos García Pont

Associate Professor of Marketing

IESE Business School, University of Navarra

Doctor of Philosophy (Management),

Massachussetts Institute of Technology (MIT)

Master in Business Administration, IESE, University of Navarra

Degree in Industrial Engineering,

Universitat Politècnica de Catalunya

Web: iese.edu/aplicaciones/faculty/facultyDetail.asp

Dr. Söhnke M. Bartram

Department of Accounting and Finance

Lancaster University Management School

Ph.D. (WHU Koblenz)

MBA/BBA (University of Saarbrücken)

Web: lancs.ac.uk/staff/bartras1/

Dr. Bassey Benjamin Esu

B.Sc. Marketing; MBA Marketing; Ph.D Marketing

Lecturer, Department of Marketing, University of Calabar

Tourism Consultant, Cross River State Tourism Development Department

Co-ordinator, Sustainable Tourism Initiative, Calabar, Nigeria

Dr. Dodi Irawanto

Ph.D., M.Com, B.Econ Hons.

Department of Management

Faculty of Economics and Business

Brawijaya University

Malang, Indonesia

Dr. Ivona Vrdoljak Raguz

University of Dubrovnik,

Head, Department of Economics and Business Economics,

Croatia

Dr. Yongbing Jiao

Ph.D. of Marketing

School of Economics & Management

Ningbo University of Technology

Zhejiang Province, P. R. China

Dr. Charles A. Rarick

Ph.D.

Professor of International Business

College of Business

Purdue University Northwest

Hammond, Indiana US

Yue-Jun Zhang

Business School,

Center for Resource and

Environmental Management

Hunan University, China

Dr. Albrecht Classen

M.A. (Staatsexamen), Ph.D. University of Virginia, German

Director, Summer Abroad Program, Medieval Europe Travel Course

Dr. Brandon S. Shaw

B.A., M.S., Ph.D., Biokinetics, University of Johannesburg, South Africa

Professor Department of Sport and Movement Studies

University of Johannesburg, South Africa

CONTENTS OF THE ISSUE

Synthesis Literature of City Marketing and Similar Concepts

By Ikrame Selkani

University of Jaén

Abstract- City marketing is a field that is practiced in all over the world; it was developed through different stages throughout the years. The purpose of this study is to review the city marketing literature and all similar disciplines, in order to understand the very beginning of the field and its development through the time.

Design/Methodology/Approach: City marketing is a field that becomes, nowadays, very important to every city and territory. A link will be shown to understand the history of the city marketing through the years and its importance now.

Keywords: city marketing, city branding, place marketing, literature, review.

GJMBR-G Classification: JEL Code: M30

SYNTHESISLITERATUREOFCITYMARKETINGANDSIMILARCONCEPTS

Strictly as per the compliance and regulations of:

Synthesis Literature of City Marketing and Similar Concepts

Ikrame Selkani

Abstract- City marketing is a field that is practiced in all over the world; it was developed through different stages throughout the years. The purpose of this study is to review the city marketing literature and all similar disciplines, in order to understand the very beginning of the field and its development through the time.

Design/Methodology/Approach: City marketing is a field that becomes, nowadays, very important to every city and territory. A link will be shown to understand the history of the city marketing through the years and its importance now.

Finding: A very new and young history is shared on academically contribution throughout the articles

Originally/Value: Discover the history of the city marketing that has been developed through the times and the countries where it has been shown and practiced

Keywords: city marketing, city branding, place marketing, literature, review.

I. Introduction

The city marketing is an area that has been practiced since the 19th century (Kavaratzis, 2004), however it's a discipline that has a huge lack of academic researches. Its origin stem from social and nonprofit marketing (Kotler & Levy 1969; Koter & Zaltman, 1971) and it has been practiced for many centuries for the development and promotion of places, cities, and nations (Kavaratzis & Ashwoth, 2008).

Throughout the time, the terminology has been developed, and many concepts were introduced to vary the understanding. Therefore the field progressed from the initial "place selling" approach to the use of integrated marketing and branding techniques (Ashworth & Voodg, 1990, 1994; Kotler et al. 1993, 1999; van den berg & Braun, 1999; Rainisto, 2003; Gertner, 2011).

Usually, when we talk about city marketing or any of the similar concepts, we extend our understanding to the urban areas: those maybe cities, town, regions, territories.

Along this article, we will see the literature reviews of those concepts in the aim to understand from where it comes and where are we going.

II. Literature Review of the Concept

City marketing is a field that mixes between a multiple disciplines. This interdisciplinary nature led to confusion between the academics and the practitioners.

Author: University of Jaén-Spain. e-mail: ikrame.selkani@gmail.com

However, the concept has developed and left some cities wondering on how cities as a brand could be designed and managed (Marrilees et al, 2012).

The aim of these concepts is to increase the investment and tourism by development the community by reinforcing local identity and activating social forces (Kavaratzis, 2007).

The interest of the field, globally, is to improve the competitive image of deprived places can help to the development of an empirical framework which can make a significant step towards theory making (Niedomysl & Jonasson, 2012).

City marketing is a complex field which gathers a multiple academic disciplines: geography, urban planning, economic development, tourism, etc (Berglund & Olsson, 2010). This mixture of all the discipline doesn't let a clear understand of the concept (Niedomysl & Jonasson, 2012).

The same confusion is there, when we talk about specific journals for publication: place marketing can be interchangeable to "place branding", "urban marketing", "city marketing", "territorial marketing" and vice versa (Skinner, 2008).

Even though, cities use branding as an instrument to define themselves and achieve attractive positions and positive perceptions of the mind of key audiences (Kavaratzis & Ashworth, 2009).

Often, city marketing is defined as a management process (Kolter et al, 1999; Rainisto, 2003) which encompasses the attempts of the place differentiation for competitive advantage over other places. City branding has been defined as the "purpose symbolic embodiment of all information connected to a city in order to create association around it" (Lucarelli & Berg, 2011).

One wide world reason is that cities in all over the planet engage themselves in marketing and branding efforts, in order to stay competitive and relevant on the global market (Hospers, 2010).

Another definition of the place marketing concept can be used, which says: "the measures taken, by actors appointed to govern a place, to improve the competitive image of that place with explicit aim of attracting capital from elsewhere" (Niedomysl & Jonasson, 2012).

The marketing of urban places are practiced since the 19th century (Kavaratzis, 2004). There is a need to identify the real history of all those concepts, in order

2

to identify the real history of all those concepts, in order to know the chronology and the development of this field, throughout the years. The aim of the research is to lookfor all the academic of the research is to look for all the academic review (JCR). In the urban studies field and to make a table recognizing all those concepts with the revue name, the years of publication and the city that was chosen in the empirical part.

a) Meta-analisis

The real stage where the city marketing occurs now is still in the very beginning level, due to the number of researches that were done in this area. Despite this, the reality says something else: the biggest cities in the world began to interest, and even to practice some theories about the field, such as, territorial communication, encouraging some activities to take place: (Investments, Olympic sports, cultural events…), in order to be known on a national and an international level. Hence, an increasing number of cities and regions around the world began to establish some logos and brands for their cities: 'I Love New York'; 'I Am Amsterdam'; 'Be Brussels'; 'Be Berlin'; cOPENhagen (Open for you)'; 'Lond-On';… however these decision have been taken from 1977, therefore, the city marketing appeared as a field and area. Although, the academic researchers are not well completed and full in this area, and even the cities find they practicing some of the key.

City branding has been defined as the 'purposeful symbolic embodiment of all information connected to a city in order to create associations around it' (Lucarelli & Berg, 2011, p. 21). It can be used as a strategic tool to provide cities with a source of economic, political and cultural value (Kavaratzis,

In other words, cities use branding as an instrument to define themselves and achieve attractive positions and positive perceptions in the minds of key audiences (Kavaratzis & Ashworth, 2009).

This article then presents as originality: the history of city marketing through the JCR impact journals and try to give a summary to this area and relatively young and new field that begins to grow and the receive importance to metropolises , major cities in the country that developed countries, and to developing countries.

III. Research Methodology

The field of city marketing and similar concepts has known a very important stage of advancements and contribution from a lot of articles and researches that was done by different authors from different part of the world. Today, in this article, we are going to analyze the different articles that talk about city marketing or similar concepts, published in JCR journals of impact.

1. Key Words
2. Year of publication
3. Journal
4. Authors
5. Title of the article
6. Impact indicator
7. Case study place
8. University
9. The article objective

Exploring this research will give us some answers in order to know the history of the concept city marketing academically through the articles published in JCR journals.

Place marketing's validity as an academic field of knowledge is under threat (Gertner, 2011).

a) Contribution to knowledge

City marketing and similar concepts that are the focus of this study is a new field that is under-researched topic. The aim of this study is to help to understand the history and the beginning of this concept and where we are now in front of this study.

Table 1: Synthesis literature of city marketing and similar concepts

Key Words	Year of publication	Journals of publication	Authores	Title	Impact indicator	Case study place	University	Article objective
City marketing	1993	Urban Studies	Ronan Paddison	City Marketing, Image Reconstruction and Urban Regeneration	1.592	Glasgow Scotland	University of Glasgow, Scotland	Examining the experience of Glasgow, focusing on the implications raised by the use of such marketing techniques, showing that they have social and political implications.
City marketing	1999	Urban geography	Hai Slk Sohn & Cheol Park	International visitors satisfaction with Pusan city and its implications for city marketing	1.355	Busan city South Korea	Dong-A University South Korea	This study examines the perceived satisfaction of foreign visitors who have visited at least one Korean metropolitan city through a questionnaire survey and suggests some policies for making a city more attractive
Place marketing	1999	Urban studies	Gordon Waitt	Playing Games with Sydney: Marketing Sydney for the 2000 Olympics	1.592	Sydney Australia	University of Wollongong Australia	Examining the relationship between hallmark events and three characteristics of the post-modern city: the importance of marketing places.
Place marketing	2002	Journal of urban affairs	Etienne Nel ; Tony Binns	Place marketing, tourism promotion and community based local economic development in post- apartheid South Africa The Case of Still Bay—The "Bay of Sleeping Beauty"	0.909	Still Bay South Africa	Rhodes University South Africa University of Sussex UK	The authors examine the responses of the small community of Still Bay in Western Cape Province, South Africa, to economic crisis and the absence of vital social facilities. Critical to the success and sustainability of thisLEDinitiativewas the establishment of various community development projects, in which certain key actors took a leading role in bringing the community together.
City marketing	2003	Journal of housing and the built environment	C.Bornemeyer, R. Decker	Key Success Factors in City Marketing -Some Empirical Evidence	0.657		Universitat Bielefeld Germany	Based on a sample of German city marketing projects a possible procedure to identify key success factors of city marketing is proposed.

Concept	Year	Field	Author	Title	Number	City	Institution	Description
Place marketing	2005	City Community	Mihalis Kavaratis G. J. Ashworth	City branding: An effective assertion of identity or a transitory marketing trick?	1.00		University of Groningen, The Netherlands	This paper developments in marketing theory and practice to suggest how product branding can be transformed into city branding as a powerful image-building strategy, with significant relevance to the contemporary city. Second, it will define city branding, as it is being currently understood by city administrators and critically examine its contemporary use so that a framework for an effective place branding strategy can be constructed.
Place marketing	2007	Urban geography	Choon-Piew Pow and Lily Kong	Marketing the Chinese Dream Home: Gated Communities and Representations of the Good Life in (Post-)Socialist Shanghai	1.355	Shanghai China	National University of Singapore	This paper examines the advertising themes and rhetoric that have been assembled in the place-marketing of Shanghai's newly built gated communities.
Place marketing	2007	Urban policy and research	Benno Engels	City make overs: The place marketing of melbourne during the kennett years, 1992- 99	0.574	Melbourne Australia	RMIT University Melbourne Australia	This paper examines why Intercity competition has intensified, outlining the main features of place promotion and marketing
City marketing	2007	Cities	Mihalis Kavaratzis, G.J. Ashworth	Partners in coffeeshops, canals and commerce: Marketing the city of Amsterdam	1.728	Amsterdam (Holland)	University of Groningen, The Netherlands	This article discusses this new approach towards marketing in the city, critically evaluating the marketing effort of Amsterdam in an attempt to further understanding of the application of marketing to cities
Place marketing	2008	Urban policy and research	Susan Oakley	Public Consultation and Place-Marketing in the Revitalisation of the	0.574	the Port Adelaide Waterfront Adelaide Australia	School of Social Sciences, The University of	The study reveals that local participation and influence in planning decisions of this public – private venture is

Place Branding	2008	Cities	Alberto Vanolo	Port Adelaide Waterfront The image of the creative city: Some reflections on urban branding in Turin	1.728	Turin (Italy)	Adelaide, Adelaide, Australia University of Turin-Italy	somewhat marginal to economic considerations The aim of this paper is to empirically analyze how the creative city is celebrated and displayed in the case of Turin (Torino), Italy.
City Branding	2009	Cities	Li Zhang, Simon Xiaobin Zhao	City branding and the Olympic effect: A case study of Beijing	1.728	Beijing (China)	Fudan University, China University of Hong Kong, China	This paper examines the effectiveness of efforts to brand Beijing, the capital city of China. Based on an analysis of official branding strategies through the Olympics, and an attitudinal survey of peoples' understanding of Beijing, the paper investigates to what extent the current campaign has caught the city's good attributes
Marketing places	2009	Cities	Eli Avraham, Daniel Daugherty	"We're known for oil. But we also have watercolors, acrylics & pastels".: Media strategies for marketing small cities and towns in Texas	1.728	Texas (USA)	University of Haifa Israel; University of North Texas United States	The study is based on the careful analysis of dozens of Texas places' official web sites and advertisements, which were published in Texas magazines, brochures and newspapers during 2008.
Place marketing	2009	Journal of planning literature	Gary Warnaby	Towards a service-dominant place marketing logic	1.842		University of Liverpool Management School, UK	The paper concludes that, viewed through the lens of S-D logic, issues which have in the past been argued to create a degree of distinctiveness in place marketing theory and practice could actually have much resonance with more mainstream marketing

Concept	Year	Journal	Author	Title	Impact	Location	University	Description
Place marketing	2010	Journal of planning literature	Jeamok (Jane) Kwon ; Christine A. Vogt	Identifying the Role of Cognitive, Affective, and Behavioral Components in Understanding Residents' Attitudes toward Place Marketing	1.842		University, East Lansing USA	This study examines attitudes and opinions of local residents regarding place marketing and identifies the role of cognitive, affective, and behavioral components in residents' positive or negative attitudes toward place marketing
Place promotion	2010	Cities	Chigon Kim	Place promotion and symbolic characterization of New Songdo City, South Korea	1.728	New Songdo City (South Korea)	Wright State University Dayton, USA	This paper examines the symbolic characterization of urban space in the publicity and marketing of New Songdo City – a new city under construction in South Korea. Competing with other places, the real estate sector and government actors construct the symbolic characterization of Songdo using various themes and cultural appeals. Songdo has been promoted as a node in the multicentered metropolitan region, a gateway to Northeast Asia and a living space of U-life since the groundbreaking ceremony in 2004.
Cultural Urban Branding	2010	Cities	Hiroshi Okano , Danny Samson	Cultural urban branding and creative cities: A theoretical framework for promoting creativity in the public spaces	1.728	Munich (Germany) and Oxford (England) Montreal (Canada) and Osaka (Japan)	Osaka City University – Japan; University of Melbourne, Australia	This paper points out a direction for the building of an urban strategic management system that will expand the city's capabilities. For creative cities, it is important to motivate people for implementing cultural urban branding by inserting balance into the process of expanding the four public spaces
Place Marketing	2010	Cities	Fulong Wu	Gated and packaged suburbia: Packaging and	1.728	Shanghai. Beijing. (China)	Cardiff University U.K	Various packaging and branding practices are discussed, including creating magnificent

Concept	Year	Journal	Author	Title	Score		Institution	Description
				branding Chinese suburban residential development				gates, using foreign place names, borrowing western architectural motifs, and inventing a discourse of community.
City marketing	2010	Urban geography	Gert-Jan Hospers	Lynch's The Image of the City after 50 Years: City Marketing Lessons from an Urban Planning Classic	1.355	Lynch Netherlands	University of Twent Radboud University Netherlands	The Image of the City has become a classic among urban planners. Fifty years after its publication the study is still highly topical and relevant. In this contribution, we argue that not only urban planners, but also city marketers can learn from Lynch's most cited book.
City branding	2011	Journal of planning literature	Ram Herstein	Thin line between country, city, and region branding	1.842		The Lander Institute–Jerusalem Academic Center, Israel	The purpose of this conceptual paper is to describe a new approach of re-branding countries strategy in accordance to two dimensions: the geo-graphy of the country vs. the range of ethnic groups in the country
City marketing	2011	Urban Geography	Juan Gabriel Cegarra Navarro and Aurora Martinez-Martinez	Improving competitiveness through city marketing in Spanish hotels	1.355		Universidad Politecnica de Cartagena, Cartagena, Spain	This study is to analyse and present how a city marketing procedure could become an effective tool for knowledge development and the competitiveness of Spanish hospitality hotels
City marketing	2011	Journal of housing and the built environment	Jia-peng Dong and Yun-long Ding	Study on the Mechanism of Value Increment During City Marketing	0.657		University, Dalian Liaoning China	This research defines and classifies the concept of city value from the viewpoint of subject utility, involving three high homogeneity factors and six low homogeneity factors. In ideal conditions, city value increment is spontaneous.

Category	Year	Journal	Authors	Title		Case	University	Description
City branding	2011	Journal of housing the built environment	Sheng Ye and Xi Li	A Practical Approach of Hierarchy Process Analysis in Modeling MICE City Br and Attributes System	0.657	Mice China	University of Science and Technology, Taipa, Macao China	In this research, a system model is proposed to assist the formation of MICE city brand from all-around sustained attributes, and this can be a crucial contribution to future related studies
City Marketing	2012	Journal of Urban Affairs	Claire Colomb	Pushing the urban frontier : temporary uses of space, city marketing and the creative city discourse in 2000s Berlin	0.909	Berlin (Germany)	University College London UK	This paper analyzes how, and why, such temporary uses of space have been harnessed in recent economic and urban development policies and in the official city marketing discourse in Berlin post-2000, in the context of the discursive and policy shift toward the promotion of Berlin as a "creative city.
Place marketing	2013	Journal of plnning literature	Gary Warnaby ; Dominic Medway	What about the 'place' in place marketing?	1.842	'I love MCR' « I love Manchester » case. UK	University of Manchester, UK	The article concludes by arguing that the place product should be regarded as a dynamic concept, composed as much from changing and competing narratives in and over time, as it is from its tangible and material elements.
Place marketing	2013	Cities	Sebastian Zenker, Felix Eggers, Mario Farsky	Putting a price tag on cities: Insights into the competitive environment of places	1.728	Berlin and Hamburg (Germany)	Erasmus University Rotterdam, The Netherlands — Zeppelin University, Friedrichshafen, Germany — Institute of Marketing and Media	this article reports a large-scale empirical study with German talents for the competitive environment of the 15 largest German cities and explores for the first time the use of city image dimensions in monetary terms.

Concept	Year	Journal	Authors	Title	Impact factor	City/Location	Affiliation	Description
Place Marketing	2013	City Community	Jasper Eshuis, Erik Braun, Erik-Hans Klijn	Place Marketing as Governance Strategy: An Assessment of Obstacles in Place Marketing and Their Effects on Attracting Target Groups	1.00		Hamburg, Germany / Erasmus University Rotterdam, The Netherlands	this article analyzes the main obstacles as perceived by public managers. It also analyzes the effects of obstacles on perceived results of place marketing in terms of attracting target groups
City Branding	2013	Cities	Gill Lawson	A rhetorical study of in-flight real estate advertisements as a potential site of ethical transformation in Chinese cities	1.728	Shanghai Beijing Hong Kong … (China)	Queensland University of Technology Brisbane, Australia	This paper investigates real estate marketing as a site of potential ethical transformation of values related to new urban development
City marketing	2013	Journal of planning literature		Urban scaling-up and endogenous development promoted by continuous city marketing: A case study of Xuyi County, China	1.842	Xuyi County China	Nanjing University, China ; Shenzhen Urban Planning and Land Development Research Center, China	This article examines the mechanism of city marketing and urban scaling-up in Xuyi County, which is marketed as "Lobster Capital" for its lobster production and festival, from urban awareness, economy, and governance. It argues that the effective combination of city marketing and local resource endowment is a very important tactic for the development of small- and medium-sized cities
City branding	2013	Journal of planning literature	Mihalis Kavaratzis, Mary Jo Hatch	The dynamics of place brands: An identity-based approach to place branding theory	1.842		University of Leicester, UK / University of Virginia, USA	This article introduces a novel approach towards place branding theory, adopting a view based on the relationship between the place brand and place identity.
Place marketing	2013	European urban and	Marco Eimermann	Promoting Swedish countryside	1.673	Swedish countryside	Örebro University,	this article explores international rural place-marketing efforts by Swedish

Concept	Year	Journal	Authors	Title	Impact factor		University	Description
Place marketing	2014	regional studies		in the Netherlands: International rural place marketing to attract new residents		in the Netherlands	Sweden	municipalities towards affluent western European migrants, exemplified by campaigns in the Netherlands
	2014	Journal of planning literature		Place marketing and citizen participation: branding as strategy to address the emotional dimension of policy making?	1.842		University Rotterdam, The Netherlands	The article shows with a case study that citizen involvement in place branding can be used to enhance the quality of the brand and include citizens' emotions in governance processes
City branding	2014	Cities	Efe Sevin	Understanding cities through city brands: City branding as a social and semantic network	1.728		American University, School of International Service Washington USA	This research aims to present a place branding measurement model that is capable of capturing the complexity of cities, regions, and nations,1 and of their brands, with the ultimate objective of a better understanding of how places are perceived by different audiences
Place Branding	2014	Cities	Erik Braun, Jasper Eshuis, Erik-Hans Klijn	The effectiveness of place brand communication			Erasmus University Rotterdam Rotterdam, The Netherlands	The study presented in this paper is one of the first quantitative, empirical studies addressing the effectiveness of place branding. This paper assesses whether three different strategies for place brand communication have a positive effect on attracting residents and visitors.
Place marketing	2014	Journal of planning literature	Stephen Brown and Adriana Campelo	Do Cities Have Broad Shoulders? Does Motown Need a Haircut? On Urban Branding and the Personification of Place	1.842		University of Ulster, Northern Ireland, UK; Cardiff University, Wales, UK	This essay reflects on the proliferation of place marketing publications and draws macromarketers' attention to a hitherto overlooked aspect of the literature. Namely, our propensity to personify places, to treat them as living things, as organic entities – as people, in effect – that grow, flourish and finally pass away

Concept	Year	Journal	Authors	Title		City/Country	Affiliation	Findings
Place branding	2014	Urban studies	Joaquim Rius Ulldemolins	Culture and authenticity in urban regeneration processes: Place branding in central Barcelona	1.592	Barcelona Spain	Universitat de Barcelona, Spain	ace and create authenticity, which are necessary elements if a city is to be globally competitive. The case of central Barcelona and, specifically, the Raval district is exemplary and singular: the joint action of the cultural institutions and representa-tives of the cultural sector based in the neighbourhood have turned the Raval into an brand space of 'authentic Barcelona' that makes the official, tourist-frequented Barcelona more rich and complex.
City branding	2014	Journal of housing the built environment	Roberto Grandi and Federico Neri	Sentiment Analysis and City Branding	0.657	Bologna City Italy	Università di Bologna, Bologna, Italy; Semantic Intelligence, Pisa, Italy	This study partially confirms and partially rejects what many sectors of the city would have expected from the perception of Bologna on the Web
City maketing	2015	Urban foresty & urban greening	Chung-Shing Chan; Mike Peters; Lawal M. Marafa	Public parks in city branding: Perceptions of visitors vis-à-vis residents in Hong Kong	2.109	Hong Kong (China)	University of Hong Kong- (China) ; University of Innsbruck- (Austria) ;	This paper reveals the weak familiarity and favourability of the city brand especially expressed by locals and potential visitors. In Hong Kong, Marine Parks and the Geo-Park have a strong level of uniqueness, which indicates their potential to be distinctive attractions for green branding though perceptual divergence causes obstacles in realizing that potential.
Urban Branding	2015	Cities	Chiara Rabbiosi	Renewing a historical legacy: Tourism, leisure shopping and	1.728	Paris (France)	University of Bologna Center for Advanced	This article discusses a form of urban tourism branding based on the archetypical form of consumerism: leisure shopping. Commodity

Concept	Year	Journal	Title	Author		City	Affiliation	Description
			urban branding in Paris				Studies in Tourism, Italy	fetishism is instrumental not only to increasing mainstream fashion sales but also to rejuvenating and multiplying city images on the global competitive market
City Branding	2015	Cities	China's leading historical and cultural city': Branding Dali City through public–private partnerships in Bai architecture revitalization	Yawei Zhao	1.728	Dali (China)	McGill University Montreal Canada	This paper aims to reveal how partnerships between the public and private sectors in heritage management have functioned as an approach to city branding, and how local people perceive and are influenced by these partnerships
Urban branding	2015	Cities	The image of the creative city, eight years later: Turin, urban branding and the economic crisis taboo	Alberto Vanolo	1.728	Turin (Italy)	Universita` di Torino- Italy	This article looks at the same city eight years later: both Turin and the general socio-economic situation have changed, primarily because of the ongoing economic crisis.
City Branding	2015	Cities	Destruction or construction? A (counter) branding analysis of sport mega-events in Rio de Janeiro	Antonella Maiello , Cecilia Pasquinelli	1.728	Rio de Janeiro (Brazil)	Universitária, Rio de Janeiro, Brazil / Gran Sasso Science Institute, L'Aquila, Italy	This paper presents an analysis of the dialectic construction of city representation in Rio de Janeiro during the phase of preparing for global sport mega-events, such as the 2014 FIFA World Cup and the 2016 Olympics
City branding	2015	Urban studies	Cities for sale: Contesting city branding and cultural policies in Buenos Aires	Cecilia Dinard	1.592	Buenos Aires Argentina	City University London, UK	This paper examines the role of culture in shaping and contesting city branding strategies. The paper concludes by showing how a particular entanglement between politics, businesses and urban marketing in the Latin American city gives way to ongoing contestations over the city brand and configures the possibilities and distribution of potential benefits

	Year	Journal	Authors	Title		Location	University	Description
Place branding	2015	Urban studies	Staci M Zavattaro Frank G Adams	Bridging the gap: An exploration of how DMO managers use education to overcome challenges	1.592		Mississippi State University, USA	this study contributes to the literature by reporting results of interviews with DMO managers throughout a Southern state, and finds that managers face four major challenges: personnel, technological, political, and educational.
Place marketing	2015	Journal of planning education and research	Nara Iwata & Vicente del Rio	The Image of the Waterfront in Rio de Janeiro Urbanism and Social Representation of Reality	1.196	Rio de Janeiro Brazil	Universidade Federal do Rio de Janeiro Brazil	This article discusses how the evolution of the city's image has had a strong relationship with the beaches and the natural landscape and how, by continuously perceiving them as a natural asset, the city managers have failed to understand their role in the construction of the beachfront as a social reality

IV. Results

Year of publication

Y 1993 — 2%
Y 2002 — 2%
Y 2003 — 2%
Y 2005 — 2%
Y 1999 — 5%
Y 2007 — 7%
Y 2008 — 4%
Y 2009 — 7%
Y 2010 — 11%
Y 2011 — 9%
Y 2012 — 2%
Y 2013 — 16%
Y 2014 — 13%
Y 2015 — 18%
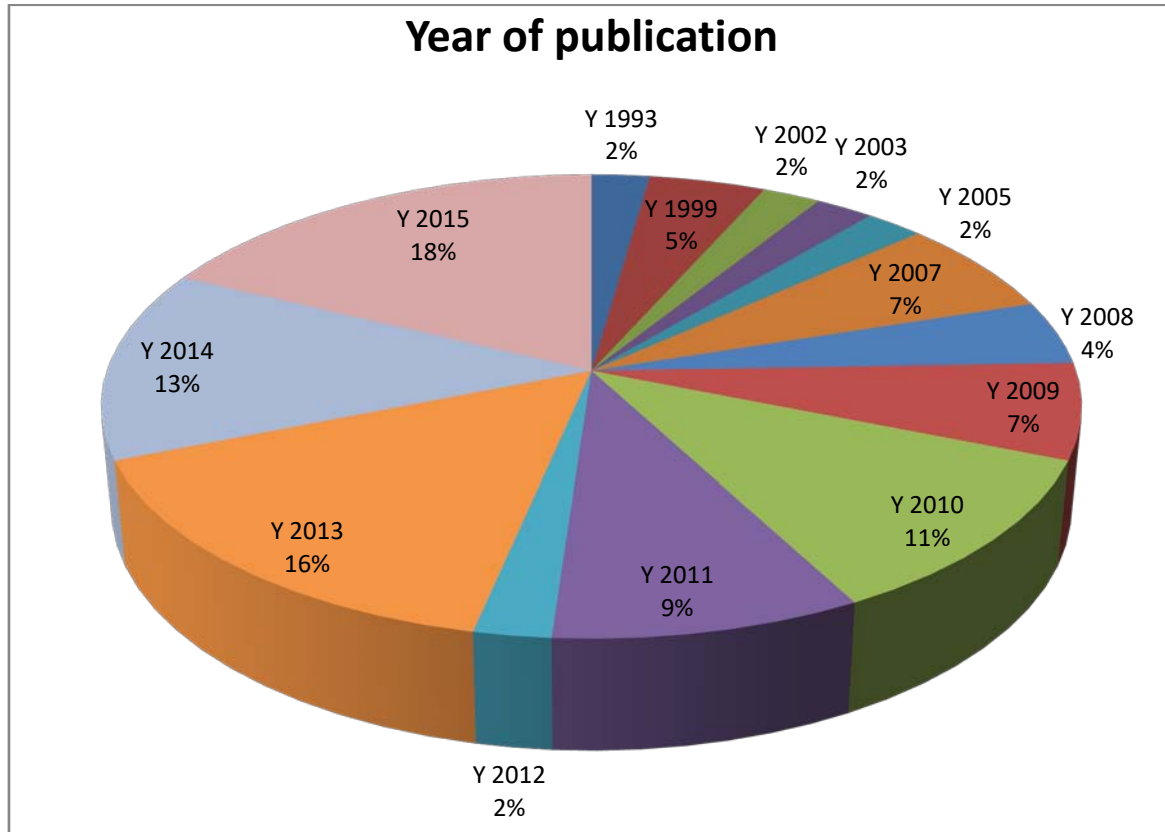
According to the statistics that we have realized, we notice that the beginning of the research of place marketing and similar concepts began in 1993, under the Journal Citations Reports in social sciences of 2015. The first journals published some articles and papers about city marketing with 2%, this proportion was growing up till reaching 18% in 2015.

Through the years, we have seen that the peaks of the publications in the Journal Citation Reports are: 1999 with 5%, 2007 with 7%, 2010, has been increasing till 11%, and 16% in 2013, and then stagnated in 18% in 2015.

Journal of publication

Urban foresty & urban greening 2%

European urban and regional studies 2%

Journal of planning education and research 2%

Urban Studies 13%

Urban geography 7%

Journal of urban affairs 5%

Journal of planning literature 18%

Urban policy and research 4%

Cities 33%

Journal of housing and the built environment 9%

City Community 5%
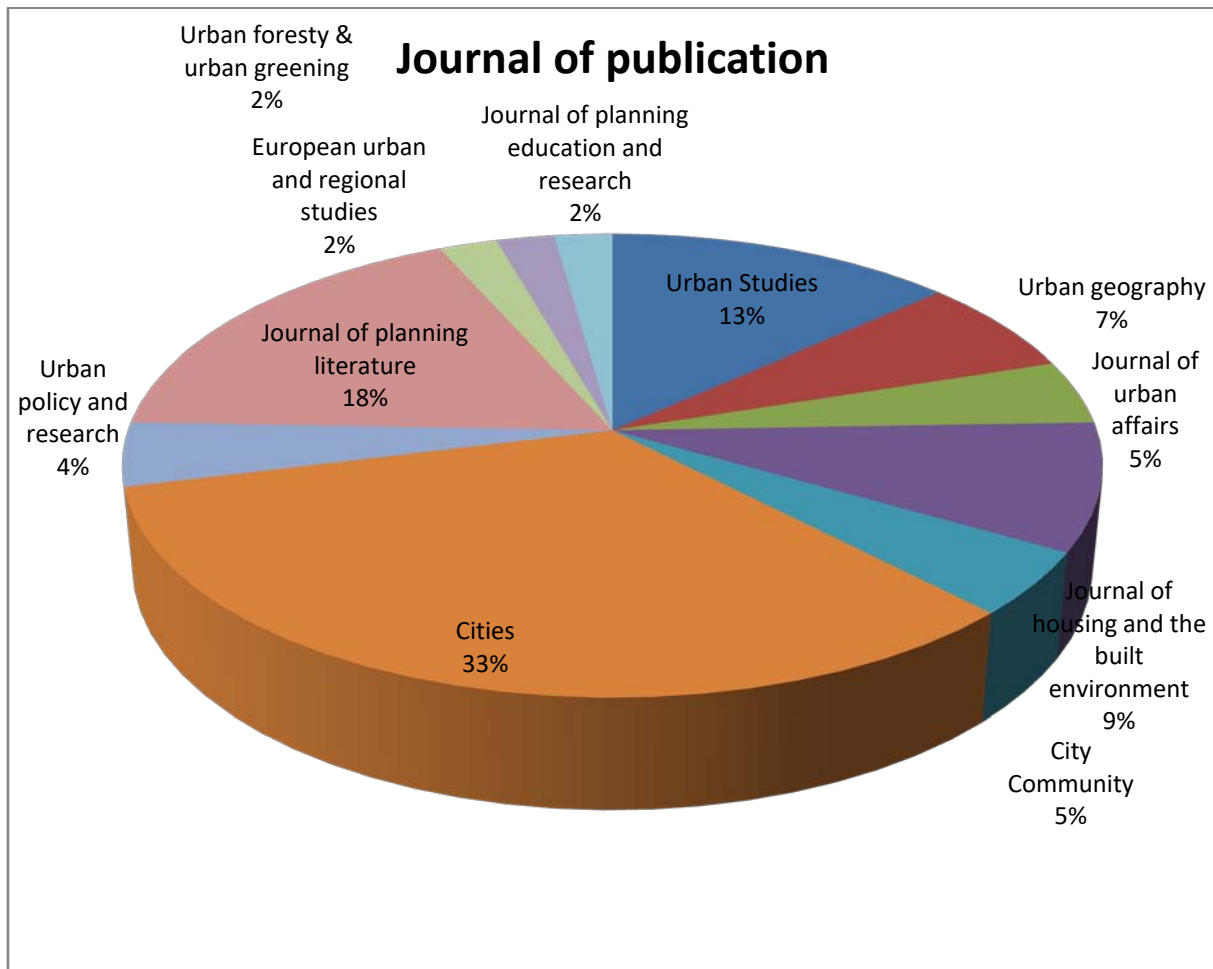
From 1993 till 2015, there was several and various publications that was done in many journals, and the most common in publications of the papers according to place marketing and city branding field, we can say that the "Urban Studies" with 13%, then "Journal of Planning Literature" with 18%, and finally 33% with the journal: "Cities".

This means that impact factor of the journals of publication has a great and a very important role at the acceptance of the papers of quality.

15

Case study by cities
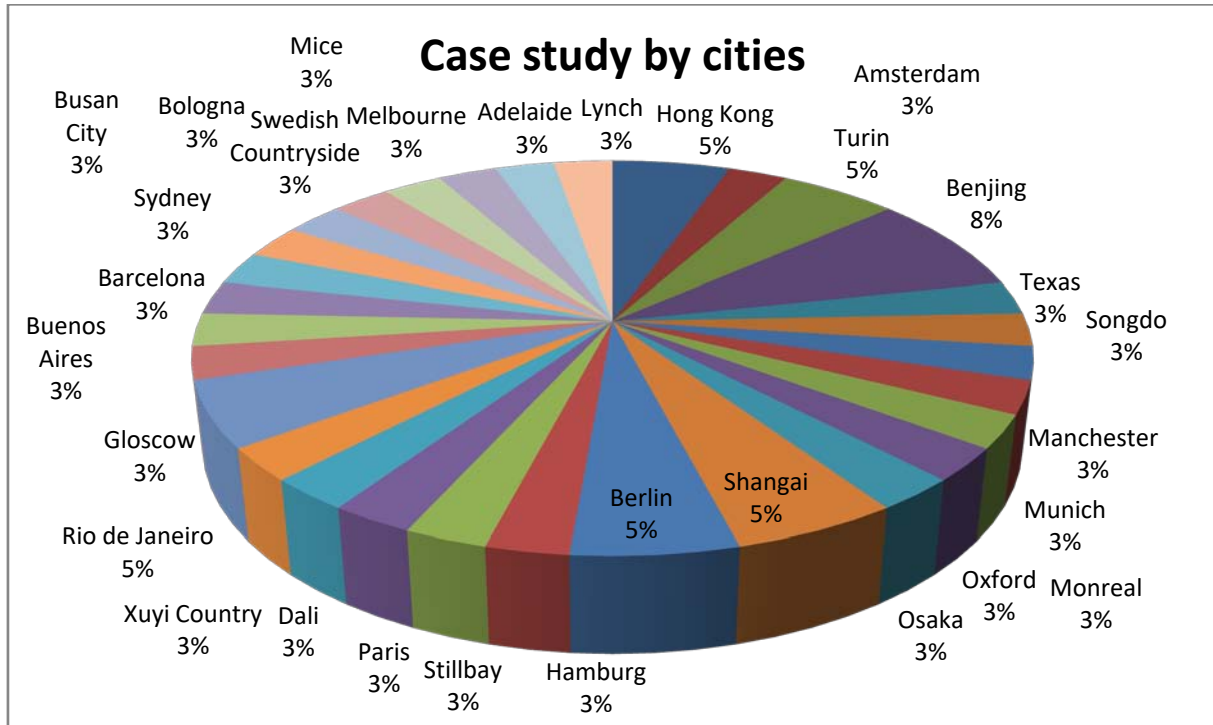
According to the research that we've done, we can forward that the case study that was chosen in the majority of the papers was Beijing with 8%.

In second place, there were many cities that were chosen in the empiric part of the articles such as: Hong Kong, Turin, Shanghai, Berlin, and Rio de Janeiro.

This means that the majority of the papers choose the city of Beijing, its role in the world, as a strong city that found the right way to make it know with City marketing and similar concepts in order to be good economically and touristically.

