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CONTENTS OF THE ISSUE

- i. Copyright Notice
- ii. Editorial Board Members
- iii. Chief Author and Dean
- iv. Contents of the Issue

1. Contribution of Management Consultancy towards Organizations' Financial Performance: A Case of Willy Enterprises Ltd in Arusha Tanzania. **1-8**
2. Role of Battery-Operated Rickshaw in Income and Employment Generation of Urban Bangladesh: A Study of Chittagong City. **9-17**
3. Principals' Decision Making Strategies and Teachers' Productivity in Secondary Schools in Ondo Central Senatorial District of Ondo State, Nigeria. **19-30**
4. Corporate Governance and Global Best Practices: Perspectives, Mechanics & Lessons for SMEs in Sub-Saharan Africa. **31-41**

- v. Fellows
- vi. Auxiliary Memberships
- vii. Preferred Author Guidelines
- viii. Index



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Contribution of Management Consultancy towards Organizations' Financial Performance: A Case of Willy Enterprises Ltd in Arusha Tanzania

By Mbonde Anthony Jokakuu

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Abstract- Scholars and business practitioners agree that Management Consultancy usage in a firm is an essential tool for rapid organizational growth in all dimensions. Management consulting assists business organizations in increasing business productivity by analyzing existing business troubles and flaws in business plans that hinder the growth of a company (Kopoka 2011). Managers from various departments at Willy Enterprises Ltd had different opinions about what happened before and after usage of management consultants; evidence show that the company had poor performance before usage of consulting services. In this paper two objectives guide the study: To what extent does the organization use Management Consultancy services and to compare the organization's financial performance before and after engaging Management Consultants. Used data were gathered in 2012 through the cross-sectional survey by way of questionnaires, interviews and documentary analysis. The sample of the participants was forty-five (45) respondents from the different managerial position of the company and its client-firms and company's financial statements for twelve (12) years from 1999-2010. In analyzing performance financially, this study decided to use ratio analysis as it is believed to be a robust measure of financial performance as compared to all others (Wood and Sangster, 2011).

Keywords: *management, consultancy, organization, financial performance.*

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Contribution of Management Consultancy towards Organizations' Financial Performance: A Case of Willy Enterprises Ltd in Arusha Tanzania

Mbonde Anthony Jokakuu

Abstract- Scholars and business practitioners agree that Management Consultancy usage in a firm is an essential tool for rapid organizational growth in all dimensions. Management consulting assists business organizations in increasing business productivity by analyzing existing business troubles and flaws in business plans that hinder the growth of a company (Kopoka 2011). Managers from various departments at Willy Enterprises Ltd had different opinions about what happened before and after usage of management consultants; evidence show that the company had poor performance before usage of consulting services. In this paper two objectives guide the study: to what extent does the organization use Management Consultancy services and to compare the organization's financial performance before and after engaging Management Consultants. Used data were gathered in 2012 through the cross-sectional survey by way of questionnaires, interviews and documentary analysis. The sample of the participants was forty-five (45) respondents from the different managerial position of the company and its client-firms and company's financial statements for twelve (12) years from 1999-2010. In analyzing performance financially, this study decided to use ratio analysis as it is believed to be a robust measure of financial performance as compared to all others (Wood and Sangster, 2011). The findings here are part of Master Dissertation on Contribution of Management Consultancy towards Organizational Performance: A Case of Willy Enterprises Ltd in Arusha Tanzania.

Keywords: management, consultancy, organization, financial performance.

I. INTRODUCTION

Management consulting is an advisory service contracted for and provided to organizations by specially trained and qualified persons (Greiner L and Metzger R, 1983).

Among the challenges facing Tanzania organizations as they strive towards growth and organizational performance as far as competition is concerned are; availability of unbiased expert advice to the organization and a help in solving of various business problems i.e. low productivity, fall in the level of sales, little profit or incurring losses (Sugata and Daryl, 2002).

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Very often management may have crystal knowledge about the problem and the action to take to address the situation. However, they may hesitate to effect the changes because they fear employees may resist such changes.

Naficy (1997) argued that; as business becomes more complex, firms are continually faced with new challenges. They increasingly rely on Management Consultants to help them remain competitive amidst these challenges. Therefore, availability of Management Consultancy Services enable organizations to effect changes easily and solve various problems they face.

Many of Tanzania organizations are still growing slowly, and some fail to face steady competition as far as foreign organizations are concerned. The reason for this situation is not definite also the general understanding and perception of people working in management (managers) about Management Consultancy is not clearly understood.

II. PURPOSE OF THE STUDY

Generally, this study intends to shed light on the contribution of Management Consultancy towards the organization's financial performance in Tanzania context.

Specifically, this paper intends to:

- i. Investigate the extent to which the organization uses Management Consultancy Services.
- ii. Compare organization's financial performance before and after engaging Management Consultants.

III. RELATED LITERATURE

For organizations that have well defined and SMART objectives, strategic policies and effective action plans in using Management Consulting Services, to a great extent, minimize the risks associated with impoverished growth and development (Naficy, 1997).

Apart from Management Consultants acting as an agent of change, also bring with them expertise in problem investigation technique and process. They involve the client in problem identification, problem analysis and identification of the most effective solutions (Naficy, 1997).

In addition to the above, a management consultant holds the responsibility of suggesting the latest managerial trends which can boost up profit level of a company. (Kubr, 2002).

Furthermore, Kopoka (2011) argued that; one of the premium roles of management consulting is to encourage communication between employees and employer so as to make the employees feel comfortable in the office environment.

A management consultant makes remarkable efforts of bringing leadership qualities among employees, in such a way they can be able to perform their duties and responsibilities effectively and in efficiency manner hence more profit to the firm. Due to increase in profitability, it becomes easier for many companies to grow and expand rapidly as far as developing countries like Tanzania are concerned (Kopoka 2011).

We all know that the prime objective of any venture is to make more and more profit, and one of the ways of increasing profit is by managing sales. Block (2000) argued that, if you have a business of considerable size, one should know that running own trade is not an easy task. You must have a target for how many sales you can achieve for one day to keep your business exist and profitable.

If you still facing difficulty to find reliable marketing staff that suits your needs then using sales force outsourcing become the best option. Unlike than hiring sales marketing staff, by using their services, you can get many advantages such as full-scale sales solutions to meet the target of the company and as well as the demand of market (Katherine, 2000).

Lastly, Management Consultancy assists the firm in conducting various training programs for an organization to meet its objective. For more years many consulting has trained and consulted with organizations from around the world. Hundreds of project directors, community leaders, grassroots activists, funders, students, volunteers, and field workers from community-based organizations to large intergovernmental and non-governmental organizations have participated in our broad array of training opportunities. Therefore this becomes as a basis for the framework of rights-based development (Kubr, 2002).

All referred related literature show that if the firm wants to grow and have excellent financial and non-financial performance they have to engage fully in using management consulting services. Many of Tanzania organizations are still growing slowly; some fail to face strong competitions as far as foreign organizations are concerned; therefore, this study intended to bring full attention and understanding as well as usage of management consultancy and the benefits they can offer.

IV. RESEARCH METHODOLOGY

This study used a cross sectional survey approach. The population proposed was the employees of Willy Enterprises Ltd and its client-firms in Arusha Tanzania by 2012. The study had a sample size of forty-five (45) respondents from different managerial positions of the company and the company's financial statements for twelve (12) years from 1999 - 2010. The study used both primary and secondary data. Primary data employed interviews and questionnaires.

Furthermore, secondary data were from the accounting department and management department by reviewing the records and documents such as financial statements and reports by different consultants in the company. After having financial data collected, were analyzed and interpreted by using Ratio Analysis. Ratio Analysis conceived as a powerful tool for assessing financial position and performance in any business firm as compared to others (Wood and Sangster, 2011). Also, some data were analyzed using Microsoft Excel for tables.

V. FINDINGS AND DISCUSSION

Presentation and discussion of the findings drew upon two research questions:

- i. To what extent does the organization use Management Consultancy services?
- ii. Is there any difference in the organization's financial performance before and after engaging Management Consultants?

VI. USAGE OF MANAGEMENT CONSULTANCY SERVICES IN THE COMPANY

This part of the study intended to discuss on evidence to whether the firm seeks professional advice, an involvement of respondents towards usage of management consultancy in the organization, duration of management consultancy usage and types or categories of management consultancy services used. Details of discussed points are as follows.

a) *The Evidence to Whether the Firm Seek Professional Advice*

This part of the research studied on the evidence as to whether the firm seeks professional advice from people or companies outside or not, was drawn as shown in table 6.1.

Table 6.1: Evidence on Whether the Firm Seeks Professional Advice from People outside the Organization

Does your organization seek any professional advice from people outside your organization?	Yes	No. of Respondents	Total	Percentage
			22	22
	No	0	0	0
Total		22	22	100%

Source: Fieldwork Survey, 2012

The research found out that, from all twenty-two (22) questionnaires that were filled by managerial employees of Willy Enterprises Ltd; accept the fact that the company seeks professional advice from people outside the organization as shown in table 6.1 above. These results were enough for the researcher to continue with analysis as he got a proof that Management Consultancy exists in that firm.

b) Involvement of Respondents towards usage of Management Consultancy in the organization

The study on respondents' participation towards usage of Management Consultancy in the organization was as shown in table 6.2.

Table 6.2: Involvement of Workers' tasks in-connection to the Usage of Management Consultancy

Do any of your tasks involve the use of a management consultancy service?	Yes	No. of Respondents	Total	Percentage
			22	22
	No	0	0	0
Total		22	22	100%

Source: Fieldwork Survey, 2012

The research found out that, from all twenty-two (22) questionnaires that were filled by managerial employees of Willy Enterprises Ltd; accept the fact that their tasks in the organization involve the use of Management Consultancy Service in one way or another as shown in table 6.2 above. These results were enough for the researcher to continue with analysis as he got evidence that all respondents are involved in one way or another in the use of Management Consultancy.

c) Duration of Management Consultancy usage

The study found that, all twenty-two (22) questionnaires which were filled by managerial employees of Willy Enterprises Ltd, the respondents accepted the fact that the company is using Management Consultancy Services. Apart from that, there were ten (10) questionnaires which were filled by employees of the Management Consultancy firms as service providers to the company; they also admit the

fact that they usually provide services to the company. Their response; Tan Auditors (9.38%) said between six (6) and ten (10) years, Kasegenya (6.25%) said between six (6) and ten (10) years, Mawenzi (6.25%) said between six (6) and ten (10) years and Security Group (9.37%) said between six (6) and ten (10) years. The study further found out that, 90.91% of respondents said they started using Management Consultancy services from the year 2006 to present, 4.55% of the respondents said from 2008, another 4.55% said 2009. All respondents (100%) from four (4) service providers admitted that they started providing services to the firm by the year 2006. This fact is enough to generalize that the company started using Management Consultancy Services by the year 2006 to present, which is about 93.75% of all 32 respondents. Table 6.3 summarizes the duration which Management Consultancy Services has been used by the company.

Table 6.3: Cross -Tabulation of the Duration of Management Consultancy Usage and Composition of the Respondents

		Duration of Management Consultancy usage		Total	Percentage
		Between 3-5 years	Between 6-10 years		
Companies with Respondents	Willy &Co	2	20	22	68.75%
	Tan Auditors	0	3	3	9.38%
	Kasegenya	0	2	2	6.25%
	Mawenzi	0	2	2	6.25%
	Security Group (T)	0	3	3	9.37%
Total		2	30	32	-
Percentage		6.25%	93.75%	-	100%

Source: Fieldwork Survey, 2012

d) *Types or Categories of Management Consultancy Services used*

Respondents were asked to give details on the types or categories of Management Consultancy Services that are used by Willy Enterprises Ltd. Among the services that seemed to be mostly used by the company are financial, legal management, making contracts, ensuring the quality of the services offered, in capacity building, in development of plans, technological innovation, strategy formulation and help during a one time project (Source: Fieldwork Survey, 2012).

Apart from Willy Enterprises Ltd, also the service providers (Management Consulting Firms) were asked to give the types of the services that they usually provide to the company, the following were mentioned; Accounting and taxation services, auditing assistance, various classes of insurances, corporate finance and corporate recovery (Source: Fieldwork Survey, 2012).

The research continued to find out in-detail the types of Management Consultancy Services mostly-used. The study found out that Financial and Auditing Management Consultancy service is frequently used. The reason behind the use is to make sure that the company maintains its financial stability and ensure profitability. (Source: Fieldwork Survey, 2012).

VII. ORGANIZATION'S FINANCIAL PERFORMANCE COMPARISON BEFORE AND AFTER ENGAGING MANAGEMENT CONSULTANTS

This study found out that, from all questionnaires that were filled by managerial employees

of Willy Enterprises Ltd; accepted the fact that the company is using Management Consultancy Services and they started to use by the year 2006.

Therefore, before engaging Management Consultants refer to a period from 1999 to 2005 and after engaging refer to a period from 2006 to 2010. Company's financial statements for twelve consecutive years were analysed by using Ratio analysis to determine financial performance. Within ratio analysis there are four basic categories of performance measures i.e. short term solvency (liquidity), activity (efficiency), financial structure (leverage) and profitability (Pandey, 2004). Then, to hold the notion true following discussion of the financial statements of Willy Enterprises Ltd as the case study of this research was done.

a) *Activity (Efficiency) Ratios*

These ratios are used to measure ability of the firm to control its investment in assets. These are also called turnover ratios. They provide information about the effectiveness of firm's assets management i.e. accounts receivable turnover, average collection period, inventory turnover, and average inventory holding period, accounts payable turnover, average purchase credit period, assets turnover and fixed assets turnover (Wood and Sangster, 2011). From the above-mentioned ratios, the study decided to choose inventory turnover, receivables turnover, assets turnover, and fixed assets turnover.

Table 7.1: Activity Ratios

Ratio	Inventory Turnover	Receivables Turnover	Assets Turnover	Fixed Assets Turnover
Formula/ Year	$\frac{\text{Cogs}}{\text{Average Inventory}}$	$\frac{\text{Sales}}{\text{Accounts Receivables}}$	$\frac{\text{Sales}}{\text{Total Assets}}$	$\frac{\text{Sales}}{\text{Total Fixed Assets}}$
1999	5.83	34.34	3.72	9.61
2000	6.61	29.82	4.78	14.33
2001	7.48	47.71	4.95	13.98
2002	9.80	46.98	5.04	14.21
2003	18.95	48.34	5.28	13.85
2004	18.28	47.66	5.44	14.22
2005	10.17	43.49	5.58	14.60
2006	10.51	44.27	5.68	14.86
2007	10.71	45.03	5.77	15.12
2008	10.90	46.21	5.92	15.52
2009	11.13	47.41	6.08	15.92
2010	11.36	48.62	6.23	16.33

Fieldwork Survey, 2012

i *Inventory Turnover*

Inventory turnover is materially affected by the nature of the business. A merchandising firm requires a much faster turnover than manufacturing firms. Other

things being equal, a higher inventory turnover ratio is preferable (ten times and above) (Baisi, 2010).

From the analysis done for Willy Enterprises Ltd as shown in table 7.1, the research found out that from

1999 to 2002 the inventory turnover was below 10%, then it rose to 18% for the year 2003 to 2004 then fell to 10.17% 2005, then from 2006 to 2010 continued to rise slightly in a constant (consistency) form.

This imply that, before introduction of Management Consultancy there were fluctuations either below ten times on the way the company turn its inventory but after the introduction of Management Consultancy brought positive changes as the firm is capable of selling its stock ten times or above in a year.

ii *Receivables Turnover*

From the analysis done for Willy Enterprises Ltd as shown in table 7.1, the study found out that receivable turnover fell from 34.34 to 29.82 for 1999 to 2000, then rose to 47.71 for 2001, then fell again to 46.98 in 2002, the fluctuation continued up to 2005 as shown in table 7.1 above. Then from 2006-2010 the rate continued to rise slightly in a constant (consistency) form.

It entails that before introduction of Management Consultancy there were fluctuations on the way the company used its assets in generating sales. But after the introduction of Management Consultancy, brought positive changes as the firm was capable of maintaining a stable rate or increase it slightly from 44.27 in 2006 to 48.62 in 2010.

iii *Assets Turnover*

The ratio reflects the inherent ability of the firm to use its assets in the generation of sales. The higher the assets turnover, the more effective the use of the firm's assets in generating sales which are the cornerstone of profits (Wood and Sangster, 2011). From the analysis done for Willy Enterprises Ltd as shown in table 7.1, the study found out that the assets turnover ratio showed stability with insignificant increase from the

first year of evaluation to the last year, there is no fluctuation anyhow. Therefore, there is no direct relationship between the introduction of Management Consultancy in the year 2006 and the way the firm used its assets effectively in generating sales, though it might contribute indirectly.

iv *Fixed Assets Turnover*

Fixed assets turnover are ideally the earning assets of the firm. Therefore, this ratio indicates the ability of the firm to effectively utilize its fixed assets to generate sales (Pandey, 2004). From the analysis done for Willy Enterprises Ltd as shown in table 7.1, the study found out that the fixed assets turnover increased from 9.61 to 14.33 for 1999 to 2000, then fell to 13.98 for 2001, then rose again to 14.21 in 2002, then fell to 13.85 for 2003, then with slight increase in 2004 and 2005. After that, from 2006 to 2010 the rate continued to rise slightly in a constant (consistency) form.

Gives the indication that after the introduction of Management Consultancy in 2006, the firm's ability to effectively utilize its fixed assets to generate sales was improved one year after another, which is a good outcome.

b) *Profitability Ratios*

Equity investors take the risk of whether the business can earn a profit and sustain its profit-making record and potential of the firm measured by calculating the company's' profitability ratios i.e. return on equity, return on assets, gross return on assets, net-return on assets, gross profit margin and net profit margin (Baisi, 2010). From the above-mentioned ratios, the study decided to use gross profit margin, net profit margin, return on assets and return on equity ratios.

Table 7.2: Profitability Ratios

Ratio	Gross Profit Margin (%)	Net Profit Margin (%)	ROA (%)	ROE (%)
Formula/ Year	$\frac{\text{Gross Profit}}{\text{Sales Revenue}}$	$\frac{\text{Net Income.}}{\text{Sales Revenue}}$	$\frac{\text{Net Income}}{\text{Total Assets}}$	$\frac{\text{Net Income.}}{\text{Total Shareholders' Equity}}$
1999	23.17	5.65	21.04	87.80
2000	14.66	4.92	23.52	63.19
2001	11.44	1.75	0.64	17.69
2002	12.26	1.52	7.64	17.34
2003	15.51	1.72	9.06	17.97
2004	19.54	1.65	8.97	17.58
2005	24.45	1.70	9.49	17.74
2006	25.54	1.72	9.77	18.12
2007	26.34	2.45	14.17	25.35
2008	26.95	3.49	20.67	35.05
2009	27.60	4.97	30.19	48.29
2010	28.23	6.88	42.89	64.63

Source: Field Data 2012

i *Gross Profit Margin*

This ratio reflects the company's ability to earn a satisfactory income. It gives the percentage of sales available to cover general and administrative expenses and other operating costs (Baisi, 2010).

From the analysis done for Willy Enterprises Ltd as shown in table 7.2, the study found out that the gross profit margin fell from 23.17% to 14.66% for 1999 to 2000, then fell again to 11.44% for 2001, then rose slightly to 12.26% in 2002, then with slight increase in 2004 and 2005. After that, from 2006 to 2010 the rate continued to rise slightly in a constant (consistency) form.

This implies that, before introduction of Management Consultancy there was no stability on the percentage of sales to cover general, administrative and other expenses, but after the existence of Management Consultancy, brought positive changes.

ii *Net Profit Margin*

It gives the percentage of profit earned on sales. It is crucial because the business needs to make more profit to survive in the short and long run (Baisi, 2010). From the analysis done for Willy Enterprises Ltd as indicated in table 7.2, the study found out that net profit margin fell from 5.65% to 4.92% for 1999 to 2000, then fell again to 1.75% for 2001, it continued falling in 2002 to 1.52%, then, with slight increase in 2003 to 1.72%, then, fell again in 2004 to 1.65%, then increased to 1.70 in 2005. After that, from 2006 to 2010 the rate continued to rise.

It imply that, before the introduction of Management Consultancy there were fluctuations on the percentage of sales available to cover general, administrative and other expenses as well as the ability of the firm to make more profit in the short-term to survive in the long-run which is not the case after the introduction.

iii *Return on Assets (ROA)*

Return on assets (ROA) is a crucial return on investment (ROI) measure; this is an adequate method of calculation for simple comparisons between businesses and in one business between numbers of consecutive years (Pandey, 2004).

From the analysis done for Willy Enterprises Ltd as indicated in table 7.2, the study found out that the return on assets rose from 21.04% to 23.52% for 1999 to 2000, then fell to 0.64% for 2001, then rose to 7.64% in 2002, then with slight increase in 2003 to 9.06%, then fell again in 2004 to 8.97%, and then slightly improvement in 2005. Henceforth, from 2006-2010 the rate continued to rise expeditiously i.e. 2006 to 9.77%, 2007 to 14.17%, 2008 to 20.67%, 2009 to 30.19% and 2010 to 42.89%.

This gives the implication that before introduction of Management Consultancy there was inconsistency on the percentage on how the total assets

were used to generate income, which is not the case after its introduction.

iv *Return on Equity*

Return on equity (ROE) is one of some ways of reporting the return on investment (ROI). The word return refers to the gain made, and the word investment refers to the amount invested. Financial analysis often requires that the analyst convert pre-tax basis or converted from before-tax to after-tax basis (Baisi, 2010).

Note: firms pay tax at widely varying rates, depending on a host of circumstances; an analyst can determine the appropriate tax rate directly from the financial report by dividing the tax expense by earning before-tax figure (Baisi, 2010).

From the analysis done for Willy Enterprises Ltd as shown in table 7.2, the study found out that return on equity fell from 87.80% to 63.19% for 1999 to 2000, then fell again to 17.69% for 2001, it continued to fall in 2002 to 17.34%, then, with slight increase in 2003 to 17.97%, then, fell again in 2004 to 17.58%, then, increased to 17.74 in 2005. After that, from 2006-2010 the rate continued to rise speedily i.e. 2006 to 18.12%, 2007 to 25.35%, 2008 to 35.05%, 2009 to 48.29% and 2010 to 64.63%.

This gives the imputation that before introduction of Management Consultancy there was oscillation in the percentage on how the total shareholders' equity was used to generate income, but after the introduction of Management Consultancy, brought big positive changes.

c) *Leverage Ratios*

Leverage ratios provide the basis for the analysis of the capital structure of the firm. They measure the extent to which the firm relies on debt as a source of financing. If a firm has too much debt, it risks insolvency, financial distress, and possible bankruptcy. If it has too little, it is probably not growing as fast as it could if it borrowed money to finance profitable expansion, and is perhaps not taking advantage of all the lucrative opportunities offered in its relevant industry (Pandey, 2004). Ratios under this category are, i.e. debt ratio, debt to equity ratio, net-worth ratio, and interest coverage (time covered) ratio. The study failed to interpret these ratios because capital structure of the firm is not well defined, the financial statements of the firm did not show the clear picture on capital formation.

d) *Liquidity Ratios*

Liquidity ratios measure the ability of the firm to meet its short-term obligations when they are due to be paid (Wood and Sangster, 2011). The study decided to use current and quick/acid test ratios as presented in table 7.4.

Table 7.4: Liquidity Ratios

Ratio	Current ratio	Acid-Test (Quick) ratio
Formula	$\frac{\text{Total Current Assets}}{\text{Total Current Liabilities}}$	$\frac{\text{Current Assets} - \text{Closing Stock}}{\text{Total Current Liabilities}}$
1999	0.81:1	0.25:1
2000	1.06:1	0.38:1
2001	1.26:1	0.34:1
2002	1.15:1	0.31:1
2003	1.25:1	0.34:1
2004	1.26:1	0.37:1
2005	1.33:1	0.42:1
2006	1.34:1	0.42:1
2007	1.40:1	0.44:1
2008	1.51:1	0.47:1
2009	1.65:1	0.52:1
2010	1.84:1	0.57:1

Source: Fieldwork Survey, 2012

i *Current Ratio*

From the analysis done for Willy Enterprises Ltd as indicated in table 7.4, the research found out that current ratio increased from 0.81:1 to 1.06:1 for 1999 to 2000, then increased again to 1.26:1 for 2001, then, fell to 1.15:1 for 2002, then, with slight increase in 2003 to 1.25:1, then, with slight increase in 2004 and 2005. From 2006-2010 the rate continues to rise rapidly i.e. 2006 to 1.34:1, 2007 to 1.40:1, 2008 to 1.51:1, 2009 to 1.65:1 and 2010 to 1.84:1.