Case study by Countries
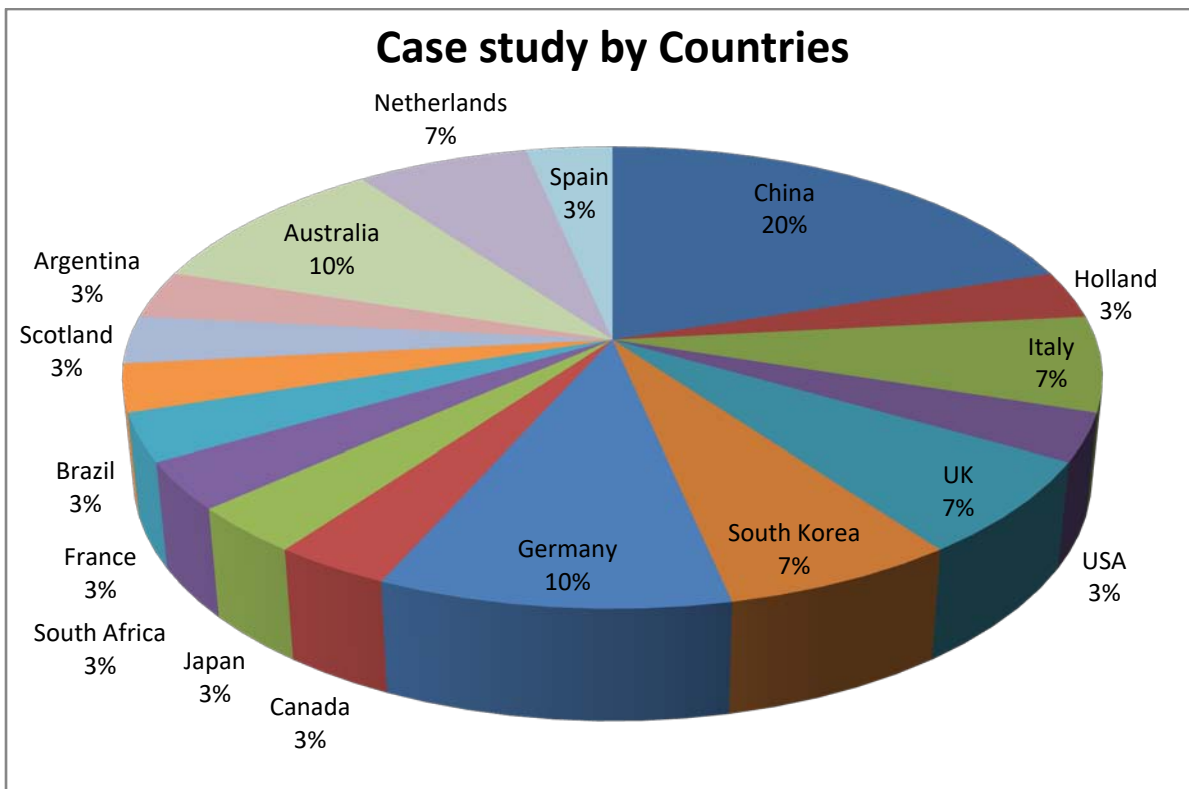
Concerning the countries of the case study of the articles that we've studied, we can say that the majority of the articles were talking about different cities in the same country which concludes that, China is on the top of the list with 20% then Germany and Australia with 10%, and then Italy, UK and South Korea with 7%.

As we have seen, China is one of the most important countries found at the empiric part of the papers that we have studied, in the second place we find Germany, as a strong country in different areas and especially.

Keywords

Cultural urban branding 2%
Urban branding 5%
Place branding 9%
Place promotion 2%
Marketing places 2%
City branding 24%
Place marketing 36%
City marketing 20%
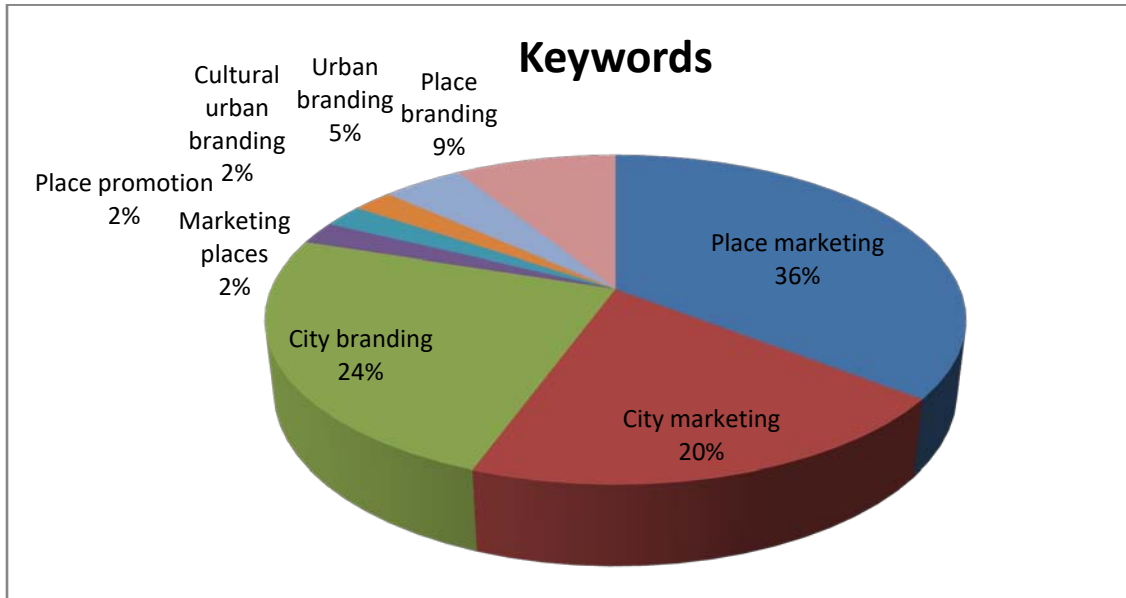
From all the research that was done from 1993 till 2015, the keyword very used is "Place marketing" with 36%, then we find City branding with 24%, and then 20% dedicated to "City marketing".

The main useful keyword is Place marketing referring to the place that has know a strategy of

marketing in order to have a better future, than the city branding, referring to the importance of the brand in a city or a territory that makes it easier for the tourists and visitors to remember it, and the city marketing, that is referring to the marketing used to the cities.

Author Universities Per Countries

Singapore, 1
South Korea, 1
Spain, 2
Sweden, 1
Brazil, 2
Scotland, 1
Canada, 1
South Africa, 1
Germany, 3
Japan, 1
UK, 9
Israel, 2
Italy, 4
Netherlands, 3
USA, 6
Australia, 5
China, 5

17

The authors that wrote the articles from 1993 till 2015 about city marketing and similar concepts are from: UK with 9%, then USA with 6%, 5% is common between China and Australia,, then we find Italy with 4%, and finally, Germany and Netherlands with 3%.

V. Conclusion

This study has explored the articles that were published in JCR journals and revues. In this sense, the articles published between 1996 ans 2015 were analyzed, even tough, the study is not definitive. It only helps to summarize and interpret, analyzing the item that was choosen in this work.

The main result that we have noticed is that, the cities that are discussed at the study empirical part has to do with two continents: in one hand, Asia, in order words China because most of the articles talk about Beijing, Shanghai, Hong Kong, China's cities. In other hand, the articles talk about a very strong country in Europe which is Germany: Berlin, Munich, Hamburg. The city branding is definied as a demand oriented approach. (Oguztimur, Akturan, 2015).

The city marketing, literature is under construction and development. Most of the studies are derived from marketing and management (Kavaratzis, 2004, 2007) and brand management (Kavaratzis & Ashworth, 2009).

This study has some limitations. The main limitation of this article is that, the study explored the literature just from JCR journals from Urban Studies Area and the research was done with these keywords: Place Marketing, City Marketing, City Branding, Place Branding, Branding cities, Marketing places, Place promotion, Urban branding.

Therefore, excluded the articles that were published elsewhere, and the books that are talking about the same fields, conferences proceeding, articles that are not available electronically.

The city marketing field and its similar concepts needs a considerable research contributed b practionners. Through the entire article, the study has explored different articles mostly in English that was published in many revues of impact: "JCR" that talked about city marketing, city branding, place marketing, territorial marketing.

This study leads to analyze and interpret all the results that were shown in order to summarize the real history of this field that was shown and published academically.

The study has shown that, the earliest article about these keywords was academically published in 1996.

The study analyzes the articles per years, revues, the university and the case study "place".

REFERENCES RÉFÉRENCES REFERENCIAS

1. Anttiroiko, A. V. (2014). City Branding as a Response to Global Intercity Competition. *Growth and Change*.
2. Ashworth, G. J., & Voogd, H. (1990). *Selling the city: marketing approaches in public sector urban planning*. Belhaven Press.
3. Ashworth, G. J., & Voogd, H. (1994). Marketing and place promotion. *Place promotion: the use of publicity and marketing to sell towns and regions*, 39-52.
4. Ashworth, G., & Kavaratzis, M. (2009). Beyond the logo: Brand management for cities. *Journal of Brand Management*, *16*(8), 520-531.
5. Avraham, E., & Daugherty, D. (2009). "We're known for oil. But we also have watercolors, acrylics & pastels": Media strategies for marketing small cities and towns in Texas. *Cities*, *26*(6), 331-338.
6. Avraham, E., & Daugherty, D. (2009). "We're known for oil. But we also have watercolors, acrylics & pastels": Media strategies for marketing small cities and towns in Texas. *Cities*, *26*(6), 331-338.
7. Berglund, E., & Olsson, K. (2010, August). Rethinking place marketing–a literature review. In *Proceedings of the European Congress of the Regional Science Association* (Vol. 50).
8. Bornemeyer, C., & Decker, R. (2003). *Key success factors in city marketing—some empirical evidence* (pp. 443-453). Springer Berlin Heidelberg.
9. Bramwell, B., & Rawding, L. (1996). Tourism marketing images of industrial cities. *Annals of Tourism research*, *23*(1), 201-221.
10. Bramwell, B., & Rawding, L. (1996). Tourism marketing images of industrial cities. *Annals of Tourism research*, *23*(1), 201-221.
11. Braun, E., Eshuis, J., & Klijn, E. H. (2014). The effectiveness of place brand communication. *Cities*, *41*, 64-70.
12. Braun, E., Eshuis, J., & Klijn, E. H. (2014). The effectiveness of place brand communication. *Cities*, *41*, 64-70.
13. Brown, S., & Campelo, A. (2014). Do cities have broad shoulders? Does Motown need a haircut? On urban branding and the personification of place. *Journal of Macro marketing*, *34*(4), 421-434.
14. Cegarra Navarro, J. G., & Martinez-Martinez, A. (2011). Improving competitiveness through city marketing in Spanish hotels. *The Service Industries Journal*, *31*(9), 1489-1503.
15. Chan, C. S., Peters, M., & Marafa, L. M. (2015). Public parks in city branding: Perceptions of visitors vis-à-vis residents in Hong Kong. *Urban Forestry & Urban Greening*, *14*(4), 1157-1165.
16. Colomb, C. (2012). Pushing the urban frontier: temporary uses of space, city marketing, and the

creative city discourse in 2000s Berlin. *Journal of urban affairs*, *34*(2), 131-152.

17. Colomb, C. (2012). Pushing the urban frontier: temporary uses of space, city marketing, and the creative city discourse in 2000s Berlin. *Journal of urban affairs*, *34*(2), 131-152.

18. Dinardi, C. (2015). Cities for sale: Contesting city branding and cultural policies in Buenos Aires. *Urban Studies*, 0042098015604079.

19. Dong, J. P., & Ding, Y. L. (2013, January). Study on the Mechanism of Value Increment During City Marketing. In *The 19th International Conference on Industrial Engineering and Engineering Management* (pp. 457-466). Springer Berlin Heidelberg.

20. Eimermann, M. (2013). Promoting Swedish countryside in the Netherlands: International rural place marketing to attract new residents. *European Urban and Regional Studies*, 0969776413481370.

21. Engels, B. (2000). City make-overs: The place marketing of melbourne during the kennett years, 1992–99. *Urban Policy and Research*, *18*(4), 469-494.

22. Eshuis, J., Braun, E., & Klijn, E. H. (2013). Place marketing as governance strategy: An assessment of obstacles in place marketing and their effects on attracting target groups. *Public Administration Review*, *73*(3), 507-516.

23. Eshuis, J., Braun, E., & Klijn, E. H. (2013). Place marketing as governance strategy: An assessment of obstacles in place marketing and their effects on attracting target groups. *Public Administration Review*, *73*(3), 507-516.

24. Eshuis, J., Klijn, E. H., & Braun, E. (2014). Place marketing and citizen participation: branding as strategy to address the emotional dimension of policy making?. *International Review of Administrative Sciences*, *80*(1), 151-171.

25. Grandi, R., & Neri, F. (2014). Sentiment Analysis and City Branding. In *New Trends in Databases and Information Systems* (pp. 339-349). Springer International Publishing.

26. Herste in, R. (2012). Thin line between country, city, and region branding. *Journal of Vacation Marketing*, *18*(2), 147-155.

27. Hospers, G. J. (2003). Creative cities in Europe. *Intereconomics*, *38*(5), 260-269.

28. Hospers, G. J. (2009). Lynch, Urry and city marketing: Taking advantage of the city as a built and graphic image. *Place Branding and Public Diplomacy*, *5*(3), 226-233.

29. Hospers, G. J. (2010). Lynch's The Image of the City after 50 Years: City Marketing Lessons from an Urban Planning Classic.

30. Hospers, G. J. (2010). Lynch's The Image of the City after 50 Years: City Marketing Lessons from an Urban Planning Classic.

31. Hospers, G. J. (2010). Making sense of place: from cold to warm city marketing. *Journal of Place Management and Development*, *3*(3), 182-193.

32. Iwata, N., & del Rio, V. (2004). The image of the waterfront in Rio de Janeiro urbanism and social representation of reality. *Journal of Planning Education and Research*, *24*(2), 171-183.

33. Johansson, O., & Cornebise, M. (2010). PLACE BRANDING GOES TO THE NEIGHBOURHOOD: THE CASE OF PSEUDO-SWEDISH ANDERSONVILLE. *Geografiska Annaler: Series B, Human Geography*, *92*(3), 187-204.

34. Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands. *Place branding*, *1*(1), 58-73.

35. Kavaratzis, M. (2007). City marketing: the past, the present and some unresolved issues. *Geography compass*, *1*(3), 695-712.

36. Kavaratzis, M., & Ashworth, G. (2008). Place marketing: how did we get here and where are we going?. *Journal of Place Management and Development*, *1*(2), 150-165.

37. Kavaratzis, M., & Ashworth, G. J. (2005). City branding: an effective assertion of identity or a transitory marketing trick?. *Tijdschrift voor economis cheen sociale geografie*, *96*(5), 506.

38. Kavaratzis, M., & Ashworth, G. J. (2005). City branding: an effective assertion of identity or a transitory marketing trick?. *Tijdschrift voor economische en sociale geografie*, *96*(5), 506.

39. Kavaratzis, M., & Ashworth, G. J. (2007). Partners in coffeeshops, canals and commerce: Marketing the city of Amsterdam. *Cities*, *24*(1), 16-25.

40. Kavaratzis, M., & Ashworth, G. J. (2007). Partners in coffeeshops, canals and commerce: Marketing the city of Amsterdam. *Cities*, *24*(1), 16-25.

41. Kavaratzis, M., & Ashworth, G. J. (2007). Partners in coffeeshops, canals and commerce: Marketing the city of Amsterdam. *Cities*, *24*(1), 16-25.

42. Kavaratzis, M., & Hatch, M. J. (2013). The dynamics of place brands an identity-based approach to place branding theory. *Marketing Theory*, *13*(1), 69-86.

43. Kim, C. (2010). Place promotion and symbolic characterization of new Songdo City, South Korea. *Cities*, *27*(1), 13-19.

44. Kim, C. (2010). Place promotion and symbolic characterization of new Songdo City, South Korea. *Cities*, *27*(1), 13-19.

45. Kotler, P., & Levy, S. J. (1969). Broadening the concept of marketing. *The Journal of Marketing*, 10-15.

46. Kotler, P., & Zaltman, G. (1971). Social marketing: an approach to planned social change. *The Journal of Marketing*, 3-12.

47. Krippendorff, K. (2012). *Content analysis: An introduction to its methodology*. Sage.

48. Kwon, J., & Vogt, C. A. (2010). Identifying the role of cognitive, affective, and behavioral components in understanding residents' attitudes toward place marketing. *Journal of Travel Research*, *49*(4), 423-435.

49. Lawson, G. (2013). A rhetorical study of in-flight real estate advertisements as a potential site of ethical transformation in Chinese cities. *Cities*, *31*, 85-95.

50. Lawson, G. (2013). A rhetorical study of in-flight real estate advertisements as a potential site of ethical transformation in Chinese cities. *Cities*, *31*, 85-95.

51. Lucarelli, A., & Olof Berg, P. (2011). City branding: a state-of-the-art review of the research domain. *Journal of place management and development*, *4*(1), 9-27.

52. Luo, Z., Wang, X., Zhang, J., & Hu, Y. (2013). Urban scaling-up and endogenous development promoted by continuous city marketing: A case study of Xuyi County, China. *Planning Theory*, *12*(4), 406-424.

53. Maiello, A., & Pasquinelli, C. (2015). Destruction or construction? A (counter) branding analysis of sport mega-events in Rio de Janeiro. *Cities*, *48*, 116-124.

54. Maiello, A., & Pasquinelli, C. (2015). Destruction or construction? A (counter) branding analysis of sport mega-events in Rio de Janeiro. *Cities*, *48*, 116-124.

55. Merrilees, B., Miller, D., & Herington, C. (2012). Multiple stakeholders and multiple city brand meanings. *European Journal of Marketing*, *46*(7/8), 1032-1047.

56. Nel, E., & Binns, T. (2002). Place Marketing, Tourism Promotion, and Community based Local Economic Development in Post-Apartheid South Africa The Case of Still Bay—The "Bay of Sleeping Beauty". *Urban Affairs Review*, *38*(2), 184-208.

57. Niedomysl, T., & Jonasson, M. (2012). Towards a theory of place marketing. *Journal of Place Management and Development*, *5*(3), 223-230.

58. Novy, J., & Colomb, C. (2013). Struggling for the right to the (creative) city in Berlin and Hamburg: new urban social movements, new 'spaces of hope'?. *International Journal of Urban and Regional Research*, *37*(5), 1816-1838.

59. Oakley, S. (2007). Public consultation and place-marketing in the revitalisation of the Port Adelaide waterfront. *Urban Policy and Research*, *25*(1), 113-128.

60. Oguztimur, S., & Akturan, U. (2015). Synthesis of City Branding Literature (1988–2014) as a Research Domain. *International Journal of Tourism Research*.

61. Okano, H., & Samson, D. (2010). Cultural urban branding and creative cities: A theoretical framework for promoting creativity in the public spaces. *Cities*, *27*, S10-S15.

62. Okano, H., & Samson, D. (2010). Cultural urban branding and creative cities: A theoretical framework for promoting creativity in the public spaces. *Cities*, *27*, S10-S15.

63. Paddison, R. (1993). City marketing, image reconstruction and urban regeneration. *Urban studies*, *30*(2), 339-349.

64. Page, S. J., & Hardyman, R. (1996). Place marketing and town centre management: A new tool for urban revitalization. *Cities*, *13*(3), 153-164.

65. Pow, C. P., & Kong, L. (2007). Marketing the Chinese dream home: gated communities and representations of the good life in (post-) socialist Shanghai. *Urban Geography*, *28*(2), 129-159.

66. Rabbiosi, C. (2015). Renewing a historical legacy: Tourism, leisure shopping and urban branding in Paris. *Cities*, *42*, 195-203.

67. Rabbiosi, C. (2015). Renewing a historical legacy: Tourism, leisure shopping and urban branding in Paris. *Cities*, *42*, 195-203.

68. Rainisto, S. K. (2003). *Success factors of place marketing: A study of place marketing practices in Northern Europe and the United States*. Helsinki University of Technology.

69. Sánchez, F. J. S. (1999). *Metodología para la investigación en marketing y dirección de empresas*.

70. Sevin, H. E. (2014). Understanding cities through city brands: City branding as a social and semantic network. *Cities*, *38*, 47-56.

71. Skinner, H. (2008). The emergence and development of place marketing's confused identity. *Journal of marketing management*, *24*(9-10), 915-928.

72. Sohn, H. S., & Park, C. (1999). International visitors' satisfaction with Pusan city and its implications for city marketing. *Asia Pacific Journal of Tourism Research*, *4*(1), 71-76.

73. Ulldemolins, J. R. (2014). Culture and authenticity in urban regeneration processes: Place branding in central Barcelona. *Urban Studies*, 0042098013515762.

74. Van Limburg, B. (1998). City marketing: a multi-attribute approach. *Tourism management*, *19*(5), 475-477.

75. Vanolo, A. (2008). The image of the creative city: Some reflections on urban branding in Turin. *Cities*, *25*(6), 370-382.

76. Vanolo, A. (2008). The image of the creative city: Some reflections on urban branding in Turin. *Cities*, *25*(6), 370-382.

77. Vanolo, A. (2015). The image of the creative city, eight years later: Turin, urban branding and the economic crisis taboo. *Cities*, *46*, 1-7.

78. Vanolo, A. (2015). The image of the creative city, eight years later: Turin, urban branding and the economic crisis taboo. *Cities*, *46*, 1-7.

79. Waitt, G. (1999). Playing games with Sydney: marketing Sydney for the 2000 Olympics. *Urban Studies*, *36*(7), 1055-1077.

80. Warnaby, G. (2009). Towards a service-dominant place marketing logic. *Marketing Theory*, *9*(4), 403-423.

81. Warn a by, G., & Medway, D. (2013). What about the 'place 'in place marketing?.*Marketing Theory*, *13*(3), 345-363.

82. Wu, F. (2010). Gated and packaged suburbia: Packaging and branding Chinese suburban residential development. *Cities*, *27*(5), 385-396.

83. Wu, F. (2010). Gated and packaged suburbia: Packaging and branding Chinese suburban residential development. *Cities*, *27*(5), 385-396.

84. Ye, S., & Li, X. (2011). A Practical Approach of Hierarchy Process Analysis in Modeling MICE City Brand Attributes System. In *Advances in Applied Economics, Business and Development* (pp. 120-126). Springer Berlin Heidelberg.

85. Zavattaro, S. M., & Adams, F. G. (2015). Bridging the gap: An exploration of how DMO managers use education to overcome challenges. *Urban Studies*, 0042098014568069.

86. Zenker, S., Eggers, F., & Farsky, M. (2013). Putting a price tag on cities: Insights into the competitive environment of places. *Cities*, *30*, 133-139.

87. Zenker, S., Eggers, F., & Farsky, M. (2013). Putting a price tag on cities: Insights into the competitive environment of places. *Cities*, *30*, 133-139.

88. Zenker, S., Gollan, T., & Quaquebeke, N. (2014). Using polynomial regression analysis and response surface methodology to make a stronger case for value congruence in place marketing. *Psychology & Marketing*, *31*(3), 184-202.

89. Zhang, L., & Zhao, S. X. (2009). City branding and the Olympic effect: A case study of Beijing. *Cities*, *26*(5), 245-254.

90. Zhang, L., & Zhao, S. X. (2009). City branding and the Olympic effect: A case study of Beijing. *Cities*, *26*(5), 245-254.

91. Zhao, Y. (2015). 'China's leading historical and cultural city': Branding Dali City through public–private partnerships in Bai architecture revitalization. *Cities*, *49*, 106-112.

92. Zhou, L., & Wang, T. (2014). Social media: A new vehicle for city marketing in China. *Cities*, *37*, 27-32.

This page is intentionally left blank

Management Practices in the Ancient Vedas

By Nidhi Kaushal & Dr. Sanjit Mishra

Abstract- This paper presents an analysis of the concepts associated with the study and practice of Management in view of the changing world order while establishing their inter relatedness with the theories and practices developed in the West. Being followed by the leaders and entrepreneurs of the country right from the Vedic ages, the ancient Indians had developed their own management systems with the help of which they successfully carried out their business affairs. It is our hypothesis that the practices, thus cultured and the concepts thus evolved, are relevant across the boundaries of time and space, and shall be immensely helpful for the organizations of the west as well. The Vedas and Upanishads have been at the grass root of Indian Literature work on culture and wisdom of ancient time. This study focuses on enriching the modern management terminology by the implication of the Vedic management system.

Keywords: vedas, vedangas, upanishads,excellence, karma, bhagwadgita, management.

GJMBR-G Classification: JEL Code: M19

Strictly as per the compliance and regulations of:

Management Practices in the Ancient Vedas

Nidhi Kaushal [α] & Dr. Sanjit Mishra [σ]

Abstract- This paper presents an analysis of the concepts associated with the study and practice of Management in view of the changing world order while establishing their inter relatedness with the theories and practices developed in the West. Being followed by the leaders and entrepreneurs of the country right from the Vedic ages, the ancient Indians had developed their own management systems with the help of which they successfully carried out their business affairs. It is our hypothesis that the practices, thus cultured and the concepts thus evolved, are relevant across the boundaries of time and space, and shall be immensely helpful for the organizations of the west as well. The Vedas and Upanishads have been at the grass root of Indian Literature work on culture and wisdom of ancient time. This study focuses on enriching the modern management terminology by the implication of the Vedic management system.

Keywords: vedas, vedangas, upanishads,excellence, karma, bhagwadgita, management.

I. Introduction

According to (Steingard, 2005), 'Spirituality, as a holistic infusion of experience and wisdom into the management disciplines, necessitates an inquiry into new ontological, epistemological, and teleological dimensions of research and practice.'The term Veda itself is derived from the root 'vid'. It means both to know and to obtain or to attain. The Vedas are the most ancient literature of mankind. Vedic stanzas are called mantras(Nigal, 2009).Vedic culture is the indigenous culture of India. It is not merely a code of religion, but a way of life with something of anyone, regardless of what level of consciousness or inquiry into spiritual truths that a person may have. Vedic culture is trillions of years old (Knapp, 2006).The Vedic management system as elaborated in the Vedas and Upanishads is a normative system. The normative system enunciated by the Vedas and Upanishads is a decentralized system integrated by Riti and Dharma (Saigal, 2000).In the first stage of the Vedic system the Indian culture was focussed outward and had its foundation in the views on the mind and the physical human being. During this period, there was a natural faith in objects which were physical, could be sensed, could be seen, had a concrete presence and represented the external pursuits and aims of a material world. In mediating between the spirit and the human mentality the people of this early civilization focussed on external physical things such as symbols, rites and figures. Vedic religion recognized great living powers and godheads behind the manifestations of Nature. Though the inner truth of the godheads was not known, individuals offered to them and worshipped them. During this period, God was viewed as a divine force which sustains and directs life. Another central feature of the Vedic religion was the act and ritual of physical sacrifice, based on the notion of a constant interchange between the individual and the universal powers of the cosmos as the main driver of Nature's actions (Nandram, 2014).

II. Vedic Literature

The age of the Vedas can atbest be 4000 B.C.(Saraswathi, 2016).The primary thought in the Vedas is a mystical conception of the universe. The whole effort of the Veda is directed towards one goal – to achieve union of the individual Self (Atman) with the world Self (Brahma)(Bhattacharjee, 2011).'Upa-ni-shada' means 'to sit by the side'.What was taught by making the disciple sit by the side of the teacher is the Upanishads. The main theme in the Upanishads is a philosophical inquiry and dealing with that state of mind with all shackles destroyed. The direct method of realizing the path of knowledge (Jnaanamaarga) the nonduality (Abhedha) of the Supreme Being and the soul are explained in the Upanishads(Saraswathi, 2016). The Vedic literature provides the spiritual knowledge and instructions for assisting all living beings in their material and spiritual development and understanding. The Vedic literature, including, among other texts, the Rig,Sama, Yajur and Atharva Vedas, the up Vedas, Vedangas, Shadarshanas, Upanishads, the Vedanta-Sutra, Yoga Sutras, Agmas, the Ramayana, the Mahabharata, and Bhagwad-Gita (Knapp, 2006).

According to Drucker: While management is a discipline- that is an organized body of knowledge and as such applicable everywhere-It is also a culture. Management is a social function and embedded in a culture- a society- a tradition of values, customs, and beliefs, and in governmental and political system (Saigal, 2000).The Vedaradiated that light that illuminated the world by teaching those universal, eternal truths and principles that help the mankind to realize the nature and correlation of god with the soul and the creation (Bhatia, 2016). Through Upanishads, the Vedanta seeks to know the ultimate reality (Brahman)

Author α: Research scholar, Department of Applied Science and Engg. Indian Institute of Technology, Roorkee, India.
e-mail: nidhi.k3333@gmail.com
Author σ: Associate Professor in the depa Department of Applied Science and Engg. Indian Institute of Technology, Roorkee, India.

and the cause behind everything. In this pursuit it seeks to detach from the "Maya" and the material world and unite with Brahman (God or supreme consciousness). Bhagwad Gita is a poem which depicts lessons on spirituality and ethics through a dialogue between Lord Krishna and the warrior Arjuna who was in a great crisis of his life. Ramayana depicts the duties of relationships, portraying ideal characters like the ideal father, ideal servant, the ideal brother, the ideal wife and the ideal king. The founder of Buddhism school was GautamaSiddhartha who later became Lord Gautama Buddha. Buddha taught the eightfold path to liberation from all suffering. According to Patanjali, 'Yoga is the control of the modifications of the mind. It is mind that leads to or to liberation; that most human problems are mental and that the only remedy to solve them is a mental discipline(Bhattacharjee, 2011).'

a) *Classification of the Vedas*

There are four Vedas viz. Rig-Veda, Yajur-Veda, Sama-Veda, and Atharva-Veda. (Bhattacharjee, 2011). The whole of the Rig Veda Samhita is in the form of verses.It is wholly in the form of hymns in praise of Devatas. The word 'Yajus' is derived from the root 'yaj' which means worship. The chief purpose of Yajur Veda is to give the mantras in Rig Veda appearing in the form of hymns a practical shape in the form of Yajna or worship. 'Saama' means to bring shanty or peace to the minds or conquering the enemy by love and conciliatory words. Saama has set the mantras to music with lengthened notes. Atharva means purohit. This Veda contains many types of mantras designed to ward off evil and hardship and to destroy enemies (Saraswathi, 2016).

b) *Vedic learning*

Vedic wisdom pays a great deal of attention to the transformation of the inner self. The purpose of this is not so much external effectiveness as it is to connect with a higher self. It is about the awakening of a higher understanding of our human aspiration and in simple terms about an understanding of who we are, thus an explicit spiritual pursuit. The beauty of Vedic wisdom is that it has inspired the building of such institutions as ashramas and varnas. It acknowledges that everyone is unique; everyone has their own path to follow. Vedic wisdom describes four ashramas. The brahmacharya – student phase, the grihastha – householder phase, the vanaprastha – preparation for renunciation phase and sanyasa – renunciation phase. In all of these, a person pursues the prescribed activities with different emphasis on the outer and the inner. In essence, the process of transformation is a natural, spontaneous (Nandram, 2014).Vedic lore is one of the most stupendous manifestations of the spirit. Its deepest function is best served, as of other religious and cultural values of mankind, by sharing it in a spirit of fellowship with humanity at large(Saigal, 2000). India has the eternal wealth of human values which were taught in the cosmic science of Bhagwad Gita and Upanishads(Bhatia, 2016).

c) *Vedangas*

The Vedicmethod of studying the Vedas as described by (Nigal, 2009) includes knowing the name of the sage and deity, and the metre of hymns, then the actual study begins. It must be studied in accordance with the principles of the vedangas(limbs of the Vedas).

1. Siksa- Phonetics
2. Kalpa- rule of religious practice and ritual
3. Vyakarna- Grimmer (linguistic, philosophical analysis)
4. Nirukta- Etymology and lexicography. History of words
5. Chanda- Prosody (Science of metres)
6. Jyotisha- Astronomy

d) *Bhagwad Gita*

The Bhagwad Gita (literally meaning "The Song of the God or of the Divine One") is a Sanskrit text of the epic Mahabharata. Lord Krishna as the narrator of the BhagwadGita,is referred to as the God or the Divine One, and the verses themselves are written in a poetic form that is traditionally chanted(Jeste, 2008).Bhagwad Gita has got all the management tools to provide the mental equilibrium and to overcome any crisis situations through an inspirational message gleaned from it. It offers us the tools to connect with our deepest intangible essence, leading us to participate in the battle of with the right knowledge (Bhatia, 2016).Excellence means perfection. Excellence lies in the beauty of flowers. As one approaches perfection in one's work, one approachto excellence. Man can attain excellence or perfection through his/her actions. Lord Krishna says in the Bhagwad Gita, ''Yoga is excellence in action (Karma)''. Thus the simplest way to attain God is to bring excellence in all our actions. The dictionary meaning of excellence is ''Quality of the highest order'' (Sharma, 2007). 'Bhagwad Gita' is considered as a complete guide to enhance the efficiency and the effectiveness of employees to achieve the desired goals by disseminating the views like changing the weaknesses into strengths of the individual, sharing responsibilities, selecting right person in the team, aware about the challenges in the job environment, the need of charismatic leader who inspire, energize and counsel in dilemma and also initiate to know ground realities. Bhagwad Gita strikes social agreement in the Working–Equilibrium through the thoughts and conducts, goals and success, plans and accomplishment, products and markets (Mukherjee, 2017).

Bhagwad Gita deals with men at work. Work may be relatable to any profession or field. Bhagwad Gita prescribes that meditation, ritual workshop and prayer serve as a conduit for a man's spiritual growth,

24

development on one hand and for improving his work efficiency resulting in social welfare on the other. Traditionally, Hindus believed that their spirituality lies in doing their work with utmost devotion, honesty and sincerity. This is embodied in the holy text of Bhagwad Gita (Chapter 2, Verse 47)

e) *Karmanye Vadhiaraste Ma Phaleshu Kadachana*

    i. *Karma Phaletur BhurmaTeSangostvakarmani*

There are four aspects of the definition of work that Lord Krishna articulates.

1. Doer has the right to work.
2. Doer has no control over the outcomes.
3. Doer has no control over the root cause of the fruits of action.
4. There is no choice to wallow in inaction.

There is a huge implication of these verses for managers in today's context. Too much reliance on result orientation engenders a sense of fear and discomfort. Managers may have an overarching desire to have control over the fruit of their action. In doing so, managers may focus on the ends and lose sight of the means. Results are concerned with the future and work is concerned with the present. In their frenetic bid to achieve the results, managers chase the future and conveniently forget the present (Krishnaveni, 2014).Modern day managers spend significant time to manage"performance reports" rather than "performance" itself (Rao, 2013).

Further Explanation of this verse: Thesoul undergoes its own karma, the law of cause and effect, by which each person creates his own destiny based on his thought, words and deeds. The soul undergoes this karma in the rounds of reincarnation (Knapp, 2006). Lord Krishna propels Arjuna to perform his duties, while staying selflessness to success or failure; not thinking of the fruit of action - once in the field of activity and relinquishing attachment. He who gives up all desires and moves free from attachment, egoism and thirst for enjoyment, attains peace which is the most essential thing in life. When the work perspective developed in our thought with antecedent mind sets passes through the pipeline of the karma principle the consequences would be different(Rao, 2013).Your Karma determines what you deserve and what you can assimilate. With regard to Karma Yoga, the Gita says that it is doing work with cleverness and as a science; by knowing how to work, one can obtain the greatest results. Man works with various motives. Some people want to get fame, and they work for fame, money, power, etc. You read in the Bhagwad Gita again and again that you must all work incessantly. All work is by nature composed of good and evil. The Gita teaches about detachment from the result of work(Kumar, 2013).

III. LITERATURE REVIEW

In Sanskrit, Veda means, 'To Know'. The application of the Vedic wisdom is natural strength, which is the religion or the code of discipline for the humanity at large, without any exception of cast, creed and country (Prasad, 2004).In the Vedas a definite outlook towards life is given. There are prayers for worldly things. Besides, there are prayers for higher things. The Gayatri mantra is an example of this approach to life (Nigal, 2009).Vedic culture is very dynamic, living, breathing reality(Knapp, 2006).Indian ethos has a very rich and old tradition which is more than five thousand years old as against the modern management principles which are at a much more infant stage(Bhatia, 2016).Ethics may be defined as the critical examination of the standards of good and evil, right and wrong, virtue and vice (Banerjee, 2005).The Bhagwad Gita is themost systematic statement of spiritual evolution of endowing value to mankind. The Gita is one of the clearest and most comprehensive summaries of the spiritual thoughts ever to have been made (Knapp, 2006).Gita offers counterintuitive ideas on work issues. The axioms of work have been proposed in Gita is also relevant in modern management style(Rao, 2013).The Veda has a twofold interest: It belongs to the history of the world and to the history of India. In the history of the world the Veda fills a gap which no literary work inany other language could fill (Knapp, 2006).The Vedas contain injunctions for ensuring the well being in this world and the world to come. It guides the actions of a person from the moment of the birth to the moment he breathes his last and thereafter to ensure his salvation (Saraswathi, 2016).

IV. RESEARCH METHODOLOGY

Hypothesis H1: Vedas has its influence in shaping the management techniques and solution for varions various managerial and entrepreneurial issues.

Data analysis: For this study, data has been taken from almost 350 respondents. Almost all the respondents gave their response on time. Only few were not given due to their busy schedule. The questionnaires are given to the respondents and each questionnaire has 7 questions with two responses either yes or no.Data have been collected from persons belongs to different category, including, Doctors, Students, Teachers, Police Officers, Librarians, Industry employees and Bank Officials. The reason being of the collection of data from different fields is to enrich the quality of research and the work done can be best appliedanywhere.There are total 338 responses.