This gives the inference that before introduction of Management Consultancy the firm was unable to meet its short and medium term obligations which is not the case after its introduction.

ii *Quick Ratio*

From the analysis done for Willy Enterprises Ltd as shown in table 7.4, it was found out that quick ratio increased from 0.25:1 to 0.38:1 for 1999 to 2000, then decreased to 0.34:1 for 2001, then, decreased again to 0.31:1 for 2002, with slight increase in 2003 to 0.34:1, then, increase in 2004 and 2005 to 0.37:1 and 0.42:1 respectively. Henceforth, 2006-2010 the rate continues to rise rapidly i.e. 2006 to 0.42:1, 2007 to 0.44:1, 2008 to 0.47:1, 2009 to 0.52:1 and 2010 to 0.57:1.

This entails that, after introduction of Management Consultancy the firm became more and more liquid in meeting short-term liabilities by using other current assets without including stock, such as; accounts receivable, cash in hand, and cash at bank.

VIII. CONCLUSION

Organizational performance depends on many factors including usage of management consultants' services for their rapid growth. The findings of this research reveal that Management Consultants have a critical role to play towards the organization's financial performance i.e. increase of company profitability one year after another while minimizing costs (general expenses), enlargement of marketability due to

upstanding reputation of the company to the public, enlargement in sales and production volumes, etc.

Thus, managers/directors are urged to adopt usage of management consultancy services for improving their organizational performance by training of Internal Management Consultancy technical experts or outsource where necessary. The training institutions, investors and other stakeholders are advised to encourage, finance and facilitate more research to be conducted on Management Consultancy to raise awareness in the country.

The government should put more extra efforts to promote or advertise the Consulting profession in the country as for the case of Tanzania the field is still new, and enactment of Policies and Establishment of Regulatory Body.

Therefore, the study saw a need for structural as well as institutional reforms to enable all Tanzanian organizations effectively and efficiently use Management Consultancy Services, benefit from them and benefit Tanzania economy at large.

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Role of Battery - Operated Rickshaw in Income and Employment Generation of Urban Bangladesh: A Study of Chittagong City

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Abstract- The main objective of the study is to see the role of Battery Operated Rickshaw (BOR) in urban income and employment in Chittagong city. Data are collected from 151 battery operated rickshaw drivers from 10 selected study areas in Chittagong City. Maximum rickshaw drivers (40%) having the income range TK. 15000-19999. It is revealed from our analyses that 53.57% battery rickshaw owners bear purchasing cost of Tk. 23000-25999. 89.40% drivers save less amount of money. From the study it is clear that 65% battery rickshaw owners bear repairing cost less than TK. 5000. 28.57% battery operated rickshaw owner can gain profit of Tk. 11000-15999, whereas 42.86% can earn profit of Tk. 6000-10999. Study reveals that battery operated rickshaw drivers earn two times more than their previous occupation. 46% rickshaw drivers choose this profession for their comfort. The important implication of the study is that if Chittagong City Corporation (CCC) can reintroduce battery operated rickshaw considering some issues, it also helps to decrease unemployment.

Keywords: battery operated rickshaw (BOR), pedal rickshaw (PR), income-expenditure ratio, investment-cost ratio, operational period, occupational migration.

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Abstract- The main objective of the study is to see the role of Battery Operated Rickshaw (BOR) in urban income and employment in Chittagong city. Data are collected from 151 battery operated rickshaw drivers from 10 selected study areas in Chittagong City. Maximum rickshaw drivers (40%) having the income range TK. 15000-19999. It is revealed from our analyses that 53.57% battery rickshaw owners bear purchasing cost of Tk. 23000-25999. 89.40% drivers save less amount of money. From the study it is clear that 65% battery rickshaw owners bear repairing cost less than TK. 5000. 28.57% battery operated rickshaw owner can gain profit of Tk. 11000-15999, whereas 42.86% can earn profit of Tk. 6000-10999. Study reveals that battery operated rickshaw drivers earn two times more than their previous occupation. 46% rickshaw drivers choose this profession for their comfort. The important implication of the study is that if Chittagong City Corporation (CCC) can reintroduce battery operated rickshaw considering some issues, it also helps to decrease unemployment.

Keywords: battery operated rickshaw (BOR), pedal rickshaw (PR), income-expenditure ratio, investment-cost ratio, operational period, occupational migration.

I. INTRODUCTION

Battery operated rickshaw (BOR) is a latest version of the pedal rickshaw which has been recently added as easy bike to the transportation sector in Bangladesh. BOR gets more popularity than other transport modes to the lower, lower-middle and even middle income living in urban areas because of its some preferable characteristics such lower travel cost, greater travel comfort, availability, time saving, social status, etc. Generally, the battery rickshaw operator comes from the poor sector of a country who invests their poor savings to purchase BOR. Also, those operators who have no savings hire battery operated rickshaw to operate in order to earn income. Non - motorized rickshaw reduces the actual capacities of highway facilities. Although rickshaw is one of the major sources of traffic jam in urban areas of Bangladesh, it provides low transportation cost than other vehicles, demanded by the city's people. Traditional rickshaw which came into

use in early 1940s, were a great technological improvement over the large, inefficient, wooden-wheeled hand-pulled rickshaw, though they are inefficient, uncomfortable and not very safe. A traditional rickshaw carries two passenger on an average while a single BOR can carries three passengers at the same time.

BOR facilitates comfortable and safe seating with adequate suspension, hence giving a bump-free ride. The BORs are really revolutionary in terms of safety, comfort, time savings both for the rickshaw drivers and the passengers. The weight of battery operated auto rickshaws is about 30% less than the traditional rickshaws which helps the rickshaw drivers to get less stressed and can ply more in a day without affecting his health. BORs do not pollute the environment especially air. The majority transport sectors depend on fossil fuel, diesel etc. whereas, the battery operated auto rickshaws are environment-friendly transport system.

II. RATIONALE OF THE STUDY

BOR has some advantages compared to pedal rickshaw (PR). BOR is more time effective than PR. In the city town, sufficient numbers of vehicles are not plying as per the demand of the city dwellers. Public vehicles are always rudely operated in the town. CNG (Compressed Natural Gas) driven auto-rickshaw is in general, out of reach to the middle and low-income earners due to its excessive fare. Therefore, rickshaw is one of the best alternatives for middle and low income earners in the town. It is reported from several studies conducted recent period that the BOR puller can generate income more among the different jobs in informal sector of the country's economy. The BOR puller requires physical less energy than the PR puller. However, various transportation problems, such as traffic jam, lack of sufficient public vehicles, terrific operating condition of public vehicles, high rate of fare in the private transports like CNG, Taxi cab, microbus etc. provoke the city dwellers to use to ply with rickshaw, preferably BOR. Since most of the areas in Chittagong city are hilly, so BOR can be easily operated. Recently, CCC (Chittagong City Corporation) banned BOR in the city town claiming that the BOR causes indiscriminate traffic jam and energy pressure. But the public perception is different.

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Among different common public and private hauling in the city town such as bus, tempo, rider, taxi cab, CNG taxi, pedal rickshaw etc., BOR is more advantageous to the city dwellers who are generally prone to occupied with low and middle income levels. For instance, considering traffic jam, to reach 2 no. gate to new market, a PR puller earns Tk. 100 in an hour whereas BOR puller usually is convinced with Tk. 70-80 and takes only 20 minutes to run this distance. In the same way, BOR puller can run two times more within the time taken by PR puller, which accumulates his total earnings to Tk. 210-240 in an operational hour. From this statistics we find, BOR puller can earn Tk. 110-120 more than pedal rickshaw. But it has been adjudicated by the Chittagong city corporation to run BOR in Chittagong city town since March, 2015. Showing some allegations as said earlier against of BOR, it is a common belief to all that every initiative has some merits and demerits to its stakeholders.

III. LITERATURE REVIEW

The importance of Battery Operated Rickshaw (BOR) is observed differently by different researchers. Some researchers give importance on cost-effectiveness and income generating role of BOR and some researchers give their focus on eco-friendly role of BOR. But an argument also existed regarding whether BOR is good for society or country or not. Some views are pointed out below:

Rajvanshi (2002) suggested that the improved and electric cycle rickshaws such as Improved Pedal Cycle Rickshaws (IMPRA) and Motor-assisted Pedal Cycle Rickshaws (MAPRA) are environment friendly, energy efficient, cost effective and silent transport modes which do not adversely affect rickshaw puller health. He explained that, such vehicles provide large scale employment to millions of urban and rural poor since most migrant population especially migrant laborer found the benefits of operating a cycle rickshaw relative to other jobs. Supporting this view, Rana et al. (2012) stated that battery operated rickshaw is economically beneficial for poor urban people because it increases income and generates employment opportunities. It is profitable for operators since it includes an income-cost ratio of 1.85. In addition, unemployment is reduced by this mode as occupation. It is also found that migration from small cities to big cities has been reduced and depressurized due to earning opportunities and better comfort than other jobs. In addition, they explained (2013) that along with increasing annual income of the city significantly through increasing income of low income people, battery operated rickshaw reduces transport related emission through placing fuel operated vehicles. In this regard, Rahim et al. (2012) suggested that Battery driven rickshaw plays a proactive role in the development of socio-economic condition of the auto

rickshaw drivers. They mentioned that unemployment problem is decreased about 2% and income level of rickshaw puller is increased by battery operated rickshaws. They also found that such rickshaws are eco-friendly vehicles as compare to other vehicles which causes air pollution through emission resulting from burning of the fossil fuel. Again, Singh (2014) focused on the socio-economic impact and technical characteristics regarding battery operated e-rickshaw. He tries to form policy recommendations for making such vehicles safer and more efficient as 80% of the passenger in his research sample felt unsafe while travelling by these rickshaws. He explained that this mode of transport can play a vital role in the revenue generation of the government, urban planning and improving the transport structure of the state.

Again explaining differently, Begum and Binayak (2004) stated that rickshaw pulling may be somewhat effective exit route from rural poverty. They explained that rickshaw pullers who are from a poor economic background attain a degree of modest upward mobility, especially those who operate this vehicle as their occupation for a few years. They stated that various indicators (income, health, livelihood etc.) can be used to measure the well being of rickshaw pullers. It is found from this study that rickshaw pullers face systematic health risks, unsustainable livelihood, very limited schooling and poor range of occupational choices for children throughout their life. They suggested public policy that can be undertaken to reduce such problems.

According to Rahman et al (2008) showed that the role of rickshaw is pivot as it is preferred mode of travel by vulnerable social groups such as women, children and the elderly due to their safety, security and comfort perspective. They explained that rickshaws are not a substitute for motorized public transport; rather they are complementary and partially overlapping modes of transport. For that reason motorized and non-motorized vehicle policies and initiatives should be integrated especially for the travel utility, economic role, extent work force involvement, population dependence, eco-friendly nature, equity contribution and freight usage of rickshaws. They (2009) also opine that although there some hindrances such as slow speed, congestion, inhumanity etc. towards non-motorized public transport (NMPT) development, a comprehensive planning effort will help to accept this mode as a complementary force to motorized transport in the future. In this regard, Rahman (2013) found from his research that Manual rickshaw is an inhumanity profession as two or three person seat down on it and the driver pull them like an animal. He indicated that in our country this profession is considered very low status job. They suggested that electric motorized rickshaw can be used to save the rickshaw drivers which help to increase their roles in our rural economy and keep our environment free from

carbon emission. They also suggested to develop hybrid “Green” rickshaw which can run on an electric charged battery and solar energy. Supporting this view, Saha and Goswami (2011) hybrid rickshaw i.e. motor assisted battery rickshaw provides satisfactory speed, easier motion control and good scope of manipulating of the sources of human effort and motor power. They showed that hybrid rickshaw can be formed by combining the advantages of the pedal and electric auto rickshaw in a single arrangement without changing the main feature of existing rickshaws at an effective conversion cost. They also argued that such vehicles play a crucial role in both reducing air and sound pollution and creating large scale employment as it needs less physical effort. Suggesting BOR, Rashid et al. (2010) showed that rickshaw as green vehicle is environment friendly to save our environment from air pollution by toxic emission. They found that motor assisted pedal rickshaws have extra power due to small motor attached to assist pedaling that allow rickshaw puller to ply longer distance. Furthermore, to achieve economical development and energy efficiency, green vehicle as rickshaw should be focused as it uses alternative fuel sources such as solar power.

From the above literatures, it is revealed that despite of having some hindrance, battery operated rickshaw helps to ensure increasing the living standard of urban people as an occupation which ultimately contributing in the annual income of the city as well as the country.

Objectives

1. To analyze the income & expenditure ratio of the battery rickshaw puller.
2. To determine the investment –cost ratio for the non-rented (owner) rickshaw puller.
3. To explore profit outlook for the non rented rickshaw puller.
4. To evaluate the impact of occupational migration from other job sectors to battery rickshaw operation.

IV. METHODOLOGY

a) Study Area Selection

Battery operated rickshaw have been banned. So drivers of battery operated rickshaw operate in some places where traffic surgeon is not available. They operate secretly. Study areas are selected on the basis of two major criteria as following:

- i) Number of battery operated rickshaw running different areas of Chittagong city.
- ii) Physical distances of selected scattered areas from New market in Chittagong.

Initially some urban areas of Chittagong city are considered on the basis of availability of data regarding the number of battery operated rickshaws. Among them, ten have been selected as study areas based upon the criteria mentioned above. Number of battery operated rickshaw as well as physical distances (travel distances) of selected areas from Chittagong New market are presented in Table-1.

Table 1: Number of battery operated rickshaw and physical distances of selected areas from center of Chittagong

Areas of Chittagong City	Number of Battery Operated Rickshaw Running Within the Area	Distance from Center of Chittagong, Bangladesh (Kilometer)
Sholashahar 2 No. Gate	15	4.6
Oxygen	10	7
Bayezid	18	7.8
Jamalkhan	17	6.9
Rahattar Pul	13	5.9
Battery Goli	17	2.9
Pathor ghata	11	1.1
Nalapara	18	4.1
South Kattoli	16	9.5
North Kattoli	16	9.2

Source: Authors’ Own Survey, 2018

According to the stated criteria, these ten areas have been selected as study area.

b) Variable Selection and Data Collection

Variables selected to fulfill the objectives are presented in Table-2.

Table 2: List of Parameters and Variables

Parameters	Variables
Income-Expenditure Ratio	Income, Expenditure, Savings (Monthly)
Investment-Cost Ratio	Investment/ Purchasing cost, Operating and maintenance cost, Profit earned
Operational Period	Operational hour per day
Economic Issues	Net increase in individual operator's income: – Previous income – Current income Change of Occupation: – Previous occupation – Current occupation

Source: Authors' Own Survey, 2018

Operator opinion survey is conducted extensively to collect data on selected variables. Sample size is estimated 151 for the ten study areas. Sample size is divided based upon the percentage share of available data of the selected study areas. In addition, data regarding the physical and operational characteristics of battery operated rickshaw are collected from the interview with drivers (operators).

V. RESULTS AND DISCUSSION

The contribution made by battery operated rickshaw in urban income and employment generation as found from the study are discussed below.

a) Income - expenditure ratio (Both non - rented and rented rickshaw)

Economic feasibility of battery operated rickshaw is analyzed in terms of income-expenditure ratio and savings analysis. Data regarding two types of battery operated rickshaw i.e. non-rented and rented, are collected. Income and expenditure of a battery rickshaw driver of both categories are shown in Table 3.

Table 3(a): Income of a batter rickshaw driver

Income Range	No. of Rickshaw Driver (In Terms of Income)	%
5000-9999	14	9.27
10000-14999	27	17.88
15000-19999	61	40
20000-24999	38	25.17
25000-29999	11	7.28
Total	151	

Source: Operator Opinion Survey, 2018

Table 3(b): Expenditure of a battery rickshaw driver

Expenditure Range	No. of Rickshaw Driver (In Terms of Expenditure)	Percentage (%)
5000-9999	31	20.53
10000-14999	57	37.75
15000-19999	33	21.85
20000-24999	27	17.88
25000-29999	3	1.99
Total	151	100%

Source: Operator Opinion Survey, 2018

Savings of battery rickshaw puller is shown in Table 4.

Table 4: Savings of a battery rickshaw driver

Savings (Tk.)	No. of Rickshaw Driver	%
0-4999	135	89.40
5000-9999	15	9.93
10000-14999	0	0
15000-19999	1	0.66
Total	151	

Source: Operator Opinion Survey, 2018

Study shows that Tk. 15000-19999 income range rickshaw drivers are 40%, which is maximum. On the other hand, Tk. 25000-29999 income range rickshaw drivers are 7.28%, which is minimum. Percentage of Tk. 5000-9999, Tk. 10000-14999, Tk. 20000-24999 income range people is 9.27%, 17.88% and 25.17% respectively. 57 rickshaw drivers out of 151 experience expenditure of Tk. 10000-14999, whereas only 3 rickshaw drivers are in Tk. 25000-29999 expenditure range group. Percentage of Tk. 5000-5999, Tk15000-19999, Tk. 20000-24999 expenditure group is 20.53%, 21.85% and 17.88% respectively.

Each rickshaw driver has some savings as found from the interview in Chittagong city. Considering the savings range, most of the drivers save less amount of money as 89.40% drivers save Tk 0-4999 per month. Although 33 rickshaw drivers out of 151 earn 15000, experience savings range of Tk 0-4999. Their consumption is higher than savings. Only one rickshaw driver save 15000-19999, where his income is 24000. His savings is higher than consumption.

b) Investment - cost ratio (non rented battery operated rickshaw)

Non rented rickshaw drivers are owner of the rickshaw. To justify the economic profitability of the occupation, investment-cost ratio is calculated. Table-5 shows purchasing costs for a battery operated rickshaw.

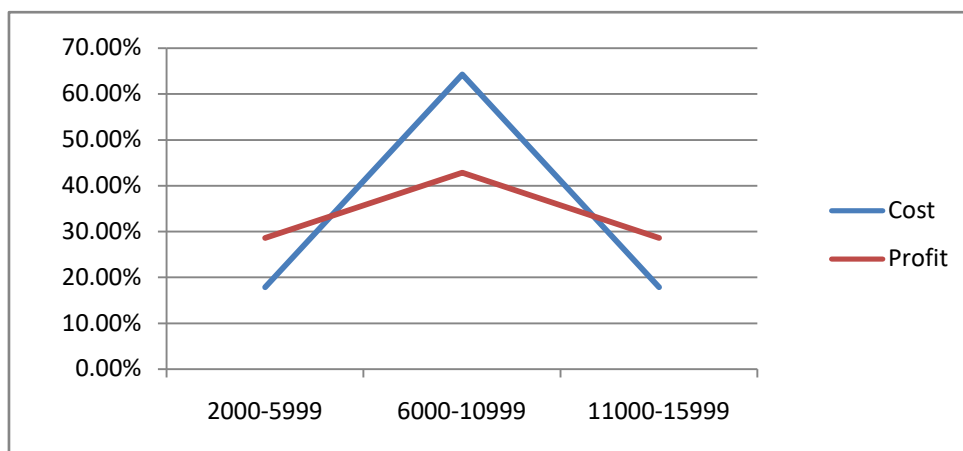
Table 5: Purchasing cost of battery operated rickshaw

Purchasing Cost (Tk.)	No. of Rickshaw Driver	%
20000-22999	5	17.86
23000-25999	15	53.57
26000-28999	8	28.57
Total	28	≈100

Source: Operator Opinion Survey, 2018

Only 28 rickshaw drivers own their rickshaw out of 151 drivers. The purchasing cost of the vehicle is Tk. 20000-29000. 15 drivers invested Tk. 23000-25999, whereas only 5 drivers invested Tk. 20000-22999. The purchasing cost varies due to the category of new, second-hand or third-hand vehicles.

The cost and profit of a battery rickshaw driver is shown in Graph-1.



Source: Operator Opinion Survey, 2018

Graph 1: The cost and profit of a battery rickshaw driver

As is observed, 18 rickshaw owners have to face cost of Tk. 6000-10999 (64.28%), 5 owners face cost of Tk. 2000-5999 (17.86%) and 5 owners have to face cost of Tk. 11000-15999 (17.86%). Using the data of profit, 12 owners can earn profit of Tk. 6000-10999 (42.86%), 8 owners earn profit of Tk. 2000-5999 (28.57%) and 8 owners gain Tk. 11000-15999 (28.57%).

Owner of battery rickshaw have to bear many other costs such as garage cost, repairing cost, battery charging cost, battery replacement cost etc except purchasing cost. Garage cost as found from the study is presented in Table-7.

Table 7: Garage cost of battery rickshaw owner

Income Range	Garage Cost		Total
	Tk. 500	Tk. 600	
9000-11999	1	1	2
1200-14999	5	2	7
15000-17999	4	3	7
18000-20999	4	2	6
21000-23999	1	5	6
Total	15	13	28

Source: Operator Opinion Survey, 2018

Study reveals that 15 rickshaw owners cum drivers had a garage cost of Tk. 500 and 13 rickshaw owners cum drivers had a garage cost of Tk. 600. Table-7 shows the ranges of income of individual owners with the garage cost as found from the study.

Table 8: Repairing cost of battery rickshaw owner

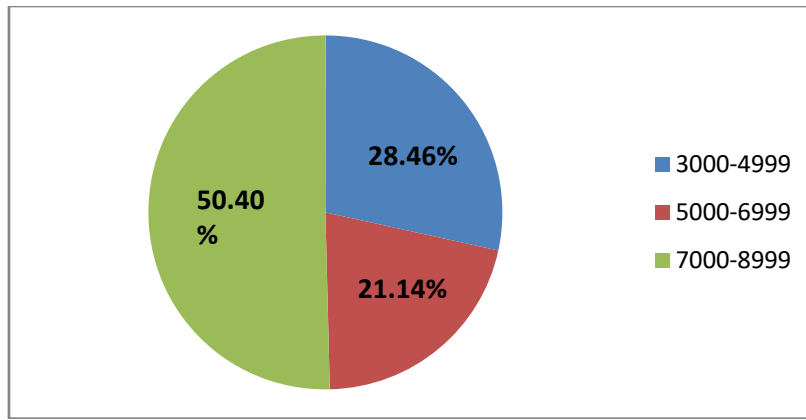
Repairing Cost (Tk.)	No. of Rickshaw Drivers	%
0-499	19	67.86
500-999	8	28.57
1000-1499	1	3.57
Total	28	100

Source: Operator Opinion Survey, 2018

More than 65% of the battery rickshaw owners bear repairing cost less than Tk. 500. Around 29% rickshaw owners have a cost of Tk. 500- Tk. 999. Only one rickshaw owner bear cost above than Tk. 1000 which is anomalous from others. Study shows that the rickshaw owner bought a third-hand rickshaw.

i Cost benefit analysis (Rented battery operated rickshaw)

Rented battery rickshaw drivers have to pay rent per day. Rent per day is converted into monthly rent to analyze monthly cost-benefit status. Our study shows that rented battery rickshaw driver pays Tk. 3000 to Tk. 9000 monthly according to their operational hour. Income level of battery rickshaw driver depends on operational hour per day. 23 rickshaw owners cum drivers operate 7 to 8 hours per day for their livelihood. Only four owners cum drivers operate 9 to 10 hours in our study. 82% owners prefer to operate 7 to 8 hours, whereas only 18% choose to operate more than 8 hours. Graph 2 shows range of monthly rent of rented battery rickshaw.

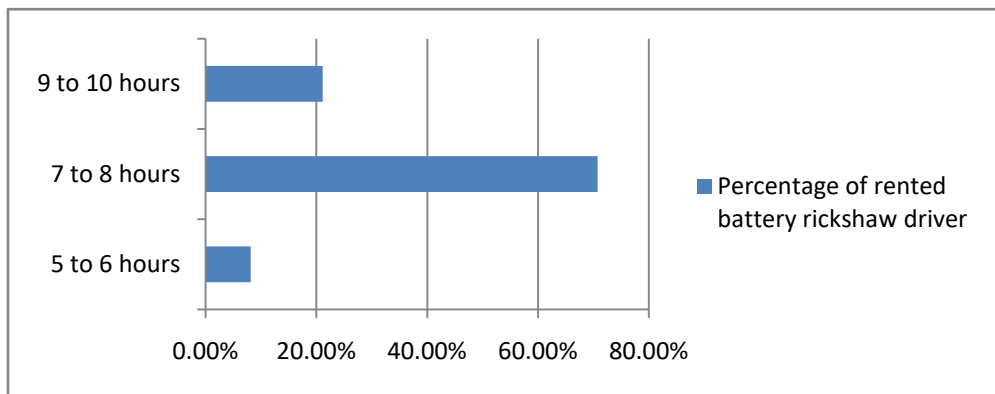


Source: Operator opinion survey, 2018

Graph 2: Range of rent of battery rickshaw

Study reveals that 50% rickshaw drivers pay rent of Tk. 7000 to Tk. 8999 as they operate maximum hours as they can. If they operate more hours, they will have to pay greater amount of rent. 26 rickshaw drivers out of 123 drivers pay rent above Tk. 5000 and below Tk. 7000.