Table 1: For Data Collected

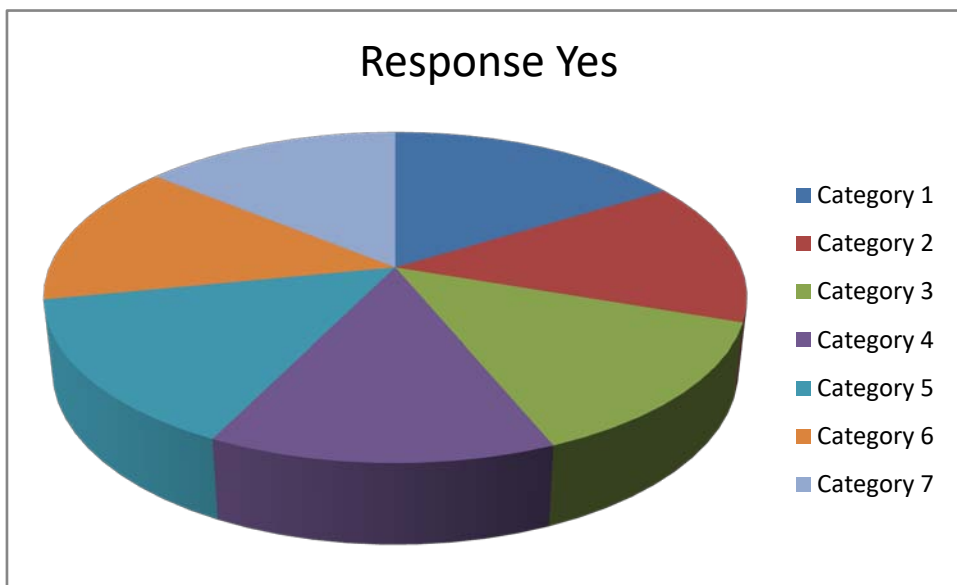| Categories of Respondents	Response Yes	Response No	Total
Category 1	30	20	50
Category 2	26	22	47
Category 3	25	23	48
Category 4	25	21	46
Category 5	27	22	49
Category 6	26	24	50
7	26	22	48
Total	184	154	338

Figure 1

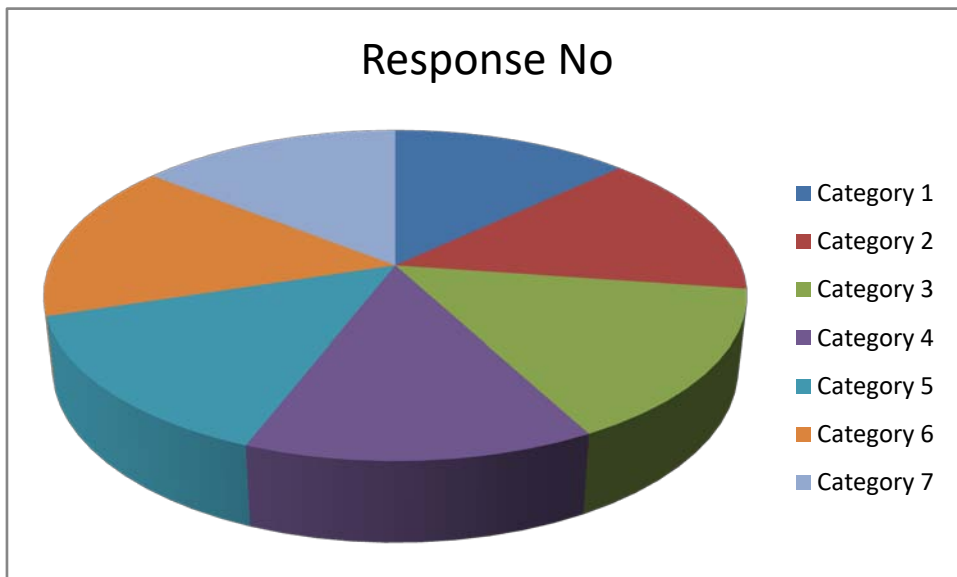Figure 2

Table 2: Application of the Statisical Test

Observed Values (Oi)	Expected Values (Ej)	(Oi-Ej)	(Oi-Ej)²	(Oi-Ej)²/Ej
30	27.21	2.79	7.78	0.28
20	25.58	-5.58	31.13	1.21
25	26.13	-1.13	1.27	0.04
22	25.04	-3.04	9.24	0.36
25	26.67	-1.67	2.78	0.10
23	27.21	-4.21	17.72	0.65
25	26.13	-1.13	1.27	0.04
21	22.78	-1.78	3.16	0.13
27	21.41	5.59	31.24	1.45
22	21.86	0.14	0.01	0.00
26	20.95	2.05	25.50	1.21
24	22.32	1.22	1.48	0.06
26	22.78	3.22	10.36	0.45
22	21.86	0.14	0.01	0.00
$X^2 = 5.98$				

Here the value of χ^2 is 5.92 and the tabulated value is 12.59. So the calculated value is less than the tabulated value at 5% level of significance so we reject the null hypothesis and prove that the Vedas has its influence in shaping the management techniques and solution for varions various managerial and entrepreneurial issues.

Findings: after the application of the statistical test on data collected, the calcultated value comes out to be 5.98. the tabulated value is 12.59 at 6 degree of freedom and 5 % level of significance. Thus the calculated value is less than the tabulated value, and falls in the critical region, reject the null hupothesis.The hypothesis stated above has been proved that Vedas has its influence in shaping the management techniques and solution for varions various managerial and entrepreneurial issues.As India had been moved to a very advanced civilization, the ancient Indians too grappled with various managerial and entrepreneurial issues of their time. one can find the influence of the Vedas in shaping the management techniques. The verse in Bhagwad Gita KarmanyeVadhikaraste is an example which is followed in ideals, at least by one and all in India.

a) Vedas and Modern Management

Organization and management system have been there since the beginning of human society. As globalization takes place and the problems of management whether in government system or commercial undertaking have, not to be multinational but also multicultural, the need to study other cultural arises. Besides the roots of human motivation lay in cultural values so a study of management principles that flow therefrom being a necessary prerequisite forglobalized management system(Saigal, 2000). Management is about making these exchanges efficient and effective. When there are decent exchange, relationships thrive and society prospers. That is the direction in which the first hymn of the Veda takes us (Pattanaik, 2015).Fredrick Winslow Taylor (1856-1925) and Henri Fayol (1841-1925) are two personalities who've shaped management as a subject taught in

most business schools.Taylor focused on task while Fayol was more concerned about managing people. But the Vedic view of life is based on the idea that man is an integral part of the global family - Vasudha-evakutumbakam. Also, the law of Karma (causation) is heralded as a law of nature. It suggests that every action of an individual, leads to set consequences. Therefore, it also offers a path for peaceful coexistence. This path is called Karma Yoga(Udupi, 2016). Vedic wisdom fosters the idea of integrating ethics, awareness, responsible behavior and good governance in management education through experiential learning, mentoring, dialogues, spiritual discipline, cognitive learning, observation and reflection (Nandram, 2014).

b) Yamas and Niyamas

The Vedic path consists of ten general rules of moral conduct. There are five for inner purity, called the yamas – satyas or truthfulness, ahimsa or non-injury to others and treating all beings with respect, asteya or no cheating or stealing, brahmcharya or celibacy and, aparighara or no selfish accumulation of resources for one's own purpose.

The five rules of conduct for external purification are the niyamas– shaucha or cleanliness and purity of mind and body, tapas or austerity and preservance, swadhyay or study of the Vedas, and santosh or contentment, as well as ishvara- pranidhana, acceptance of the Supreme.

There are also ten qualities that are the basis of dharmic (righteous) life. These are dhriti (firmness or fortitude, kshma (forgiveness), dama (self – contol), asteya (refraining from stealing or dishonesty), shauch (purity), indriyanigraha (control over the senses), dhih(intellect), vidya(knowledge), satyam (truth) and akrodhah (absence of anger)(Knapp, 2006).

Dharma: Dharma is in fact is a comprehension of those eternal principles which govern nature and humanity, those immutable laws which in one sphere are called science and in other true philosophy. It concerns itself,not with things true under certain condition or at certain times; its precepts are ever true, true in the past, true in present, true in the future (Bhatia, 2016).The word Dharmaindicates the importance of developing the naturalpropensities of each child in line with the principlesof spirituality, the beginning of which is a basic understandingof the difference between life and matter:that matter comes from life, not life from matter (Laxman, 2011).

Artha: Artha is meant riches, might skill, family, health, fame and enjoyable objects.Artha is subservient to Dharma. It is the principle value because it is the aid to the karma, to the pursuits of life like farming, trade dairy and industry, etc. With Artha one can achieve enjoyable objects in life and can perform the prescriptions of Dharma in a better way (Saigal, 2000).Vedic hymns

emphasize earning more and more money and distributing it with much morevigor; for example, Atharva Veda (3-24-5) says: ''O man! Earn money with hundred handsand distribute it with thousand hands''.It further lays down governing principles for the purity of earning money (Talwar, 2009). According to the Gita, a wise person works in order to discharge his/her responsibilities to the society, and not for the sake of its material rewards. Different types of work are described in terms of caste- appropriate roles; however, these descriptions need to be viewed within the socio-historical context of the period. The Gita stresses that no work done in order to keep a person appropriately productive should be considered "bad."(Jeste, 2008).

Kama: It means to fulfil the noble desires. Kama is enjoying itself; it is the desire for pleasure (Saigal, 2000).

Moksha: The ultimate purpose of human life is to shed all the attachments to matter and to attain Moksha (liberation from material existence) and return to the transcendental realm,this is not only our true nature but also our true home (Knapp, 2006).Moksha is the highest value for man. It has always been held,unanimously and unambiguously, to the highest ideal to which the human being can aspire (Saigal, 2000).

V. Conclusion

The Vedic texts contain a wealth of meaning. Besides its poetic grandeur they contain detailed injunctions for a well ordered society and social life, great philosophical truth and even scientific laws. The Vedic Management concepts cultured in ancient time are relevant in the present world and organizations can have the best business model based on the regulation of Ethos. The knowledge and wisdom in the ancient Vedas definitely show the righteous path to the entrepreneurs of the modern world.

References Références Referencias

1. Banerjee, B. P. (2005). Foundations of Ethics in Management. New Delhi: Excel Books.
2. Bhatia, V. P. (2016). Ethical and Spiritual Values in Indian Scriptures. Chennai: Notion Press.
3. Bhattacharjee, A. (2011). Modern Management Through Ancient Indian Wisdom:Towards a More Sustainable Paradigm. Purushartha: A Journal of Management Ethics and Spirituality Vol. IV, No.1, 18-19.
4. Jeste, D. V. (2008). Comparison of the Conceptualization of Wisdom in Ancient Indian Literature with Modern Views. Psychiatry , 3-6.
5. Knapp, S. (2006). The Power of the Dharma: An Introduction to Hinduism and Vedic Culture. Indiana, United States: iUniverse.
6. Krishnaveni, R. (2014). Spirituality at Work Place – An Emerging Template for Organization Capacity

Building? Purushartha: A Journal of Management Ethics and Spirituality Vol. VII, No. 1 , 67-68.

7. Kumar, A. a. (2013). Karma yoga: A path towards work in positive psychology. Indian J Psychiatry 55: Indian Mental Concepts I – Supplement , 150-151.

8. Laxman, K. a. (2011). Holistic Education and Vedic Spirituality. ENCOUNTER: Education for Meaning and Social Justice Volume 24, Number 3 , 49-50.

9. Mukherjee, S. (2017). Bhagavad Gita: The Key Source of Modern Management. Asian Journal of Management Volume No. : 8 Issue No. : 1 , 02.

10. Nandram, S. (2014). Vedic Learning and Management Education. Journal of Management Development Vol. 33 Iss 8/9 , 865.

11. Nigal, S. G. (2009). Vedic Philosophy of Values. New Delhi: Northern Book Centre.

12. Pattanaik, D. (2015, September 12). Revisiting Vedic management. The Economic Times , pp. 1-2.

13. Prasad, R. (2004). Vedas A Way Of Life. New Delhi: Pustak Mahal.

14. Rajak, M. P. (2014). Ancient Indian Wisdom in Modern Management :A Review of its scope and prospects. aWEshkar Vol. XVIII Issue 2 September 2014 WeSchool.

15. Rao, N. &. (2013). Management Dynamics and Bhagwad Gita. Management Trends Vol. 10, No. 1-2 , 7-8.

16. Saigal, K. (2000). Vedic Management: The Dharmic and Yogic Way. New Delhi: Gyan Books.

17. Saraswathi, C. (2016). The Vedas. Chennai: Sri Amritha Associates.

18. Sharma, A. K. (2007). Evolution of "Universal Business Excellence Model" Incorporating Vedic Philosophy. Measuring Business Excellence Vol. 11 Iss 3 Emerald Group Publishing Limited , 5.

19. Steingard, D. S. (2005). Spiritually-Informed Management Theory Toward Profound Possibilities for Inquiry and Transformation. JOURNAL of Management Inquiry, Vol. 14 No. 3 , 227-228.

20. Talwar, B. (2009). Comparative Study of Core Values of Excellence Models vis-à-vis Human Values. Measuring Business Excellence Vol. 13 No. 4 , 37-42.

21. Udupi, M. P. (2016, June 15). Modern Vis-à-vis Vedic Approach To Management. BW Business World, pp. 1-2.

This page is intentionally left blank

An Assessment of the Regulatory Powers of the National Agency for Food and Drugs Administration Council in the Protection of Consumers of its Regulated Products in Nigeria

By J. O. Odion

University of Benin

Abstract- Food, Drugs and Drinks are essential requirements of human existence. The volume of business involved in the supply of these necessaries is very high and profitable. If left unregulated, manufac- turers and suppliers of these products may engage in underhand business stratagems in order to maximize their profits whilst endangering the life of the consumers. This article examines the powers and functions of the regulatory agency in Nigeria for the control of manufacturers and suppliers of food, drugs and drink products in the country. The aim is to determine the level of protection afforded to consumers of these regulated products in the country. Our research methodology is basically doctrinaire and analytical and in the end it was discovered that in spite of the deluge of laws and regulations aimed at protecting consumers in the sector in Nigeria, they are still far from beingad equately protected. This article makes some suggestions for improvement in this regard.

GJMBR-G Classification: JEL Code: L69

An Assessment of the Regulatory Powers of the National Agency for Food and Drugs Administration Council in the Protection of Consumers of its Regulated Products in Nigeria

J. O. Odion

Abstract- Food, Drugs and Drinks are essential requirements of human existence. The volume of business involved in the supply of these necessaries is very high and profitable. If left unregulated, manufac- turers and suppliers of these products may engage in underhand business stratagems in order to maximize their profits whilst endangering the life of the consumers. This article examines the powers and functions of the regulatory agency in Nigeria for the control of manufacturers and suppliers of food, drugs and drink products in the country. The aim is to determine the level of protection afforded to consumers of these regulated products in the country. Our research methodology is basically doctrinaire and analytical and in the end it was discovered that in spite of the deluge of laws and regulations aimed at protecting consumers in the sector in Nigeria, they are still far from beingad equately protected. This article makes some suggestions for improvement in this regard.

I. Introduction

a) The National Agency for Food and Drug Administration Control Act[1]

This is the enabling law for the regulation of the manufacture and sales of food and drugs in the country. The importance of food and drugs to a man and animal is obvious. Access to good quality food and drug is the basis of human survivor. Accordingly, it is the duty of a responsible government that its citizenry get quality food and drugs.

Government's response to these challenges was the establishment of the Department of food and drugs as an arm of the Federal Ministry of Health. However, the enormity of the challenges faced by this ministry was not met and there was the desire for a more pragmatic solution to this problem. A learned author subsumes the problems faced by the then Department of Food and Drugs to include the following;

a) Slow mobilization of ideas, men and materials for productive work.
b) Inadequate resource acquisition and management.

c) Slow disciplinary and poor reward system and management
d) Poor funding of activities necessary for effective design and management.[2]

It is against the background of the perceived failure of the law as it stood then that necessitated the need for the enactment of the National Agency for Food and Drug Administration and Control Act. The fundamental objectives behind the Act is well articulated in its long title which provides that the Act is 'to establish the National Agency for Food and Drug Administration and Control with the functions among others to regulate and control the importation exportation, manufacture, advertisement, distribution, sale and use of food, drugs, cosmetics, medical devices, bottled waters and chemicals. [3]

b) Historical Antecedents to the Establishment of the Agency

The Agency is now the sole body regulating and controlling the manufacture, importation, exportation, advertisement, distribution, sale and use of drugs, cosmetics, medical services, chemicals and locally produced water. It remains a parastatal under the supervision of the Federal Ministry of Health and came into force on the 1st of January 1994.

The Agency was established in response to the resolution of the World Health Assembly declaration of 1988 which laid down the blue print for combating the menace of fake drugs and products in the market place. [4]The Agency replaced the hitherto body known as the Directorate of Food and Drug Administration and Control which was then a department under the Federal Ministry of Health.. This Department had its shortcomings traceable to the limited scope of its

---

Author: Esq LL.M BL, Senior Lecturer, Department of Business Law, University of Benin, Nigeria. e-mail: job_odion@yahoomail.com

[1] Cap N1, Laws of the Federation of Nigeria, 2004

[2] See Muhammad TaofikLadan. "The Limits of Legal and Enforcement/Regulatory Frameworks in Consumer Protection Against Counterfeit and Pirated Products; The Nigerian Experience" Being a paper Presented at The Global Conference on Counterfeit and Pirated Products; 3rd-6th February 2008, Dubai, U.A.E ; Page 32
[3] The National Agency for Food and Drugs Administration Control shall hereinafter be referred to as the 'Agency'
[4] For additional information visit www.nigeriafirst.org accessed on 30/08/2011

enabling law as well the lack of independence in the discharge of their functions. [5]

It was in response to these problems that the Agency was established pursuant to the enabling law in 1994. It was in 1992 that the maiden governing Council of the Agency was inaugurated with the then Ambassador Tanimu Salauwa as the chairman and Professor G. E. Osuide as the pioneer Director-General. At its inception, the Agency was charged with the responsibility of charging the bad image of the country in the international world as the leading base for fake and adulterated drugs and food products. To this end, the Agency was divided into six directorates to wit. Registration and Regulatory affairs, Inspectorate, Laboratory Services, Narcotics, Planning Research and Statistics, Finance and Administration. It was through the co-ordination and Complimentary efforts of these inspectorates that the Agency proceeded to reverse the trend of food and drug Administration in the country.

However, in 2001 there was a change at the helmsman ship of the Agency with the appointment of Professor Dora Akinyuli as the Director-General. In an attempt to reinvigorate and re-focus the Agency, additional inspectorates were created; these include the Registration and Regulatory Affairs, Laboratory Services, Narcotics and Controlled Substance, Planning Research and Statistics, Administration and Finance, Ports Inspection, Establishment and Enforcement. These new inspectorates expanded the frontiers of the scope of the Agency and made the implementation of its set objectives less strenuous. [6]

In addition to these new inspectorates, additional inspectorate offices were established in all the thirty-six states of the Federation. Three special inspectorate offices, six zonal offices and three narcotics offices were introduced. These structural changes and the expansion of the powers of the Agency set the basis for its improved services in last ten years. [7]

c) *Statutory Functions of the Agency*

The Agency at its inception was trusted with enormous responsibilities aimed at ensuring the safety of the consumer with respect to his consumption of food, drugs and related products. Specifically by the tenor of this Act, the Agency is entrusted with the following functions:

1. To regulate and control the importation, manufacture, advertisement, distribution, sale and use of food, drugs, cosmetics, medical devices, bottled water and chemicals.
2. Conduct appropriate tests and ensure compliance with standard specifications designated and approved by the council for the effective control of the quality of food, drugs, cosmetics, medical devices, bottled water and chemicals as their raw materials as well as their production process in factories and other establishments.
3. Under take appropriate investigations into the production premises and raw materials for food, drugs, cosmetics, medical device, bottled water and chemicals and establish relevant quality assurances systems including certificates of the production sites and of the regulated products.
4. Undertake inspection of imported foods, drugs, cosmetics, medical devices, bottled water and chemicals and establish relevant quality assurance systems including certification of the production sites and of the regulated products.
5. Compile standard specifications and guidelines for the production, importation, exportation, sale and distribution of food, drug, cosmetics, and medical devices. [8]

In order to empower the Agency to carry out these enormous functions creditably, there is established for the Agency Supervisory Council. This Council is entrusted with the responsibility of formulating policies geared towards the implementation of the functions of the Agency as highlighted above. The Council is equally mandated to advise the Federal government on issues pertaining to the formulation of National policies on the control, quality, and classification of food, drugs, cosmetics, medical devices, bottled water and chemicals. The Council is the governing body of the Agency and it is therefore charged with the responsibility for the recruitment, remuneration, training and discipline of staff of the Agency. [9]

With respect to the organizational structure of the Agency, it is headed by a Director-General who is appointed by the president. Such a person is expected to have a good knowledge of pharmacy, food and drugs. [10]

There are additional provisions dealing with the removal and discipline of staff of the Agency and the funding of the Agency. [11] With respect to the finances of the Agency, elaborate provisions have been made to ensure that the Agency is adequately funded and that it has some measure of financial autonomy. Interestingly, their internally generated incomes are exempted from tax and are construed as deductible expenses. This palpably to ensure that the Agency is not handicapped

---

[5] See further www.nigeriafirst.org accessed on 30/08/2011

[6] www.nigeriafirst.org ibid

[7] As shall been seen shortly, the Agency has been in the fore front of the prevention of fake, adulterated, fake and sub-standard food and drug products in the country.

[8] See Section 5(a)-(t) of the Act which was reproduced herein for emphasis.

[9] See Sections 6(a)-(j) and 7 of the Act

[10] See Sections 8 and 9 of the Act

[11] See Sections 11 and 12 of the Act

by paucity of funds in the discharge of the enormous duties placed on it. [12]

In an attempt to delineate the scope of the regulatory powers of the Agency, the Act defines the specific products within the jurisdiction of the Agency. Accordingly, the Act defines "drug" to include 'any substance of vegetable, animal or mineral origin or any preparation or mixture thereof manufactured, sold or advertised for use in (i) the diagnosis, treatment, mitigation or prevention of any disorder, abnormal physical state or the symptom thereof, in man or animal (ii) restoring, correcting or modifying organic functions in man or in animal (iii) disinfection or the control of vermin or pests or (iv) contraception. [13]

On the other hand, "medical device" is defined as any instrument, apparatus or contrivance (including components, parts and accessories thereof) manufactured, sold or advertised for internal or external use in the diagnosis, treatment, mitigation or prevention of any disease, disorder, abnormal physical state or the symptom thereof in man or in animal. [14]

The Act equally avoided a possible problem that would be associated with the definition and scope of these words by giving a broad definition of the term 'Regulated Products' to mean food, drugs, cosmetics, medical devices, detergents, bottled water and chemicals.[15]

It would appear therefore, that the expanded scope of the products to be regulated by the Agency has often being the source of conflict between it and sister Agencies.

It must be noted that the regulatory powers of the Agency are not entirely encapsulated by the Act; so much has been left for Subsidiary Legislations in the form of Regulations.[16] Accordingly, the Council is empowered to make Regulations for prescribing the methodologies for private sector payments into the funds of the Agency, to prescribe the fees to be paid for services rendered by the Agency and generally for the purposes of carrying out or giving effect to the provisions of this Act.

d)   Specific Powers of the Agency

As highlighted earlier the powers of the Agency are subsumed in the plethora of subsidiary legislation which addresses specific aspects of its functions. However, Section 24 of the Act subsumes the powers of

its implementation of these functions by providing inter alia

Section 24;

1. "An officer of the Agency may in the course of his duty, at any reasonable time and upon the presentation of his certificate of designation if so required,

a) Enter(if need be by force) any premises in which he reasonably believes any article to which this Act or Regulation apply is manufactured, prepared, preserved, packaged, stored or sold

b) Examine any article in the premises which appears to him to be an article which this Act or the regulations apply or anything in the premises which he reasonably believes is used or is capable of being used for the manufacture, preparation, preservation, packaging, storage or sale of any such article

c) Take a sample or specimen of any article to which this Act or the regulation apply or which this Act or the regulations apply or which he has power to examine under paragraph(b) of this sub-section

d) Open and examine, while on the premises, any container or package which he reasonably believes may contain anything to which this Act or regulations apply or which may help in his investigation

e) Examine any book, document or other record found on the premises which he reasonably believes may contain any information relevant to the enforcement of this Act or the regulations and make copies thereof or extract there from and

f) Seize and detain for such time as may be necessary for the purpose of this Act any article by means of or in relation to which he reasonably believes any provision of this Act or regulations has been contravened". [17]

In order to streamline the powers of the Agency with regards to its powers to regulate the articles or products; Section 24(5) of the Act gives an expanded definition of 'article' to include the following;

a) "Any food, drug, cosmetics, medical devices, bottled water or chemical

b) Anything used for the manufacture, preparation, preservation, packaging or storage of any food, drug cosmetics, medical device bottled water or chemical and

c) Any labeling or advertising material relating to or for use in connection with any food, drug, cosmetics,

---

[12] See Sections 13-20 of the Act .Additional powers is conferred on the Agency to borrow money and /or accept gifts from individuals or institutions provided the acceptance of such gifts would not compromise it in the discharge of its functions; See Sections 23-24 of the Act.

[13] See Section 31 which is the interpretation section of the Act.

[14] ibid

[15] There is an increasing overlap between NAFDAC, Standard Organization of Nigeria and the Consumer Protection Council in the discharge of their respective duties.

[16] See Section 30 of the Act

[17] See Section 24(2)-(4) of the Act , specifically Sub-Section 3 which makes additional provisions with regards to the powers of the Agency to seize any offending product and subject same to laboratory analysis before returning same to the owner if it is discovered that the article or product conform with the requirements of the Act and the enabling regulations.

medical device, bottled water or chemicals but does not include live animals."

Having laid down the powers of the Agency and the procedure for exercising same, the Act further made elaborate provisions for the punishment for offences committed by any individual or body corporate. There are litanies of punishment ranging from fines, imprisonment and/or destruction of the offending product or article.[18] There are equally elaborate provisions on the Courts with requisite jurisdiction for the enforcement of the provisions of the Act, the powers of the officers of the Agency as well as the trial and conviction of offenders.[19]

e) Contextualizing the Focus of the Agency

With the wide range of powers given to the Agency as well as its enormous functions it becomes necessary to attempt a delimitation of the specific focus of the Agency in order to appreciate its efforts at discharging its responsibility. The need for delimitation is also necessary in view of the expanded mandate of the Agency which has often brought it in conflict with similar Agencies.

It must be asserted that by a community reading of all the sub-sections of Section 5 of the Act as highlighted earlier, it is not in doubt that the Agency is expected to focus on the regulation of Food, Drugs and water. Accordingly, all references to Medical devices, Chemicals and Cosmetics should be construed in the context of Drugs.[20] This argument brings to for the relevance of the Food and Drugs Act in determining the Scope of powers of the Agency. To the extent that the Agency is expected to administer the provisions of this Act supports the view that it should concentrate on Food and Drugs principally. As observed by a notable commentator, the only addition to the Powers of the Agency in the context of the *NAFDAC* Act is the inclusion of the regulation of water.[21] It is the authors contention that to the extent that the *NAFDAC* Act does not create specific offences relating to Food and Drugs apart from

the general provision of Section 24 therein, it means that the specific offences created by the Food and Drugs Act should be a benchmark for delimiting the scope of powers of the Agency.[22]

The impression created from the scenario is that the Agency is purely regulatory and supervisory and not really an enforcement Agency. A learned author summarizes the scope of the Agency's regulatory powers in the following terms;

The complaint of NAFDAC is fluid and one wonders whether consumers should be faulted in the manner NAFDAC has made out. To Okwuraiwe, 'it is important to state that NAFDAC's mandate incorporates measures that protect consumer's health in particular and public health in general. But NAFDAC's is not empowered to pursue measures, legal or otherwise to obtain redress for the consumer whenever he is dissatisfied or injured by the use of regulated product.[23] Having underscored the relationship between the NAFDAC Act and the Food and Drugs Act, it is necessary to expatiate on the nature and scope of offences created under the Food and Drugs Act, in order to fully appreciate the how the Agency has fashioned its regulatory and supervisory powers in the prevention of these offences and/or prevention of same.[24]

Section 1 of the Food and Drugs Act creates the offences of the sale, manufacturing, importation as well as the storage of food, drugs, cosmetics and related devices that contain poisonous substances or that are harmful to consumers, that is unfit for human consumption, that is filthy, disgusting, rotten or diseased, that is adulterated, that is sold under insanitary conditions.[25]

It is within the context of the definition of these specific powers that the regulatory powers of the Agency under reference can be appreciated. For example what amounts to poisonous food? This is definitely a question bothering on scientific analysis and proof. Whilst a legal definition of poison and poisonous food or substances can be attempted, it is however the duty of NAFDAC to use its regulations to set the standards for what amounts to poisons or poisonous

---

[18] See Section 25 (1) –(4) of the Act which encapsulates these penalties, of note is Sub-section 1 thereof which makes it an offence for any person to obstruct any officer of the Agency in the performance of his duties undersection 24 of the Act. The penalty for this offence upon conviction is N5,000 or imprisonment to a term of 2 years or both. The appropriateness of this sanction amongst others would be examined shortly.

[19] See Section 25(5) which confers exclusive jurisdiction in the matters aforesaid on the Federal High Court. Furthermore, Section 25A -26 make elaborate provisions on the procedure for the commencement and sustenance of legal proceedings in relation to matters connected with the Act .As would be seen shortly, problems of technicalities and procedural bottlenecks may slow down the pace of the activities of the Agency.

[20] The definition given to the term 'Regulated Products' under the Act supports this view. In addition the *esjudem generis* rule of construction would permit of such interpretation.

[21] See Felicia Monye "Legal Restrictions on the Manufacture, Sale and Advertisement of Drugs in Nigeria" *Modern Practice Journal of Finance and Investment Law*; 2 no.4(1998):152-164 at page 160

[22] See Sections 1-3, 5-6, 11-12 of the Act which makes elaborate provisions for specific offences under the Act. Section 17 thereof provides for specific penalties for contravention of these provisions.

[23] See Kanyip 'Consumer Protection Law" 310. The learned author was relying on the views of P.EOkwuraiwe, an Assistant Director, Regulatory/ Consumer Affairs of NAFDAC, in his paper 'Regulatory Role of Government Agencies in Consumer Protection-NAFDAC perspective ' Presented at a Nigerian Institute for Advanced Legal Studies Roundtable on Consumer Protection Laws in Nigeria held in Lagos in December 3rd 1996.

[24] It must be noted that the usual vices fought consistently by NAFDAC, for example counterfeiting of drugs and food products, Adulteration of Food and drugs, Sale of expired food and Drugs amongst others can be subsumed in these offences under the Food and Drugs Act.

[25] See Section 1(1)-(5) of the Food and Drugs Act

food or substances. It is equally the responsibility of NAFDAC through their various laboratories to carry out investigative analysis in determining when a food or drug contains poison or poisonous substance. As a starting point the Black Law's Dictionary defines poison as a 'substance having inherent deleterious property which renders it when taken into the system capable of destroying life. A substance which on been applied to the human body internally or externally is capable of destroying the vital functions of the human body.[26]

Accordingly, it is in the context of the aforesaid, that NAFDAC Regulations prohibit the use of excessive additives, colourings and preservatives in food and drugs substances. It is therefore arguable that excessive additives or colourings in food and drugs could be construed as poisons or poisonous substances.[27]

In the same vein there are legal issues pertaining to the definition of food 'unfit for human consumption'. It could be assumed that any food that contains poisonous or noxious substances would be unfit for human consumption. In the same vein, any food containing deleterious or strange substances whether poisonous or not would naturally be unfit for human consumption. It does appear that food or drink items containing such items as decaying tooth, bark of trees, decomposing snail amongst others are unfit for human consumption.[28]

In the context of the regulatory efforts of the Agency, it would appear that it would be rarely be able to pre-empt or intercept such food or drink substances containing such deleterious or strange substances unless it (Agency) goes beyond its inspection of the manufacturing and packaging processes of these food and drinks. The Agency would have to be more proactive in its monitoring of the distribution process to pre-empt the incidences of such complaint of food or drinks containing such strange substances. The problem may be more overwhelming when it is one off incidence as in one bottle in twelve crates of soft drinks containing the offensive substance.

It can be asserted therefore that once the Agency certifies the production process of the food and drinks, and certifies the raw material content of samples of the food or drink, it would rarely be expected to examine every bottle, carton or crate of the food or drink to determine the incidence of the presence of these offensive substances. Accordingly, the civil rights of the consumer as premised in the law of Torts and Contract would appear to be preferable in the circumstances. Criminal prosecution would be at the discretion of the Attorney-General if a prima facie case of violation of the provisions of the Food and Drugs Act is made out.[29]

In any case, it has been held in some English cases that the presence of deleterious substances in food and drinks is not ipso facto evidence that the food or drink is unfit for human consumption

In *J. Miller Ltd v. Battersa Borough Council*,[30] a chocolate bun containing a piece of metal was not necessarily unfit for human consumption. Accordingly, the court reached a verdict of not guilty in favour of the Appellant who had been charged under Section 9 of the Food and Drugs Act of U.K 1938.[31]Similarly, in *Turner & sons Ltdv. Owen*,[32] the English Court of Appeal held that a loaf of bread containing a string was not unfit for consumption, since it was established that the said string got there by accident.[33]

Incidentally, there is no recorded Nigerian case of prosecution of a manufacturer or retailer for selling any food or drink containing deleterious substances, most cases relating thereto had been resolved by civil litigation.[34]

With respect to the sale of food or drink containing filthy, disgusting or rotten substances, it is submitted that the same principles applicable to the sale of food or drinks containing deleterious substances should be applied.[35]

With respect to the sale of food or drink products in a filthy or insanitary condition, this would fall squarely within the jurisdiction of the Agency. It is expected that in the exercise of its investigative powers it would liaise with the Health departments of the various local Governments to inspect factories, eateries, markets , Abattoir and other places where food and drinks are processed or manufactured to ensure that they are produced in safe and sanitary conditions.

The most fundamental of the provisions dealing with specific offences under the Food and Drugs Act is that dealing with the sale of adulterated products.[36] No doubt, the centre focus of the activities of the Agency is the prevention of the adulteration and counterfeiting of food and drugs. The Agency's frontal attack in this regard could only be fully appreciated in the context of the nature and scope of adulterated products as

---

[26] See the Black Laws Dictionary 9th edition, 2004,

[27] See Sections 1 -2 of the Non-Nutritive Sweeteners in Drug Products (Prohibition) Regulations of 1999 as amended in 2005.

[28] See the cases of *Osemobor v Niger Biscuits Co Ltd & Anor*(1973) N.C.L.R 382,*Soremi v Nigerian Bottling Co* Ltd (1977) 12 CC.HCJ 2735, *Okwejiminor v Nigerian Bottling Co Ltd* (2008) 5 N.W.L.R(PT 1079) 172 amongst others discussed in Chapter two of this thesis. Admittedly, the defendants could have been culpable under the Food and Drugs Act, if the necessary mental elements of the offence were established in a criminal prosecution.

[29] See Section 25(1) (a) of The Act

[30] (1956) 1 Q.B 43

[31] This is a similar provision to section 1 (b) of the Food and Drugs Act under reference.

[32] (1956) 1 Q.B 48

[33] See also *Lindley v George.W,.Hornes* Ltd (1950)1All. ER 234

[34] See the views of Okaraiwe, supra footnote 33

[35] The Agency in 2009 sealed up the premises of some major eateries in Lagos on the grounds of the insanitary conditions they operated in the preparation of their food and confectionaries.

[36] See Section 1 (2) of the Act

provided under the Food and Drugs Act. Accordingly, the Black Law's Dictionary defines "adulteration" as "To debase or to male impure by adding a foreign or inferior substance" the Dictionary further defines an "adulterator" as "A corrupter, forger, a counterfeiter" the Dictionary equally defines "adulterated drug" as a 'drug that does not have strength, quality or purity represented or expected.[37] Similarly, the Encyclopaedia Britannica defines 'Adulteration' as the act of debasing a commercial commodity with the object of imitating or counterfeiting a pure or genuine commodity or substituting an inferior article for a superior one in order to gain an illegitimate profit, [38]

It is implicit from this definition that the concept of adulteration is limited to the deliberate mixing of food or drugs with an inferior substance. The necessary men read of the offence would invariably include knowledge and deliberate act on the part of the person mixing the food or drink. The elements of recklessness and negligence are equally inclusive in determining the guilty mind of the accused person. It does appear that negligence in the act of mixing the food or drink would not ground culpability as these definitions suggests that the culprit would be acting with sole aim of presenting the adulterated product as genuine and thereby reaping undeserved profit thereby.

The wording of Section 1 of the Act under reference imports a strict liability standard as it proceeds with the phrase "No Person shall sell import, manufacture or store any article of food....". This epitomizes the desire of the state to use the instrument of criminal Legislation to punish such unwholesome conduct without reference to the guilty mind of the perpetrator.

f) The Agency's Powers of Inspection and Investigation

The Agency's power of registration and certification of the regulated products is the starting point for assessing its efficiency in the discharge of its enormous statutory mandate. However it is clear that its power of investigation and inspection is the most potent in its drive to prevent the incidences of the fake, adulterated and/or sub-standard products.[39]

It is expected that through its investigative and inspectorate units the Agency can detect the incidence of fake and sub-standard regulated products and prevent their consumption and use by the consumers. In this way the Agency would be adopting the 'Compliance Strategy' as a tool for regulation as against the usual

penal or sanctioning strategy, which is more often an exercise in post-mortem.[40]

It is equally arguable that the failure of the Agency to fully exercise its powers of investigation and inspection could be the basis for imposing some form of liability of the Agency to the public. This would sound more plausible in view of the controversy surrounding the culpability of the Agency or similar regulatory Agencies for affixing a mark or insignia of quality and certification on the regulated products.[41]

How well has the Agency used its investigative and inspection powers since its establishment? Whilst an empirical analysis of its performance is not the focus of this thesis it suffices to state that documented records of the Agency's efforts in this regard are abound. This is more particularly so in the tempestuous five years of the Agency's former Director- General, Professor Dora Akinyuli (of blessed memory).

Accordingly, in the five years of her stewardship there were documented records of inspection of factory and manufacturing sites. The invasion of markets and retail outfits to confiscate and destroy these offending products. This was in the aftermath of the debilitating effects of fake and substandard drugs in the country.

In 2002, three patients reacted adversely to infusions manufactured by a Nigeria firm. The Agency reacted swiftly and stopped the administration of the infusion. Subsequently, the Agency collected the samples of the infusion and its investigation revealed that the muscle relaxant used in the infusion was substandard. Similarly, in 2004, three Nigerian hospitals recorded cases of adverse reactions from the use of contaminated infusion manufactured by four Nigerian firms. The results of tests conducted on samples of the infusion showed that some of the samples were seriously contaminated with micro-organisms. The investigation also revealed that almost 147 of the 149 brands of water for the in injections screened were contaminated and not sterilized. [42]

However, the most bizarre of cases of Drug related deaths in Nigeria is the horrible death of about 34 children in the country as a result of their consumption of a teething analgesic christened "*My Pikin*". The incidents which were recorded within one week in November, 2008 involved children within the ages of 3-4 months to 3years. The outbreak was adjudged to be caused by the presence of a solvent,

---

[37] See Black Law's Dictionary 9th Edition 2009, West Gade Publishing Co. New York.

[38] See Encyclopaedia Britannica (London, Encyclopedia Britannica Ltd, 2009): 188.

[39] See Section 5 (c) and (d) of The Act

[40] See footnotes 4-7 of this chapter, where these various methods of regulation and their utilitarian values were discussed.

[41] See footnote 68 where the contending views of Inegbedion and Kanyip with respect to the liability of S.O.N with respect to its N.I.S certification marks on goods was discussed.

[42] See Victor Ochiggi "Curbing the menace of Fake Drug, Counterfeiting in Nigeria" Published in the Newspaper, National Vision Newspapers Online Edition; www.nationalvisiononline.com accessed on 05/09/2011.

Diethylene Gylicol, a solvent for the manufacture of *paracetamol*.

Presently, the Company that manufactured the said teething syrup are facing criminal prosecution for sundry offences under Food and Drugs Act and the Penal Code before High Court in Kano state.[43] from these incidents relating to drugs, there have been isolated incidents relating to food and water contamination and counterfeiting in the country and injury and death resulting there from. Sometime in March 2004, there was the incidence of the death of some persons including children as a result of the consumption of a popular brand of noodle product in the country. The explanation proffered by the Company involved was the alleged fakery and adulteration of its products; they denied that the offending products were produced by it. However the Agency's investigation revealed that about three batches of the *indomie* product had been contaminated with *carbofurana* chemical used a pesticide for Agricultural purposes. Accordingly within March 30th –April 4th 2004, about 21,025 cartons of the product was recalled from the distribution network and destroyed by the Agency. While the process of recall and destruction of the contaminated product was going on, the Agency sealed up the company's factory at Ota.[44]

These incidences are only but a few of the problems that innocent and gullible Nigerians have faced in the hands of unscrupulous businessmen. It is humbly submitted that they reflect the imperfection in the Agency's inspectorate Division and its failure to leave up to the expectations of the citizenry. It is our view that these incidences highlighted above and many more were avoidable if the Agency's inspectorate unit was more proactive and looked beyond the factories and other places for the manufacture of these regulated products. They ought to go beyond these frontiers and monitor the distribution network of these regulated products. The searchlight beamed on the retailers ought not to be limited to known markets but through the use of covert investigative skills to pre-empt the introduction of these alleged fake and counterfeit products in the market place. Incidentally, the Agency is empowered to set up special task forces both at the federal and state levels for this purpose. The Agency is empowered to pay unscheduled visits to the border posts and all other entry points of the offending products. It is empowered to seize and destroy the offending products. However, this taskforce has not been as functional in its investigative and inspectorate functions as expected.[45] It is submitted that until the Agency is able to up its ante in the elimination of these offending products, it would still be unwittingly blamed for any injury or death resulting from the consumption of these offending products by the ultimate consumer.[46]

The guidelines and procedure for the exercise of the Agency's powers of inspection and investigation are well documented and if followed to the letter, the incidences highlighted above would be grossly limited. The Agency is expected to closely monitor the importation channels for most of the regulated products. This is because it is now generally acclaimed that most of the substandard regulated products especially drugs are imported from the Asian countries.[47]

Furthermore, the Agency is expected to liaise with the Customs and Excise, the National Agency for Drug Law Enforcement Agency, and other Agencies to monitor the sea ports, the wharfs and other entry points to prevent the infiltration of these offending products into the market place. However, conflicts of interest and power tussle between these Agencies led to the withdrawal of *NAFDAC* from the Airports in 1994 it was during the civil rule of Chief Obasanjo in 2000 that the Agency was empowered to go back to the Airports and Wharfs.[48]

This was after some spirited efforts by the then Director-General of the Agency to ensure that the Agency takes it proper position in the implementation of the Pre-Shipment Inspection of Imports Act.[49] This lull and void in the Agency's role in the enforcement of its mandate through the complimentary legislation-The Pre-Shipment Inspection Act led to the high level of infiltration of the offending products into the country within this period. Additionally, in a survey conducted by an NGO '*Globalization and Health'* in 2009 on the activities of *NAFDAC,* most of the respondents scored

---

[43] See JamesAkpan "The Calamity of my Pikin" accessed on www.leadershipnigeria.com/news on 22/01/2009. See also; Ogundipe .S. "Experts allege Epidemic of Acute Renal Failure" accessed on www.vanguardngr. com/content/view on 22/01/2009, MuarizioBonati " Once Again, Children are the main victims of Fake Drugs" published in the Journal of Pharmacy and Pharmacology, accessed on line in www.medcinewebofscience.com on 22/01/2009

[44] For further details ,see www.newsbiafranigeriaworld.com/archive/2004/jun/18/017.html,accessedon 06/09/2011; See also; www.allafrica.com/stories/ 200405130578.html. accessed on 06/09/2011

[45] See Sections 6-9 of the Counterfeit and Fake Drugs Unwholesome processed Foods (Miscellaneous Provisions) Act ,1999

[46] See Inegbedion supra footnote 68

[47] Available data shows that most of the sub-standard products especially, drugs are imported from China, India, Indonesia and some parts of Eastern Europe .See Ladan ,supra footnote

[48] Sadly, in 2012, the Minister of Finance ordered the withdrawal of NAFDAC and similar Agencies from the sea ports and Airports. Most Commentators view this as a big blow to the efforts of the Agency at combating the influx of fake and sub-standard drugs into the country.

[49] By Sections 1-7 of the Pre-Shipment Inspection of Imports Act Cap LFN 2004, makes it offence for any person to knowingly import goods into the country not subject to pre-shipment inspection and without a clean report of finding. Whilst, the Agency has over the years liaised with other agencies like Customs, NDLEA,SON amongst others in implementing this Act, cases of conflict had slowed down the Agency' efforts in this regard. The Agency's ban from the airport was as a result of such conflicts.

the Agency low in its inspectorate function.[50] One of the reasons hazarded by most of the respondents was the perceived corruption and compromise of officials of the Agency in the inspectorate division.

Implicit in this report is the additional acknowledgement of the problem of adequate personnel in the Agency especially in the inspectorate unit to man the multifarious entry points for these offending products, the manufacturing sites and ware houses as well as the distribution network in the country. This is indeed an area where the Agency is in need of some measure of improvement.

However, it must be conceded that the Agency has recorded some huge successes over the years. It has been able to use of its inspectorate and investigative division to prevent the flooding of the market place with these offending products. These successes are legion and are well documented. For example, the Agency has over the years mounted vigorous campaign against the use of excessive salt and the absence of iodine in most food products across the country. Through its inspectorate units it has been able to intercept at the ports, the entry importation of such food products that failed to meet this standard. It has equally been able to seal manufacturing premises as well as seized and destroyed such sub-standard food products.[51]

Additionally, sometime in 1995 the Agency had to ban the use of a popular seasoning agent *Ajinomoto* which was adjudged to be injurious to the health of consumers. In the same vein, the Agency has through its inspectorate unit fought a relentless war against the use of Saccharine as sweetening agent in food and drink products. Saccharine is adjudged as a cheap sweetener that is injurious to the liver and is known to cause cancer of the colon. As at 1995, a World Health Organization survey assessed the consumption of saccharine worldwide to be in the neighborhood of 1000 million pounds.[52] It has equally been discovered that a particular seasoning product *Vedan* containing monosodium glutamate which is manufactured in Taiwan and is duly registered by *NAFDAC*, is equally dangerous to health. It was adjudged to contain a bleaching agent as well as containing high sugar content. Happily, *NAFDAC* has banned the use of this

seasoning agent and has in the last ten years mounted vigorous efforts at mopping it from the market.[53]

One other, area where the Agency has maintained a frontal attack on the incidence of unregulated food through its inspectorate unit, is with regards to the use of *Bromate Potassium* in the production of bread. The health implications of the use of *bromate* in bread are well documented. Bromate potassium is known to also cause cancer when consumed in excess.[54]

With respect to bottled and table water, the Agency has been proactive in preventing the flooding of the market with questionable bottled water products. It has acted within the precincts of its powers under the Bottled Water Regulations to ensure that only tested and certified bottled water products are sold to the public.[55]

II.   Conclusion

No doubt, the scope of the Powers and functions of the Agency is enormous and challenging, whilst the foregoing analysis shows the avalanche of substantive and subsidiary legislation that have defined the scope of these powers and duties, it has been discovered that the Agency has worked assiduously in the last two decades of its existence to fulfill its statutory role in the regulation and control of the regulated products under its enabling law'

As shown, in the course of this analysis there are quite a handful of areas deserving of improvement, especially in the area of preventive measures to ensure that minimal volume or quantum of the offending products get to the market place and ultimately to the innocent consumer. The issue of adequate funding of the Agency, the strengthening of its inspectorate and investigative departments are amongst other issues that can be improved upon by the regulatory agency.

---

[50] See Ahmed Garuba et al" Transparency in Nigeria's Public Pharmaceutical Sector; Perception from Policy makers" A Research conducted on behalf of Globalization and Health, Page 1-13 published on 29th October 2009 accessed on www.globalizationand health.com/content on 30/08/2011

[51] In May 2008, a 20ft container containing counterfeit pharmaceutical products was intercepted by the Agency at the Apapa Wharf. See www.in-pharmatechnologist.   com/processing-qc/Nigeriancounterfeit-drug.html accessed 07/09/2011

[52] See www.nafdac.gov.com accessed on 07/09/2011

[53] See World Health Bulletin, Volume 84, February,2006 accessed on www.who.int/bulletin/volumes/84 /9/06-020906/en/   accessed   on 07/09/2011, where the efforts of the Agency in the fight against counterfeit drugs and food products was well documented.

[54] See I. Kurokwa "Potassium Bromate in Bread; What are the implications?"   (1982)   Medical   Nigeria.   www. medicalnigeria.net/bromate_in_bread.htm accessed on 09/09/2011

[55] See Sections 1-6 of the Bottled Water Registration Regulations of 1996, See also Sections 1-9 of the Bottled Water (Labeling) Regulations of 1996.

The Role of E-Governance in Administrative Efficiency and Combating Corruption: Case of Sri Lank

By Mohamed Ibrahim Mohamed Irfan

South Eastern University of Sri Lanka

Abstract- The role of information and communication technology (ICT) in serving as a mechanism to improve effective public service delivery, better transparency and combating corruption in developed and developing countries. This study examines the role of e-Governance in administrative efficiency and combating corruption, specifically Sri Lankan perspective. The main objective of this study is to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka. This study is a qualitative research and data were collected mainly from secondary sources. The challenges arise from lack of interpersonal and fully fledge computer users, absence of Good Will' of politicians and bureaucrats, inadequately functioning e-Government infrastructure and implementation capacity, constantly changing political environment, failure ICT policies, lack of legal framework etc.

Keywords: e-governance, administrative efficiency, combating corruption, ICT.

GJMBR-G Classification: JEL Code: G30

THEROLEOFEGOVERNANCEINADMINISTRATIVEEFFICIENCYANDCOMBATINGCORRUPTIONCASEOFSRILANK

Strictly as per the compliance and regulations of:

The Role of E-Governance in Administrative Efficiency and Combating Corruption: Case of Sri Lank

Mohamed Ibrahim Mohamed Irfan

Abstract- The role of information and communication technology (ICT) in serving as a mechanism to improve effective public service delivery, better transparency and combating corruption in developed and developing countries. This study examines the role of e-Governance in administrative efficiency and combating corruption, specifically Sri Lankan perspective. The main objective of this study is to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka. This study is a qualitative research and data were collected mainly from secondary sources. The challenges arise from lack of interpersonal and fully fledge computer users, absence of Good Will' of politicians and bureaucrats, inadequately functioning e-Government infrastructure and implementation capacity, constantly changing political environment, failure ICT policies, lack of legal framework etc. But, the challenges can be changed by enchanting necessary actions like awareness program and proper training, strengthening mobile government, ensuring website information in major languages (English, Tamil and Sinhala), policy makers to ensure user friendly and congenial policy implementation, strengthening stakeholders and citizen feedback, strengthening the Public Private Partnership (PPP), citizen's, who seen the country clean and corruption free, multi-pronged strategy etc. The results suggest that sufficiently demonstrates that e-Governance can be a very effective tool in improve administrative efficiency and combating or altogether abolished corruption.

Keywords: *e-governance, administrative efficiency, combating corruption, ICT.*

I. Introduction

a) E-governance

nformation technology has thoughtful impact in the global world. "e-Governance comprises the use of ICTs to support public services, government administration, democratic processes and relationships among citizens, civil society, the private sector, and the state" (Dawes 2008:S86). e-Governance develops in a country is a function of the collective national and local capital supplying information technology services and of informal social and human capital creating a demand for e-Governance (Rose, 2005). Which services are categorized as Government to Citizen (G2C), Government to Business (G2B), Government to Employees (G2E) and Government to Government

Author: South Eastern University of Sri Lanka.
e-mail: irfanibrahim86@gmail.com

(G2G) Services (Akman et al., 2005). Overall, e-Governance definition focuses on the use of ICT to assist in the administration or management of government. ICTs have been changing every aspect of human life and nation such as public service, religion, culture, education, poverty, global security, gross domestic product (GDP), gross national income (GNI), level of corruption etc.

b) Administrative efficiency

Administrative efficiency looking systematic progress and well organized administration (Payne & Pheysey 1971). The dimensions specialization (division of labor within the organization) and standardization/formalization (standardization of roles, interdepartmental communication) contribute in a positive way to administrative efficiency, in contrast the dimension centralization is a negative way to administrative efficiency. Administrative efficiency can be interpreted as the efficiency of the gathering, processing and communicating of information (Spenkelink 2012).

c) Corruption

Corruption is an enemy in effective service delivery; it is a global issue and vital challenge to the promotion of good governance, sustainable development, democracy, peace and social harmony. A legal definition of 'corruption' is both difficult and complex (Indraratna 2015). However, Transparency International has defined corruption as the "abuse of entrusted power for private gain" (Transparency International 2016). Proper education, good function of modern government, good relationship between government and citizens, take strong punishment against corrupt person and institutional capacity are the tools to reduce corruption (Kaur 2015).

The e-Governance strategies are serving as a mechanism effort on the quality of governance and combating corruption across the global world. In addition to that, the aim of this study is to examine the role of e-Governance in administrative efficiency and combating corruption in Sri Lanka and to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka.

The paper is organized as follows: e-Governance and administrative efficiency; e-Governance and administrative efficiency in Sri Lanka; e-Governance and corruption; e-Governance and combating corruption in Sri Lanka; e-Participation and combating corruption in Sri Lanka; practical challenges of e-Governance and finally way forward and conclusion are provided.

II. Methodology

In order to examine the role of e-governance in administrative efficiency and combating corruption, this study uses the empirical evidence to analysis status of efficiency, combating corruption and practical challenges observed in Sri Lanka context. This study is a qualitative research and data were collected mainly from secondary sources. This paper critically analyzed published research in the forms of books, academic journals, newspapers, government related report, internet articles and relevant research articles.

III. E-Governance and Administrative Efficiency

Administrative efficiency looking systematic progress and well organized administration (Payne & Pheysey 1971).The dimensions specialization and standardization/formalization contribute in a positive way to administrative efficiency, in contrast the dimension centralization is a negative way to administrative efficiency. An overview of the model can be seen in the figure 1 below.
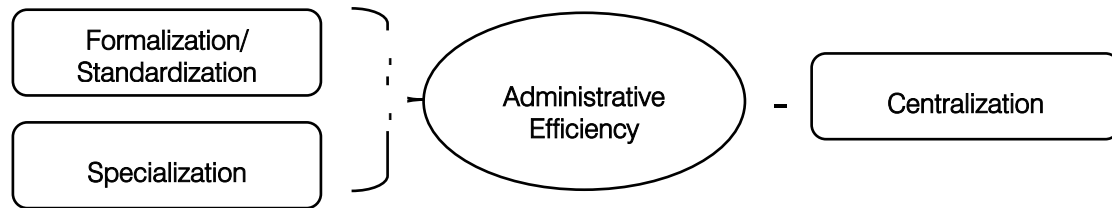

Figure 1: Administrative efficiency model

E-Governance contributes towards effectiveness, efficiency and equity in public services that further enhances the quality of public service delivery (Pathak *et*.al 2008) the policy framework, enhanced public services, high-quality and cost-effective government operations, citizen engagement in democratic processes, and administrative and institutional reform are consistent objectives of e-Governance (Dawes 2008). It has to assist in provision of services, employee support and recognition programs, recognition of customers in the delivery of local services, concept of ''one-stop'' customer counter, and use of performance measurement to assist in a cycle of continuous improvement (Robertson and Ball 2002). For example, e-Governance is regarded as a key element in administrative reform and in improving citizen-government interactions in India. The state of Kerala, e-Governance in a region with high literacy and educational status, penetration and access to ICTs, civic engagement, and high level of political participation are very good compared to other states in India. As well as Kerala is in the forefront of implementing e-Governance and m-Governance due to the successful policy implementation (Akshaya e-literacy project). Consequently, e-Governance is a unique partnership involving the government, private entrepreneurs, community volunteers, and citizens in improving the e-literacy skills of the community (Prasad 2012). Similarly, e-Governance provides an effective citizens oriented service delivery of different public services (project, online service etc.) for example, Austria, Brazil, Australia, etc.

Governance structures (Hierarchy, Specialization, Role-specificity), mechanisms (Market, Hierarchy, Hybrid), processes (Risk free, professionally managed) and values (Transparency, Accountability, Integrity, Rationality, Confidentiality) which conform to best guarantees administrative efficiency (Basheka, Tumutegyereize and Sabiit 2012). Achieving administrative efficiency is one of the objectives followed by e-Governance (Vanderose, Degraveand Habra 2015). Good governance and e-Governance also important procurement of empower the administrative efficiency; e-Governance is a way to achieve good governance. e-Government is a part of e-Governance. Through the implementation of good governance and e-Government it can identify the core principles to achieving administrative efficiency (Haldenwang 2004); the key objective of e-Governance is to create good governance (Kabir 2007). Therefore, administrative efficiency, transparence and accountability are key characteristics of good governance; the successful implementing e-Governance can be improved good governance. Consequently, e-Governance is the way to empower the good governance and it will agree grass-root citizens to interact with the government at all level.

In 21st century ICT is to promote greater efficiency and deliver responsive, cost-effective services

to citizens within the framework of good governance principles (Colby 2003), it is a major mechanism to improve government's administrative efficiency, transparency, and effective service delivery (Jahankhani et al. 2006) the idea is to make the delivery of services to the public more effective, efficient, speedy, accountable, accessible, responsive, and traceable (Garg 2008). In this view, the main emphasis on e-Governance is removal of corruption and strengthening of civil society, people's participation, transparence, administrative efficiency and accountability. And also, e-Governance builds the administrative efficiency: avoid lateness, transparency, easy access, responsiveness, reduced red tape, increasing quality of service and citizen centric delivery of services. The successful e-Governance will save money and it can be helpful to develop ICT based generation and to increase the economic growth (Alam 2012). Above mentioned features can be achieved through proper implementation of e-Governance using of modern information and communication technologies.

a) *Practice of e-governance and administrative efficiency*

Function of e-Governance can make effective, transparency, accountability of administration; it can help effective management, economic growth, sustainable development, better health and education, save time and money (Rahman 2016). The major objective of e-Governance is to provide a friendly, affordable, and efficient interface G2C; it is ensuring effective and high quality public service (Hossain and Saba n.d.). Government is to encourage professionalism and ethics in its activities, limited interference from politicians in decision making, extensive monitoring of governance activities and systematic and good coordination of all government function these are key pillars for administrative efficiency (Basheka, Tumutegyereize, and Sabiit 2012). Essentially e-Government as a part of e-Governance refers to increase efficiency and effectiveness of service delivery by the G2C of different portions of society and administrative activities through ICT (Rahman 2016; Alam 2012). Therefore, e-Governance provides an effective service delivery of different public services, which provides easy to access the services such as online application filling, bill payments, online education, telemedicine etc.

In globally, there are certainly many examples of e-Governance functioning significantly to citizens' oriented service G2C. In Turkey Integrated Social Assistance System (ISAS) was start in 2009, it is a Government to Government (G2G) system, end of March 2014, 17,000 million assistance cases were provided via ISAS. Consequently, citizens could save their time and cost, as well as increased good governance; in UK, British Government e-petition

service and the US Transportation Security Administration's (TSA) blog (ICT for Peace building 2008); Similarly, e-Governance provides an effective citizens oriented service delivery of different public services (project, online service etc.) for example, Austria, Brazil, Australia etc. These services are the examples of e-Governance practice on administrative efficiency, holistic manner service to citizen, and modern and effective tools in the whole of world.

Similarly, in context of South Asia, in India, e-Governance has the potential to undertake corruption effectively and usher in societal harmony (Pathak and Prasad 2005) it has been successfully implement many e-Governance in several places such as Lokvani-enabling citizens to report problems and resolve complaints online Sitapur (Uttar Pradesh, India); Bhoomi land record is computerized (Karnataka, India); Interstate Computerized Check posts in Gujarat; CARD-Computer-aided Administration of Registration Department (Andhra Pradesh, India) and Chief Vigilance Commission (CVC) Web site (Sapanjeet Kaur 2015) and also, Public Distribution System in Akola district, EDI Systems (Software package) for Export and imports, E-Choupal, Gujrat State Wide Area Network (GSWAN), Warana Wired village program, SMART Governance in Andhra Pradesh (Barthwal 2003). The considers e-Governance as an important instrument for economic and social developments in various sectors in Nepal, such as education, health, agriculture, tourism, and trade, among others, have been using information technology. In Nepal Telecom Company (NTC), Global System for Mobile (GSM) mobile, C-phone, sky data, internet, very small aperture terminal (V-SAT) and Asymmetric Digital Subscriber Line (ADSL) facilities has been enhanced delivering public services to the citizens (Sharma, Bao and Qian 2012). Similarly, e-Billing, automations of custom house at Chittagong sea port, government form online, electronic birth registration system (this is probably the best local level e-Governance service), Hajj web site, automation of international processes, using Closed-Circuit Television (CCTV) camera etc. these are best example of Bangladesh e-Governance practice (Hasan 2012).

b) *E-governance and administrative efficiency in Sri Lanka*

Majority of the e-Governance services in Sri Lanka come under this category such as online delivery of vehicle licensing services, online issue of births, marriages and death certificates, online checking of balances in provident fund accounts, online booking of train tickets etc. (Chandraguptha 2012). Sri Lanka had successful e-Government practices such as the Department of Immigration and Emigration has adopted ICT tool to improve efficiency and effectiveness in the issue of passports to citizens. It has been computerized, making Sri Lanka one of 5 countries in the world where a

passport could be processed in a day (Dissanayake 2011). This e-Government program has contributed to mitigate the time and cost and it has making the process of going overseas for employment a lot faster and easier. Consequently, the role of e-Governance is best way to ensuring administrative efficiency and good governance in Sri Lanka. Moreover, Sri Lanka has been significant efforts to develop e-Governance online e-services such as 108 for citizens, 51 for businesses, 10 non-residence related e-Services, also mobile and Short Message Service (SMS) have also been extremely expanded (Rahman 2016). For instance, several types of e-Services and SMS are successfully functioning in Sri Lanka (see table 1) below.

Table 1: Short list of selected e-Services, Mobile Services in Sri Lanka

Organization	Service
Mahaweli Authority of Sri Lanka	• Water level enquiry
Sri Lanka Tea Board	• Reasonable price enquiry • Elevational price enquiry
Tea Small Holdings Development Authority	• Subsidy application • Subsidy application status enquiry
Colombo Municipal Council	• Colombo Municipality House rental payments and balance enquiry • Colombo Municipality Property Tax (rates) payments and balance enquiry • Colombo Municipality Trade Tax (taxes imposed for trades) payments and balance enquiry • Colombo Municipality Payments for Tax on businesses and balance enquiry • Market Rental (Rentals for market places) payments and balance enquiry • Shops and Boutiques Rental payments and balance enquiry • Hawkers Rental (rentals for very small shops) payments and balance enquiry
Department of Examinations	• Certificates issuance and Examination Results
Director General's office of Merchant Shipping	• Request for New or Renewal of Shipping Agent License • Request for New or Renewal of Container Operator License • Request for New or Renewal of Freight Forwarders and NVOCC License • Applications for Vessel wise license & Addition of principals • Request for Addition of Principals of Shipping Agent License
Department of Government Factory	• Tenders published by Government Factory
Provincial Department of Motor Traffic	• Revenue License (new/ renewal) • Western Province Revenue License expiry/ active status • Online purchase of vehicle information • Ongoing Vehicle Number Enquiry
Sri Lanka Railway	• Purchase of Tender Documents and Railway Train Schedule
Department of Wildlife conservation	• Bungalows Reservation Status Enquiry
Sri Lanka Police	• Police clearance certificate status enquiry
Sri Lanka Post	• Postal code enquiry
National Water Supply and Drainage Board	• Water bill payments
Employee Trust Fund Board (ETF)	• View ETF Member Balances • ETF Member management service for Employers • Claim Application Status Enquiry
Rubber Development Department	• Rubber Price Enquiry
Mobile (SMS) Services in Sri Lanka	
Services of Tea Small Holdings Development Authority	
Train Schedule Information	
Check the Status of ID Card Application	
Check the Status of Police Clearance Application	
Tea Price Information – Sri Lankan Tea Board	
Water Level Information of Mahaweli Reservoirs	
Check your Sri Lanka Identification Number (SLIN)	
Daily Fish Prices – Ceylon Fisheries Corporation	
Check the status of your Vehicle Revenue License	
SMS electricity bill Service. This service was offered by the Ceylon Electricity Board	

Source: Created by based on (Smart Gateway to Government of Sri Lanka, https://www.gov.lk/).

The trusts, low cost service, easy access, security, responsiveness, time saving are positive factors for administrative efficiency and e-Governance. A number of e-Government programs and project aims is to enhance the efficiency and effectiveness of government services (Karunasena, 2012) e-Sri Lanka project initiative in 2002, which project carries many important services such as quality public services, minimized time and costs, active citizen's participation in government (Karunasena et al., 2011; Akman et al., 2005). For instance, 73.9% of the respondents reported their satisfaction on (Trusts, low cost service, easy access, security, responsiveness, time saving) existing e-Service delivery by government agencies in Sri Lanka. But 26.1% of respondents still do not agree and dissatisfaction on existing e-service, they had identified and grading negative factors for e-service delivery, according to their grading 34.8% transaction delay, 26.1% high bureaucracy, 13% lack of efficiency, 12% lack of privacy, 8.9% low security, and high cost 5.2% (Senadheera 2013). In addition to that, delay service, strong hierarchy, top down approach in organization, lack of competence, high cost of service are exist challenges of the exploit of e-Governance and enhancing efficiency administration in Sri Lanka.

Similarly, Sri Lankan government had many compulsory computer training, government's initiative programs for administrative officers and successfully practiced free ICT related studies in several levels such as in school, universities, technical college, Vocational Training Centre (VTC) etc. These programs will increase the internet usage among the all level administrative officers and citizens. And also it can be contributed to save the time and cost and avoid paper based service in government office. Examples as follow:

National e-learning Centre in Sri Lanka (NeLC) has published more than 40 free online courses for ICT awareness; all these courses are free (http://www.e-learning.lk/node/96).

Under the Ministry of Education has many ICT related Program such as: Nenasa Education Television Telecast for grade 10 and grade 11 students; the national e-learning portal for the general education (e-thaksalawa) the vision is empowering the nation through e-learning. This program consists of resources developed aligned to grade 1 to 13 curriculums (creative activities lesions, pass paper, questions, text book etc.) (http://www.moe.gov.lk/english/).

In 2015, 42.9% computer knowledge receiving by School/University, on other hand computer literacy among the public and private administrative officers who are aware of computer in Sri Lanka. For example, "around 52 % in 2015 and the positions such as: Senior officials and Managers (70.8%), Professionals (83.9%), Technical and Associate professionals (82.9%) and Clerks and Clerical support workers (88.7%) have higher computer literacy. Also, even among the individuals engage in elementary occupations 22 % are computer literate" " (Computer Literacy Statistics 2015).

The successful practice of e-Governance is to ensuring administrative efficiency and good governance in Sri Lanka. ICT has contributed to save the time and cost, avoid paper based service through the e-government program for instance:

Foreign employment bureau has been computerized, making the process of going overseas for employment a lot faster and easier.

Computerization of the issuing of birth, death and marriage certificates for the residents of Colombo district.

The Government Information Centre (GIC), where anyone who has a query regarding anything related to a government department could call the 1919 hotline and find out what should be done (Dissanayake 2011).

In addition to that, these kinds of e-Governance tools, services, systems, higher computer literacy and successful e-Governance programs can more helpful to improve effective public sector performance, increasing citizens participation in government decision and policy making, improve accountability of politicians and civil servants, assure public private partnership and improving skill and motivation of civil servants in Sri Lanka. Because, these tools are using for improve institutional capacity, good governance, minimizing time, saving cost and improving citizen to government (C2G) transactions in Sri Lanka.

However, e-Governance in South Asia is a mirror image of government (Stage 1: on way information). Two ways conversation can be improve human, technical and financial capacity. According to Anthony Williams points that, now a day's one way social media conversations flows to the citizen, it is always fail to develop the effective service delivery, in Sri Lanka will only ever be a one way conversation, top down approach, static website driven soliloquy. It's always thinking about the "delivery" rather than citizen's feedback, participatory decision making, transparency and accountability of service (ICT for Peace building 2008), but recently Sri Lanka has improved e-Government stage, according to Moons and UN-ASPA five-stage e-Government Maturity Model, Sri Lanka is at the Stage 2 of e-Government Model Framework (enhanced - two way communication [Request & Respond]) (Senadheera 2013). Overall, many e-Governance programs were initiated very well in Sri Lanka and number of e-Government programs and project aims is to enhance the efficiency and effectiveness of government services (Karunasena 2012). But, most of these failed to deliver better services to the citizens, failed to enhanced administrative efficiency and still they are in the infant stage due to failure policies, technological challenges etc.

IV.   E- Governance and Corruption

Practice of e-Governance in serving as a mechanism to enhancing the administrative efficiency and combating corruption in a numerous way in all over the world. The use of ICT linked e-Government combating corruption easily, also the impact of e-Government is higher in developing countries than in developed countries for the seven-year period between 2003 and 2010 (Mistry and Jalal 2012). e-Governance has a positively combat corruption a related to improved between government, citizen relationships and corruption reduction (Shimba 2015; Pathak et al., 2008) it initiatives are make important contributions to improving public services and while e-Governance holds great promise in many developing countries.

Effective implementation of e-Governance will help to combat the corruption (Pathak et al., 2008) which can be a lethal weapon against corruption (Kaur 2015; Pathak & Prasad 2005). Good accessibility, direct communication and delivering information, regular documentation, recovery of data, quality management and the sharing of information these characteristics have the power to transform the way public administration is conducted and the relations between government and citizens. The new possibilities offered by harnessing ICTs to public administration provide a powerful tool to combat corruption Pathak and Prasad 2005; Colby 2003:16). But, in developing countries public sector have been several challenges, like, low institutional capacity, lack of stakeholder's participation, high level corruption, lack of formal rule and regulation. These are the major characteristics of the inefficient administrative service.

a)   E-governance and combating corruption in Sri Lanka

Corrupt governance the ultimate destiny of South Asian countries; according to Transparency International's Corruption Perceptions Index (CPI) in 2015, Sri Lanka was ranked 83th out of 167 countries; Compared to South Asian countries, Afghanistan (166th), Bangladesh (139th), Nepal (130th), Pakistan (117th), India (76th), and Bhutan (27th) (Corruption Perceptions Index 2015). In addition to that, the least corrupt country is ranked as No1 and the most corrupt country comes at the end of the list. Sri Lanka is the third least corruption rank in the whole of South Asia. Corruption and inefficiency are endemic in Bangladesh and Sri Lanka, with nexus between politico-bureaucratic-business elites, busting patron-client relationship and leading to bribery and unethical activities. The Provincial Councils of Sri Lanka, there had been more complaints about corruption. The unsolicited project plans that have been on the increase in recent times led the politicians and officials to be criticized for abuse and corruption. Local government bodies in Sri Lanka, particularly delivering the ineffective services to the grass-root level citizens due to lack of transparency, accountability and corruption (Ramesh, Ijhas, and Dickwella 2013). As viewed above Sri Lanka is a one of the unbiased corrupt country. Thus it suggests that quality of bureaucracy is moderately in Sri Lanka.

e-Government has grown rapidly over the past 15 years, in the 2016 Survey, 29 countries score "very high", with e-Government development index (EGDI) values e-Government is now ubiquitous in many more countries, 51% of countries had "low EGDI" or "medium EGDI" values in 2016, as compared to over 73 % of countries in 2003 (United Nations E-Government Survey 2016). This EGDI values measuring corruption level of the countries. In table 2, focus on the e-Government Development Index Rank in 2016 and CPI Rank in 2015. In addition to that, higher level of EGDI rank indicates better preparedness and higher values of CPI rank indicate lower corruption. Therefore, it expects to observe a positive relationship if EGDI level increases corruption will decrease. This positive relationship if corruption decreases as higher level of EGDI rank increases. This positive relationship is depicted in the table 2. Consequently, EGDI rank may affect change in CPI rank.

From the table 2 (See below) it is revealed that all the South Asian countries have performed better for combating corruption in 2015 than in 2014 except Nepal. On other hand South Asian countries performed very well for EGDI rank in 2016 than in 2014 except Maldives, Sri Lanka, and Pakistan. But Sri Lanka had the topped of EGDI rank (79th) among South Asian countries in 2016, but it had been in 74th place in the year 2014. As per the table 2, if any countries increase the EGDI rank, CPI rank also will be improved, for instance: India, Bangladesh, Bhutan, and Afghanistan. On other hand Sri Lanka and Pakistan had the improve CPI rank but EGDI rank was decrease (did not have a huge decline) in 2016 than in 2014. However, many of the South Asian countries have achieved significant progress in implementing e-Governance and combating corruption. Therefore, we can say that e-Governance is one of the significant features to combating the corruption in the global world, especially South Asian countries.

Table 2: E-Government Development Index (EGDI) Rank in 2014 and 2016 & Corruption Perceptions Index (CPI) in 2014 and 2015 of South Asian Countries

South Asian Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2014, 2016			Corruption Perceptions Index (CPI) 2014, 2015		
		2016 (193 Countries)	2014 (193 Countries)	Change	2015 (167 Countries)	2014 (175 Countries)	Change
Sri Lanka	High	79	74	-5	83	85	+2
India	Medium	107	118	+8	76	85	+9
Maldives	Medium	117	94	- 23	-	-	-
Bangladesh	Medium	124	148	+24	139	145	+6
Bhutan	Medium	133	143	+10	27	30	+3
Nepal	Medium	135	165	+30	130	126	-4
Pakistan	Medium	159	158	-1	117	126	+9
Afghanistan	Low	171	173	+2	166	172	+6

Source: United Nations E-Government Survey 2014 & 2016

Transparency International Corruption Perceptions Index 2014 & 2015

In addition to this survey, among the South Asian countries Sri Lanka has been able to notably improve e-Government processes and climb the rankings to become the number one. Overall, recently, Sri Lanka increasingly implementing innovation and exploit ICTs to deliver best citizen oriented service to the people. Especially, the modern and open societies the diffusion of the internet and online systems are most likely to promote government efficiency and combat the corruption in Sri Lanka.

The EGDI rank of the Top 10 EGDI rank countries and Least 10 EGDI rank countries along with CPI rank is shown in the following table 3, 4.

Table 3: E-Government Development Index (EGDI) Rank in 2016 & Corruption Perceptions Index (CPI) in 2015 of Top Level Countries

Top Level Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2016	Corruption Perceptions Index (CPI) 2015
UK	Very High	1	10
Australia	Very High	2	13
Rep. of Korea	Very High	3	37
Singapore	Very High	4	8
Finland	Very High	5	2
Sweden	Very High	6	3
Netherland	Very High	7	5
New Zealand	Very High	8	4
Denmark	Very High	9	1
France	Very High	10	23

Source: United Nations E-Government Survey 2016
Transparency International Corruption Perceptions Index 2015

Table 4: e-Government Development Index (EGDI) Rank 2016 & Corruption Perceptions Index (CPI) 2015 of Least Level Countries

Least Level Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2016	Corruption Perceptions Index (CPI) 2015
Mauritania	Low	184	112
Burkina Faso	Low	185	76
Sierr Leone	Low	186	119
Djibouti	Low	187	99
Chad	Low	188	147
Guinea	Low	189	139
Eritrea	Low	190	154
Central African Republic	Low	191	145
Niger	Low	192	99
Somalia	Low	193	167

Source: United Nations E-Government Survey 2016
Transparency International Corruption Perceptions Index 2015

a) *E-participation and combating corruption in Sri Lanka*

e-Participation facilities reflects its political openness and extent of corruption, GDP per capita, urbanization, personal computers and telephone lines, and the Transparency International (TI) rating on corruption, these are modern resources of e-Governance (Rose 2005). e-Participation is major feature of e- Governance; e-Participation, online consultation and deliberation is expanding all over the world. It can help to developed people's participation and participatory decision making in administrative level. It can contribute to the improve service delivery in public sector and combat the corruption. e-Participation is done through open data, online consultations, multiple ICT-related channels and social media, for example, European countries, and now a day's many developing countries making good process as well, especially lower middle income countries, for example in South Asia, India, Sri Lanka, Pakistan and Bhutan. In contrast, low income countries need to be supported in addressing such challenges, for example, Bangladesh, Afghanistan and Nepal (United Nations E-Government Survey 2016) although corruption exists in all countries it is more widespread in low income countries (Myint 2000). Overall, improved e-Participation can support the consciousness of the combat the corruption and delivering effective service in administrative level.

In context of South Asia, from the table 5 (See below), it is focused on the e-Participation Index (EPI), e-Participation Rank (EPR), CPI Rank and level of income. In addition to that, higher level of EPI and higher EPR indicate better preparedness and higher values of CPI rank indicate lower corruption, for example: India had the good improve in EPR and CPI rank followed by Sri Lanka, Bangladesh, Nepal, Afghanistan and Pakistan. On other hand, lower middle level income countries making good process in e-Participation as well. Therefore, I expect to observe a positive relationship if corruption decreases as higher level of EPI and higher EPR increases. This positive relationship is depicted in the table 5. Thus, EPI and EPR may affect change in CPI rank.

Table 5: E-Participation Rank 2016, Corruption Perceptions Index (CPI) Rank 2015 & Income Level of South Asian Countries

South Asian Countries	e-Participation Index 2016	e-Participation Rank 2016	Corruption Perceptions Index (CPI) Rank 2015	Income Level
India	0.7627	27	76	Low Middle
Sri Lanka	0.6610	50	83	Low Middle
Bangladesh	0.5254	84	139	Low
Nepal	0.5085	89	130	Low
Afghanistan	0.4237	104	166	Low
Pakistan	0.3729	114	117	Low Middle
Bhutan	0.3559	118	27	Low Middle
Maldives	0.2203	146	-	Upper Middle

Source: United Nations E-Government Survey 2016
Transparency International Corruption Perceptions Index 2015

Moreover, the benefits of e-Government combating corruption have been achieved to some extent by ICT projects in Sri Lanka. For instance:

1. E-Sri Lanka' project and ICT Policies
2. More than 205 government online service by 90 organizations
3. 60 services via Mobile apps, SMS by 45 organizations
4. 1919 Information Services: 2300 services, by 320 organizations, 14h x 7, all 3 languages
5. Inter-Mediatory Services: Call 1919 for 60 inter-mediatory services via Agents
6. Useful Links for Open Data Major Government Infrastructure Initiatives (https://www.gov.lk/).

But, According to Global Corruption Barometer survey (2013), percentage of respondents who felt following institutions was corrupt/extremely in Sri Lanka. 64% Police, 51% political parties, 39% Parliament/legislature, 33% Public officials and civil servants, 33% Educational system, 23% Business, 23% NGO's, 21% Judiciary, 21% Medical and health service, 20% Media, 13% Military, 10% Religious bodies were corrupt/extremely corrupt (Global Corruption Barometer 2013). However, e-Government Policy in order to transform the public sector to become more G2C oriented and IT driven such enhanced living standards of citizens, convenient and speedy access to government services and information, high transparency in public service and decision making and less room for corruption.