As calculated from the data, 72 battery rickshaw drivers earn Tk. 15000 to Tk. 19000 and pay rent Tk. 6000 to Tk. 9000 monthly. In addition, 49 drivers earn the same amount of money, but pay more than Tk. 9000 monthly. It depends on the operational hour, travel distance, fare rate etc.



Source: Operator Opinion Survey, 2018

Graph 3: Operational hour of rented battery rickshaw drivers

Graph-3 shows that more than 70% battery rickshaw drivers of rented rickshaw drive the rickshaw seven to eight hours per day. About 21% drive more than eight hours and only 8% drive five to six hours.

On the contrary, battery operated rickshaw driving as an occupation enables operators to earn around two times to their previous income. Table-10 shows the ranges of current income of battery operated rickshaw operators.

ii Net increase in individual operator and city's income

Study reveals that maximum operators had income between Tk. 200 and Tk. 300 per day from their previous occupation. Table -9 shows the ranges of income of individual operators from their previous occupation as found from the study.

Table 10: Ranges of current daily income of battery operated rickshaw operators

Table 9: Ranges of daily income of individual operators from their previous occupation

Daily income range (BDT)	Percentage
<200	15.23%
>=200 and <=300	72.19%
>300 and <=400	5.96%
>400	6.62%

Source: Operator Opinion Survey

Daily income range (BDT)	Percentage
<300	9.27%
>=300 and <=500	17.88%
>500 and <=700	40.40%
>700	32.45%

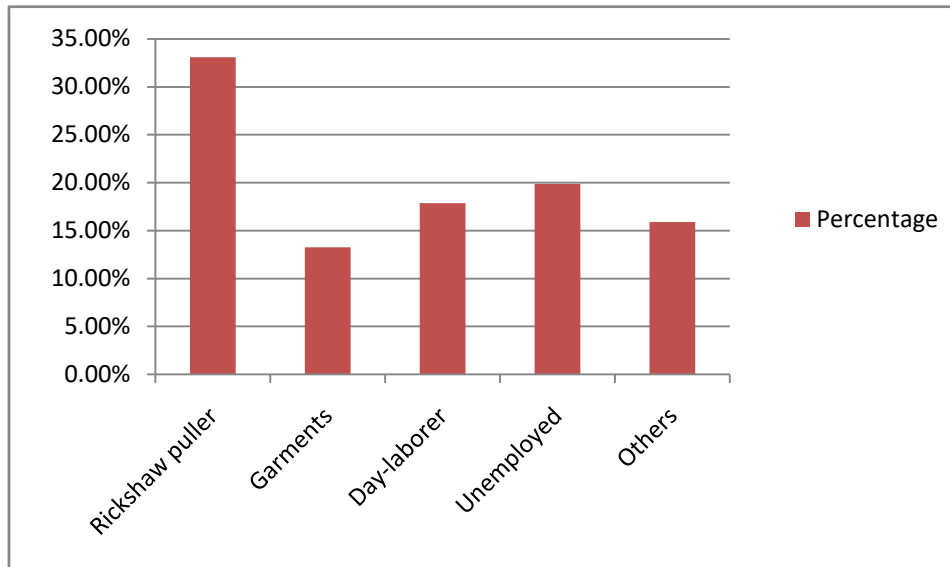
Source: Operator Opinion Survey, 2018

61 drivers earn more than Tk. 500 to below or equal Tk. 700. 32.45% drivers earn more than Tk. 700. As is observed, there is a dramatic increase in an individual operator's daily income. As the battery rickshaw is banned, Chittagong has a few battery

rickshaws. Though the city has less quantity of battery operated rickshaws, it has an additional income per day in current year. This additional income is incurred solely by the increase in battery operated rickshaw operator's daily income. Now the town's economy lost the huge amount of battery rickshaw operator's income. Battery rickshaw is essential in some areas to contribute to the city's economic structure significantly.

iii Employment Generation

Study shows that a large number of people switched from their previous occupation as they believed that battery operated rickshaw driving render some benefits over others available in local towns of Bangladesh. Previous profession of operators as found from the study is presented in Graph-4.

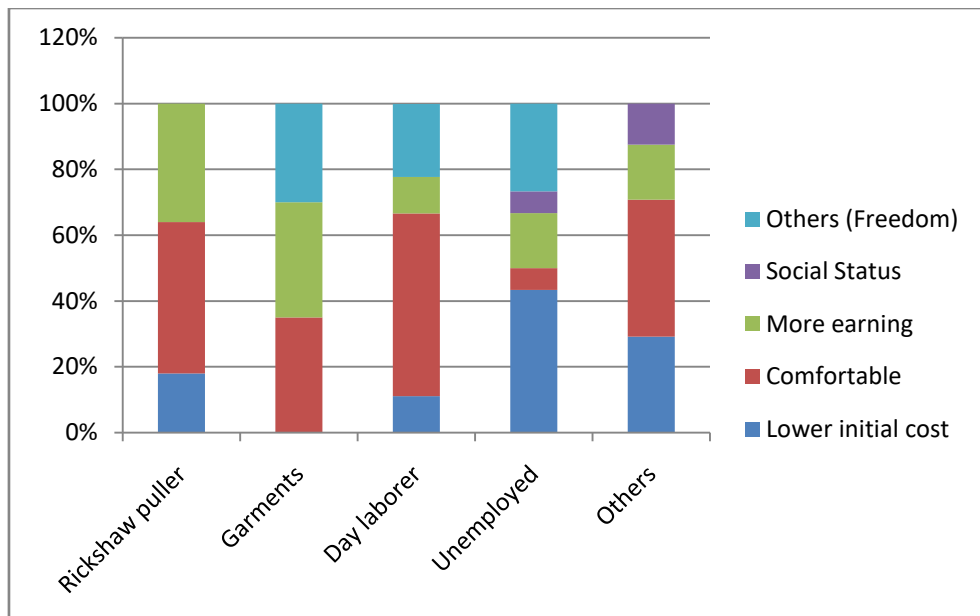


Source: Operator Opinion Survey, 2018

Graph 4: Previous occupations of operators

Study shows that around 19.87% of battery rickshaw operators were unemployed before choosing the current occupation. All the operators who were unemployed previously are aged between 16 and 30 years. Most of them are students now who avail this occupation to earn pocket money besides continuing their study along with tuitions.

Graph-5 shows reasons for choosing battery operated rickshaw as a medium of income by those who were in other professions or unemployed previously. 46% rickshaw puller chose battery rickshaw as they think that current profession is comfortable. 36% rickshaw puller chose battery rickshaw for more earning. Garments worker chose this occupation for relaxing, more earning and freedom. More than 55% day laborer chose the profession for relaxing. Around 43% unemployed chose this occupation for lower initial investment cost, 27% chose for freedom, 17% chose for more earning, 7% chose this profession as they think it as a comfortable occupation and other 7% chose this profession for social status.



Source: Operator Opinion Survey, 2018

Graph 5: Reasons for choosing battery operated rickshaw driving as occupation

Although battery operated rickshaw is banned in Chittagong city, it is generating employment as around 20% unemployed are getting work and are entering to effective labor force. It can be increased if the restrictions can relax.

iv Mean, Standard deviation, Maximum and Minimum of the variables

Characteristics	Number of Observation	Mean	Standard Deviation	Minimum	Maximum
Income	151	16993.38	5687.409	6000	30000
Expenditure	151	14278.15	5097.593	5000	28000
Savings	151	2715.232	2017.019	0	18000
Non-Rented Rickshaw					
Investment	28	24607.14	2282.612	20000	28000
Profit	28	7646.429	3548.133	2000	15000
Cost	28	8603.571	2857.152	1500	15000
Earnings	28	16250	3921.687	9000	21000
Garage cost	28	546.4286	50.78745	500	600
Repairing cost	28	532.1429	334.5019	100	1500
Operational hour	28	7.785714	.8325393	6	10
Rented Rickshaw					
Income	123	16121.95	1090.836	15000	19000
Rent	123	6699.187	1057.254	5000	9000
Operational hour	123	7.804878	1.021559	6	10
Previous income	151	9357.616	3375.094	3000	17000
Previous profession	151	2.980132	1.659197	1	6

Source: Operator Opinion Survey, 2018

The table reveals that the mean income, mean expenditure and mean savings of Battery operated rickshaw driver are Tk. 16993.38, Tk. 14278.15 and Tk. 2715.232 respectively. It is explicit from the table that the mean income (Tk. 16250) of non-rented rickshaw driver is higher than the mean income (Tk. 16121.95) of rented rickshaw driver. The table depicts that the mean current income (Tk. 16993.38) of the respondents are higher than their mean previous income (Tk. 99357.616). Since income from previous profession was not satisfactory for the respondents, they abstained from their previous

profession. Mean of their previous profession is 2.980132. It is observed from the analyses that mean operational hour of non-rented rickshaw driver is 7.785714 and means operational hour of rented rickshaw driver is 7.804878.

VI. LIMITATION

The authors could not able to conduct the study rigorously due to unavailability of battery rickshaw drivers. If the authors could cover more samples and more study areas, the study would be more responsive

and significant. Due to the banning decision of Chittagong City Corporation, scattered data were collected from the respondents which did not cover all the areas in Chittagong city.

VII. CONCLUSION

Significant findings show that maximum rickshaw drivers (40%) having the income range TK. 15000-19999. It is revealed from the analyses that 53.57% battery rickshaw owners bear purchasing cost of Tk. 23000-25999. 89.40% drivers save less amount of money. From the study it is clear that 65% battery rickshaw owners bear repairing cost less than TK. 5000. 28.57% battery operated rickshaw owner can gain profit of Tk. 11000-15999, whereas 42.86% can earn profit of Tk. 6000-10999. Study reveals that battery operated rickshaw drivers earn two times more than their previous occupation. 46% rickshaw drivers choose this profession for their comfort.

VIII. SOCIAL IMPACT AND POLICY IMPLICATION

Battery operated rickshaw increases economic feasibility of the occupation since the operator earns more income from their previous occupation which ultimately contributes to the city's economic structure significantly. So, without introducing battery operated rickshaws, the town's economy might loss a huge amount of income. It also helps to decrease unemployment as it easy to operate and it has earning opportunities, occupational freedom and lower investment cost. Based on the study analysis, Chittagong City Corporation (CCC) can reintroduce battery operated rickshaw considering some issues. The authority can separate the route for plying less speedy and more speedy vehicle so that BOR will be rendered as a nice alternative vehicle. If a speed controller device can be adopted in BOR, then unexpected accident can be avoided and the city dwellers can enjoy a comfortable and safe life. As a result, extra pressure on existing vehicles due to over- population can be reduced. Solar panel based battery operated rickshaw will reduce the extra pressure on electricity.

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Principals' Decision Making Strategies and Teachers' Productivity in Secondary Schools in Ondo Central Senatorial District of Ondo State, Nigeria

By Adeolu Joshua Ayeni

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Abstract- The study examined principals' decision making strategies and level of teachers' involvement in decision making, and determined the implications on teachers' instructional task performance and students' academic performance in secondary schools in Ondo Central Senatorial District of Ondo State, Nigeria. Four research questions were raised, and two hypotheses were also formulated to guide the study. Descriptive survey and *ex post facto* research designs were adopted. Respondents comprised 30 principals and 600 teachers randomly sampled from 30 secondary schools. Data were collected using "Principals' Decision Making and Teachers' Task Questionnaire" (PDMTTQ), and "Students' Academic Performance Proforma" (SAPP). Research questions were analyzed using frequency count and percentage while hypotheses were tested using the Pearson Product Moment Correlation Coefficient at an alpha level of 0.05. Results showed the significant relationship between principals' decision making strategies and teachers' instructional task performance ($r\text{-cal}=0.528$, $p\leq 0.000$), and significant relationship between teachers' instructional task performance and students' academic performance ($r\text{-cal}=0.511$, $p\leq 0.000$).

Keywords: secondary school, principal, decision making, teachers' task, students' performance.