V. Practical Challenges

Challenges on implementing e-Governance arise from several reasons in Sri Lanka such as:

- Lack of interpersonal, fully fledge computer user and low rate of computer literate people.
- Successful e-Governance service, administrative efficiency and cutting corruption also depend on the 'Good Will' of politicians and bureaucrats (Commitment), but in Sri Lanka, lack of politicians support rather than high degree of politicization of the bureaucracy. It has been major barrier to the smooth function of e-Governance and reduces the corruption.
- Lack of using ICT in local language, lack of Unicode standards (Tamil and Sinhala), local language parsers, and bilingual lexicon databases are some of the key themes pertaining to the use of local languages for ICT in Sri Lanka.
- Lack of Public Private Partnership (PPP).
- Failure and changing the IT related public policies is a next reason to make an issue in dysfunction of e-Governance in Sri Lanka. One time government introduces a policy and orders to implement, but before the complete implementation, government orders again to stop the policy and introduce another policy.
- Sri Lanka is a developing country which has to initiates the development process with rare

resources. In Sri Lanka public offices has got a limited resources including finance. It does not get the enough allocation from the government and does not get it on time. That's why other material resources cannot be obtained in on time.

- Encouraging, e-Governance has yet to mature in Sri Lanka.
- Inadequately functioning e-Government infrastructure and implementation capacity.
- Constantly changing political environment: changing ideologies, changing or skip the policies.
- Lack of legal framework.

VI. Way Forward

As viewed above study, there are many issues related relationship between impacts of e-Governance, administrative efficiency and combating corruption; these issues are shown as the way of function and practice of e-Governance to get administrative efficiency and combating the corruption. In contrast, there are many limitations to combating corruption and administrative efficiency through e-Governance. In addition to that, the recommendations are proposed below to improving administrative efficiency and reduce corruption through e-Governance.

- Awareness programs and training should be organized in every level government departments; without using internet no one can access the government web portal for their personal tasks, so provide internet service and instruct the e-service to grass-root level citizens; that must be given the explanation of the issues in service delivery and its affects.
- The advantage of e-Governance is using internet for the poor people (remote area) because perception of peoples is key source of measuring government level: level of corruption, accountability, efficiency etc. Therefore, government could be considered access to electricity, telephone, ICT facilities for the poor peoples.
- Majority of population in Sri Lanka are living in rural areas and they use their own language. Therefore, ensuring include website information in major languages in all the pages in the website (Sinhala, Tamil and English).
- The popularity of ICT, corruption level and good governance are increasing in developing countries but still practically function and implementation is big issue. So, ensuring successful implementation of e-Governance can be improved administrative efficiency and cutting corruption.
- Citizen's, who seen the country clean and corruption free.
- Strengthening stakeholders and citizen feedback: people's opinion should take more concentration

about the function e-Governance. As well as if public opinion on e-Governance which is either positive or negative and their suggestions get from the people, it will help to improve the function of e-Governance.

- The media is another important source of the measuring level of corruption and quality of administration. Therefore, media could be played a great and real role in this issue. The public be aware by all the government policies and online services.
- Strengthening mobile government (m-government).
- Strengthening the Public Private Partnership (PPP) and encourage public and private sector investments.
- Policy makers to ensure that user friendly, congenial online services are provide to the citizens and consistent implementation of policy.

VII. Conclusion

Corruption is an enemy in effective service delivery all over the world. However, e-Governance tools focuses on the use of ICT to support in the competence administration of government and reduce the corruption. Existing global era, the governments have to chosen to go online in departments around the world. Practice of e-Governance in Sri Lanka, which is enhancing the administrative efficiency and combating corruption in a numerous way. Analysis of the above study suggests that successful implementation and function of e-Governance with user friendly and congenial policy implementation, awareness program and proper training, policy makers to strengthening stakeholders and citizen feedback and multi-pronged strategy are can be play a more significant role in promoting administrative efficiency and combating corruption in Sri Lanka. However, e-Governance alone may not be one-step solution for eradicating corruption, does not guarantee the combating corruption. In order to successful e-Governance and diplomatic leadership, political and technical support, income, environment also can help promoting administrative efficiency and combating corruption in Sri Lanka.

References Références Referencias

1. Akman, I., Yazici, A., Mishra, A., & Arifoglu, A., 2005, 'E-Government: A global view and an empirical evaluation of some attributes of citizens', 22(2), Government Information Quarterly.
2. Alam, M,J., 2012, 'E-Governance in Bangladesh: Present Problems and Possible Suggestions for Future Development', Volume 4– No.8, International Journal of Applied Information Systems (IJAIS), Foundation of Computer Science FCS, New York, USA.
3. Barthwal, C.P., 2003, 'E-Governance for Good Governance', Indian Political Science Association.

4. Basheka, B.C., Tumutegyereize, M., and Sabiit, C.K., 2012, 'Procurement Governance and Administrative Efficiency in Uganda: an Empirical Relational Analytical Framework', http://www.ippa. org/IPPC5/Proceedings/ Part7/PAPER7-8.pdf., [Accessed on: 12 October 2016].

5. Chandra guptha, B.D., 2012, 'e-Government Concepts and Practices in Sri Lanka', Issue 8, Survey Journal the Annual Publication of the Survey Department of Sri Lanka.

6. Colby, S.S., 2003, 'Anti-Corruption and ICT for Good Governance Anti-corruption work of the OECD to improve transparency and accountability: using information and communication technologies (ICTs) to establish a modern public service culture', United Nations Seoul Metropolitan & Department of Economic Government and Social Affairs.

7. Computer Literacy Statistics, 2015 (Annual), Department of Census and Statistics Sri Lanka.

8. Corruption Perceptions Index, 2015, Transparency International.

9. Dawes, S.S, 2008, 'The Evolution and Continuing Challenges of E-Governance', Public Administration Review, Vol. 68, Wiley on behalf of the American Society for Public Administration.

10. Dissanayake, D.M.R., 2011, 'Information Communication Technology (ICT) Policy of Sri Lanka and its Impacts to Socioeconomic Development: A Review of Sri Lankan Experience', Vol. 1, No. 2, Journal of Education and Vocational Research, pp. 53-59

11. FOOE: Free and Open Online Education: Empowering Free and Open Education through e-Learning, http://www.e-learning.lk/node/96., [Accessed on: 10 October 2016].

12. Garg, P., 2008, 'E-Governance- A Way to Good Governance', Vol. LXIX, No. 1, The Indian Journal of Political Science.

13. Global Corruption Barometer, 2013, Transparency International, http://www.transparency.org/research/ gcb/gcb_2015_16/0/. [Accessed on: 21 October 2016].

14. Halden wang, C.V., 2004, 'Electronic government (e-government) and development', 16(2), The European Journal of Development Research.

15. Hasan, M.K., 2012, 'Role of E-governance in Enhancing Administrative Efficiency and Combating Corruption', Vol. XXI No.1, Bangladesh Journal of Public Administration.

16. Hossain, M, S., and Saba, R., 'E-Governance in Bangladesh: Definition, Problems, Implementation and Future Development', https://www.academia. edu/ 9074297/E

17. Governance_in_Bangladesh_Definition_Problems_I mplementation_and_Future_Development.,[Access- ed on: 12 October 2016].

18. ICT for Peace building (ICT4Peace), 2008, 'Exploring the use of information and communications technology for conflict transformation', https://ict4peace.wordpress.com/ 2008/04/13/e-government-vs-e-governance-in-sri-lanka-a-place-for-web-20-and-mobiles/, [Accessed on: 10 October 2016].

19. Indraratna, A.D.V. de S., 2015, 'Corruption, what and why?', http://www.ft.lk/article/505661/ft., [Accessed on: 12 October 2016].

20. Jahankhani, H., Velautham, N., and Jahankhani, H., 2006, 'Quality and Performance Evaluation of Sri Lanka e-Government web Portal', ICEG2006-Proceedings of the 6th International Conference on e-Government, Academic Publishing Limited, UK.

21. Kabir, M, A., 2007, 'e-Governance Discourse: Reality in Bangladesh', Dhaka Courier.

22. Karunasena, K., 2012, 'An Investigation of the Public Value of e-Government in Sri Lanka', Ph. D thesis, RMIT University Melbourne, Australia.

23. Karunasena, K., Deng, H. and Singh, M., 2011, 'Measuring the Public Value of E-Government: A Case Study from Sri Lanka', Transforming Government: People, Process and Policy, Vol. 5 No. 1, pp. 81-99.

24. Kaur, S., 2015, 'E-Governance- Combating Corruption Strategy', Vol. 6, Issue 3, IJCST.

25. Ministry of Education, Sri Lanka, http://www.moe. gov.lk/english/, [Accessed on: 12 October 2016].

26. Mistry, J.J., Jalal, A., 2012, 'An Empirical Analysis of the Relationship between e-government and Corruption', Vol. 12, The International Journal of Digital Accounting Research, pp. 145 – 176.

27. Myint, U., 2000, 'Corruption: Causes, Consequences and Cures', Vol.7, No.2, Asia–Pacific Development Journal.

28. Pathak, R.D., Prasad, R.S., 2005, 'Role of E-Governance in Tackling Corruption and Achieving Societal Harmony: Indian Experience', Annual Conference 2005 BEIJING, Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG).

29. Pathak, R.D., Singh, G., Belwal, R., Naz, R. & Smith, R.F.I., 2008, 'E-governance, corruption and public service delivery: A comparative study of Fiji and Ethiopia', Vol. 3. No. 1, JOAAG.

30. Payne, R.L., & Pheysey, D.C., 1971, 'G.G. Stern's Organizational Climate Index: A Reconceptuallization and Application to Business Organizations', Vol. 6, Organizational Behavior and Performance.

31. Prasad, K., 2012, 'E-Governance Policy for Modernizing Government through Digital Democracy in India', Journal of Information Policy, Vol. 2, Penn State University Press.

32. Rahman, M.L., 2016, 'E-Governance and Bangladesh', http://www.thedailystar.net/25[th]anni-versary-special-part-1/e-governance-and-banglad-esh-210577., [Accessed on: 12 October 2016].

33. Ramesh, R., Ijhas, M.M., and Dickwella, R., 2013, 'Accountability, Transparency and Corruption in Decentralized Governance: A case of Local Government in Sri Lanka', Proceedings of the Third International Symposium, SEUSL, Oluvil, Sri Lanka

34. Robertson, R., and Ball, R., 2002, 'Innovation and Improvement in the Delivery of Public Services: The Use of Quality Management within Local Government in Canada', Public Organization Review: A Global Journal 2, Kluwer Academic Publishers.

35. Rose. R, 2005, 'A Global Diffusion Model of e-Governance', Cambridge University Press, United Kingdom.

36. Senadheera, K.A.S., 2013, 'Factors Affecting E-Service Delivery in the Public Sector of Sri Lanka', Department of Computer Science & Engineering University of Moratuwa Sri Lanka.

37. Sharma, G., Bao, X., and Qian, W., 2012, 'Empirical Investigation on Adoption of E-governance Services in Developing Countries and Ethical Issues', Vol 2, Issue 12, International Journal of Advanced Research in Computer Science and Software Engineering (IJARCSSE).

38. Shimba, F.J., 2015, 'E-Government, Corruption and Public Service Delivery: A Comparative Study of Tanzania Mainland and Zanzibar', Fudan University, Shanghai China.

39. Spenke link, H., 2012, 'Administrative efficiency in theory and practice at PT. Sarandi', University of Twente.

40. Transparency International, 2016, http://www.trans-parency.org/what-is-corruption, [Accessed on: 12 October 2016].

41. United Nations E-Government Survey, 2016.

42. Vanderose, B., Degrave, E., and Habra, N., 2015, 'Privacy by Design and Administrative Efficiency in E-Governance: a Case Study', http://ceur-ws.org/Vol-1420/scbp-paper2.pdf, [Accessed on: 6 October 2016].

Management Perceptions on Factors Influencing Behavioral Intention of Customers: A Qualitative Study on Nazimgarh Resorts Bangladesh

By Md. Amanat Ullah & Md. Mustafizur Rahman

European University of Bangladesh

Abstract- Bangladesh is a beautiful country with a lot of scenic tourist attractions in different locations around the country. As the global demand for tourism is increasing the situation here in Bangladesh is not different. Different locations of Bangladesh can be attractive both for the domestic and international tourists. The contribution of the same industry to the world economy is considerable. Many countries are now depending on this sector for earnings foreign currency as direct way of economic growth. All the destinations of the country is trying to achieve more gain by developing this industry. To develop this industry as a whole, a vital consideration normally goes to the improvement Hotels and Resorts conditions of the country. If the tourists do not feel safe and comfortable about the place where they visit, then the chances of losing these tourists appear higher. Hotels and resorts are trying to attract more tourists by adopting appropriate marketing techniques and strategies.

MANAGEMENTPERCEPTIONSONFACTORSINFLUENCINGBEHAVIORALINTENTIONOFCUSTOMERSAQUALITATIVESTUDYONNAZIMGARHRESORTSBANGLADESH

Strictly as per the compliance and regulations of:

Management Perceptions on Factors Influencing Behavioral Intention of Customers: A Qualitative Study on Nazimgarh Resorts Bangladesh

Md. Amanat Ullah [α] & Mustafizur Rahman [σ]

Abstract- Bangladesh is a beautiful country with a lot of scenic tourist attractions in different locations around the country. As the global demand for tourism is increasing the situation here in Bangladesh is not different. Different locations of Bangladesh can be attractive both for the domestic and international tourists. The contribution of the same industry to the world economy is considerable. Many countries are now depending on this sector for earnings foreign currency as direct way of economic growth. All the destinations of the country is trying to achieve more gain by developing this industry. To develop this industry as a whole, a vital consideration normally goes to the improvement Hotels and Resorts conditions of the country. If the tourists do not feel safe and comfortable about the place where they visit, then the chances of losing these tourists appear higher. Hotels and resorts are trying to attract more tourists by adopting appropriate marketing techniques and strategies. Failure of doing so by particular marketer will lead to a less competitive both in the domestic and international tourism market. This study is an attempt to investigate how service quality, marketing communication, promotional activities and perceived monitory price affecting the behavioral intension of customers in the context of Nazimgarh Resort Ltd. in Bangladesh. Since a few studies were conducted on this sector therefore, an exploratory type of study was conducted based on in-depth interviewing to the management in order to tapping behavioral intension of the customers' services, they provide.

The study tends to focus all most all the employees of the resort and reported that the service quality is the heart of this business. However to maintain the service quality standard constantly is hard job in practice. The study also suggested that dissatisfied customers are to be served promptly by the employees and then turn them into delightful and change their perception as a repeat customer to revisiting positively. The study found that the employees also agreed that marketing communication plays a vital role in getting more customers and also helps to nurture the existing customers. However, the study did not find any strong foundation of marketing communication in the resort's marketing strategy that practiced at present situation. It was also revealed that the management has not yet to set any promotional activities for the resort. It is found from the depth interviews that there was no solid pricing strategy for domestic and international tourists by the management. Besides, all the employees agreed that all these variables play the role to motivate the behavioral intension of both domestic and international customers. The study concluded that in absence of any one of these issues might be critical as highlighted.

Keywords: tourism, service quality, behavioral intension.

I. Introduction

Bangladesh is blessed with the gift of nature. Located in the deltaic region of the Bay of Bengal, the country has two facets of its landscape. Most of the country comprises of flat alluvial plains whereas Chittagong and Sylhet areas comprise of hilly areas and its hill tracts covered with green forests and inhibited by the indigenous communities. Furthermore the most significant feature of Bangladesh is extensively covered with different tourist destinations such as different rivers of Bangladesh, the longest sea beach of Cox's bazaar, the largest mangrove forest local named as Sundarbans, historical ruins, buildings, river channels to cruise, and many of the historical cities of the ancient civilization. Globally the tourism industry is experiencing a dramatic growth. According to the World Tourist Organization (WTO), while 448.5 million tourists moved throughout the world during the year1991 (Quoted by Davidson, 1994), about 593 million tourist arrivals were recorded during 1996 registering a 4.6 percent increase over 1995 (Bhattacharya, 1997) and 32.22 percent growth in five years. The World Tourism Organization recorded a total number of 763 million international tourist traffics in 2004 which is 10.58 percent higher than previous year and earned US $623.00 billion which shows an increase of 18.89 percent over 2003 (WTO, 2005). Tourism continues to surge as a world economic force, contributing nearly $5.5 trillion to the world's economy in 2004 (Wanger, 2005). The increasing trend of tourist arrivals and earnings is continuing. In 2005, the world tourist arrivals rose to 808 million. The World Tourism 2020 vision forecasted that this figure will be 1,006.4 million in 2010 and the same will reach to 1,561.1 million in 2020 (WTO). This continued growth in tourism business, throughout the world, is encouraging and nations are becoming more concern to attract more tourists to their own destinations, and trying to promote

Author α: (Lead Author), Lecturer, School of Business European University of Bangladesh. e-mail: sunvee_007@hotmail.com
Author σ: Asst. Professor, European University of Bangladesh. e-mail: mustafizur.eub@gmail.com

this sector as a major source for the economic development of the nation. However, it is a natural human demand of comfort and pleasure while on vacation or travel.

Accommodation is one of the most significant factors to have contributed to the development of tourism world-wide and the absence of which might put-off the tourists from traveling to enjoy the attractions (Dieke and Karamustafa, 2000). In addition the domestic holidaymakers are increasing in numbers since last few years. For the tourist' of both the domestic and international hotels and resorts experiences, are the vital parts for the exploration of tourist destination. While on the other hand, this is quite apparent that without the support of the hotels and resorts services, the country will lose its market share to this industry. Evidently this leads to an economic loss for the country eventually. Besides if the service quality of hotels and resorts are nurtured properly, there are potential to growth of this industry in this country as well. Therefore, providing the quality services and promotion of the hotel and resort industries becomes a contributing factor for this travel and tourism industry. In today's growing needs and demand of the tourists and to contribute in this industry, Nazimgarh Resort was established in 2007 and has already started its operations for targeting both the domestic and international visitors. Nazimgarh is relatively a new five star standard resort with an expansion project which will include 35 more luxurious suits. It intends to provide all the facilities and fun for its visitors. However, initially the brand image and the level of awareness of the resort are not up to the mark. As a result, the arrival customers to visiting the resort have yet to reach the expectations. While on the other hand, pricing proper marketing professionalism, the company might receive a good number of tourist intakes that lead to flourish the market for increased demand and could account for contribute to the national economy. Therefore, the researchers tends to investigate how service quality, marketing communication, promotional activities and perceived monitory price that influence behavioral intension of customers in the context of Nazimgarh Resort.

II. STATEMENT OF THE PROBLEM

As resorts play a vital part to attract the tourists and visitors from the different destinations in Bangladesh, whereas a good number of similar studies says that lack of marketing professionalism and communication trigger the industries inbound tourism growth adversely and in Bangladesh thus declining gradually. The resorts in Bangladesh generally depend on the tourist promotional activities set by companies own which are traditional and ineffective some cases. And thus, in general, resorts of Bangladesh are losing their market share both domestic and international

market. However, positive perception about the existing resorts quality in an international standard service might be developed through an effective communication system. Juran, (1988) stated that the quality of a product or service is determined by its fitness for use by external and internal customers. Bundersen et al., (1996) argued that a customers' experience is a tangible and intangible aspects tourism product, whereas Crompton and Machay, (1989) saw service quality as being concerned with the attributes of the service itself, and how those attributes developed positively about the perceptions of the service.

A service is more difficult to evaluate than goods and that, as a consequence, consumers may be forced to rely on different cues and processes when evaluation services (Zeithaml, 1981). Promotional activities play a vital role in presenting these cues and processes to the tourists, helping them to evaluate tourism products, and services and making the right purchase decisions (Hossain, 1999).

Therefore, the study tends to investigate the influence of service quality, marketing communication, promotion, and perceived monitory price on behavioral Intension in the context of Nazimgarh Resort.

III. PURPOSE OF THE STUDY

Service quality indeed plays an important role in the fact of customer satisfaction. While on the other hand, if the service provides a higher quality and the attributes of the service are lucrative however these features and during different seasons attractive offers are not communicated to the target customers in that case the service will remain unknown to the customers. Furthermore, promotional activities also work as one of the important communication tool for the marketing. Promotional activities will not only increase the initial awareness but also will contribute to customer retention. Last but not the least pricing has always been a sensitive concept. Therefore the primary focus of the study is to describe the whole construct of service quality, marketing communication, promotional activities, and perceived monitoring prices contributes to increase the demand for the resort or not.

IV. REVIEW OF THE LITERATURE

a) Service Quality

High quality goods and service are favored in the marketplace and high service quality performance does produce measurable benefits in profits, cost savings, and market share (Anderson, Fornell, & Lehmam, 1994). Research also indicated that service quality has been increasingly recognized as a critical factor in the success of any business (Parasuraman, Zeithaml, & Berry, 1988).

Quality of service is essential for customer satisfaction (Cronin & Taylor, 1992; McAlexander, 1994),

repeat purchases (Schneider, & Bowen, 1995), and winning customer loyalty (Zeithaml, 1990), and customer retention (Zeithml, 1996).

Definition of service quality revolved around the idea that it is the result of comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Lewis & Booms, 1983; Lehtinen & Lehtinen, 1982; Gonoroos, 1984; Parasuraman, 1985, 1988, 1991,1994). Lehtinen, & Lehtinen (1982) gave a three dimensional view of the service quality. They see it as consisting of what they term "interaction", "physical" and "corporate" quality. Traditionally, service quality has been defined as the difference between customer's expectation of service to be received and perception of service actually received. (Gonoroos, 1984; Parasuraman et al, 1988, 1991).

In 1982, McCleary, and Weaver indicated that good service is defined on the basis of identification of measurement behaviors that are important to customers. Zemke, &Albrecht, (1985) suggested that service plays an important role in defining resorts competitive strategies and identified systems and strategies for managing service.

Thus, service quality, as perceived by consumers, stems from comparison of what they feel service providers should offer with their perceptions of the performance of service provided by service providers (Parasuraman, Zeithaml, & Berry, 1988).

The researchers also identified that there are five dimensions to service quality. The following is a list of the five dimensions and a brief description of each:

1. *Tangibles:* (physical facilities, equipment, and appearance of personnel).
2. *Reliability:* (ability to perform the promised service dependably and accurately).
3. *Responsiveness:* (willingness to help customers and provide prompt service).
4. *Assurance:* (knowledge and courtesy of employees and their ability to inspire trust and confidence).
5. *Empathy:* (caring, individualized attention the firm provides its customers).

The SERVQUAL might be employed to measure the service quality in an electric and gas utility company (Babakus, & Boller, 1992). as well as restaurants (Bojanic & Rosen, 1994: Fu, 1999). In 1990, Knuston, Wullaert, Patton & Yokoyama drafted LODGSERV to improve on what a generic instrument might do in defining and measuring service quality specifically for lodging properties. Among the five dimensions, reliability was found to be the most important of the five dimensions for lodging consumers followed, in ranking, by assurance, responsiveness, tangibles, and empathy (Knutson, Stevens, Wullaert, Patton, & Yokoyama, 1990).

In 1992, Knuston, Stevens, Patton, & Thompson studied consumer expectations for service quality in economy, mid-price, and luxury hotels. Across the three segments, they found that the five dimensions maintained their same ranking positions and that the higher the price category, the higher the consumer expectations of service quality.

b) Marketing Communication

In this context, communication refers to the ability to provide timely and trustworthy information. Today, there is a new view of communications as an interactive dialogue between the company and its customers, which takes place during the pre-selling, selling, consuming, and post-consuming stages (Anderson & Narus, 1990). Communication in relationship marketing means keeping touch with valued customers, providing timely and trustworthy information on service and service changes, and communication proactively if a delivery problem occurs. It is the communicator's task in the early stages to build awareness, develop consumer preference by promoting value, performance and other features, convince interested buyers, and encourage them to make the purchase decision (Ndubisi & Chan, 2005). Communications also tell dissatisfied customers what the organization is doing to rectify the causes of dissatisfaction. When there is effective communication between an organization and its customers, a better relationship will result and customers will be more loyal.

According to Coviello & Brodie, (2001), marketing communication is of significant importance in both B2B and B2C markets. It is essential for all firms to communicate its message to customers in order to increase their sale. To be able to communicate efficiently with the customers, firms need to decide which marketing communication concepts they will use.

Promotion is, according to Pickton, & Broderick, (2001), usually replaced by the term marketing communication that also describes one of the key areas of marketing. furthermore, "marketing communication is a conversation between an brand and its audience and it is the collective term for all the communication functions used in marketing a product or service" (p.165)(Ibid). keller, (2001) further define marketing communication as: "the means by which firms attempt to inform, persuade, incite, and remind consumers-directly or indirectly about the brands the sell" (p.819). Furthermore, as can be interpreted in all definitions, communication a message is the heart activity in the marketing communication (Ibid). The marketing communication activity to create and send a message to receiver through different channels is referred, (Christopher, 2000).

According to Duncan (2002) the recent years of heavy increased media clutter, has made it more difficult and expensive for companies to reach and influence

target groups through traditional media, such as television, radio and press. Furthermore, Behrer, & Larsson (1998).

c) *Promotional Activities*

Promotion is first and foremost a communication tool, an instrument for transmitting the official corporate message and image to four types of markets of the cultural enterprise. Companies have direct control over corporate communications and decide how to manage their image and the content of their message. Of course, other variables within the marketing mix can also reflect the company's image and in the cultural milieu, the critics also send a message to its different potential markets.

Promotion is also a tool of change, enabling a firm to modify consumers' perceptions, attitudes, knowledge, and awareness. Therefore, promotion can educate the consumer about a product and to varying its dimensions. It can also adjust consumer attitudes by turning indifference into desire or transforming negative perceptions into positive ones.

Promotion is one of the most important elements of modern marketing which includes the action plan that basically intend to inform and persuade the potential customers or trade intermediaries to make a specific purchase decision or act in a certain manner. Modern marketing calls for more than developing a good product, pricing it attractively, and making it available to target customers (Kotler, 2006). The authors mentioned that companies must also communicate continuously with their present and potential customers that lead every company inevitably cast into the role of communicators and promoters. Promotion consists of those activities that communicate the merits of the product or service and persuade target customers to buy it (Kotler, 2005). For a marketer it is important: (i) to determine what promotion and marketing communication activities are supposed to be achieved, (ii) how the promotional activities will be conducted, (iii) medial vehicles be used for the purpose, (iv) how the effectiveness or success of a campaign be evaluated, & (v) how much money should be spent in each of the promotional mix in order to be successful in the competitive business environment. The process of resolving these different demands that are placed upon organizations has made the setting of promotional objectives very complex and difficult and has been termed 'a job of creation order out of chaos' (Kriegel, 1986). Promotion includes those activities which provide an incentive, additional to the basic benefits provided by a product or service, and which temporarily change the perceived value of pricing in relation to that product or service (Shimp, & DeLozier, 1986).

In other words, the function of promotion is to inform, persuade, & educated existing, and potential customers. Setting realistic promotional objectives is

vital for any organization to compete successfully in the face of stiff competition in the fast changing business environment. (Fill 1999).

The main purpose of using promotion in tourism marketing is to link the potential tourists and market destinations harnessing interest in smaller, individual attractions to promote the area as a whole. Tourists' opinion about a country frequently visit are based on what they have heard or read about that country and they have definite country-specific attracting and repelling factors affecting their decisions regarding travel to that country (Kale, & Weir, 1986). Generally, consumers like to know in advance what they are buying – what the product features are and what the service will do for them (Lovelock, 1983). In the same way, the potential tourists want to know properly in advance about the attractions, services, facilities, etc. at the destination and accessibility to there. Various forms of promotional activities can serve this purpose and leads the marketers undertaking several promotional measures by using the different promotional tools in order to provide the related information to the potential tourists and influence their decisions to visit the destination and enjoy the attractions.

V. Perceived Monitoring Pricing

Perceived monetary price is the visitors' representation of perception or subjective perception of objective price (Jacoby, & Olson, 1977). Price significantly influences visiors' purchase behavior and consequently an organization's revenues (Han, 2001). For the service provider, price is an important decision variable that influences the profitability of an organization. For visitors, price represents part of the sacrifice they have to make to receive the service. Visitors are likely to use various cues or types of information when evaluating alternate destinations. Among the types of information cues visitors evaluate, the use of price to arrive at a perception of product quality has been one of the most frequently examined (Monroe, & Krishnan, 1985).

Product attributes and monitory sacrifice are likely to be the major variables considered by visitors when evaluating alternate destinations. Thus, responsive marketers are likely consistently to seek knowledge about how visitors use product attribute and price information in their evaluations of destinations (Chang, & Wildt, 1994). It has been suggested that the link between product attributes, price, and intention to visit, are influenced by the intervening constructs of perceived price, perceived service quality, and perceived service value (Zeithaml, 1988).

In the hospitality literature, price has been used as a strategic variable in positioning hotels (Lewis, 1990; Shaw, 1992). Shaw (1992) examined economic and marketing approaches to pricing which had been

adopted, and developed a model that identified minimum and maximum price thresholds. Study proposed that visitors' price perceptions were important in developing a price range for positioning, and tactical price decisions made within this range would not negatively affect brand image.

Jacoby, & Olson, (1977) distinguished between objective price which was defined as the actual price of a product, and perceived monetary price which they defined as the price encoded by a visitor. A broader definition of perceived price recognizing that it is more than only monetary price was offered by Zeithaml, (1988,p.l10), "what is given up or sacrificed to obtain a product". Visitors do not always know or remember the actual price of products and services, so they often rely on encoded prices when making decisions (Dickson, & Sawyer 1985).

Buyers judge whether a product or service is fairly priced by asking themselves whether it represents value for money (Holloway, & Chris, 1995). It is expected that the tourists will receive more value or at least equal to their perceived value after visiting the destination or tourist spot. Any change in price or quality at a particular point of time will also change consumers' perception on the value (Hosssain, 1999).

VI. Behavioral Intention

For most of the tourism service providers, visitor retention is a key to the organization's profitability. Behavioral intention is often used to assess visitors' potential for revisiting since it is considered to be a relatively accurate predictor of future behavior (Fishbein, 1980). To survive and succeed in today's competitive environment, delivering quality service is considered essential (Parasuraman et al. 1985); and (Zeithaml et al. 1990). The relationship between service quality and profits is neither simple nor clear (Zahorik, & Rust, 1992), but researchers and managers have reported to indicative relationships using behavioral intention as a surrogate for profits (Zeithaml, 1996).

Zeithaml, Berry, & Parasuraman, (1996) suggested that the evidence of impact should be detectable by relating service quality to retention of visitors. Visitors' behavioral intention can be viewed as a signal of retention or defection. When there are no revisits from experienced visitors, then reliance will be on attracting for new visitors which usually appear at high cost. New visitors will cost more because their attraction involves advertising and promoting. Several researchers (Boulding, 1993; Zeithaml, 1993) have suggested that higher perceptions of service quality have a positive effect on behavioral intention. Zeithaml, Berry, & Parasuraman, (1996) conducted a mail survey of business customers of a computer manufacturer asking for information on their perceptions of service quality and their behavioral intentions toward future purchases. They reported that service quality had a significant effect on behavioral intention.

Theory of reasoned action has been used to predict behavioral intention by measuring attitudes and norms (Ajzen, &Fishbein 1980; Fishbein, 1980; Fishbein, & Ajzen, 1975). It has been used to predict many different behaviors in the policy (Bright, 1993). "In general, prediction on the basis of the reasoned-action model has been quite successful" (Eagly, 1992,p.695).

Based on Fishbein and Ajzen's theory, the proximal causes of behavior are an intention engage in a behavior rather than attitude which makes on to act in a certain way (Eagly, 1992) also noted: "traditional thinking about attitudes' relation to behavior had implied not merely that attitudes should predict behavior but, more important, that they should cause behavior" (p.694).

Eagly, & Chaike, (1993). defined attitude as 'a psychological tendency that is expressed by evaluating particular entity with some degree of favor or disfavor" (p.1). Rhey (   ) also noted: "people who hold positive attitudes should engage in behaviors that approach, support, or enhance the attitude object and people who hold negative attitudes should engage in behaviors that avoid, oppose, or hinder the object" (p.155). In spite of claiming that attitudes are insignificant causes and weak predictors of behavior understanding of attitudes has advanced very considerably since the 1960s (Eagly, 1992).

The theory's between attitude and its consequences can be adapted to explain the relationship between perceived service quality, satisfaction and behavioral intention. Perceived service quality and visitor satisfaction are general evaluations of a tourist service. Since attitudes determine future intentions, perceived service quality and satisfaction are postulated to directly influence visitors' future behavioral intentions about a tourist service and their intent concerning future visitations to it. A high level of perceived service quality or overall satisfaction is postulated to generate visitors' intentions for positive word-of-mouth and repeat visitations, while a low level of perceived service quality or overall satisfaction is postulated to bring negative word-of-mouth and no future revisit.

To assess visitors' likely future behavior, behavioral intention is often measured since it is considered to be a relatively accurate predictor of future behavior (Feshbein, 1980). Behavioral intentions have been operationalized by two scales measuring patronage intentions and intentions to recommend the places to others (Dabholkar, & Thorpe, 1994). The researchers found that a significant relationship between overall satisfaction and behavioral intentions, in addition study found that overall satisfaction mediated by the effect of situational satisfaction on to behavioral intentions either be negative or positive.

Many social psychologists have sought to understand the potential causal role of attitudes in relation to behavior. Among them, "Fishbein and Ajzen's theory of reasoned action is especially well known" (Eagly, 1992,p.694). According to the theory of reasoned action, behavior is determined by people's intention to perform or not perform the behavior. The behavioral intention is determined by attitude toward performing the behavior and subjective norm. Attitude toward the behavior refers to a person's positive or negative evaluation toward performing the behavior, while subjective norm refers to the person's perception of the social pressure for him or her to perform or not to

perform the behavior (Trafimow, & Borrie, 1999). In study field of recreation, researchers have modified the theory to be a better predictor of behavior. Studies contend that behavioral intention is better predicted from a combination of attitudes, subjective norms, and previous behavior than from attitudes and subjective norms only (Bagozzi, 1981; Bentler, & Speckart. 1981). Despite evidence from empirical studies, Beck, & jzen, (1991). argued that it serves "no useful purpose to include past behavior" in a causal model of behavior change, because it has no explanatory value(Anjzen, 1987,p.41) since previous behavior does not predict intentions to perform behavior in the future.
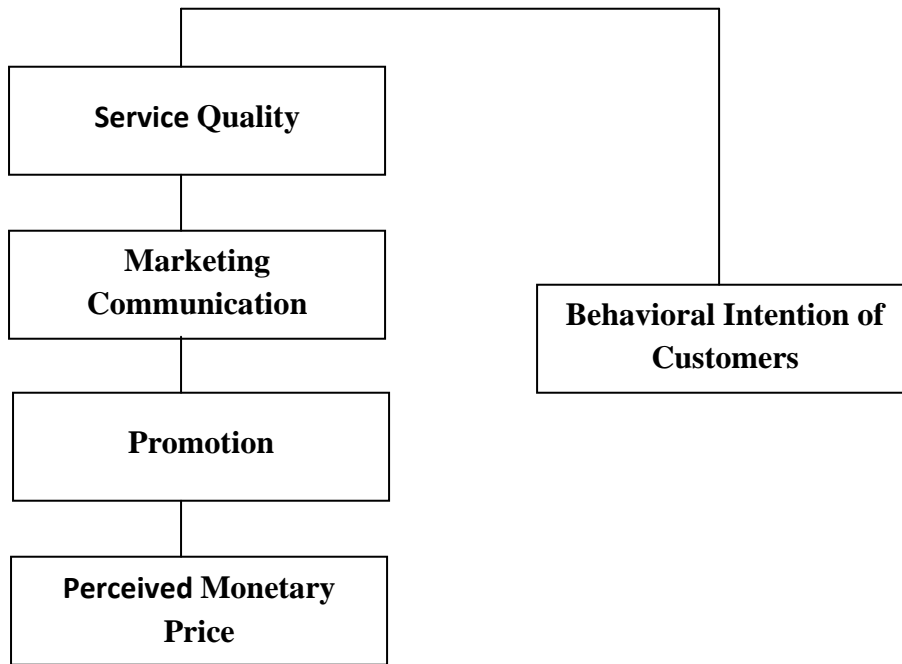

Fig.1: Conceptual Framework

VII. METHODOLOGY

a) Research Design and Approach

A few studies were conducted in tourism industry especially sector in Bangladesh published data remain unavailable. This study is an exploratory study data were collected based on in-depth interviewing to the management in order to understand the behavioral intension of the target customers. According to Holme, & Solvang, (1991). a qualitative approach draws conclusions from non-quantifiable data, such as, attitudes, values, or perceptions. It gives the possibility to gather information and investigate several variables from a few numbers of entities, thus providing the possibility to gain a deeper understanding of the studied area. First,, the study focused on describing the independent variables related to Behavioral Intension of the customers from the management point of view. Therefore a qualitative model of research has been

proposed to conduct the research. The study has described the variables such service quality, marketing communication, promotional activities and perceived monitory price and how these independent variables might have influence on behavioral intension of the customers to visit the resort from the management view point in Nazimghar resort in Bangladesh.

b) Sampling Method

The number of management employees in Nazimgarh Resort was not really large. While on the other hand, the in-depth interviews have been applied in order to figure out the accurate data and to understand all the notions of the respondents. In addition, as the number of management employees is not really very large in number it was possible for the researcher to conduct in-depth interview with all of the employees of the organization therefore the study conducted a census to collect data.

c) Data Analysis

In-depth interviews are direct and personal interviews where a single person is asked the questions to get data regarding the study. Therefore the in-depth interview is employed to obtain the qualitative data (Malhotra, 2004). According to Cooper & Schindler, (1998). Described by Dr. Nadim Jahangir, (2003), the in-depth interview method was utilized as a component of the qualitative research strategy because of the ability of the interview techniques to obtain the richest data within the prescribed limits of the research. The specific interest of the study was to determine the influence of service quality, marketing communication, promotional activities, and perceived monitory price, on behavioral intension of customers in the context of Nazimgarh Resort. In the context of Nazimgarh Resort, the employees understood the independent variables differently. Therefore rather than just asking questions the researcher intended to bring out the data relevant to independent variables influencing the dependent variable precisely. Thus, the researcher conducted in-depth interview, so that the ideas and concepts about service quality, marketing communication, promotional activities and perceived monitory price was achieved and the influence that the independent variables are having on behavioral intension was clearly understood. According to Smith, Thorpe, & Lowe (2002) the in-depth interview is an appropriate method when the researcher wants to obtain individuals' views, as well as assist individuals to explore their own beliefs. The interview sessions are supposed to utilize approximately 15-45 minutes according to the level of employees and the level of job involvement in operating the resort. Thus the interview might help to understand the insights and possible attributes affecting behavioral intension of the customers of the resort.