GJMBR-A Classification: JEL Code: M19



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Abstract- The study examined principals' decision making strategies and level of teachers' involvement in decision making, and determined the implications on teachers' instructional task performance and students' academic performance in secondary schools in Ondo Central Senatorial District of Ondo State, Nigeria. Four research questions were raised, and two hypotheses were also formulated to guide the study. Descriptive survey and *ex post facto* research designs were adopted. Respondents comprised 30 principals and 600 teachers randomly sampled from 30 secondary schools. Data were collected using "Principals' Decision Making and Teachers' Task Questionnaire" (PDMTTQ), and "Students' Academic Performance Proforma" (SAPP). Research questions were analyzed using frequency count and percentage while hypotheses were tested using the Pearson Product Moment Correlation Coefficient at an alpha level of 0.05. Results showed the significant relationship between principals' decision making strategies and teachers' instructional task performance ($r\text{-cal}=0.528$, $p\leq 0.000$), and significant relationship between teachers' instructional task performance and students' academic performance ($r\text{-cal}=0.511$, $p\leq 0.000$). Principals' decision making strategies were effective in policy awareness (80%), committee system (53.4%), delegated authority (50%) and departmental feedback (56.7%), and fairly effective in corporate goal setting (40%), group needs (40%), open discussion (46.6%), constructive criticism (43.3%) and corporate evaluation (46.7%). Teachers were effective in classroom management (65.8%), curriculum planning (51.9%), learners' assessment (73.7%), goals attainment (54.3%), and fairly effective in resource utilisation (49.4%) and innovation (48.5%). However, decision making strategies were least effective in capacity development (33%), problem identification (38.1%), budgeting (23.5%) and time management (25.9%). Based on the findings, it was concluded that teachers should be given more opportunities in decision making and more training opportunities should be organized to improve principals' capacities in decision making for the enhancement of teachers' productivity in secondary schools.

Keywords: secondary school, principal, decision making, teachers' task, students' performance.

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I. INTRODUCTION

The secondary school is a formal organization that is established to achieve educational goals (Prepare students for higher education and useful living) through teaching and learning activities (The Federal Republic of Nigeria, 2013). This underscores the value placed on the process of decision-making by the school principals and other top management members (Vice principals, heads of departments, subject heads, heads of committees, and class coordinators). The tasks involved are goal setting, deployment and coordination of human and material resources for effective curriculum planning, implementation, evaluation and review of both learning and administrative activities in order to achieve the set educational goals in secondary schools.

The task of making a decision in educational practice is very important because of the need to improve the quality of interaction among the teaching and learning resource elements. This includes teacher-teacher interaction, teacher-learners' interaction, learner-learner interaction, teacher-material interaction, and learner-material interaction in the school system. The interactive actions also require adjustment and modification of educational programmes, activities and techniques for the purpose of improving the teaching-learning process and achieve the set educational goals in secondary schools.

Decision-making is the process of selecting the best/most preferred and workable action among other options or alternative courses of action available, either towards solving problems or the achievement of an objective. Decision-making is a sequential process ending in a single decision or series of decisions (choices) which stimulate or cause some actions. Effective teaching and learning activities can only occur in an enabling environment where the principal possesses a high level of imagination, initiative, vision, and techniques in making a decision (Duze, 2011). Since the school is made up of the principal, teachers, and students, and by extension, many other stakeholders who are committed towards the progress of the school; significantly, the extents to which teachers are involved

in decision-making determine the level of their commitment to instructional tasks performance and students' academic achievement.

Productivity in an organization is the ability to do the right thing (effectiveness) and do something well or achieves a desired result without wasted effort (efficiency). Both the employees and other resources must be properly managed and all priorities must be placed in order of their importance in order to achieve the set targets within the stipulated time - frame. Productivity is the result achieved from output over input; it is the optimal utilization of existing resources to meet the set targets. Productivity reduces wastages and brings about sustainable quality through proper harnessing of work efforts using different methods such as shared responsibility, team work, capacity building and motivation to induce workers to realize the organization's objectives.

Teachers' productivity is the rate or extent to which teachers meet or achieve expected goals. Observably, the quality of teachers' instructional task performance is enhanced by their level of awareness and involvement in decision making process. Teachers are motivated when they are given sense of belonging in decision making and they perform their instructional tasks with enthusiasm, without being compelled, with less monitoring, and they are highly innovative, creative and imaginative in the application of teaching methods to achieve quality learning outcome. The rationale for teachers' participation in school decision making is to facilitate better decisions, because teachers are the closest to the students and they know best how to improve their performance (Cheng, 2008).

However, teachers' productivity could be undermined with maginalisation; excess workload and irregular payment of salaries often lead to low morale and dissatisfaction on the job which ultimately results to low achievement for the learners. In a bid to make quality decisions, principals must carry teachers along by adopting collaborative and participatory decision-making strategies that will encourage teachers' inputs and commitment to the implementation of curricula and co-curricula programmes/activities and attainment of the set goals in secondary schools.

II. THEORETICAL FRAMEWORK

The theoretical framework for this study is based on the Path-goal theory by House (1971) that stipulated that both leaders (principals) and subordinates (teachers) should involve themselves in decision making if the organization is to achieve its goals. He added that when goals are set together, the subordinates (teachers) become committed; self-confident and knowledgeable about the set goals thus making them perform well.

Glueck (2006) also stated that when educational managers (principals) engaged in thoughtful

deliberations with their subordinates (teachers), there is greater opportunity of the expression of mind and ideas which lead to quality decisions. It is wisely said that "Two heads are better than one". This means that when two or more people sit and try solving a problem together, they are able to make better decisions than one person. Oduro (2004) described quality decision as the product of shared leadership, collective actions, mutual trust, openness and consultation. This implied that problem-solving is impossible with single person's competence and wisdom. This underscores the importance of participative management as means to motivate employees by considering their suggestions and group efforts, which certainly can have positive impact on teamwork and employees' job performance.

a) *Concept of Decision-Making*

Decision-making has been defined differently by various authors focusing primarily on the process involved in choosing the best option among alternatives. Duze (2011) described decision making as the process by which educational managers (principals) choose the best action or most preferred course of action among alternative sources of action with the purpose of solving problem and achieving set goals effectively and efficiently. Therefore, the principal who manages secondary school should have deep and expert knowledge of decision making in coordinating individuals or group members in specifying the nature of particular problem and selecting among available alternatives in order to solve the problem and produce a desired result.

Decision making begins with identifying a problem, mapping out activities and implementation strategies in needed time. The process involves participatory planning, participatory implementation, evaluation and feedback. Decision making process also involves policies (the definition of objectives), resources (people, money, materials and authority), and means of execution (strategies). In the school setting, the content value of decision making process is concerned with the ability of the school principal to be able to identify policy decision that seeks purposeful action; and executing decision that ensures the best coordination of actions.

The success of any organization such as the educational institution depends largely on the ability of the educational manager to make effective decisions. This is why Oviwigbo (2004) stated that principals need to give considerable attention to key elements of managerial process: planning, organising, staffing, directing, coordinating, reporting, and budgeting in making decisions (POSDCORB). Decisions are made daily in school about the individuals' roles, conduct of work, distribution of resources, and short term goals. Decision making usually involves what is to be done, how is to be done, who to do it, and when and where is to be done. In a school organization, principal has to make decisions that enable the organization to

achieve its goals and meet the critical needs of members of the organization.

b) *Decision Making Process in Secondary School*

Donnelly, Gibson and Mancervich, (1995) described decision as a means rather than ends in itself. It is the process by which the school principal addresses issues dealing with curriculum instruction, supervision, evaluation, and personnel and students' administration, public relations, negotiation and compromise with both members within and outside the school in order to achieve the set goals (Musaazi, 1992).

The school principal is the driving force in decision making process. This requires active involvement of teachers in corporate goal setting in staff

meetings, committees and delegation of authority to carry out certain activities and responsibilities. These platforms enable teachers to collaborate, discuss and share ideas because the school is an organisation made up of people whose knowledge, skills and experience complement each other. This approach will no doubt improve the quality of decisions, boost performance and accelerate achievement of the set goals in secondary schools.

According to Donnelly, Gibson and Mancervich (1995), the specific stages/steps that contribute to high quality decision making process are identified in the diagram below.

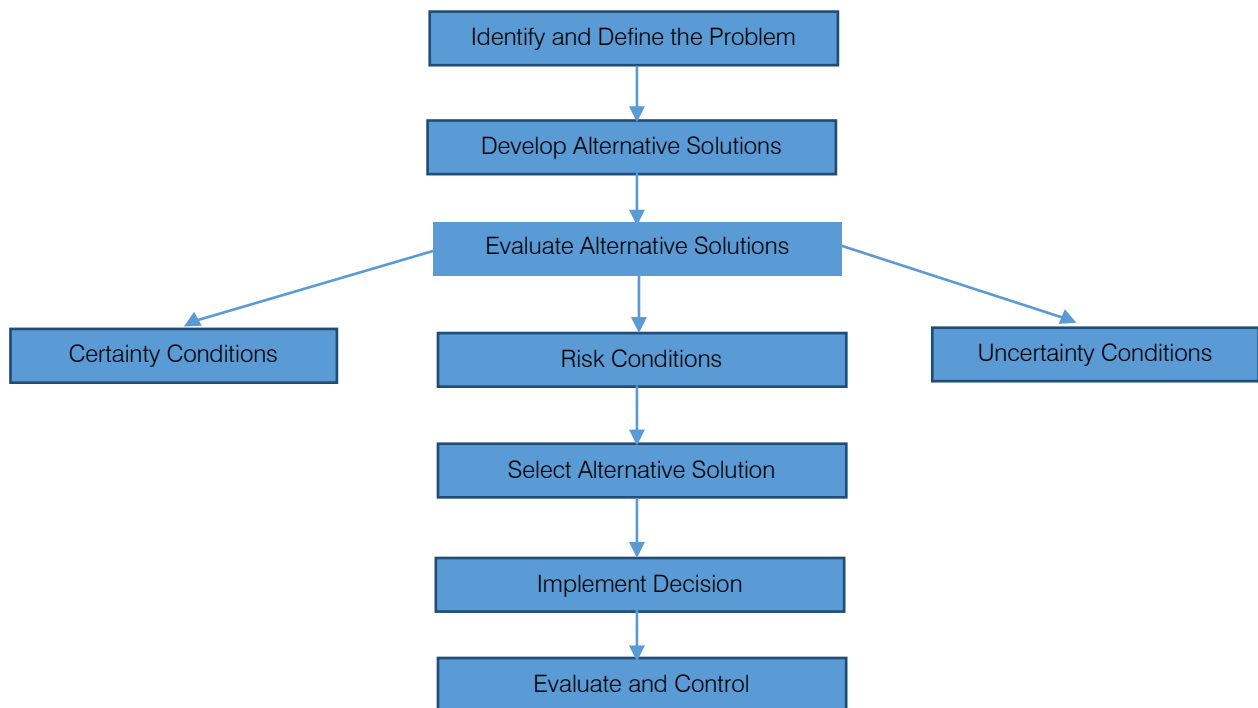


Figure 1: Stages in Decision Making Process. Adopted from Donnelly, Gibson and Mancervich (1995)

i) *Identify and Define the Problem*

The school principal initiates decision making process by identifying, defining and understanding the existence of problem/issue through careful considerations of the following warning signals/ indicators:

- 1) Deviation from the good record of performance. This occurs when there is a sudden change in established patterns of performance, decline in students' enrollment, poor performance in external examinations, frequent changes in leadership, style of leadership, poor teachers' motivation, and inappropriate supervision of the teaching-learning process.
- 2) Deviation from objectives manifest in form of lack of corporate interest, unscheduled activities and poor supervision. This means that administrator is ignoring the best interest of the organization in decision making process.

- 3) *Outside Criticisms:* This occurs when the members of the community and the Parents Teachers Association expressed dissatisfaction on teachers' lukewarm attitude to work and low academic performance of students. This reaction often leads to withdraw of support and agitation for a change in leadership.

ii) *Developing Alternatives*

It is imperative for the school principal to be proactive in making consultation with relevant stakeholders in taking timely decisions whenever problems are identified. When problems are defined, potential solutions to the problems are equally developed with the consequences of each alternative being carefully considered internally and externally in order to adopt the best alternative decision.

iii *Evaluating Alternatives*

This involves the formulation of objectives for the alternative solutions and setting the time-frame that produces the most favourable outcomes within conditions of certainty and uncertainty. Decision making could be under certainty (each alternative lead to a goal or consequence), risk (each alternative has one or more consequence and the probability of each are known) and uncertainty (each alternative lead to one or more consequence with an unknown probability). The school principal must have complete knowledge about the risk involved (negative or positive) and consequences of each alternative preferred to solve a problem. However, when decisions are made, most school principals anticipate positive results in most cases (Donnelly, Gibson & Mancovich, 1995).

iv *Choosing Alternatives*

The purpose of decision making is to achieve predetermined objectives in an organization. Therefore, the school principal is expected to think about the cost benefit analysis and channel decision towards the alternative that meet acceptable standards, minimize wastage and achieve the set objectives within a specific time-frame with minimal cost, risks and consequences based on the evaluated alternatives.

v *Implementing the Decisions*

The decision making process is not complete until it is implemented since the essence of any decision is to secure action and achieve the set objectives. Therefore, decision maker has to seek and obtain the willingness, cooperation and acceptance of the preferred alternative by all involved to ensure effective implementation of decisions. It is expedient of the school principals to employ effective communication, motivation of teachers and proper timing of events, and pointing out the advantages of the preferred alternative without any bias and prejudice to suggestions made by the committees. This approach facilitates easy and effective coordination of teachers' activities in the implementation of decision. However, inadequate involvement or exclusion of people concerned in decision making process can undermine the achievement of the set objectives.

vi *Control and Evaluation of Decisions*

Effective decision making process deals with the coordination of both human and material resources. This is built on the principle that effective school administration involves a periodic assessment of teachers' tasks and students' performance. This is done to check deviations and distortions to the stated objectives. It is therefore an important task of the school principal to assess how, when and extent to which decisions and functions are performed by teachers while the feedback received is also used to ensure effective control in order to achieve the stated objectives.

c) *Decision Making Strategies*

Decision is crucial to the realization of organization objectives. Decisions can be better facilitated when all members of an organization, irrespective of age, qualification, and experience participate in decision making process. This is an indication that problems are better solved when two or more individuals brainstorm on them. According to Bernard (2002) principals should know that teachers are reliable instruments in implementing administrative policies through their involvement and participation in decision making process. Teachers feel highly motivated when they are consulted about decisions that concern their work.

The school being a dynamic social system is made up of different elements including people who have varied knowledge, skills and experience that are required for effective administration and implementation of the curriculum. It is expected that the school principals operate 'open door policy' and welcome ideas from all teachers during a brainstorming session at the staff meetings in order to generate, evaluate and choose the best among alternative ways of providing solution to the identified problem.

According to Mullins (2004), staff participation in decision making leads to higher performance. Wilkinso (1999) corroborated this fact and saw involvement of employees in decision making as empowerment of workers with knowledge, skills and experience while the neglect of employees in decision making was seen as an assumption that workers are untapped resources. Therefore, school principals need to provide opportunities and structures for teachers' involvement in decision making process to enhance effective job performance.

Wilkinson further assumed that participating in decision making is likely to lead to job satisfaction, better quality decisions and increased efficiency. In contrast, where teachers lack motivation and involvement in decision making, there are usually cases of truancy, excessive excuses, absenteeism and complaints. These inadequacies usually culminate in general ineffectiveness, inefficiency, low productivity and non-achievement of organizational goals.

d) *Statement of the Problem*

Decision making in secondary schools is increasingly becoming complex because of the challenges of increased enrolment, congested classrooms, inadequate learning materials, poor funding, low staff strength and demands for quality instruction and better learning outcome by the stakeholders in education. However, it is only through a shared decision making process that effective implementation of school curriculum and achievement of the set goals can be assured. It is not uncommon that many school principals often dominate school affairs

and give little or no regard to teachers' involvement in decision making process. The common slogan is "wait for your time", which has partly caused teachers' disenchantment in instructional tasks and resulted in low academic performance of students in public secondary schools.

The weighted average of the percentage level of performance of students who obtained credit level passes in five subjects and above, including English Language and Mathematics in the Senior School Certificate Examination conducted by the West African Examinations Council (WASSCE) between 2012 and 2016 is still below average (43.32%) in Ondo State secondary schools (Ministry of Education, 2017). This has been a source of concern for the stakeholders in education. The low academic performance indicates a gap in curriculum implementation and the perceived inadequacies in decision making strategies adopted by the school principals. It is therefore necessary to investigate the extent to which principals' decision making strategies impact teachers' instructional tasks and students' academic performance in public secondary schools in Ondo Central Senatorial District of Ondo State, Nigeria.

e) *Research Questions*

The following research questions were raised to guide the study.

1. What strategies are adopted by principals in decision making process in secondary schools in Ondo Central Senatorial District of Ondo State?
2. What is the level of teachers' involvement in decision making in secondary schools in Ondo Central Senatorial District of Ondo State?
3. How does decision making affect teachers' instructional tasks performance in secondary schools in Ondo Central Senatorial District of Ondo State?
4. What is the level of students' academic performance in secondary schools in Ondo Central Senatorial District of Ondo State?

f) *Research Hypotheses*

The following hypotheses were formulated to guide the study.

H_{01} : There is no significant relationship between principals' decision making strategies and teachers' instructional task performance in secondary schools in Ondo Central Senatorial District of Ondo State.

H_{02} : There is no significant relationship between teachers' instructional tasks and students' academic performance in secondary schools in Ondo Central Senatorial District of Ondo State.

III. RESEARCH METHOD

The study adopted the descriptive survey and ex post facto research designs. Multi-stage sampling

technique was used to select two (2) Local Government Areas out of the six (6) Local Government Areas in Ondo Central Senatorial District of Ondo State. Respondents comprised 30 principals and 600 teachers randomly sampled from 30 secondary schools. Four research questions were raised and two hypotheses were also formulated. Data were collected using "Principals' Decision Making and Teachers' Task Questionnaire" (PDMTTQ), and "Students' Academic Performance Proforma" (SAPP). The instrument utilized a five-point Likert rating scale classified as Strongly Agree (SA), Agree (A), Fairly Agree (FA), Disagree (D) and Strongly Disagree (SD) with value of 5, 4, 3, 2 and 1 respectively.

The instruments covered decision making variables such as collective responsibility, committee system, open discussion, problem identification, policy implementation, resource allocation and utilization, capacity development, motivation, time management, performance evaluation, feedback and review. Students' learning outcome variable is the academic performance in the Senior School Certificate Examinations conducted by the West African Examinations Council (WAEC).

The research instrument was validated by experts in the Department of Educational Management, Faculty of Education, Adekunle Ajasin University, Akungba-Akoko and Test and Measurement Unit, Faculty of Education, Obafemi Awolowo University, Ile-Ife, Nigeria. The reliability of the instrument was confirmed through test and re-test of the instrument at two weeks interval in two schools outside the Local Government Areas of the study. This yielded a correlation co-efficient of 0.82 that indicated high reliability of the questionnaire items constructed.

The researcher was assisted by two trained research assistants who helped in the administration of questionnaires in the sampled schools while completed questionnaires were collected from the respondents on the same day. The few respondents who could not fill the questionnaire on the spot were given opportunity till the next day when the researcher visited their schools to collect completed questionnaire. The administration of the instrument took five (5) working days. This method ensured 100% rate of return of the questionnaire. Data were analyzed using frequency count, percentage and Pearson Product Moment Correlation Coefficient to determine the strength of relationship between independent and dependent variables. The result was held significant at 0.05 levels, using Statistical Package for Social Sciences (SPSS) version 20.0.

IV. RESULTS

The results and discussions of data analyses are presented in two parts based on the research questions and hypotheses that were formulated for the study. Data collected on research questions were analysed using frequency count and percentage while hypotheses were tested at 0.05 level of significance

using Pearson Product Moment Correlation Coefficient (PPMCC). The results are presented in tables 1 - 6.

a) *What strategies are adopted by principals in decision making process in secondary schools*

The analysis of data in table 1 and figure 1 on strategies that are adopted by principals in decision making indicated that an average number of principals

were effective as reflected in the following percentage points: policy awareness (80%), committee system (53.4%), delegated authority (50%), feedback (56.7%), open discussion (46.6%) and corporate evaluation (46.7%). These were reflected in percentage points of strongly agree and agree responses combined in items 3, 4, 5, 6, 8 and 9.

Table 1: Strategies adopted by principals in decision making process in secondary schools

S/N	Items	SA Freq. %	A Freq. %	FA Freq. %	D Freq. %	SD Freq. %
1.	Goal setting is a collective responsibility.	5 (16.7)	7 (23.3)	9 (30.0)	6 (20.0)	3 (10.0)
2.	Welcome constructive criticism.	5 (16.7)	8 (26.7)	10 (33.3)	4 (13.3)	3 (10.0)
3.	Adopt delegated authority.	4 (13.3)	11 (36.7)	9 (30.0)	3 (10.0)	3 (10.0)
4.	Teachers give departmental feedback.	6 (20.0)	11 (36.7)	6 (20.0)	4 (13.3)	3 (10.0)
5.	Teachers are grouped into committees.	8 (26.7)	8 (26.7)	10 (33.3)	4 (13.3)	0 (0)
6.	Maintain open discussions at meetings.	7 (23.3)	7 (23.3)	9 (30.0)	4 (13.3)	3 (10.0)
7.	Principals welcome personal initiatives.	6 (20.0)	7 (23.3)	8 (26.7)	5 (16.7)	4 (13.3)
8.	Adopt corporate evaluation of performance.	3 (10.0)	11 (36.7)	6 (20.0)	5 (16.7)	5 (16.7)
9.	Create awareness for policy implementation procedures.	12 (40.0)	12 (40.0)	6 (20.0)	0 (0)	0 (0)
10.	Teachers determined instructional needs.	5 (16.7)	7 (23.3)	8 (26.7)	6 (20.0)	4 (13.3)



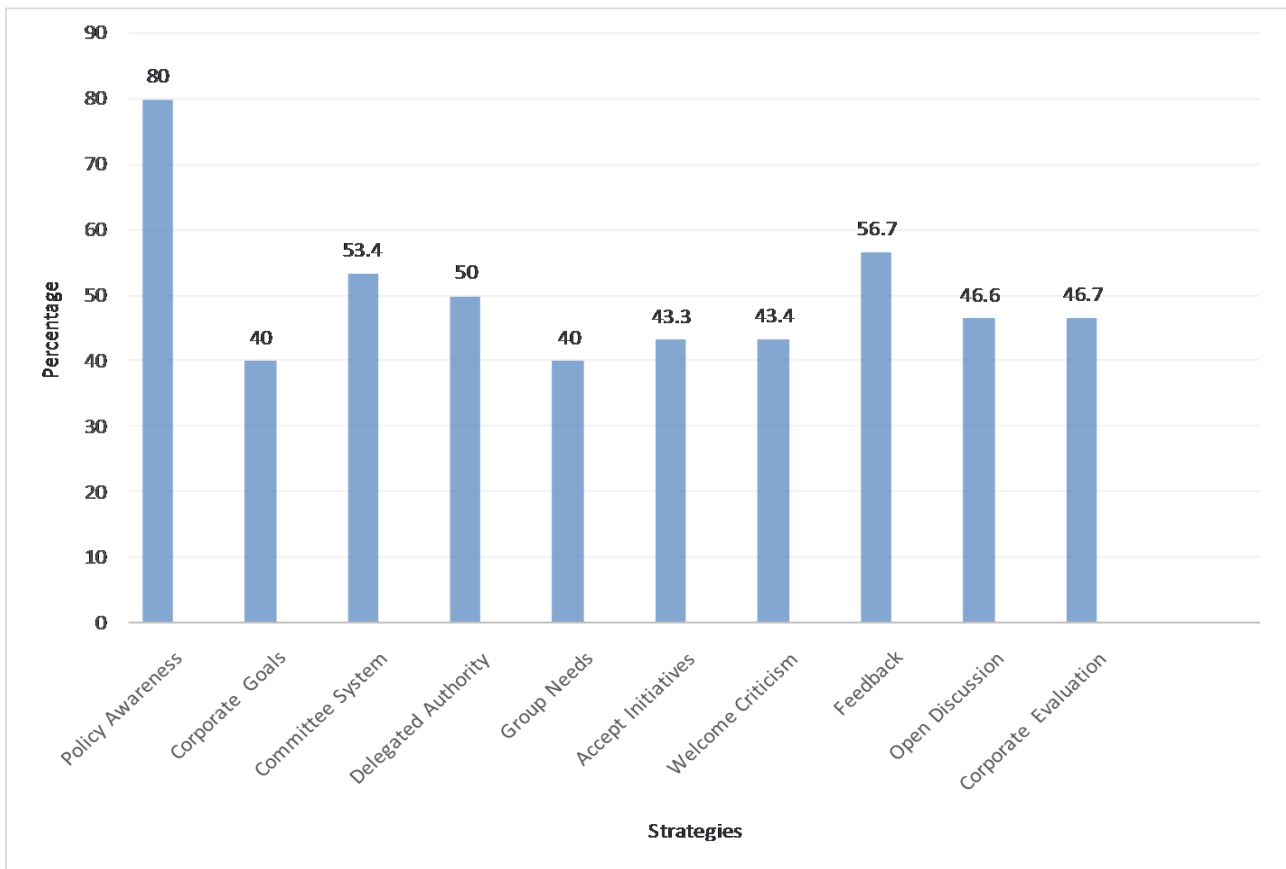


Figure 1: Principals' Decision Making Strategies

b) What is the level of teachers' involvement in decision making in secondary schools?