VIII. Findings from the In-Depth Interviews

The questions of the in-depth interview are sequentially formatted according to the importance. The achieved data through the in-depth interviews are described below:

Service Quality: According to Reservation Officer at the head office of the resort "service quality is the top most important part of any service business. Shortfall of the service standard, the guests will not think twice to switch. Guests seek customize service from our resort. Recently, two of our guests reached Sylhet at about 12:30 at night. In meeting such a customer request, teams made for reception of the guests and welcome them at late night. In case of failure to response of such service, they would have been disappointed and opportunity lost to retain such customers. On that situation, we found arranging them the services; they were highly satisfied with our service. The Resident

Director of the resort had stated "you cannot really say no to any of your customers while they require any service. Even if they want a cup of tea at 3 O'clock in the morning you will have to be there to serve it". Furthermore, the General Manager of the Resort at Sylhet said "from the time the guests enter the resort, every service must be ready to be rendered. Delayed service in this industry is a big no! Sometimes we even reorganize the service package that we have. Especially when some conflicts take place, we want to solve it as soon as possible. On the top of that, after solving the problem our first priority is to delight the customer so that he or she comes back to the resort again and again. Since, it is important to make the guests to be satisfied with cordial services and to mindset them up to revisit. This is only possible when we take care of the customers properly and make them happy with the services that we are providing". Thus, the study determined that the employees of the resort truly believe that the service is the heart to motivate the customers in terms of thinking positively or negatively about the resort. In addition, they also understood that the quality of the service is the key to influence the Behavioral Intension of the customers. Therefore, they should always try to keep the service up-to-date and even if any complication appears, after solving that they should try to delight the customers with something extraordinary. "A hotel of solitude in the busy Bangladesh. Lobby room, and the beautiful views of mountain top do impress me deeply. But the best things is the sound of the roof during the heavy rain" Zhou Wang, Nazimgarh Wilderness Resort, 12th February, 2016.

Marketing Communication: "In today's business world Marketing communication is the vital part that can be used to communicate with the customers of different segments. Even if you have a world class service and if that is not communicated to your clients, you cannot be successful in selling the service" said the chairman of the organization. In that case we have two dimensions. First, the clients who have already visited the resort once and the other one is clients who have not yet experienced". The marketing executive of the resort reported "we generally depend on the marketing database for marketing communication. The communication process followed at this moment is the written communication and providing presentations to the clients. However these should not be the only channels. We need to make persuasive television advertisements and some other tools such as the billboard in the heart of different important cities in the country". Another marketing executive said it is not only the national customers we are dealing with. Therefore, we need to have a very good informative and persuasive web page. From which the international guests may find required information about the resort and the local attractive tourist spot. The chairman in this regard had

the same view. He said "we are employing concentrated marketing technique which enables to reach a more focused group of customers. However our plans and operations are always updating and we are always trying to adopt with the changes in the market. To convince the customers and to let the customer know about our customized services we will also employ personal communication involving the marketing executives" one of the marketing executive had reported that, "it is important to set up what we need to communicate with them first. "What we do is just execute the management's decision. It may be the fact that the management has its own way of communication process".

From the above discussion, it is clear that the marketing communication was not up to the standard. This was probably because of the waiting for the final completion of the expansion project that is to be completed by February. However, as the Chairman of the organization said, "this is important for the marketing department of the resort to let the target audience know what they have to serve". More on that, regarding reservation process, the communication systems should be developed. Furthermore, the web page of the resort can be built in such a way that it can help to customers regarding the customers' reservation process. In addition, the day to day communication in terms of the customers willing to visit there, existing clients also plays a vital role. A good communication strategy will influence in good word of mouth communication and that will eventually lead in an increased demand in the resort.

Promotion: the General Manager or the resort said, "We do not have much promotional activities at this moment. This is probably the reason why we are having less number of visitors. However we are still operating profitably". The chairman of the organization stated "we are planning for huge promotional activities such as advertising, & other promotional activities, however we provide good deal to the corporate clients. We offer different packages, which includes room tariff, lunch and dinner menu, and visiting the number of scenic places. As a result we are getting good corporate response. However we do not have any seasonal promotions except for EID offers; which will be developed soon, so that we will be able to attract the seasonal visitors as well".

This is quite surprising that there was no advertising yet been launched by the organization. So that the awareness level about the resort is not being increased. All the marketing executives had reported "if the company does not have any promotional activities then it becomes hard for us to execute our duties". Moreover promotional activities play a higher role than personal communication. However the company has not came up with any plan yet. This was a disappointing

matter, and the authority should come up with sufficient promotional activities to influence their customers' behavioral intension.

Perceived Monetary Price: Nazimgarh resorts has three different resorts, Nazimgarh 'Garden Resort', Nazimgarh Wilderness and Nazimgarh 'Tent camp'. All these three resorts have different pricing. For example a deluxe room starts from 11,500 taka per night. Prices of the other two resorts are consequently more or less at the same level. In the case or this matter, the chairman said, "This is the idea of the price that the customers perceive according to the country where we are providing the service from. As we are at the Third world country the international tourists feel that the price level should be a bit low. Our high luxurious suits normally cost about 95 dollar. So the international guests from diplomatic missions working in Bangladesh are accepting the price quite happily. On the other hand, as because we are dealing with a resort that is a five star standard, the local corporate clients feel happy about the price". The reservation officer at the head office said, "We do not have any problem with the international clients. We even sometimes do not need to provide any discount for the international guests. However the local guests most of the time, mostly the first time visitors complain the price level is a bit higher". A local guide said "after the service we provide by taking them to beautiful locations they do not forget to give us a good tip".

From the above discussion the study found that the local customers are actually a bit agitated about the price level. As because many hotels in Sylhet, presents room tariff less than what Nazimgarh Resort is presenting, however the international customers are quite happy with the service that they are getting in terms of what they are paying. So that, if possible the authority should make some sort of adjustments for both the local and the international clients.

Behavioral Intension: In case of this construct, "Behavioral intension is influenced when the customer feels good or bad about the service provided by the resort. If the service is good then the customers probably think positively while revisiting', said a marketing executive. The General Manager of the resort had reported that "this is how our clients evaluate our service and according to that make their visiting intentions". All the marketing executives said "all the facts such as the Service Quality, Marketing Communication, Promotion & Perceived Monetary Price all these variables plays a vital role in customers Behavior. As we are working hard with the personal marketing, communication etc, however if we send the clients to the resort but the service quality do not reach the expectation then our hard work is all in vain". The chairman of the organization said "all these variables should be taken care of in order to make the customers loyal to the resort. Like I said before, if the service quality

is good but it is not communicated with the customers what we are offering the revenue will not be increased.

From the above discussion the study determined that in order to have the existing customers revisiting and to achieve new customers the service quality is very important. In addition to that all the other three variables also play a good role in consistent revenue generating. A single variable will not help to generate what is needed to be successful in this business. Therefore, the organization must plan all these variables critically and effectively in order to influence their behavioral intension and finally to get the customers revisiting and attracting new customers in the resort.

IX. Limitations of the Study

As because the number of the management team of Nazimgarh Resort not more than thirty, a survey among the employees might not suitable to be conducted. Furthermore the study, the limited number of respondents prevented conclusive answers to the research hypotheses being drawn. Although relationships among constructs were identified, the study did not verify that they were causal relationships.

As because not much studies have been conducted on this area in Bangladesh it is hard to gather secondary information to conduct a relational studies on this regard. However all this concepts, service quality, marketing communication, promotional activities, and perceived monitory price in determining the behavioral intentions of visitors are very much important to be examined to determine how the effect on the customers.

The study should be or proposed to be conducted during the different tourist seasons in Bangladesh. Therefore the researcher could understand the actual condition for the yearlong business. However time limitation so the study might have to focus just during a particular season because of the time constrain. In addition the management has already at the end of the expansion of the resort which will include thirty-five more rooms in the resort. The study in this case is lacking the new expansion of the resort to be observed and new employees of the resorts to be interviewed.

X. Recommendation

The present study should be able to examine only the service quality, marketing communication, promotional activities, and perceived monitoring price in determining the behavioral intentions of visitors these do not constitute all possible influences on visitors' decision making for future visitation. The proposed model limited the possible variables which could affect visitors' future behavioral intentions. It is recommended that other variables such as motivation and destination image could be considered in future studies. For example, novelty is a basic motivation, which drives visitors' search for new and different experiences (lee, & Crompton, 1992).

In this similar context a consumer survey can be conducted to understand the customer reaction. As because they are the final goal for the service and the company the customers satisfaction becomes a crucial fact in customer retention and for the sustainable business of the resort.

XI. Conclusion

Hotel and leisure is a growing industry worldwide. The concept of tourism development is not a new in Bangladesh. However, in order to run this resort business as well as to make profit potential and to add value, resorts and hotels need to play a vital role in supporting from all stakeholders. It is proven that many countries have emphasized various strategic movements to maintain their national economic growth. And thus Bangladesh is not exception in this regards. this sector to be developed On the top of that many multinational companies in Bangladesh organize different meeting and seminars to different scenic locations of the country. Upsettingly the number of companies going to the nearby countries for these reasons and the numbers are increasing. Here in this situation it is time for the local resorts and hotels to introduce higher standard and quality support for the visitors. Service Quality, Marketing communication, Promotional Activities, & Perceived Monitory Price constructs in determining behavioral intention of the customers are some of the variables that are described. However more and more studies should be conducted not only from the management perspective but also for the customers reaction towards the resorts, so that the services could run profitably and achieve customer satisfaction thus, market share rapidly.

References Références Referencias

1. Ajzen, I,& M. Fishbein (1980). *Understanding Attitudes and Predicting Social Behavior. Englewood Cliffes.* NJ: Prentice-Hall.
2. Ajzen, L. (1987). Attitudes, Traits, and Actions: Dispositional Prediction of Behavior in Personality and Social Psychology. *In Advances in Experimental Social Psychology* 20, L Berkowitz, (ed. 1-63). San Diego, CA: Academic Press.
3. Anderson, JC., & Narus, J.A. (1990), "A model of distributor firm and working Partnerships". *Journal of Marketing,* 54, 1, *42-58.*
4. Anderson, E.W., Fornell, C., & Lehmann, D.R. (1994). Customer satisfaction, market share and profitability: Findings from Sweden. *Journal of marketing***,** 58, 3, *53-56.*

5. Aronsson, L. & T1ing, M. *(1995). Turism-Vãrldens Storsta Naring: Turism och Reseservice.* Malmo: Liber-Hermod.
6. Babakus,E.,Boller,GW. (1992). An Empirical assessment of the SERVQUAL scale. *Journal of Business Research,* 24, 253-268.
7. Bagozzi, R.P. (1980).Causal Models in Marketing. New York: John Wiley,(1992). *The Self Regulation of Attitudes, Intentions and Behavior.* Social Psychology Quarterly, *55,* 178 204
8. Beck, L., & I. (1991). Predicting Dishonest Actions Using the Theory of Planned Behavior. *Journal ofResearch in Personality,* 25, 285-301.
9. Bojanic. D.C., L. D. (1994). Measuring service quality in restaurants an application of the SERVQUAL instrument. *Hospitality Research Journal,* 18, 1, 4-14.
10. Boulding, W., A. Karla, R. Staelin, & V.A. Zeithaml, (1993). A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions. *Journal of Marketing Research 30, 7-27*
11. Bright, A.D, M.J. Manfredo, & M. Fishbein, (1993). Application of the Theory of Reasoned Action to the National Park Service's Controlled Burn Policy. *Journal of Leisure Research,* 25, 3, 263-280.
12. Chang, T.Z., & A.R. Wildt, (1994). Price, Product Information, and Purchase Intention: An Empirical Study. *Journal of the Academy of Marketing Science,* 22, 1, 16-27.
13. Cooper, D.R., & Schindler, P. S. (1998). *Business Research Methods,* (4th ed.). Boston: Erwin McGraw — Hill.
14. Crompton, J.L., & Mackay, K.J. (1989). "Users' perception of relative importance of service quality dimensions in selected public recreation programs". *Leisure Sciences,* 11, 367-75.
15. Cronin, 11. & Taylor, S.A (1992). "Measuring service quality: a reexamination and extension". *Journal of Marketing, 56,* 3, 5 5-68.
16. Dabholkar, PA., & D.I. Thorpe.(1994). Does Customer Satisfaction Predict Shopper Intentions? *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 7,* 161-171.
17. Dickson, P., & A. Sawyer, *(1985). Point of Purchase Behavior and Price Perceptions of Supermarket Shoppers. Marketing Science Institute Working Paper Series.* MA, Cambridge: Marketing Science Institute.
18. Duncan, T. (2002). *IMC-Using Advertising and Promotion to build brands.* New York: McGraw-Hill.
19. Eagly, A. H. (1992). Uneven Progress: Social Psychology and the Study of Attitudes. *Journal of Personality and Social Psychology, 63, 5,* 693-710.
20. Eagly, A. H., & S. Chaiken. (1993). *The Psychology of Attitudes.* Orlando, FL: Harcourt Brace Jovanovich.
21. Fill, Chris, (1999). *Marketing Communications: Context, Content and Strategies,* (2nd ed.). Europe: Prentice Hall.
22. Fishbein, M. (1980). "A Theory of Reasoned Action: Some Applications and Implications. *In Nebraska Symposium on Motivation* ", H.E. Howe and MM. (eds. *65)* 116 Lincoln, NE: University of Nebraska Press.
23. Gronroos, C. (1984). "A service quality model and its marketing implications". *European Journal of Marketing,* 18,4, 36-44.
24. Gunderson. MG.,Heide, M. & Olsson, U.H. (1996), "Hotel guest satisfaction among business travellers: what are the important factors?". *The Cornell Hotel and Restaurant Administration Quarterly,* 37, 2, 72-81.
25. Han, S.,S. Gupta, & D.R Lehmann, (2001). Consumer Price Sensitivity and Price Thresholds. *Journal of Retailing,* 77, 43 *5-456.*
26. Holloway, J. Christopher, & Chris, Robinson, *(1995). Marketing For Tourism,* (3rded). England: Longman Group Limited.
27. Holme, I. M. & Solvang, B.K. (1997). *Forskningsmetodik: Om Kvalitativa och Kvantitativa metoder.* Lund: Studentlitteratur.
28. Hossain, Md. Afjal. (1999). Marketing of Tourism Industry in Bangladesh: An Empirical Study of Performance and Strategies. *Unpublished Ph.D. Thesis,* India: University of Pune.
29. http://www.hospitalitynet.org/news/4026033 . search query world+tourism+organization.
30. Jacoby, & J.C. Olson, (1977). Consumer Response to Price: An Attitudinal, Information Processing Perspective. *In Moving Ahead with Attitude Research,* Y. Wind and Greenberg, (eds.153-168). Chicago, IL: American Marketing Association.
31. Jahangir, N.(2003). *Perceptions of Power: A Cognitive Perspective* (1st ed.). Dhaka: Dana Printers Ltd.
32. Juran, JM (1988), *Juran on Planningfor Quality.* New York : The Free Press.
33. Kale, Sudhir H., &Weir, M. Katherine, (1986). Marketing Third World Countries to the Western Traveller: The Case of India. *Journal of Travel Research,* XXV, 2.
34. Keller K.L. (2001). Building customer-based brand equity. *Marketing Management.* 10, 2, 14-19.
35. Knutson, B., Stevens, P., Patton, M., & Thompson, C. (1992). Consumers' expectations for service quality in economy, mid-price and luxury hotels. *Journal of Hospitality & Leisuremarketing,* 1, 2, 27-43.
36. Knutson, B., Wullaert, C.; Patton, M., & Yokoyama, F. (1990). LODGSERV: a service quality index for the lodging industry. *Hospitality Research Journal,* 14, 2, 277-284.

37. Knutson, B., Stevens, P.& Patton, M. *(1995).* DINESERV Measuring service quality in quick service, casual/theme, and fine dining restaurants. *Journal of Hospitality & Leisure marketing,* 3/2, 35-44.

38. Kotler, Philip, Veronica; Saunders, John; and Armstrong, Gary, (2005). *Principles of Marketing* (4th European Edition).

39. Kotlet, Philips; Bowen, John T**.,** & Makens, James, C. (2006). *Marketing for Hospitality and Tourism, Pearson International Edition* (4th edn). New Jersey: Pearson Prentice Hall.

40. Kriegel, R.A., (1986). How to Choose the Right Communication Objectives. *Business Marketing* April.

41. Lee, T.H., J.L. Crompton1992 Measuring Novelty Seeking in Tourism. *Annals of Tourism Research*, 19, 4, 732-751.

42. Lehtinen, U., & Lehtinen, J.R.(1982). Service quality — a study of dimention, unpublished working paper, Service Management Institute, Helsinki, 43 9-60.

43. Lewis, R.C. (1990). Advertising Your Hotel's Position. *The Cornell Hotel and Restaurant Administration Quarterly*, 31, 2, 84-91.

44. Lewis, R C., & Booms, B. H. (1983). The marketing aspects of service quality, in Berry, L.L., Shostack, G.,& Upah, G. (EDs), *Emerging Perspectives in Service Marketing,* American Marketing Assoociation, Chicago, 99-107.

45. Lovelock. Christopher H. (1983). Classifying Services to Gain Strategic Marketing Insights, *Journal of Marketing,* 47.

46. McCleary, K W., & Weaver, P.A. (1982). Improving employee service levels through identifying sources of customer satisfaction. Intentional *Journal of Hospitality Management,* 1, 2, *85-89.*

47. Monroe, K. B., & R Krishnan *(1985). The Effect of Price on Subjective Product Evaluations. In periceived Quality,* J. Jacoby and J. Olson, (eds. *54-65).* Lexington, MA: Lexington Books.

48. Ndubisi, N.O. & Chan, K.W. (2005), "Factorial and discriminant analyses of the underpinnings of relationship marketing and customer satisfaction", *International Journal of Bank Marketing,* 23, 3, *542-57.*

49. Nazimgarh resorts: http://www.nazimgarh.com/ Parasuraman, Zeithaml, V.A., & Berry, L.L. *(1985).* A conceptual model of service quality and its implication for future research. *Journal ofMarketing, 49, 41-50.*

50. Parasuraman, A., V.A. Zeitami, and L.L. Berry 1985 A Conceptual Model of Service quality and its Implications for Future Research. Journal of Marketing 49(Fall): 41- 50. 1988 SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of service Quality. Journal of Retailing 64, 1, 12-37. 1994 Alternative Scales for Measuring Service Quality: A Comparative Assessment Based on Psychometric and Diagnostic Criteria. Journal of Retailing 70, 3, 193-199.

51. Parasuraman, A., Zeithami, V.A., & Berry, L.L (1988). SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64,* 1, 12-40.

52. Parasuraman, A., Berry, L.L., & Zeithaml, V.A. (1991). Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing,* 67, 4,420-50.

53. Parasurarman. A., Zeithaml, V.A., & Berry, L.L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria *Journal of Retailing,* 70, 3, 20 1-30.

54. Pickton, D & Broderick, A. (2001). *Integrated Marketing Communication.* London: Financial Times/Prentice Hall.

55. Schneider, B., & Bowen, D. (1995). *Winning the service game.* Boston : Harvard Business School Press M.A.

56. Shimp, T.A & DeLozier, M. W. (1986). *Promotion Management and Marketing Communications.* Dryden Press.

57. Smith, M., Thorpe, R., & Lowe, A. (2002). *Management Research: An Introduction.* London: Sage.

58. Smith, P., Berry, C.& Pulford, M. (1998). *Strategic Marketing Communications-New ways to build and integrate communications.* London: Kogan Page Limited.

59. Trafimow, D & W TBorrie (1999). Influencing Future Behavior by Priming Past Behavior: A Test in the Context of Petrified Forest National Park. *Leisure Sciences,* 21, 31-42.

60. World Tourism Organization (UNWTO): http://www.world-tourism.org

61. Yin, R.K. (1994). *Case Study Research - Design and Methods.* (2nd ed.) Thousand Oaks, C.A: Sage Publications.

62. Young R.A., & A. T**.** Kent (1985). Using the Theory of Reasoned Action to Improve the Understanding of Recreation Behavior. *Journal of Leisure Research,* 17, 2, 90-106.

63. Zemke, R, & Albrecht, C. (1985). *Service America.* Homewood, IL. Down Jones-Irwin. Christopher, M., Payne, A., Ballantyne, D. (2000). Relationship Marketing –Bringing quality, customer service, and marketing together. Oxford: Butterworth-Heinemann. Management, 12, (2007), 1, 87-99.

64. Zeithaml, VA (1988). Consumer Perceptions of Price, Quality and Value: A Means-end Model and Synthesis of Evidence. *Journal of Marketing,* 52, 2-22.

65. Zeithaml, V.A. (1996). "The behavioral consequences of service quality". *Journal of Marketing,* 60,2, 3 1-46.
66. Zeithaml V A. Berry L. L., & Parasuraman, A. (1996). "The behavioral consequences of service quality". *Journal of marketing,* 60, 31-46.

Appendix

Questionnaire on Determining Behavioral Intention Derived From Service Quality, Marketing Communication, Promotional Activities And Perceived Monitory Price.

Service Quality

1. According to your view what does the term "Service Quality" mean to you?

(This is to figure out the description between their belief in Service Quality and the way they perceive Service Quality. This also should lead to definition of Service Quality in this organizational context.)

2. When customers have a problem, your organization shows a sincere interest in solving it. How prompt do you provide the service?

(This is to identify the level of the quality of the service provided and how promptly the organization can provide the service to the clients in terms of customers' satisfaction in the context of this resort)

3. What is your operating hour and do the customers feel secured dealing with your company?

(This is to find out whether the service is provided according to the timing as the customers' needs. Furthermore whether the guests at the resort are getting the services when they wanted it)

Marketing Communication

4. What do you mean by "Marketing Communication" and does it play the vital role to draw customers' attention?

(This is to know what they think about Marketing Communication. And this to identify the necessity of marketing communication in the context of a resort)

5. According to your views what are the tools of "Marketing Communication" used in a communication strategy?

(What are the mediums used in the process in communication strategy, in fact, to find out what are the channels?)

6. According to your view what should be included in "Marketing Communication" objectives?

(This is to identify the target audience, determining the communication objective, designing the message, and selecting the communication channels)

Promotional Activities

7. What do you think about Promotional Activities? Can it play any role to tourism industry?

(This is to describe the promotional activities and understanding the importance of Promotional activities to attract the tourist in the context of the resort industries)

8. What sort of promotional activities of your organization undertakes to attract foreign and local tourists?

(This section is to figure out the existing promotional activities by the organization to attract guests in the resort)

9. Is there any seasonal promotional activities launched by your organization?

(This will help to have a clear understanding about the promotional activities to attract guest during different seasons in the context of this resort)

Perceived Monitory Price

10. What does the term "Perceived Monitory Pricing" mean to you?

(This will help to determine the perception of Perceived Monitory price in the organization)

11. Do you think "Perceived Monitory Pricing" can affect the customers positively?

(This is to see the possible reaction of the customers regarding the pricing of the resort from the management point of view)

12. "Perceived Monitory Price" can play the key role in attracting international customers in our country, what do you think?

(This is to portray the positive values of Perceived Monitory Price in the context of the resorts in Bangladesh)

Behavioral Intension

13. What do you understand the term Behavioral Intension?

(This is to figure what they understand by the term Perceived Monetary Price)

14. Do you think Service Quality, Marketing Communication, Promotional Activities and Perceived Monitory Price, influence behavioral intension of customers?

(This is to find out the understanding of the independent variables over all influence of the dependent variable)

Adoption of ICTs for Service Delivery Improvement by Local Governments in Uganda: Communication Tools

By Mr. Wilfred Kokas Aupal & Mr. Charles Oleja

Mbarara University of Science & Technology

Abstract- Provision of public goods and services to the communities remains the mandate of governments, which in most developed and emerging economies has been decentralized to local governments. Guided by the assumption that Information Communication Technologies (ICTs) creates faster communication which enables local governments to serve the communities better; this paper examines how local governments in Uganda have adopted the use of Information Communication Technologies (ICTs) especially emails and telephones as communication tools in their day to day operations. Three districts in Eastern Uganda were selected for this study. Cross-sectional design was used employing mixed methods for data collection. Quantitative data was collected form 225 respondents, while qualitative data was obtained from 5 key informants.

Keywords: adoption, information communication technologies (ICTs), local governments, eastern uganda.

GJMBR-G Classification: JEL Code: O30 General, O300, O380

ADOPTIONOFICTSFORSERVICEDELIVERYIMPROVEMENTBYLOCALGOVERNMENTSINUGANDACOMMUNICATIONTOOLS

Strictly as per the compliance and regulations of:

Adoption of ICTs for Service Delivery Improvement by Local Governments in Uganda: Communication Tools

Mr. Wilfred Kokas Aupal [α] & Mr. Charles Oleja [σ]

Abstract- Provision of public goods and services to the communities remains the mandate of governments, which in most developed and emerging economies has been decentralized to local governments. Guided by the assumption that Information Communication Technologies (ICTs) creates faster communication which enables local governments to serve the communities better; this paper examines how local governments in Uganda have adopted the use of Information Communication Technologies (ICTs) especially emails and telephones as communication tools in their day to day operations. Three districts in Eastern Uganda were selected for this study. Cross-sectional design was used employing mixed methods for data collection. Quantitative data was collected form 225 respondents, while qualitative data was obtained from 5 key informants. The results revealed that very few respondents used emails for communication, slightly a bigger number used telephones and the majority used face to face discussions – informal meetings, formal meetings and memos to communicate. In the concluding remarks, the paper point out the challenges faced by local governments in an attempt to adopt ICTs and also suggests some remedies to enhance the ICTs adoption.

Keywords: adoption, information communication technologies (ICTs), local governments, eastern uganda.

I. Introduction

The provision of public goods to the communities has remained an issue of concern to scholars and policy makers worldwide (Díaz-Cayeros, Magaloni, & Ruiz-Euler, 2014:2). The state is the main actor when it comes to the delivery of public goods (Kamei, Putterman, & Tyran, 2015:40) and both developed and developing nations have adopted the use of Information Communication Technologies (ICTs) as a communication mechanism through which communities are best served as this creates more efficiency and effectiveness in coordinating the day to day operations (Cordella, & Tempini, 2015:280). Barrett, Davidson, Prabhu and Vargo (2015:136) agree that the ICT tools have led to improved productivity and efficiency in service delivery and also points out that many of the service innovations have cropped up due to the widespread use of ICTs.

Author α: Mbarara University of Science & Technology/Uganda Technology and Management University C/O Makerere University/ Regional Center for Quality of Health Care (RCQHC) P.O Box 29140, Kampala, Uganda. e-mails: kwaupal@yahoo.com, 2014phd040@stud.must.ac.ug
Author σ: Havilah Company Limited, P.O Box 6871 Kampala. e-mail: oleja.charles@gmail.com

Gatautis (2015:18) mentions the use of ITCs in local governments as improvement of public policy and transformation of relationships with citizens, business and other public institutions, and also to facilitate the process of decision making. Similarly, the use of ICTs is believed to make the markets function more efficiently and contribute to economic growth which would not have been achieved if the traditional methods were used (Stork, Calandro & Gillwald, 2013:34). However, in their paper Connected for Development? Theory and evidence about the impact of Internet technologies on poverty alleviation, Galperin and Fernanda (2017:10) argue that full productivity impact for ICTs may delay to materialize particularly in developing countries due to threshold effects that may delay productivity returns on these technology investments.

ICTs can be defined as computers, hardware, electronic equipments and applications that help people to access, retrieve, process and exchange information and at times are referred to as e-business or e-government (Wang, Hsu, Reeves, & Coster, 2014:102; Cirera, Lage, & Sabetti, 2016:6). ICTs also enable social networking functions and communications among individuals or groups of people. The Economic commission for Africa has emphasized that the ability to access and use information is no longer a luxury but a necessity for development in a rapidly changing world and to achieve this ICTs need to be involved (Adomi & Kpangban, 2010:1). According to Kayisire and Wei (2016:1) the growth and use of ICT adoption and usage in Africa in the last two decades has been unprecedented and mobile phones are increasingly becoming more affordable and being used as a platform for internet accessibility. Stork, Calandro & Gillwald (2013:14) agree that mobile telephones are increasingly becoming entry point for internet usage and adoption in African continent.

Despite the increasing ray of hope for adoption of ICTs in developing economies, there is scanty literature on how local governments in Uganda have shown trends to embrace ICTs. This paper selected telephone and emails as the most used ICTs (Venkatesh, Croteau & Rabah, 2014:111) for communication and tries to establish their adoption by local governments in Uganda in conjunction with the traditional methods of communication which include face to face discussion, meetings and memo.

In the next sections of the paper, we provide general literature relating to the adoption and usage of ICTs at global and regional levels and lastly pick scholarly information on how Uganda as a country has endeavored to adopt ICTs as communication tools.

a) Global literature for adoption trends of ICTs

Information communication Technologies (ICTs) play a vital role in the revolution aimed at transformation of the global economies leading to socio-economic development (Russell& Steele, 2013:1; Maumbe & Okello, 2013:114). In the American context, 83.6% of the local governments had websites in the year 2000, which grew to 87.7% by 2002 and even those without websites had plans to acquire (Norris & Moon, 2005:68). By the year 2012, global average of mobile subscriptions was at 88.5% with Korea and Netherlands being on the lead, Singapore and Kazakhstan were close behind followed by United Kingdom and United States of America, with Africa having only 26.7% of the subscription (Aquaro, 2012).

In the study conducted in 2012 to assess the world leaders in adoption of ICTs, of the 20 countries which emerged winners, none was from African continent (Szopiński, Szopiński, Staniewski & Staniewski, 2017:201). The results of the comparative study undertaken by Jianguang and Jianming (2015:39) indicated that there remains significant variation in the extent of informatization development with China and other countries and trailed by Africa.

While studying internet usage by local government employees in Southern California, Ting and Grant (2005:10) established that 97% of employees had internet in their offices and 99% reported using their emails for office work and other personal work. These results showed very high adoption of ICTs by developed economies. Aware of the fact that the use of ICTs in client-administration would reduce corruption levels by limiting direct contact and permitting reconstruction of all communication records (Szopiński, et al., 2017:199), it is therefore imperative that the reasons for low adoption of ICTs by developed nations with all the resources to invest for these technologies needs to be investigated (Jancsics, 2013:320)

b) Adoption of ICTs: Regional context

In a bid for developing countries to achieve millennium development goals, the notion of ICTs was introduced around 1980s; it progressed through radio, television, internet and mobile technologies centered on political, social, natural, physical, human and financial aspects (Russell & Steele, 2013:1). Mosweu, Bwalya, & Mutshewa (2017:97) revealed that technophobia, negative attitudes to system use, perceived system complexity and incompatibility with existing information systems as key factors contributing to low adoption and usage of the system in African context.

Understanding it from the Zambian perspective; Bwalya (2017:2) listed factors such as lack of required infrastructure, low ICT literacy rates, cultural beliefs and low economic development to be hindering adoption of ICTs. Bankole and Bankole (2017:501) while drawing conclusions to their study pointed out that; ICT innovations require socio-cultural conditions for adoption, initiation and implementation.

Despite all these challenges, it is interesting to note that the adoption of ICTs in Africa especially the mobile communication technology is growing at a faster rate and by the year 2012, about 650 million subscriptions were registered and this represented a figure more than that of USA or UK, this finding show that Africa is the fastest growing region in terms of mobile communications connectivity and adoption (Kayisire & Wei, 2016:1).

Akoh and Ahiabenu (2012:349) revealed how monitoring of specific and important aspects of elections was conducted using social media tools and ICT applications in 10 African countries which include; Ghana, Côte d'Ivoire, Guinea, Mauritania, Malawi, Mozambique, Namibia, Botswana, Togo and Niger. To date, traditional election coverage, online election reporting on the Africa continent has been experiencing growth in recent years.

Adomi and Kpangban (2010:5) observed that the usage and adoption of ICTs in secondary schools of Nigeria has a positive impact on teaching, learning and research and further notes that efforts to integrate ICT into the secondary school systems have not yielded fruits due to poor project implementation policies and limited information infrastructure. Ogbomo (2009:2) had already noted that illiteracy was a big barrier to adoption of ICT in Nigeria.

In their paper; Uses of Information and Communication Technology (ICT) in agriculture and rural development in sub-Saharan Africa; Maumbe and Okello (2013:114) indicates how the government of South Africa in 2001 after getting frustrated by poor service delivery, adopted the use of e-government as a means of mending the interaction gap with the citizens. Similarly, in the year 2007, Kenya adopted the use of e-government as part of civil service reform through which the citizens could access services effectively and efficiently.

In Egypt, there is e-readiness where all the citizens access the benefits and opportunities created by ICTs and appropriate communication infrastructure has been developed to enable this public access. Some of the ICT services in Egypt include e-learning, e-health, e-government, e- business, e-culture and e-export (Gebba & Zakaria, 2015:13). E-government adoption in Egypt is currently at the level of enhanced and interactive presence (level II and III as defined by the UN web presence model 2001) and it is now recognized in facilitating and expediting social, economic and political

development (United Nations, 2012; Ayman & Abdel–Azim, 2016:11 and Zakaria, 2015:16).

It is worthy to note that the adoption of ICTs in African countries varies from country to country which is also based on societal structures, and a case in point is the use of robots to control traffic in the city of Kinshasa by the police department, yet this has not been adopted by cities of Democratic Republic of Congo's neighbors such as Nairobi or Kampala (Bhattacharya, 2015:82).

c) *Adoption of ICTs in Uganda: Selected practical examples*

The study focused on local governments because it is the institution Government of Uganda has chosen to implement most of the government programmes in the bid to bring services nearer to the citizens. In that respects the findings on how the local governments adopt ICTs, could largely represent the extent of adoption of ICT in Uganda for improvement of service delivery. Our respondents were district public servants responsible for service delivery, and district and sub county political leaders with the mandate to monitor government programmes and offer oversight to the technical staff. These groups were appropriate for the study. The study focused on adoption of ICTs by the local governments where the district and sub county technical staff and political leaders were the respondents, which is one side of the coin in service delivery assessment. The perspective of the masses on ICTs adoption particularly for demanding services and mobilizing for development should be investigated.

Like any other developing country in Africa, Uganda is not spared from ICTs adoption problems and challenges such as low level of ICT literacy, low infrastructure, cultural and socio- economic problems. Nevertheless, ICTs are currently used and adopted in Uganda in the fields such as electoral process, prevention of violence, agricultural sector in the rural areas, commerce and trade, education, heath, e-government among others (Callen, Gibson, Jung & Long, 2016:4; Mirembe, Obaa, & Ebanyat, 2016:15; Morrison, 2016:2; Baryamureeba, 2007:468; Lubega, Kajura, & Birevu, 2014:106; Basheka, Lubega, & Baguma, 2016:83; Charles, & Yoshida, 2016:2 and Nabafu, & Maiga, 2012:287).

There is light under the tunnel for ICT usage and adoption in Uganda because the National Information Technology Authority (NITA)–Uganda was established by the Act of Parliament with the mandate with the main objective of putting in place ICT policies, strategies and initiatives (NITA-Uganda, 2010:1).NITA-Uganda has also created District Information Business Centers (DBICs) and District Web Portals (DWPs) in about all districts in Uganda. These national ICT polices also reflect the Uganda government desire to adopt ICT systems for national development and also addressing the earlier assertions that Africa is "a technological desert" due to

low technology use and adoption (Charles, & Yoshida, 2016:2; Rorissa & Demissie, 2010:161).

Uganda with over 80% of her population being dependant on agriculture, experts have used ICT to create a platform through which scientists and students at the universities can share information with the smallholder farmers in the rural communities, and this enhances development (Mirembe, Obaa, & Ebanyat, 2016:15). The study findings further indicated that the most preferred ICTs were mobile telephones, computers and internet at 40.5%, 21.3% and 20.1% respectively. Similarly, ICT usage was high in peri-urban compared with the rural population though with very insignificant difference. Martin and Abbott (2011:19) found that the rural farmers in Kamuli district, which were funded by Volunteer Efforts for Development Concerns (VEDCO) relied highly on the usage of mobile phones for agricultural extension services.

According to Charles and Yoshida (2016:2) the usage of ICT in Uganda's health system dates back to the year 1998 or during the introduction of the mobile telephones and was adopted by the Ministry of Health in 2012 to be used by health practitioners. Kivunike, Ekenberg, Danielson and Tusubira (2009:6) observed that in the rural communities of Uganda, ICTs have been taken as quality of life indicator because it can be used to obtain information on good health practices, contact a doctor, be able to know where the drugs are and at what cost. Abandu and Kivunike (2017:122) add that the use of mobile phones (e-health) facilitates the sharing of health information and collection of patient data among others; they further suggest mobile phones be used in Uganda to mobilize mothers for immunization and other health services.

In education sector, ICT is being used in both primary and secondary level by the learners. This has been taken to the university levels such as the Uganda Technology and Management University, which developed monitoring and evaluation blended-learning model which uses ICTs and hence addressing the challenges in providing higher education in African countries (Basheka, Lubega, & Baguma, 2016:83). This mode of learning can be done using internet, mobile phones, television sets, radio, video conferencing and others (Lubega, Kajura, & Birevu, 2014:106)

Nabafu and Maiga (2012:298) revealed that use of ICTs (local e-government) by local governments enables administrators to extend services to the communities by providing online means for people to get together and communicate. Furthermore, after realizing the benefits that ICT play in community development, the Ministry of Local Government established Local Government Information System (LOGIS) and Local Government Financial Information Analysis System (LGFAS). ICTs are also used at the communities to avert violence, crime and insecurity (Morrison, 2016:2). Grossman, Humphreys, and

Sacramone-Lutz (2016:1) found that ICTs play a critical role in the politics of Uganda to offer services such as sensitization of the communities, political campaigns and the analysis of the final votes. Callen, Gibson, Jung, and Long (2016:4) add that the use of ICTs in Uganda has minimized electoral irregularities.

II. Methodology

The study used a cross-sectional research design, which enabled the researchers to measure the population outcomes in a simultaneous manner (American Dietetic Association, 2011). Additionally, both quantitative and qualitative data was collected from a sample of respondents, which was agreeable with cross-sectional design (Graber, 2004). Jinja, Tororo and Soroti districts, covering district and sub county level were included in the study where data was collected using questionnaires and key informant interviews.

The sample size for the two data collection methods was arrived at separately where quantitative data target population was 360 members leading to the sample size of 313 as guided by Krejcie and Morgan (1970). The total number of respondents was 225 giving a response rate of 71.9% which is scholarly acceptable to be free of bias (Welch & Barlau, 2013, Baruch, 2013). The remaining 28.1% include the respondents who did not return questionnaires within the data collection period even after several reminders giving reasons such as the questionnaire got lost and he/she is very sick and cannot fill the questionnaire. Qualitative data collection method had a purposively selected sample of 8 with a response rate of 62.5% which was arrived when the responses reached a saturation point (Fusch & Ness, 2015).

Quantitative data was analysed using Statistical Package for the Social Sciences (SPSS) Version 22 which generated frequencies and percentages indicating which ICTs are most used by local governments. Qualitative data was collected by the use of interview guide through recording, was transcribed, processed by Microsoft word computer application and lastly analysed by the use of content analysis.

III. Results and Discussion

The study sampled district public servants: technical and political team which groups are familiar with service delivery in the districts. The technical team performs most of the service delivery, while the political team provides policy creation and performance monitoring as mandated by the local government law and the constitution of Uganda. Eight four percent of the respondents (table 1) had attained tertiary education and were therefore competent to understand the questions. The questions used to find out use of ICTs were simple and clear and easy for the respondents to understand and give appropriate response. Quantitative

raw data was check for completeness and accuracy before the coded data was entered into SPSS software that was used for the statistical analysis; while qualitative data from the recorded interviews were transcribed using Microsoft word. The quantitative data was analyzed by multiple response analysis to generate cross-tabulation tables for descriptive statistics.

The question is, "Are ICTs technologies being used to enhance service delivery in local government?" To attempt to answer this question 313 respondents were asked (225 responded) to indicate the main ways of communication in their departments from a suggested list.

Table 1 confirms the answer is, "yes". Table 1 show that 56.9% of the respondents indicated using telephones in their departments and 24% indicated use of email for communication. This study findings tie up with what (Mirembe, Obaa, & Ebanyat, 2016:15) reported that the most preferred ICTs for communication were mobile telephones, computers and internet at 40.5%, 21.3% and 20.1% respectively. However the findings show that; face-to-face interactions (87%) and formal meetings (80%) lead as the main ways of communications in the local governments. With the study findings indicating 24% use of email as a communication tool in Uganda local governments, could have emanated from the position pointed by the results of the earlier studies that; Africa has a low website connectivity and subscription which is at an average of only 26.7% and varies from country to country (Aquaro, 2012; Bhattacharya, 2015:82)

The results indicate that while traditional ways of communication, face-to-face interactions and formal meetings lead in use in office communication, the ICTs are also taking up their position and complementing coordination in the local governments. This is evidenced the qualitative finding, when responding to the question related to the current methodology of communication in the district compared to the past, one of the district high-ranking technical official said:

"Communication..well, we are adhering to the current communication era in terms of using internet, phones, of course the internet is also in the phone, but we use internet both in the system and in the phone, social media like WhatsApp. We have a group of mail where we send messages to people at any time..to people that come for the meetings and give update. We have gone a step forward to ask departments who are implementing activities wherever they are to give an update of what they are doing. If I am monitoring a road for an example, as a senior officer, I will identify gaps on a road, take photos and put this on social media..you will be able to know that she or he did this today".

The study results agree with that of Barrett, Davidson, Prabhu and Vargo (2015:136) who found that

ICTs have led to improved productivity and efficiency in service delivery. When asked whether the new current communication technologies have helped the district to achieve performance, one of the respondents retorted that;

"… really it is very helpful for achieving performance because there… people are accounting for their where-about, if I tell you that I am going to the field and I am not actually in the field … will not be able to send you pictures of where I am …that is accountability good enough to know that I am in the field".

The results also indicate that the ICTs usage and adoption is more to do with the younger population aged from 18-39 and 40-50 years had represented 52.4% and 32.0% respectively were telephone users with the rest of the age group representing only 23.4%. Similarly, email communication was highly inclined to the young age; 18-39 and 40-50 years had represented 44.4% and 36.9%. These findings are in agreement with findings by (Schreuers, Quan-Haase, & Martin, 2017:4) who observed that, because ICTs are integral part of younger adults' life-style, they understand digital technology better that the previous generation.

Study findings in the literature reviewed (Bwalya, 2017:2; Bankole and Bankole, 2017:501) pointed out factors such as lack of required infrastructure, low ICT literacy rates, cultural beliefs and low economic development to be hindering adoption of ICTs. The study findings agree with the previous literature, when asked about the challenges the district is facing in using ICTs, one of the respondent expressed some frustration by saying;

"….then now the new system which has been introduced, I hear for monitoring… it's called what?...Integrated Financial Management System (IFMS)…this systems are frustrating local governments. I know it is good so that the government monitors its money. But the way the system works… payments which can be done in a day can be pushed to a week; they say the system is not working..… and when it comes to paying salary the personnel officer has to travel to Kampala because the system has failed here and even when he goes it Kampala the system again does not work".

The study findings also revealed that the respondents who acquired at least diploma level of education are the most users of telephone and emails indicating 86.5% and 96.7% respectively. This findings agrees with Deen-Swarray (2016:31), Deen-Swarray argued that educational attainments is only one indicator that could be used to assess the ICT access and usage, and further advised that; to comprehensively address digital exclusion challenge, multiple aspects of literacy should be examined. One of the respondents when asked how service delivery can be improved in the district alluded to this finding by saying;

"…we want central government to help us with new technical people, some of these people have been in the service for long, there are new technologies coming, let them for refresher courses so that they move together with the world, because now most things have changed, that is what we are looking at….these new technologies can easily be sustained and implemented here".

IV. Conclusion

ICTs have been adopted in the formal communication in the local governments to coordinate activities and have improved performance in service delivery. The ICTs are not meant to replace traditional communication ways, face-to-face interaction, hard copy memos, publications etc. but to complement them and better communication. The ultimate beneficiary of this ICTs adoption and advancement are the communities that get better services and the public servants as well because they will feel fulfilled for their work once their performance rating goes high.

The implications of results are that, while the benefits of adoption of ICTs is without doubt the challenges on infrastructure and low rates of connectivity by the masses still limit use of ICTs for service delivery. However, as more people acquire telephone and internet services, and more interface ICTs applications are introduced like creation of platforms where people can text in information and get information, the benefits of ICTs will continue to improve service delivery.

ICTs are a strong political power because it gives tools to the masses to demand transparency and accountability from the local governments. By use of telephone, email, internet in social media the masses can provide information to authorities as a feedback, and mobilize themselves for mass actions to seek for services. The findings of this study agree with findings from earlier studies. ICTs function in local governments for sharing information (Abandu and Kivunike, 2017:122); this is evidenced by a statement from one of the respondents who said they use it for relaying project monitoring data. Like in monitoring road construction works a spot needing attention is photographed and its picture is circulated through internet to the relevant authorities for remedial actions. The adoption of ICTs remains low for various reasons which situations was observed in Zambia as well (Bwalya, 2017:2), which may be explained by ICT illiteracy and low economic development. Airtime and internet rates are still high and unaffordable by an average person and this highly hinders connectivity and usage on the ICTs.

The study concentrated on district technical staff and political leaders but did not include the

recipients of the services, who are the masses. It would be interesting to find out adoption of ICTs by the masses for use in demanding for services, and assess the quality of service that is being provided by the local governments. The perspective of the masses is missed out in the study, although an attempted was made to include the political leaders who are the representatives of the masses.

Bibliography

1. Abandu, J., & Kivunike, F. N. (2017). Evaluating the role of perceived usefulness in user adoption of mobile immunisation notification system in Uganda. *International Journal of Telemedicine and Clinical Practices*, 2(2), 154-167.

2. Abandu, J., & Kivunike, F. N. (2017). Immunisation-notification adoption model: strategies for implementing mobile electronic notification of mothers in Uganda. *International Journal of Telemedicine and Clinical Practices*, 2(2), 121-139.

3. Adomi, E. E., & Kpangban, E. (2010). Application of ICTs in Nigerian secondary schools. *Library Philosophy and Practice (e-journal)*, 345.

4. Akoh, B., & Ahiabenu, K. (2012). A Journey Through 10 Countries: Online election coverage in Africa. *Journalism Practice*, 6(3), 349-365.

5. American Dietetic Association. (2011). *Cross-sectional Study Design*. ADA Research Toolkit ADA Research Committee

6. Aquaro, V. (2012). *Global Trends in E-Government Development*. Paper presented at the Capacity Building Workshop on "Leadership Capacity-Development for Improved Delivery of Public Services in Africa Using ICT", Addis Ababa Ethiopia 23-25 July 2012.

7. Ayman, D. M., & Abdel–Azim, R. (2016). Adopting E-government as a strategic tool for economic development: Insights from Governmental websites in Egypt.

8. Bankole, F. O., & Bankole, O. O. (2017). The effects of cultural dimension on ICT innovation: Empirical analysis of mobile phone services. *Telematics and Informatics*, 34(2), 490-505.

9. Barrett, M., Davidson, E., Prabhu, J., & Vargo, S. L. (2015). Service innovation in the digital age: key contributions and future directions. *MIS quarterly*, 39(1), 135-154.

10. Baryamureeba, V. (2007). ICT as an engine for Uganda's economic growth: The role of and opportunities for Makerere University. Fountain Publishers Kampala.

11. Basheka, B. C., Lubega, J. T., & Baguma, R. (2016). Blended-learning approaches and the teaching of monitoring and evaluation programmes in African universities: unmasking the UTAMU approach.

12. Bhattacharya, K. (2015). From Giant Robots to Mobile Money Platforms: The Rise of ICT Services in Developing Countries. *IEEE Internet Computing*, 19(5), 82-85.

13. Bwalya, K. J. (2017). Determining Factors Influencing E-Government Development in the Developing World: A Case Study of Zambia.

14. Callen, M., Gibson, C. C., Jung, D. F., & Long, J. D. (2016). Improving electoral integrity with information and communications technology. *Journal of Experimental Political Science*, 3(1), 4-17.

15. Charles, T. P., & Yoshida, C. (2016, June). Factors affecting the adoption of ICT in malnutrition monitoring. Case study: Western Uganda. In *Computer and Information Science (ICIS), 2016 IEEE/ACIS 15th International Conference on* (pp. 1-6). IEEE.

16. Cirera, X., Lage, F., & Sabetti, L. (2016). ICT use, innovation, and productivity: evidence from Sub-Saharan Africa.

17. Cordella, A., & Tempini, N. (2015). E-government and organizational change: Reappraising the role of ICT and bureaucracy in public service delivery. *Government Information Quarterly*, 32(3), 279-286.

18. Deen-Swarray, M. (2016). Toward digital inclusion: understanding the literacy effect on adoption and use of mobile phones and the internet in Africa. *Information Technologies & International Development*, 12(2), pp-29.

19. Díaz-Cayeros, A., Magaloni, B., & Ruiz-Euler, A.(2014). Traditional governance, citizen engagement, and local public goods: evidence from Mexico. *World Development*, 53, 80-93.

20. Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20(9), 1408.

21. Galperin, H., & Fernanda Viecens, M. (2017). Connected for Development? Theory and evidence about the impact of Internet technologies on poverty alleviation. *Development Policy Review*, 35(3), 315-336.

22. Gatautis, R. (2015). The impact of ICT on public and private sectors in Lithuania. *Engineering Economics*, 59(4).

23. Gebba, T. R., & Zakaria, M. R. (2015). E-Government in Egypt: An analysis of practices and challenges. *International Journal of Business Research and Development*, 4(2), 11-25.

24. Graber, D. A. (2004). Methodological developments in political communication research. *Handbook of political communication research*, 45-67

25. Grossman, G., Humphreys, M., & Sacramone-Lutz, G. (2016, October). Information technology and political engagement: Mixed evidence from Uganda. In *European Political Science Association Annual Conference, at Brussels, Belgium*.

26. Jancsics, D. (2013). Petty corruption in Central and Eastern Europe: the client's perspective. *Crime, law and social change*, 60(3), 319-341.

27. Jianguang, Z., & Jianming, Z. (2015, November). A comparative study of China and the world's informatization development. In *Information Society (i-Society), 2015 International Conference on* (pp. 39-44). IEEE.

28. Kamei, K., Putterman, L., & Tyran, J. R. (2015). State or nature? Endogenous formal versus informal sanctions in the voluntary provision of public goods. *Experimental Economics*, 18(1), 38-65.

29. Kayisire, D., & Wei, J. (2016). ICT adoption and usage in Africa: Towards an efficiency assessment. *Information Technology for Development*, 22(4), 630-653.

30. Kayisire, D., & Wei, J. (2016). ICT adoption and usage in Africa: Towards an efficiency assessment. *Information Technology for Development*, 22(4), 630-653.

31. Kivunike, F. N., Ekenberg, L., Danielson, M., & Tusubira, F. F. (2009, May). Investigating perception of the role of ICTs towards the Quality of Life of people in rural communities in Uganda. In *Proceedings of the 10th International Conference on Social Implications of Computers in Developing Countries, May. Dubai School of Government.*

32. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educ psychol meas*. *Retrieved http://www.coloradoedu/ibs/deca project/pubs/Survey.*

33. Lubega, J. L., Kajura, M. A., & Birevu, M. P. (2014). Adoption of the SAMR model to asses ICT pedagogical adoption: A case of makerere university. *International Journal of e-Education, e-Business, e-Management and e-Learning*, 4(2), 106.

34. Lwanga-Ntale, C., Mugambe, B., Sabiti, B., & Nganwa, P. (2014). Understanding How open data could impact resource allocation for poverty eradication in Kenya and Uganda.

35. Martin, B. L., & Abbott, E. (2011). Mobile phones and rural livelihoods: Diffusion, uses, and perceived impacts among farmers in rural Uganda. *Information Technologies & International Development*, 7(4), pp-17.

36. Maumbe, B. M., & Okello, J. J. (2013). Uses of Information and Communication Technology (ICT) in agriculture and rural development in sub-Saharan Africa: Experiences from South Africa and Kenya. In *Technology, Sustainability, and Rural Development in Africa* (pp. 113-134). IGI Global.

37. Mirembe, D., Obaa, B., & Ebanyat, P. (2016). Developing and piloting a multi-channel ICT-Enabled Model to enhance University engagement with smallholder farming communities in Uganda. *African Journal of Rural Development*, 1(1), 13.

38. Morrison, C. (2016). Engaging with local communities to prevent violence: what role for ICTs?

39. Mosweu, O., Bwalya, K. J., & Mutshewa, A. (2017). A probe into the factors for adoption and usage of electronic document and records management systems in the Botswana context. *Information Development*, 33(1), 97-110.

40. Nabafu, R., & Maiga, G. (2012). A model of success factors for implementing local e-government in Uganda.

41. National Information and Technology Authority (NITA)-Uganda. (2010). ICT policies, strategies and initiatives put in place in Uganda *Inter-sessional panel of United Nations Commission on Science and Technology for Development*. Geneva.

42. Norris, D. F., & Moon, M. J. (2005). Advancing e-government at the grassroots: Tortoise or hare?. *Public administration review*, 65(1), 64-75.

43. Ogbomo, M. O. (2009). Information and communication technology (ICT) in local government administration: the case of Oshimili North local government area of Delta State.

44. Rorissa, A., & Demissie, D. (2010). An analysis of African e-Government service websites. *Government information quarterly*, 27(2), 161-169.

45. Russell, S. E., & Steele, T. (2013). Information and Communication Technologies and the Digital Divide in Africa: A Review of the Periodical Literature, 2000-2012. *Electronic Journal of Africana Bibliography*, 14(1), 1.

46. Schreuers, K., Quan-Haase, A., & Martin, K. (2017). Problematizing the digital literacy paradox in the context of older adults' ICT use: Aging, media discourse, and self-determination. *Canadian Journal of Communication*, 42(2), 1.

47. Stork, C., Calandro, E., & Gillwald, A. (2013). Internet going mobile: internet access and use in 11 African countries. *info*, 15(5), 34-51.

48. Szopiński, T., Szopiński, T., Staniewski, M. W., & Staniewski, M. W. (2017). Manifestations of e-government usage in post-communist European countries. *Internet Research*, 27(2), 199-210.

49. Ting, Y. & Grant, R. (2005). Internet usage by local government employees. A study of effect of individaul preferences, group influences and administrative factors. *The Social Science Journal*, 42, 323-331.

50. United Nations. (2012). Department for Economic and Social Affairs. E-government Survey 2012: "e-government for the people" http://unpan1.un.org/intradoc/groups/public/documents/un/unpan048065.pdf

51. Venkatesh, V., Croteau, A. M., & Rabah, J. (2014, January). Perceptions of effectiveness of instructional uses of technology in higher education in an era of Web 2.0. In *System Sciences (HICSS), 2014*

47th Hawaii International Conference on (pp. 110-119). IEEE.

52. Wang, S. K., Hsu, H. Y., Reeves, T. C., & Coster, D. C. (2014). Professional development to enhance teachers' practices in using information and communication technologies (ICTs) as cognitive tools: Lessons learned from a design-based research study. *Computers & Education*, *79*, 101- 115.

53. Welch, W. W., & Barlau, A. B. (2013). Addressing survey nonresponse issues: Implications for ATE principal investigators, evaluators, and researchers. *National Science Foundation.*

54. Zakaria, M. R. (2015). Towards categorizing e-government services: the case of Egypt. *International Journal of Business Research and Development*, *3*(3).

Appendix 1

Table 1: Main ways of communication in local government

Variable	N=225	Face to face interaction	Telephone discussions	Formal meetings	Memos	Emails	publications	Total
Male	% of Total	60.40	39.10	56.40	29.80	17.80	15.60	68.40
Female	% of Total	27.10	17.80	23.60	9.80	6.20	8.40	31.60
Total	**% of Total**	**87.60**	**56.90**	**80.00**	**39.60**	**24.00**	**24.00**	**100.00**
Technical	% of Total	67.10	44.40	63.10	35.10	21.80	20.00	76.40
Political	% of Total	20.40	12.40	16.90	4.40	2.20	4.00	23.60
Total	**% of Total**	**87.60**	**56.90**	**80.00**	**39.60**	**24.00**	**24.00**	**100.00**
18 - 28 years	% of Total	3.10	1.30	1.30	0.00	0.40	0.40	3.60
29- 39 Years	% of Total	43.80	28.60	37.10	15.60	10.30	12.90	49.60
40-50 years	% of Total	27.20	18.30	28.60	17.00	8.90	8.00	31.70
51-60 years	% of Total	12.50	8.00	12.50	6.70	4.00	2.20	14.30
over 60 years	% of Total	0.90	0.90	0.90	0.40	0.40	0.40	0.90
Total	**% of Total**	**87.50**	**57.10**	**80.40**	**39.70**	**24.10**	**24.10**	**100.00**
Primary	% of Total	0.90	0.90	0.00	0.00	0.00	0.90	0.90
O'level	% of Total	8.90	3.60	6.70	1.30	0.40	1.30	10.20
A'level	% of Total	4.40	3.10	4.00	1.30	0.40	0.90	4.90
Diploma	% of Total	23.60	14.20	21.30	8.90	3.60	8.00	26.70
Degree	% of Total	29.80	21.30	29.30	15.60	9.80	7.10	35.10
Masters	% of Total	8.90	5.30	8.40	6.20	4.90	4.40	9.30
Post Graduate Diploma	% of Total	11.10	8.40	10.20	6.20	4.90	1.30	12.90
Total	**% of Total**	**87.60**	**56.90**	**80.00**	**39.60**	**24.00**	**24.00**	**100.00**

The Impact on TV Advertisement on Children's Behaviour in Grade Five Students at Ratmalana, Sri Lanka

By FMMT Marikar, KGTNB Jayathilaka, GASN Abeydeera & WMIDB Wickramasinghe

General Sir John Kotelawela Defence University

Abstract- The main objective of the study is to seek the influence on television advertising on children in Sri Lanka. The study used primary data with 50 children the age of ten (grade 5) representing Kandawala Maha Vidyalaya, Ratmalana, Sri Lanka. Ten question questionnaire was used by the study group. Fast food and drink advertisements were the most influenced in children behaviour. The adverts based on toys, presents and stickers with the item are mostly attracted by the children on TV advertisement. Possible policy implications suggested for the family, schools, advertising agencies, media and for the government, have been initiated as the final contribution of the study.

GJMBR-G Classification: *JEL Code: I19*

THEIMPACTONTVADVERTISEMENTONCHILDRENSBEHAVIOURINGRADEFIVESTUDENTSATRATMALANASRILANKA

Strictly as per the compliance and regulations of:

The Impact on TV Advertisement on Children's Behaviour in Grade Five Students at Ratmalana, Sri Lanka

FMMT Marikar[α], KGTNB Jayathilaka[σ], GASN Abeydeera[ρ] & WMIDB Wickramasinghe[ω]

Abstract- The main objective of the study is to seek the influence on television advertising on children in Sri Lanka. The study used primary data with 50 children the age of ten (grade 5) representing Kandawala Maha Vidyalaya, Ratmalana, Sri Lanka. Ten question questionnaire was used by the study group. Fast food and drink advertisements were the most influenced in children behaviour. The adverts based on toys, presents and stickers with the item are mostly attracted by the children on TV advertisement. Possible policy implications suggested for the family, schools, advertising agencies, media and for the government, have been initiated as the final contribution of the study.

I. Introduction

This research focuses on the empirical evidences of the previous researches related to impacts of TV advertising on children. A substantial body of research indicates that the prevalence of obesity in childhood is increasing. The classic externality theory of obesity postulates that the obese are more influenced by external stimuli than are the lean (Schacter, 1971). Direct exposure to certain types of food, such as processed and snack food high in fat and sugars, generally energy dense, may contribute to the development of child obesity. A critical indirect influence on children's food choices and intake may be advertising of foods on television. Many correlational studies have demonstrated an association between the duration of TV viewing and levels of overweight and obesity in both children and adolescents (Anderson *et. al.* 1998).

Kaur*et. al*. in 2003 conducted a prospective study in which it was found at the three-year follow up that those who watched two or more hours of TV per day were twice as likely to become overweight during the course of the study. Two other longitudinal studies have produced similar findings (Francis*et.al.* 2003; Proctor *et. al.*, 2003). This supports the notion that, excessive TV viewing does contribute to weight gain. Furthermore, in a 6-months intervention study in which children's TV viewing was substantially limited, Robinson (1999) found that rises in Body Mass Index and fat deposition were significantly less than in a control group without intervention.

Author α: Staff Development Centre, General Sir John Kotelawela Defence University, Rathmalana, 10390, Sri Lanka.
e-mail: faiz.marikar@fulbrightmail.org

The effect of TV viewing on weight gain seems to be, at least in part, due to a lack of physical activity rather than the act of viewing itself (Hu*et.al.* 2003). However, TV may not just promote sedentary behaviour. There is evidence that it also stimulates food intake. TV viewing is associated with overconsumption in girls, specifically of snack foods (Francis *et. al*., 2003). Children who eat their meals in front of the TV tend to consume more dietary fat (Coon*et.al.* 2001). Woodward *et al.* in 1997 found that the number of hours of TV viewing by teenagers was significantly correlated with the number of unhealthy food items consumed per day. There is another way in which TV viewing may induce food consumption.

Furnham *et. al.,* in 1997 noted that, during programmers scheduled for children over two consecutive weekends, 37% of the adverts on TV channels in the USA and 49% on the UK TV channels were for food. The majority of advertised products were snacks, followed by breakfast cereals and then fast food outlets. Also Lewis and Hill (1998) found that half of the advertisements on British television were for food items. Previous studies have shown that exposing children to different types of food adverts may influence their subsequent food choices but there is little evidence to show a direct causal relationship. Therefore, a study was devised in order to assess if children attended to and recognized food advertisements on television more often than advertisements not for foods. In the light of Schechter's externality theory, we were interested in ascertaining if overweight or obese children are more responsive to food adverts. So we sought to determine if there was any difference between normal weight and overweight/obese children in the ability to recognize food adverts, as well as assessing the impact of recent exposure to TV food adverts on total intake of food and choice among foods. It was hypothesized that (i) obese and overweight children would recognize more food-related adverts than their normal weight counterparts, (ii) an increased ability to recognize food-related ads would be associated with the amount of food consumed after food advert exposure, and (iii) the child's weight status (weight in the healthy range, overweight or obese) would also influence the types and the total amount of food consumed during the test sessions.

Parental pressure on children to buy advertised products and refuse to fulfil the wishes of their parents (The dream is more demand) and that conflict between parents and children leads to conflict. If parents refuse to buy goods in question, it would be sinful to their children, if you accede to the demands of parents and children, certainly the price they pay for a toy or food package, the price will be higher, because that's what common sense would forbid it. Another negative consequence of television advertising, consumption of food products such as candy and fruit juice is fresh. About 80 percent of the volume of television ads promoting these products makes up the children. All of this publicity, the belief that young children about nutrition and the impact of food. Children cannot understand that eating foods with high sugar levels, because weight gain and tooth decay is correlated. Since most advertising, scenes from the life of the rich and affluent children can be displayed, without this, undesirable tendencies and trauma in the lives of other children who can afford it will not it may even make it to the crime and unethical behaviour you have to seize it, to push.

Research on television advertising is focused on children in Sri Lanka. The study used primary data with 100 children in-between the age of 9-14 representing Sangamiththa Girls School, Sri Lanka and Oldsent Boys School in Galle, Sri Lanka. Four stage sampling method was used by the study. In the first stage stratified cluster sampling was used to select two schools from five main girls' schools and five main boys's chools in Galle randomly by using lotteries method. In the second stage stratified random sample was selected representing the students in the classes from year 4 to year 9 cluster representing 25% of each class in both schools. At the final step, systematic random sampling was used to select students with the gap of 4 students. Two questionnaires were provided for students and their parents to collect data. Descriptive statistics and multiple regression model were used for the analysing. The dependent variables were used as expenditure on additional food items while using different socio economic demographic characteristics of children and their parents as explanatory variables. The focus of advertising is another important consideration in the field of market in Sri Lanka. Sometimes advertising focuses on specific groups such as children and women. According to Nishshanka (2004), television advertising for more consumption commodities focuses on children and they force their parents to buy that commodity for them. If television advertising based on the experiences which is strictly influence to the minds of children by using the most appropriate and best strategies, this directly influences on the food pattern of the children (Livinngstone, & Helsper, 2004). According to Borekowski & Robinson (2001), even a short food advertisement has very high influence on food demand among pre-school children. Blisard (2008) found that children in between 2-11 years old watch 25629 television advertisements per year and 75.5% of those are watched with two children's programmes in USA in his research on "Advertising and What We Eat". Many advertising companies focus parents to promote their food product for children previously but currently children are directly focused by the advertisements and it converted children into consumers (Wiese, 2004). In Australia 30% of advertisements are food related and it creates high intensive for children for fast food consumption (Katke, 2006). According to Livingston and Helsper (2004), 38% of total advertisements in USA are related to the fast food items and it has a direct influence on food patterns of children. Kunkel (2001) found that American food producers spent seven billion dollars for food advertising in 1997. Even in Sri Lanka children based advertising has become a very popular event among business community. In this study our main objective was to find out the impact of TV advertisements on children's behaviour. Furthermore to find out the influence of food and beverage advertisements on children to identify the particular advert that interests the children most in television

II. Materials and Methods

a) Conceptual framework

In this study we have examined students' impact on TV advertisement on children's behaviour. This topic was judged to be extremely important to have a conceptual understanding of what is the influence on advertisement. The study design in this study is presented in the Fig. 1. Approval for the study was obtained from the Staff Development Center. Target population of this study represents from one mix school in Sri Lanka. Fifty students who participated in this study and gave their consent were included in the study. The purpose of the study was explained to the students at the beginning of the survey. The students who consented to participate in the study were individually tagged and given them a tag.
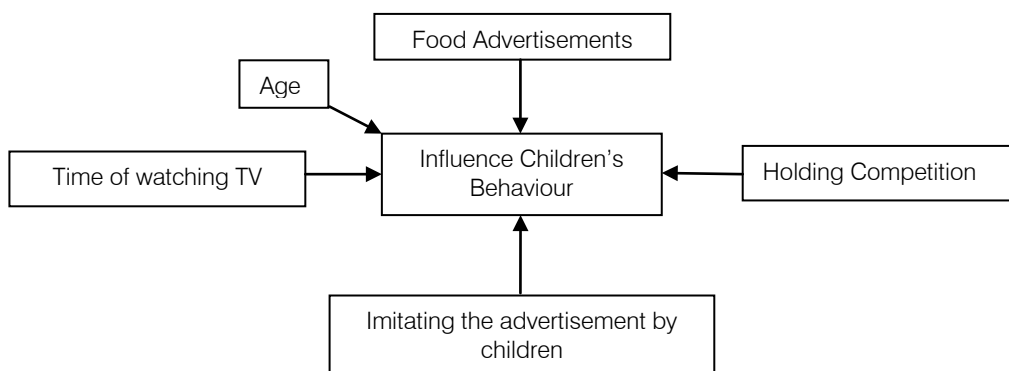
Figure 1: Conceptual framework

b) Data Collection

Primary data were collected from Kandawala Maha Vidyalaya, Ratmalana, Sri Lanka. The questionnaire method was used for the data collection and 10 questions were prepared separately for the children and the parents. Population sample was fifty. Demographic information of child including age and gender were analysed.

c) Administration of Questionnaire among the Students

The questionnaire was administered among each of the respective students at the Kandawala School within a period of a week. They have given the option to answer with the parents as well. Care was taken to avoid exchanging the students' information or ideas.

d) Data Analysis

To analyze the questions, we compared informal reasoning displayed by individuals representing high and low level of understanding of advertisement on behaviour. The validity of the translation was independently assessed by two observers competent in English language. We analyzed our data as a balanced figure in a percentage of application. For statistical analysis, we transformed all our data using the basic statistical analysis package.

III. Results

a) Impact on food advertisement

The prevalence of obesity and the increasing obesity in children with academic, political and social problems were identified. TV indicators show a significant relationship between consumption, advertised brands, advertised a variety of junk foods and drinks. Most children are aware of the intention, but the ads are skills that they do not use, unless explicitly stated that the answer should be. Politicians, consumers and with organizations involved with the services may be more powerful children. Starting with a strong strategy for food security information among the children and their families to improve at the beginning and then focus on the consumption ability of children to rise. Negative impact of television advertising, the consumption of food products such as sweets and fruit juice is fresh. About 80 percent of the volume of TV advertisement that promotes these products and even makes children. All this advertising, the belief that children about nutrition and the effects of food.

The final data analysis of the students of Kandawala Maha Vidyalaya (Grade 5) reveals the influence on TV advertisement in varies food products. According to the table 1, it shows sweets strongly affected the children behaviour. Furthermore soft drink advertisement influenced a lot or affected. Second factor which was dairy was least affected more nutritious less advertisements.

Table 1: Influence of advertisement (Percentage)

	Strongly Affected	Affected	Neutral	Not Affected	Never Affected
Fast food	1.6	40.8	35.5	9.3	13.0
Soft drink	3.6	45.8	24.1	9.6	16.9
Sweet	39.6	29.1	14.0	14.0	16.3
Dairy	1.2	23.1	41.5	12.2	22.0

The most popular advertisement among these students is a soft drink labelled as cream soda advertisement (Fig. 2). Noodles - Kothttumee and Sausages were high demand due to advertisement

among fast food items among children. The child focused advertisements are advertised during the target times and during the programmes for children. Time duration of watching television, specific time preferences for watching television and specific television programmes have considerable influence on the preference of the children.
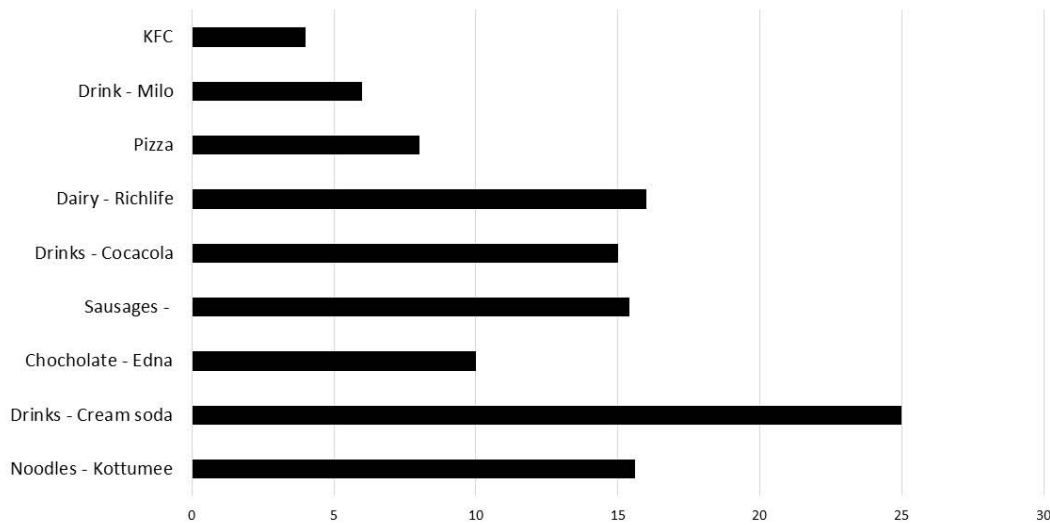

Figure 2: The most preferred food advertisements among children are given in percentage.

b) Impact of TV advertisement on children behaviour

The results of these children of actions to increase the demand for buying and indirectly increase the child's parent's conflict. The advertisement do not have parental purchasing power, or refuse to buy cause unhappiness and discomfort in children. Advertising full to display customized products with a world of beautiful people, while their children are compared with the ideal world and conflicts in the world, in the real world because they are unhappy. Male children spend more violence, while girls are more educated and are often expressed to apply buyer. Apart from that conflict between parents and children in the family occurs in the bargain. After the parents' point of view, the impacts of advertising on children's nutritional needs are very high with some specific techniques used in the display. Examples of many ads use popular characters to add the product to promote, toys and small items with the product and has a degree in children and provide sponsorships are such methods offer for children's activities.

Table 2: Influence of advertisement (in percentage)

Influence of advertisement	Giving toys, presents and stickers with the item	Holding Competition and giving sponsorships	Using popular person for the advertisement
strongly Affect	9	5	10
Affect	42	20	28
Neutral	25	64	30
Not Affect	12	2	19
Strongly not affect	13	6	13

As shown in Table 2, 20% of parents believe that the competition to carry out and provide sponsorship for children's exposure to events on the food needs of the children. 42% of parents believe that toys, gifts and stickers with the food manages to be a great demand for food products in children. 28% thought that parents with popular characters to food ads have a strong impact on the demand for food products in children. Given the support of parents in relation to the policy of food advertising directional decisions related to the children, 95% of parents for adequate control Child Focus supports advertising, while 83% of parents for a total ban on food advertisements during children's television broadcasting want targeted programs. 30% of parents want for a complete ban on food advertisements.

IV. Conclusion

Children are very interested in advertising. Laws of the various countries to limit the number of ads that earlier, the nature, content and timing of the broadcast advertising and advertising broadcasts aired in children few minutes before, is prohibited. Some researchers believe that it is better to limit the advertising of excessive products to inform parents of children and tell them about products and promotions researchers to discuss limiting the understanding of the power of excessive growth of advertising.

Most of the time children are addicted to watching television for their viewing average is over 62%, which means that they watch television more than five hours a day, they are heavy viewers. After while watching the television commercials, most children demanding IU drinks Coca-Cola, Fanta and Pepsi other junk food in your hand like a burger, pizza, and eat some chocolate and donuts, etc. These drinks and junk food developed unhealthy habits of children in Sri Lanka. Some children try 10-12 years for the same action they saw as the ads, which are dangerous to imitate their lives. Data from this study show that the accumulation of fat in the body of the people, especially in children, if these products regularly consume they drink the interpreter ads is healthier because they drink that given milk after they are trying to buy drinking milk power, but they do not know the actual image. Increased fat in the body is not a good sign, because fat leads to obesity and heart disease. The children are overweight for their age and height, as they regularly use those cold drinks and eating fried meat outside the house with their parents or older. Regarding the confectionery ads, ads must be presented with their pros and cons. To some extent children have limited understanding, so advertisers cannot convince direct children to buy the product that appears in the advertisement.

Children should be protected from advertising and to check update. The replacement of digital television in the near future, we can easily find, while the television screen watching by pressing a button, to enter the world of the Internet in the world of digital television, which will replace the TV for children to be no limit and children have free access to all forms of advertising. The new technology also allows advertisers detailed information watching habits of children in the media to obtain, and then make them more targeted

Advertisers should not abuse the relative lack of experience of children. Children are so simple, is far, celebrities, directly or indirectly, confections, he / she has shown that the product can be used to attract celebrities should persuade children to buy their products. If your children are watching on television, especially that they are heavily influenced by advertising sweets and then see what parents tried to use it to explain what the pros and cons of such products duties of parents.

If advertising for children conveyed the wrong message or learning to children must be, there must be a moral right message out children. Seller children should target very carefully, because it is very innocent and other easily copied. They should carry out the campaign closely. Children love for creativity and innovation, so that the advertising message innovative and creative should be. It is difficult to segment the market in the case of children, because they are more or less similar in their behaviour through sex, the study area and the other demographic groups.

V. Acknowledgement

References Références Referencias

1. Anderson, R. E., Crespo, C. J., Bartlett, S. J., Cheskin, L. J., & Pratt, M. (1998). Relationship of physical activity and television watching with body weight and level of fatness among children. Journal of the American Medical Association, 179, 938 – 942.
2. Borzekowski, D.L., Robinson, T.N., (2001). The 30-Second Effect: An Experiment Revealing the Impact of Television Commercials on Food Preferences of Preschooler. Journal of the American Dietetic Association, 101:42-6.
3. Blisard, N. (2008). "Advertising and what we eat", U.S. Department of Agriculture http://www.er.usda.gov/publications/aib750/aib750j.pdf [Accessed on 14/02/2009]
4. Coon, K. A., Goldberg, J., & Rogers, B. L. (2001). Relationship between use of television during meals and children's food consumption patterns. Paediatrics, 107 (1), e7.
5. Francis, L. A., Lee, Y., & Birch, L. L. (2003). Parental weight status and girls' television viewing, snacking, and body mass indexes. Obesity Research, 11 (1), 143 – 151.
6. Furnham, A., Abramsky, S., & Gunter, B. (1997). A cross-cultural content analysis of children's television advertisements. Sex Roles, 37, 91 – 99.
7. Hu, F. B., Li, T. Y., Colditz, G. A., Willett, W. C., & Manson, J. E. (2003). Television watching and other sedentary behaviours in relation to risk of obesity and type 2 diabetes mellitus in woman. Journal of the American Medical Association, 289, 1785 – 1791.

8. Katke, K., (2006). "The Impact of Television advertising on Child health and family Spending", http://dspace.iimk.ac.in/bitstream/2259/359/1/283-286.pdf [Accessed on 22/03/2009.

9. Kaur, H., Choi, W. S., Mayo, M., & Harris, K. J. (2003). Duration of television watching is associated with increased body mass index. The Journal of Paediatrics, 143, 506 – 511.

10. Kunkel, D., (2001). Children and Television Advertising. In Handbook of Children and the Media, ed. DGSaJL Singer, pp. 375-93. Thousand Oaks, CA: Sage Publications.

11. Lewis, M. K., & Hill, A. J. (1998). Food advertising on British children's television: a content analysis and experimental study with nine-year olds. International Journal of Obesity, 22, 206 – 214.

12. Livingstone, S., & Helsper, E., (2004). "Advertising Food to Children" Publisher: London, Department of Media and Communications.

13. Nishshanka C, (2004). Advertising, S Godage Publishers, Colombo.

14. Proctor, M. H., Moore, L. L., Cupples, L. A., Bradlee, Hood, M. Y., & Ellison, R. C. (2003).

15. Television viewing and change in body fat from preschool to early adolescence: the Framingham Children's Study. International Journal of Obesity, 27, 287 – 833.

16. Robinson, T. N. (1999). Reducing children's television viewing to prevent obesity. Journal of the American Medical Association, 282, 1561 – 1567.

17. Wiese, J. (2004). "Guidance for food Advertising Self- Regulation" National Advertising Review Council http://www.narcpartner.org/reports/NARC_White_Paper_6-104.pdf [Accessed on 15/01/2009].

18. Woodward, D. R., Cummings, F. J., Ball, P. J., Williams, H. M., Hornsby, H., & Boon, J. A. (1997). Does television affect teenagers' food choices? Journal of Human Nutrition and Dietetics, 10, 229 – 235.

19. Schacter, S. (1971). Emotions, obesity and crime. New York: Academic Press.

Quality Management in Health Care System in Bangladesh

By Md. Rafiquzzaman, Fahim Ahmed Touqir, Bikram Dey
& Pritom Kumar Mondal

Khulna University of Engineering & Technology

Abstract- Healthcare and quality are inseparable items and therefore giving services in a sector like healthcare without quality is not expected at all. In Bangladesh, healthcare is provided principally through hospitals run by government or through private clinics with a small proportion delivered by NGOs. But the main problem is that, the total system of health care services both in public and private sectors are not up-to-date genuinely and again the quantity of the doctors are less than expectation. To overcome this huge problem, redesigning of existing health care system or setting up an influential service plan is a must issue for Bangladesh. Firstly, the concentration in this project will be to discuss the basic problems and analyze them effectively. After that, the follow up will be to find out the most prominent issues both in manpower and management sector according to voice of patient and voice of employee.

Keywords: survey, system analysis, redesign, talent management, 5S.

GJMBR-G Classification: JEL Code: I19

QUALITYMANAGEMENTINHEALTHCARESYSTEMINBANGLADESH

Strictly as per the compliance and regulations of:

Quality Management in Health Care System in Bangladesh

Md. Rafiquzzaman [α], Fahim Ahmed Touqir [σ], Bikram Dey [ρ] & Pritom Kumar Mondal [ω]

Abstract- Healthcare and quality are inseparable items and therefore giving services in a sector like healthcare without quality is not expected at all. In Bangladesh, healthcare is provided principally through hospitals run by government or through private clinics with a small proportion delivered by NGOs. But the main problem is that, the total system of health care services both in public and private sectors are not up-to-date genuinely and again the quantity of the doctors are less than expectation. To overcome this huge problem, redesigning of existing health care system or setting up an influential service plan is a must issue for Bangladesh. Firstly, the concentration in this project will be to discuss the basic problems and analyze them effectively. After that, the follow up will be to find out the most prominent issues both in manpower and management sector according to voice of patient and voice of employee. Lastly, with the basis of limited resources in Bangladesh, Two methods will be set up both in manpower and management which are very much feasible to implement in our health care sector. The ultimate target and research of ours are to create an effective communication or service system between doctors and patients with assuring high level of quality.

Keywords: survey, system analysis, redesign, talent management, 5S.

I. Introduction

A healthcare system referred that it is the organization of people, institutions, and resources that deliver healthcare services to meet the health needs of target population. A good healthcare system will be able to provide a good healthcare policy for the people as well as for the country. Health care is rich in evidence-based innovations, yet even when such innovations are implemented successfully in one location, they often disseminate slowly—if at all. Diffusion of innovations is a major challenge in all industries including health care. But it is true that the healthcare system in Bangladesh is poor enough than the healthcare system in the developed country. The delivery of safe and high-quality health care has become a crisis in this country in terms of per¬sonal loss due to preventable errors, as well as economic loss. Therefore in this research, the aim is to find out the problems exists in the healthcare system in Bangladesh and then by analysis these problems a better strategic solution or recommendation has been provided. The ultimate goal is to best approach to reduce waste, as well as reducing wait times and unnecessary travel, while building quality, speed, and flexibility in the healthcare organization. A natural impulse to address these challenges is to introduce technology to mitigate risks due to human error and communication. For survey purpose, various regional areas are selected for examining the existing healthcare services and also collected some additional data from other regions in this regard. As a number of healthcare organizations have been surveyed, the collected data are so much complicated and it is difficult to find out the exact defective portion of the existing healthcare system. For this purpose, some set of questioners are used which are based on patient satisfaction and the employee satisfaction. From this survey some problems related with the healthcare system are extracted and possible solution techniques are proposed in this regard.

II. Literature Review

Healthcare management is a growing profession with increasing opportunities in both direct care and non-direct care settings. As defined by Bookbinder and Thompson (2010, pp. 33-34), direct care settings are "those organizations that provide care directly to a patient resident or client who seeks services from the organization". Non-direct care settings are not directly involved in providing care to persons needing health services but rather support the care of individuals through products and services made available to direct care settings [1-2].

In 2005, the National Academy of Engineering (NAE) and the Institute of Medicine (IOM) 2 highlighted the need for a systems approach to the health care system and the application of systems engineering tools to improve health care [3]. In 2003, the Institute of Medicine's (IOM) report "Crossing the Quality Chasm" recommended the use of systems and industrial engineering techniques to systematically examine and redesign clinical processes. A subsequent National Academy of Engineering report made the same recommendations. Lean is a QI methodology based on systems and industrial engineering techniques. Lean techniques have been empirically documented as highly effective for systems redesign within manufacturing environments. Moreover, ample evidence suggests that appropriately developed and optimized Lean techniques are effective within health care settings [1].Since 2004,

Author α: Khulna University of Engineering & Technology, Khulna 9203, Bangladesh, Department of Industrial Engineering and Management, Faculty of Mechanical Engineering. e-mail: rafiqbitr@yahoo.com

faculty from the Purdue University College of Technology, Indiana University-Purdue University Indianapolis (IUPUI)'s School of Engineering and Technology, Purdue University-Calumet College of Technology, the Regenstrief Center for Healthcare Engineering (RCHE), and the Indiana University Center for Health Services and Outcomes Research at the Regenstrief Institute, Inc. have partnered with several Indiana hospitals and hospital systems to create Lean and Six Sigma® health care programs[1]. In 1994 Quality in Australian Health Care Study (QAHCS) was commissioned by the Commonwealth Department of Human Services and Health to determine the proportion of admissions associated with an AE in Australian hospitals [4]. Modern management in the company is not only the quality management system based on the ISO series 9000:2000 standards, but pursuit to the continuous improvement, so this is the philosophy of the Total Quality Management [5]. In the frames of implementation of the Total Quality Management on the operating level more and more popular becomes the idea of so called 5S. The 5S method begins each program of improvement. It is the tool for helping the analysis of processes running on the workplace. The 5S is the methodology of creation and maintaining well organized, clean, high effective and high quality workplace. Its result is the effective organization of the workplace, reduction of work's environment, elimination of losses connected with failures and breaks, improvement of the quality and safety of work [6-8]. Lean Manufacturing is the hymn of survival and success of any organization through minimizing the wastage of resources and moving towards implementation of lean manufacturing has become one of the key strategies to achieve cost cutting. The goal of lean manufacturing is to minimize all types of waste or non-value added activity through incorporating less human effort, less inventory, less time to develop product and less space to become highly responsive to customer demand, while at the same time producing good quality products in the most efficient and economical manner. 5S is Lean manufacturing tool for cleaning, sorting, organizing and providing necessary ground work for work place improvement. 5S is already selected using Analytic Hierarchy Process (AHP), a Multi Criteria Decision Making (MCDM) tool by considering different criteria for case company. AHP is a problem solving framework based on the innate human ability to make sound judgment about small problem. It is a quantitative technique use to facilitate decision that involves multiple competing criteria [9].

III. Methodology

a) Investigation of voice of patients and personnel

This research work was based on two public and two private hospitals. Total 80 patients and 20 personnel have been contributed dividing 20 patients and 5 personnel for each hospital. A survey questionnaire has been created based on the issue of patient satisfaction and employee satisfaction. The questionnaire for the patient also divided into three categories focused on treatment, doctor /nurse and employee. The questionnaire for the personnel is all about management related. From this investigation, a lot of problems have been generated but it is too difficult to solve all of them in Bangladesh at this moment rather than finding the major problems to solve.

b) Detecting root cause through the problem screening table

As the problems are too many to describe, a screening process has been done for finding the most significant problems and evaluating their importance based on patient problems and employee problems.

c) Arrangement of major problems on the basis of industrial engineering tool

For any types of industry i.e. healthcare, manufacturing etc., 5M philosophy (manpower, management, machine, material, and measurement) is well known trend for improving productivity and service. After detecting most significant problems, the significant problems have been classified into manpower and management through the relationship diagram.

d) Building up technique for reducing manpower problems

In the process approaching, a tool has been selected for controlling manpower related problems and then Talent selection and Management has become a key to solution in this regard. This method does not encourage recruiting new personnel but it emphasizes on the training system on existing manpower.

e) A case study for management problems based on 5S philosophy

In this case study, the most adaptable quality tool 5S has been implemented in respect of health care industries of Bangladesh. 5S is used to calculate the overall efficiency for different hospitals. The problem parameter has been set up based on the survey report for both patient satisfaction and employee satisfaction. The main reason of this case study is to anticipate the management situation and setting a target goal to improve efficiency of the management based on the result. Here a message has been indicated that continuous improvement can be ensured by maintaining 5Son these hospitals ifthese organizations are agreed to maintain effectively.

IV. SURVEY ANALYSIS AND DATA INTERPRETATION

a) Problem screening matrix

Based on survey analysis, problem screening matrixes have been constructed by following criteria: A relative score of "better than" (+),"same as"(0), or "worse than"(-) is placed in each cell of the matrix to represent how each problem rates in comparison to the reference problem relative the particular criterion. It is generally advisable to rate every problem on one criterion before moving to the next criteria. However with a large number of problems, it is faster to use the opposite-to rate each problem completely before moving on to next problem. Problem screening matrix for Patient problems and employee problems are shown in Table 1. and 2 respectively.

Table 1: Problem screening matrix for Patient problems

Selection Criteria	Problems						
	A Appointment	B Doctor availability& skill	C Diagnosis & Checkup	D Emergency	E Percentage of Cure	F Financial condition	G Overall Satisfaction
Ease to communicate	+	+	+	+	0	0	+
Ease of comfort	+	+	+	+	-	0	+
Easy to render	+	+	+	+	+	-	+
Ease of safety	-	+	+	+	-	0	+
Ease of maintain	+	+	+	+	-	+	-
Sum '+'s	4	5	5	5	1	1	4
Sum'0's	0	0	0	0	1	3	0
Sum'-'s	1	0	0	0	3	1	1
Net score	3	5	5	5	-2	0	3
Rank	2	1	1	1	4	3	2
Continue?	Combine	YES	YES	YES	No	Combine	Combine

Table 2: Problem screening matrix for Employee problems

Selection Criteria	Problems						
	A Initial training	B Operation planning	C Team working & Leadership	D Up to date communication	E Quality of service	F Economic support	G Knowledge of Technology
Ease to communicate	+	+	+	+	0	0	+
Ease of comfort	+	+	+	+	-	0	+
Easy to render	+	+	+	+	+	-	+
Ease of safety	-	+	+	+	-	0	+
Ease of maintain	+	+	+	+	-	+	-
Sum '+'s	4	5	5	5	1	1	4
Sum'0's	0	0	0	0	1	3	0
Sum '-'s	1	0	0	0	3	1	1
Net score	3	5	5	5	-2	0	3
Rank	2	1	1	1	4	3	2
Continue?	Combine	YES	YES	YES	No	Combine	Combine

b) Constructing Typical Relationship diagram

Based on the problem screening matrix six major problems have been identified as high ranked which indicate these problems should be highly focused to improve for better output in the health care system. Moreover, based on the extensive research two critical points are emerged due to system malfunctioning and should be improved by further tools so that overall problems can be resolved or minimized. Relationship diagram for manpower and management are shown in figure 1 and 2 respectively.
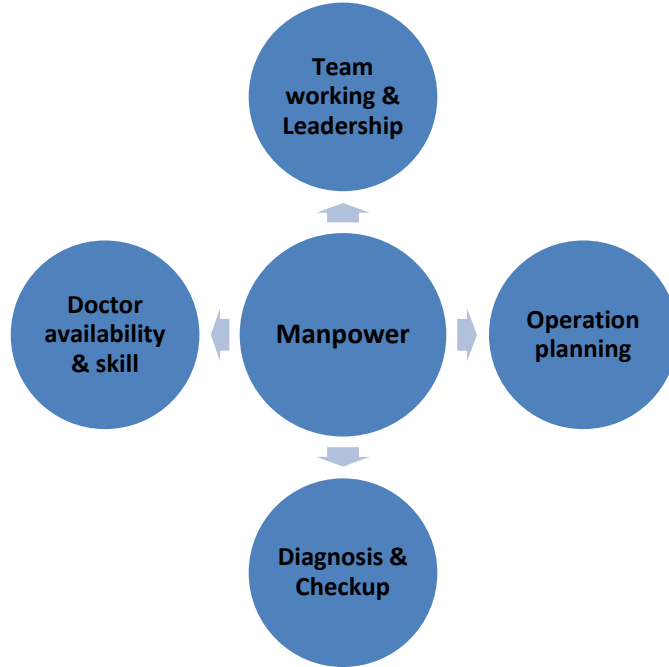

Fig 1: Relationship diagram for manpower

Fig. 2: Relationship diagram for management

c) *Several recent techniques redesigning manpower allocation:*

i. PDSA, which was in current use by the workforce, would continue to be used because the workforce

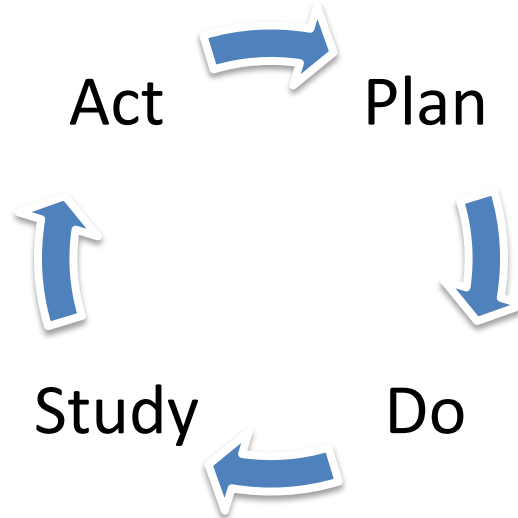had extensive experience and familiarity with this approach.

Fig. 3: PDSA continuous cycle

ii. *Lean* was chosen as the principal tool set for process redesign as it appeared to best address the major issues observed in the current processes. Its focus on waste afforded on the healthcare industries as the most opportunity to reduce expenses—a step that was clearly necessary in order to survive in face of growing numbers of uninsured and decreasing revenues. Its focus on value from the customer perspective fit the customer service need. It also fit the organization in that it appeared to require a great deal of presence on the "floor" with observation, substantial intuitiveness, rapid-cycle improvement, and broad-based employee involvement and empowerment.

The challenges faced in the process of implementing and sustain lean is a tedious job as the concept relates to time, cost, interest, and involvement, the concepts that together support the new change for development in an firm [10].

iii. *Talent selection and Management* was selected as a valuable asset in matching employees with roles. This is particularly significant in health care, an industry that is experiencing shortages and high turnover rates in some health care professions. This method does not encourage recruiting new personnel but it emphasizes the training system on existing manpower. It helps to improve the quality of the existing manpower of healthcare system.

d) *Proposed technique in the recent perspective of Bangladesh*

In Bangladesh, all the techniques described earlier can be implemented. But by doing extensive research, the proposed applicable technique for

Bangladesh is Talent selection and Management. It is deeply emphasized because of no addition of manpower in the system rather than increase their performance by following guidelines.

Any healthcare organization looking to jump-start a talent initiative should keep a few things front of mind:

Building with an eye toward integration- E-learning may be a natural starting point for healthcare organizations implementing new talent initiatives, but onboarding, performance management and succession initiatives all benefit from strong tie-ins to a Learning Management System (LMS). For example, performance assessments can automatically generate development plans where deficiencies are identified. It should not be overlooked targeted &formal development programs for employee supervisors. Extra training will prepare them to mentor and coach employees and maximize the value of your investment.

Automation of job descriptions with a foundation of competencies- Establishing the competencies – the knowledge, skills and behaviors that are used to develop people in your healthcare organization – is a critical step for success of any talent management initiative. In the healthcare setting, it's a requirement because compliance demands it. Maintaining one set of job descriptions and competencies is one way to integrate multiple locations common in large healthcare systems into a single culture and to build job profiles that will guide career development, training and performance improvement across your organization.

Building internal talent pools- Every healthcare organization needs to fill positions in critical roles such

as nursing, IT and senior management. Yet, suitable candidates are hard to find. Most healthcare employers understand that the only solution is to "grow their own" talent. Implementing appropriate talent management and learning tools and processes makes identification of high-potential employees and development of critical skills far easier to accomplish.

Collaboration to build a comprehensive succession strategy– Majority of healthcare organizations have a

critical need to develop their next generation of leadership. The current senior leaders must understand the critical need to address this gap. HR can – and must – play a crucial role in facilitating this conversation, and technology can provide a key assist to identify the gaps and assign development plans for designated successors [11]
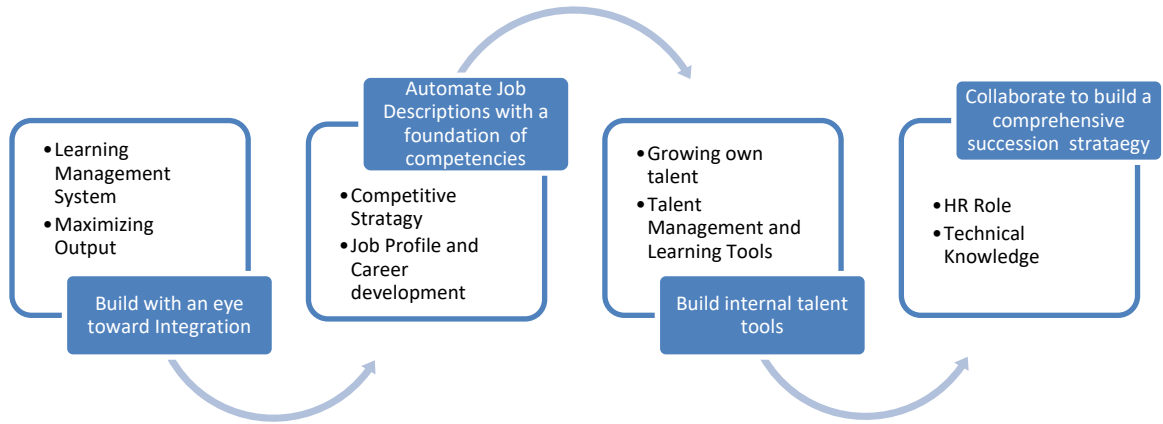
Fig. 4: A systematic approaches on Talent Management

e) *Performance measurement through 5S quality tool*

S1 Seiri (Sort)

Seiri is the first S in 5S system, which is basically deal with the available facilities and process of Healthcare organization management. For calculation of Seiri rating, 5 criterion regions have been chosen for seiri arrangement, and decided that the sub system should be achieved rating (Based on voice of patients) out of 5. The shorting initiative data is shown in Table 3. Following are the Seiri rating criterion.

1) Emergency Readiness: Giving 1 mark if emergency treatment facility is fully available or giving 0 marks if emergency treatment facility is not fully available.

2) Diagnostic Readiness: Giving 1 mark if diagnostic resources are fully available or giving 0 marks if diagnostic resources are not fully available.

3) Dispensary Inventory: Each of the observation is shown the ratings for dispensary inventory based on patient satisfaction survey report where X is the

amount of participation (Total 20 patients) for each healthcare organization and Y is the amount of dissatisfied patients. The fraction of consistency for dispensary inventory is [1-{Y/X}].

4) Waste Disposal: Each of the observation is shown the ratings for waste disposal based on patient satisfaction survey report where N is the amount of participation (Total 20 patients) for each healthcare organization and M is the amount of dissatisfied patients. The fraction of consistency for waste disposal is [1-{M/N}].

5) Relative Information: Each of the observation is shown the ratings for relative Information based on patient satisfaction survey report where A is the amount of participation (Total 20 patients) for each healthcare organization and B is the amount of dissatisfied patients. The fraction of consistency for relative information is [1-{B/A}]

Table 3: Sorting Initiative

Hospital	Emergency Readiness 0 or 1	Diagnostic Readiness 0 or 1	Dispensary Inventory [1-{Y/X}]	Waste Disposal [1-{M/N}]	Relative Information [1-{B/A}]	Total Rating
Observation 1	1	1	0.65	0.40	0.70	3.75
Observation 2	1	1	0.55	0.30	0.55	3.4
Observation 3	1	1	0.70	0.55	0.75	4.00
Observation 4	1	1	0.75	0.55	0.65	3.95

S2 Seiton (straighten / set in order)

Seiton is second S of 5S system which deals with the proper arrangement of equipment and availability of service for each sections in the particular organization. The main objectives of Seiton are forming a regular workplace, avoiding time loss while servicing or delivering the treatment or medic. Set in order Initiative data is shown in Table 4. Following are the Seiton rating criterion:

1) Doctor's Availability: Giving 1 mark if the facility is fully available or giving 0marks if the facility is not fully available.

2) Personnel Availability: Giving 1 mark if the facility is fully available or giving 0 marks if the facility is not fully available.

3) Efficient Accommodation: Each of the observation is shown the ratings for efficient accommodation based on patient satisfaction survey report where C is the amount of participation (Total 20 patients) for each healthcare organization and D is the amount of dissatisfied patients. The fraction of consistency for efficient accommodation is $[1-\{D/C\}]$

4) Treatment Evaluation Process: Each of the observation is shown the ratings for treatment evaluation process based on patient satisfaction survey report where Q is the amount of participation (Total 20 patients) for each healthcare organization and P is the amount of dissatisfied patients. The fraction of consistency for treatment evaluation processes $[1-\{P/Q\}]$

5) Supporting Facilities (food, electricity, transportation documentation etc.): Each of the observation is shown the ratings supporting facilities based on patient satisfaction survey report where V is the amount of participation (Total 20 patients) for each healthcare organization and U is the amount of dissatisfied patients. The fraction of consistency for supporting facilities is $[1-\{U/V\}]$

Table 4: Set in order Initiative

Hospital	Doctor's Availability	Personnel Availability	Efficient Accommodation	Treatment Evaluation Process	Supporting Facilities (food, electricity, transportation documentation etc.)	Total Rating
	0 or 1	0 or 1	$[1-\{D/C\}]$	$[1-\{P/Q\}]$	$[1-\{U/V\}]$	
Observation 1	1	1	0.10	0.55	0.15	2.8
Observation 2	1	1	0.10	0.50	0.10	2.7
Observation 3	1	1	0.70	0.65	0.75	4.1
Observation 4	1	1	0.65	0.70	0.65	4.0

S3 Seiso (Shine / Clean)

In order to realize effective tasks, it is essential to create a clean and regular working and living environment. This is because dust, dirt and wastes are the source of untidiness, indiscipline, inefficiency, faulty service in workplace. Shine Initiative is shown in Table 5. It is the process of renovation which contains the following criteria:

1) Servicing Environment: Each of the observation is shown the ratings for servicing environment based on patient satisfaction survey report where J is the amount of participation (Total 20 patients) for each healthcare organization and It is the amount of dissatisfied patients. The fraction of consistency for servicing environment is $[1-\{I/J\}]$.

2) Equipment Cleanliness & Sterilization: Each of the observation is shown the ratings for this facility based on patient satisfaction survey report where E is the amount of participation (Total 20 patients) for each healthcare organization and F is the amount of dissatisfied patients. The fraction of consistency for this facility is $[1-\{F/E\}]$.

3) Hygienic Environment: Hygienic environment include the ergonomics and healthful or clinically soundness of the total servicing environment like up to date technologies, innovative pathology research (Radiotherapy, Engiocardiogram, X-ray etc.), adaptive ICU and so on make the healthcare organization continuously fresh and ready and making no errors during operation. Let K will be total aspect (Total 20 patients) for favorable condition derived from patient's opinion and K be the no. of dissatisfied patients. Fraction of environment: $[1-\{L/K\}]$.

4) Safety Rating: Each of the observation is shown the ratings for this facility based on patient satisfaction survey report where H is the amount of participation (Total 20 patients) for each healthcare organization and G is the amount of dissatisfied patients. The fraction of consistency for this facility is $[1-\{G/H\}]$.

5) Overall Cleaning Consistency: Each of the observation is shown the ratings for this facility based on patient satisfaction survey report where S is the amount of participation (Total 20 patients) for each healthcare organization and R is the amount of dissatisfied patients. The fraction of consistency for this facility is $[1-\{R/S\}]$.

Table 5: Shine Initiative

Hospital	Servicing Environment	Equipment Cleanliness & Sterile	Hygienic Environment	Safety Rating	Overall Cleaning Consistency	Total Rating
	[1-{I/J}]	[1-{F/E}]	[1-{L/K}]	[1-{G/H}]	[1-{R/S}]	
Observation 1	0.30	0.60	0.40	0.50	0.3	2.1
Observation 2	0.40	0.40	0.35	0.35	0.4	1.9
Observation 3	0.70	0.70	0.60	0.65	0.65	3.3
Observation 4	0.65	0.80	0.70	0.75	0.70	3.6

S4 Seiketsu (Standardize)

Seiketsu is generally means for make a peak standard which should be achieved by the normal healthcare management process practice. Standard should be communicative and easy to understand.

Seiketsu rating will be found by calculating the average of previous three S, because standard of any system will rise and fall by mean rate depending factors. Standardize/Systematize Initiative data is shown in Table 6.

$$SeiketsuStandarizerating = (Sierirating + Seiatonrating + Seisorating)/3$$

Table 6: Standardize/Systematize Initiative

Hospital	Sorting S1	Set In Order S2	Shine S3	Total Rating = (S1+S2+S3) /3
Observation 1	3.75	2.8	2.1	2.88
Observation 2	3.4	2.7	1.9	2.67
Observation 3	4.00	4.1	3.3	3.8
Observation 4	3.95	4.0	3.6	3.85

S5 Shitsuke (Sustain)

Shitsuke (Sustain) is the last S of the 5S system which is deal with the regularity of maintaining the standard of the organization for the particular process, which is only done by regular practices and by following the proper instruction of system operating. By doing regular following of accurate of instruction it can be maintained the working condition at its peak level, which may help for better service and stay away from breakdown.

1) Removing small faults through the aid of cleaning.
2) Providing the execution of visual control.

3) Providing the performance of protective activities.
4) Granting the responsibility of the treatment of service to the patient
5) Formation of a disciplined environment.

Shitsuke rating will be depending on the previous four S because without that the regularity will not maintain. Therefore Shitsuke rate will be the average of previous four S ratings. Sustain initiative data is shown in Table 7.

Table 7: Sustain Initiative data

Hospital	(S1+S2+S3+S4)/4
Observation 1	2.88
Observation 2	2.67
Observation 3	3.8
Observation 4	3.85

After the calculation of this rating of 5S, the efficiency has been calculated for every observation and this evaluation simplifies the service & quality differences between public and private healthcare organizations. Also a graphical representation has been made which will represent the real condition of the system and can find the improvement required region. The calculated efficiency is shown in Table 8 and figure 5.

Table 8: The efficiency calculation table

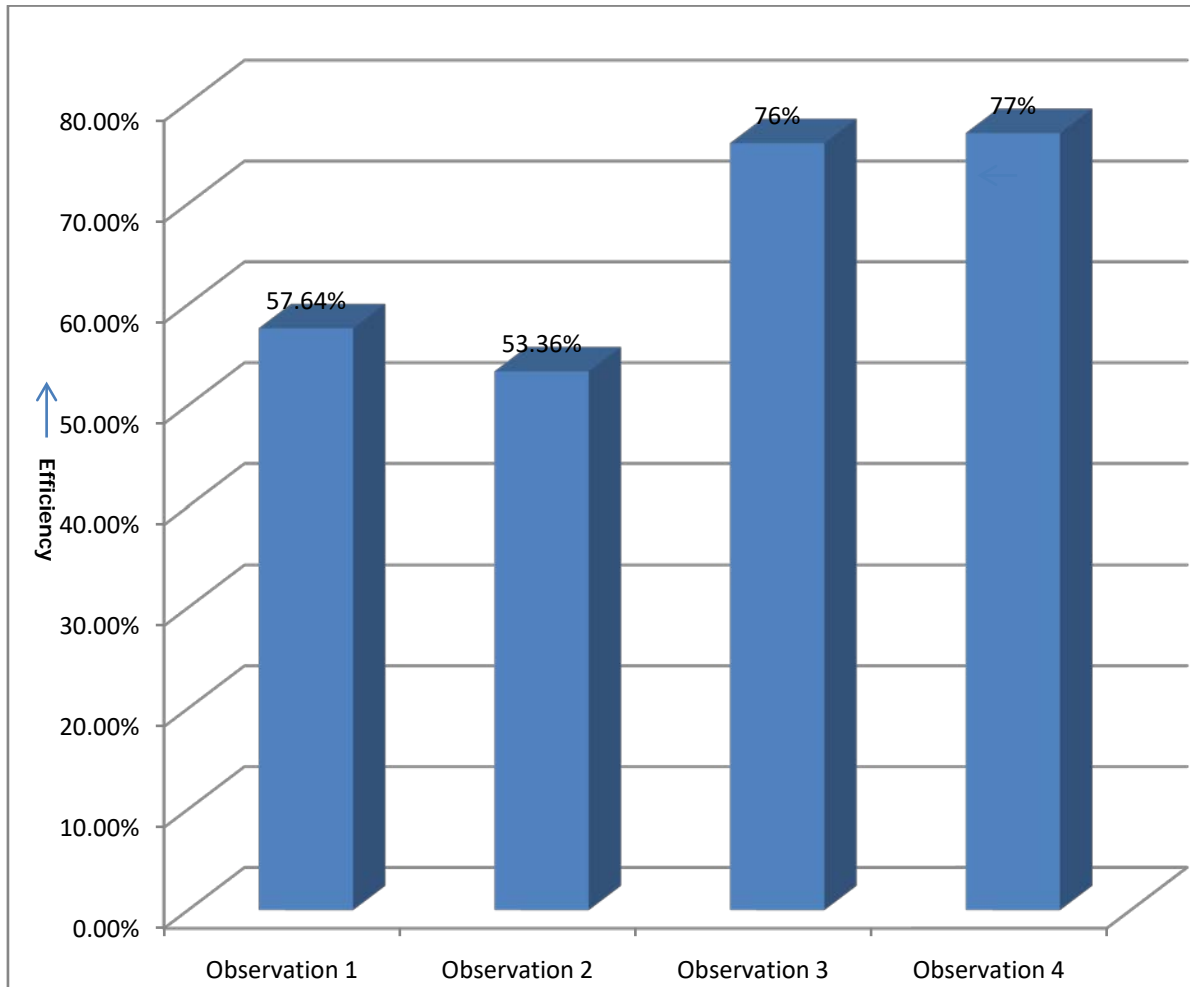| Hospital	(S1+S2+S3+S4)*100 / 25	Efficiency
Observation 1	(3.75+2.8+2.1+2.88+2.88)*100/25	57.64%
Observation 2	(3.4+2.7+1.9+2.67+2.67) *100/25	53.36%
Observation 3	(4.0+4.1+3.3+3.8+3.8) *100/25	76%
Observation 4	(3.95+4.0+3.6+3.85+3.85) *100/25	77%

Fig. 5: Graphical representation of comparative performance efficiency

V. FINAL ANALYSIS AND DISCUSSION

This research work deals with problem analysis and modification of design for maximizing output of healthcare system in Bangladesh. A perfect survey report is a must to go through the process of our study. The whole process is all about patient satisfaction & employee satisfaction and the total questionnaire has been created based on improving manpower and management. Patients are randomly chosen for the survey and their opinions haven't been modified. Again, the continuously repeated claims of patient's opinions are prioritized for classifying, comparing and selecting the significant problems for further assessment. In addition to it, more issues for analysis can be changed for different countries. For solving a problem or redesigning an existence system, the authority has to be concerned about economic feasibility and resource scarcity in a developing country like Bangladesh. In that case, A complete illustration of Talent selection and Management& 5S Philosophy have been sketched here for implementing it properly in manpower and management system respectively. In the observation, the estimated efficiency for private hospitals is 76% & 77% and for public hospitals the efficiency results are 57.64% and 53.46%.The differences were already predicted as per survey analysis & performance ratings. From the survey, it seems that a hospital should

maintain a minimum 80% efficiency or a rating 4 out of 5 for a sound and good healthcare system. For research perspective, total 80 patients & 20 personnel may not sufficient to measure the overall rating accurately. Implementing 5S in healthcare industries in Bangladesh is really tough job as the personnel cannot maintain perfect rules & regulation and they always intend to do work easily. To establish 5S in a company, it is crying need to create awareness in the personnel about 5S and train them to habituate with 5S implementation. Lastly, proper implementation of talent management and 5S philosophy can make a new era or revolution in the healthcare management system for competitive improvement.

VI. Conclusions

A survey work sometimes represents data redundancy and improper answers as all the patients and personnel were not communicative and failed to understand the particular question's importance. However, this research work has been accomplished by screening patient's opinions and their notions. Moreover, competitive benchmarking and strategic view of modern hospital were critically examined to build up the proposed system in the research work. The process is completely compatible and applicable for the existing healthcare management system in Bangladesh. After the 5S rating, the estimated efficiency for private hospitals is 76% & 77% and for public hospitals the efficiency results are 57.64% and 53.46% is found. This research work is a primary solution for improving quality and reliability of healthcare service. As healthcare service sector is very wide so it is need to be improve the entire department which are related with the healthcare sector. The improvement of the healthcare service sector is a continuous process. The future attempt is to concern more strategically with this associated sector and try to find out more strategic solution for these problems.

References Références Referencias

1. Heather Woodward Hagg, Jamie Workman-Germann, Mindy Flanagan, Deanna Suskovich, Susan Schachitti, Christine Corum, Bradley N. Doebbeling; "Implementation of Systems Redesign: Approaches to Spread and Sustain Adoption".
2. Jon M. Thompson, Sharon B. Bochbinder and Nancy H. Shanks; "An Overview of Healthcare Management".
3. Alan D. Ravitz, Adam Sapirstein, Julius C. Pham, and Peter A. Doyle; "Systems Approach and Systems Engineering Applied to Health Care: Improving Patient Safety and Health Care Delivery"
4. Ross McL Wilson, William B Runciman, Robert W Gibberd, Bernadette T Harrison, Liza Newby and John D Hamilton; "The Quality in Australian Health Care Study".
5. J. Michalska, D. Szewieczek, "The improvement of the quality management by the activity-based costing", Journal of Achievements in Materials and Manufacturing Engineering 21/1(2007) 91-94.
6. M. Urbaniak; "Quality management – theory and practice", Difin, Warsaw, 2004 (in Polish).
7. S.K. Ho, "TQM an Integrated Approaching – Implementing Total Quality through Japanese 5S and ISO 9000", Kogan Page, London, 1996.
8. T. Karkoszka, D. Szewieczek; "Risk of the processes in the aspect of quality, natural environment and occupational safety", Journal of Achievements in Materials and Manufacturing Engineering 20 (2007) 539-542.
9. P. M. Rojasra, M. N. Qureshi; "Performance Improvement through 5S in Small Scale Industry: A case study", International Journal of Modern Engineering Research (IJMER), Vol. 3, Issue. 3, May - June 2013 pp-1654-1660
10. http://www.cornerstoneondemand.com/blog/talent-management-healthcare#.VAVyEqONocl
11. M. Shabeena Begam, R. Swamynathan, J.Sekkizhar, "Current Trends on Lean Management – A review"; International Journal of Lean Thinking, Volume 4, Issue 2 (December 2013).

Global Journals Inc. (US) Guidelines Handbook 2017

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

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

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

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

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

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

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

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

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

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

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.

The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

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

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

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

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

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

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

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

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

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

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

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

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

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

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

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

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

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

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

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

The Institute will be entitled to following benefits:

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

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

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

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

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

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

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.
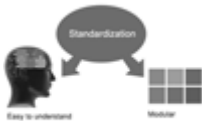
After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.

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

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

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

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

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

PROCESS OF SUBMISSION OF RESEARCH PAPER

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

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

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

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

> **(II) Choose corresponding Journal.**

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

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

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

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

PREFERRED AUTHOR GUIDELINES

MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11'"

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

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

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

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

Scope

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

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

2. ETHICAL GUIDELINES

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

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

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

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

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

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

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

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

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

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

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

Please mention proper reference and appropriate acknowledgements wherever expected.

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

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

3. SUBMISSION OF MANUSCRIPTS

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

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

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

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

4. MANUSCRIPT'S CATEGORY

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

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

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

Research articles: These are handled with small investigation and applications

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

5.STRUCTURE AND FORMAT OF MANUSCRIPT

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

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

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

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

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

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

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

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

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

(h) Brief Acknowledgements.

(i) References in the proper form.

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

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

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

Format

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

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

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

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

Structure

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

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

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

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

Key Words

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

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

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

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

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

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

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

Acknowledgements: Please make these as concise as possible.

References

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

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

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

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

Tables, Figures and Figure Legends

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

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

Preparation of Electronic Figures for Publication

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

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

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

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

6. AFTER ACCEPTANCE

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

6.1 Proof Corrections

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

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

(Free of charge) from the following website:

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

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

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

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

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

6.3 Author Services

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

6.4 Author Material Archive Policy

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

6.5 Offprint and Extra Copies

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

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

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

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final Points:

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

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

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

General style:

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

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

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

In every sections of your document

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

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

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

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

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

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

Title Page:

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

Abstract:

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

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

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

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

Approach:

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

Introduction:

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

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

Approach:

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

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

Procedures (Methods and Materials):

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

Materials:

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

Methods:

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

Approach:

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

What to keep away from

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

Results:

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

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

Content

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

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.

- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

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

Figures and tables

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

Discussion:

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

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

Approach:

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

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

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

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

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

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.

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

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

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

Index

A

Analgesic · 8

B

Bilingual · 20, 33

D

Disseminate · 64
Doctrinaire · 3

E

Embodiment · 1, 2
Enormity · 3
Epitomizes · 8
Ergonomics · 71
Expatiate · 6

P

Patronage · 41
Persuade · 39, 40, 62
Plausible · 8
Precincts · 10

S

Seiketsu · 71
Strenuous · 4

save our planet

Global Journal of Management and Business Research

9   2

70116 58698   61427>