The analysis of data in table 2 and figure 2 indicated that an average number of teachers were effectively involved in decision making process as reflected in the following percentage points: personal

suggestions (44.9%), examination planning (89.9%), examination supervision (89.7%), committee involvement (53.5%) and instructional review (49.6%). These were reflected in percentage points of strongly agree and agree responses combined in items 4, 5, 6, 9 and 10.

Table 2: Teachers' level of involvement in decision making in secondary schools

S/N	Items	SA Freq. %	A Freq. %	FA Freq. %	D Freq. %	SD Freq. %
1.	I am involved in making rules/regulations.	104 (17.3)	126 (21.1)	178 (29.8)	152 (25.5)	40 (6.7)
2.	I contribute to instructional review.	136 (22.8)	160 (26.8)	224 (37.5)	60 (10.1)	0 (0)
3.	I take active part in capacity development.	94 (15.8)	103 (17.2)	176 (29.6)	123 (20.6)	104 (17.4)
4.	I am involved in discipline students.	106 (17.7)	132 (22.1)	246 (41.2)	66 (11.0)	50 (8.4)
5.	My suggestion counts in vital issues..	121 (20.3)	147 (24.6)	262 (43.9)	43 (7.2)	27 (4.5)
6.	I am involved in planning examinations.	273 (45.7)	264 (44.2)	57 (9.5)	0 (0)	0 (0)
7.	I am involved in examination supervision.	322 (53.9)	214 (35.8)	64 (10.7)	0 (0)	0 (0)
8.	I take part in the preparation of school budget.	68 (11.4)	72 (12.1)	166 (27.8)	174 (29.1)	114 (19.1)
9.	I am involved in problem identification.	103 (17.2)	125 (20.9)	238 (39.9)	71 (11.9)	63 (10.5)
10.	I take active part in school committee.	146 (24.4)	174 (29.1)	188 (31.5)	67 (11.2)	25 (4.2)

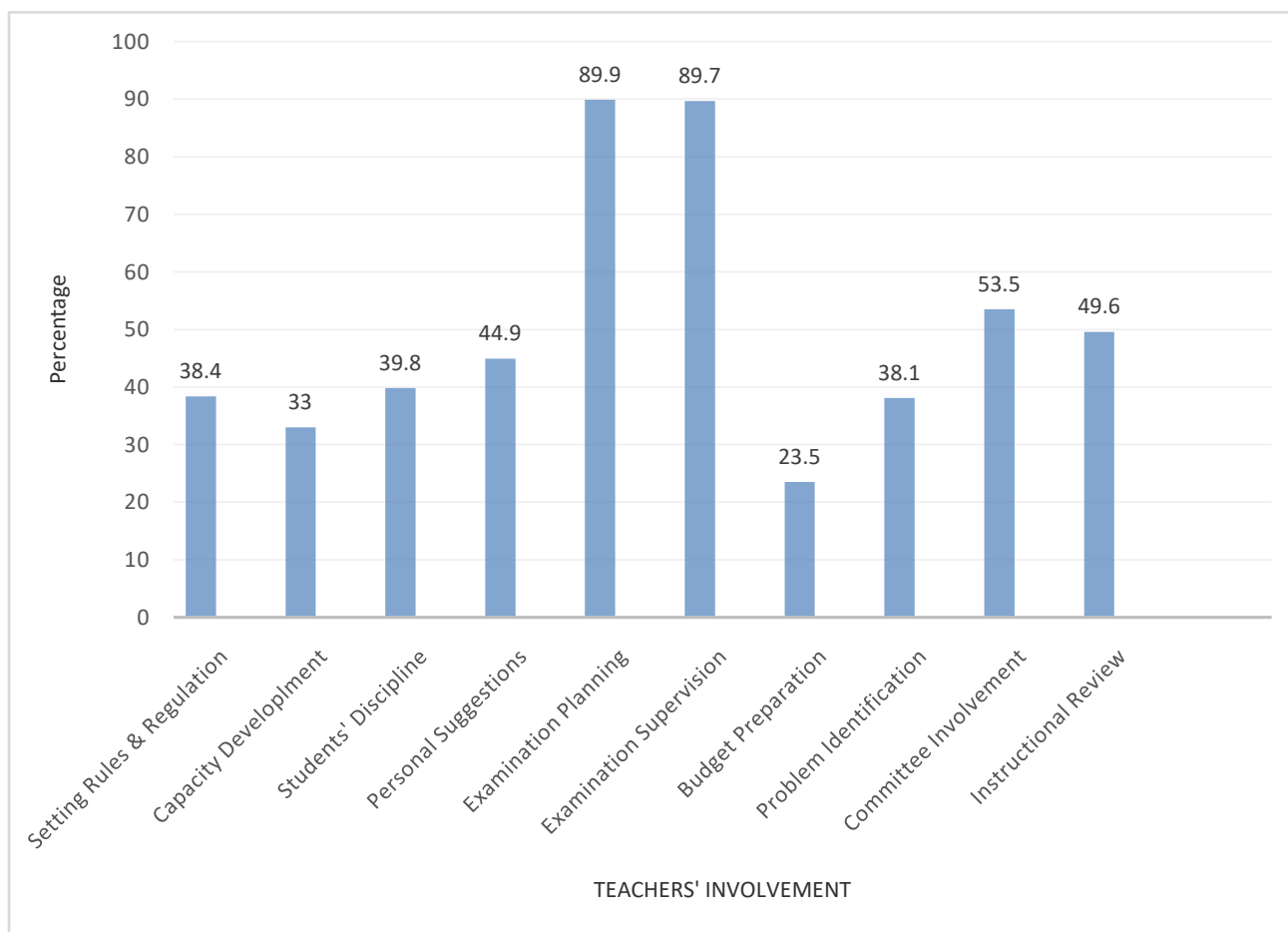


Figure 2: Teachers' Involvement in Decision Making

c) *How does decision making affect teachers' tasks performance in secondary schools?*

The analysis of data in table 3 and figure 3 indicated that majority of teachers were effective in tasks performance as reflected in the following percentage points: classroom management (65.8%), curriculum planning (51.9%), teaching learning process (84.4%), learners' assessment (73.7%), goals attainment (54.3%), job commitment (73.8%), resource utilization (49.4%), instructional review (54.8%) and innovation (48.5%). These were reflected in percentage points of strongly agree and agree responses combined, which ranged from 48.5 to 84.4% in items 1, 2, 3, 4, 5, 6, 7, 8, and 9.



Table 3: Effect of decision making on teachers' instructional tasks performance

S/N	Items	SA Freq. %	A Freq. %	FA Freq. %	D Freq. %	SD Freq. %
1.	Principals' decisions enhance classroom management.	232 (38.7)	163 (27.1)	184 (30.7)	11 (1.8)	10 (1.7)
2.	Principals' decisions improve curriculum planning.	172 (28.5)	141 (23.4)	113 (18.7)	133 (22.1)	67 (11.1)
3.	Principals' decisions improve teaching-learning process.	296 (49.1)	213 (35.3)	71 (11.8)	20 (3.3)	0 (0)
4.	Principals' decisions improve learners' assessment.	212 (35.2)	232 (38.5)	106 (17.6)	32 (5.3)	18 (3.0)
5.	Principals' decisions improve goals attainment.	174 (28.9)	153 (25.4)	204 (33.8)	42 (7.0)	27 (4.5)
6.	Principals' decisions improve job commitment.	232 (38.5)	213 (35.3)	122 (20.2)	33 (5.5)	0 (0)
7.	Principals' decisions improve resource utilisation.	135 (22.4)	163 (27.0)	241 (40.0)	39 (6.5)	22 (3.6)
8.	Principals' decisions improve instructional review.	154 (25.6)	176 (29.2)	170 (28.2)	63 (10.4)	37 (6.1)
9.	Principals' decisions enhance innovation.	136 (22.6)	156 (25.9)	208 (34.5)	56 (9.3)	44 (7.3)
10.	Principals' decisions improve time management.	74 (12.3)	82 (13.6)	303 (50.3)	72 (11.9)	69 (11.4)

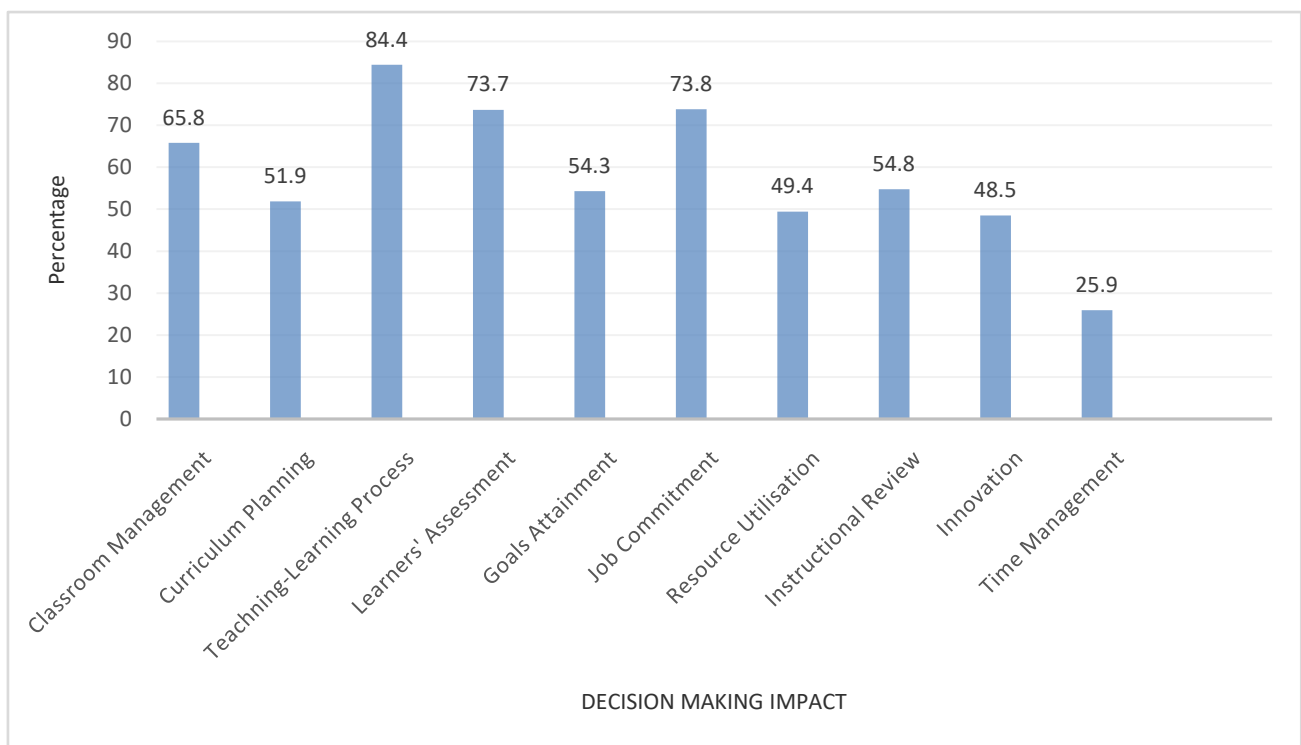


Figure 3: Impact of Decision Making on Teachers' Tasks

d) What is the level of students' academic performance in WASSCE from 2014-2016?

Data presented in tables 4, showed weighted average and analysis of students' academic performance for three academic sessions (2014 - 2016). The result indicated that 46.81% of the candidates met the baseline standard (obtained five credits and above, including English Language and Mathematics). This implied that the level of students' academic

performance is still below average in secondary schools in Ondo State. A comparative analysis of results indicated that the best academic performance was recorded in year 2016 (Mean=4.48).

Table 4: Weighted average level of students' performance in WASSCE from 2014 -2016

Academic Session	Candidates with Five (5) Credits including English and Maths (5)	Candidates with Five (5) Credits including English or Maths (4)	Candidates with Five (5) Credits without English and Maths (3)	Candidates with less than Five (5) Credits (2)	Candidates without any Credits (1)	Mean Score
2013/2014	1768	1980	804	399	455	3.78
2014/2015	1432	766	372	271	122	4.05
2015/2016	2768	1094	357	161	0	4.48
No. of candidates	5968	3840	1533	831	577	
Weighted Average (%)	46.81	30.12	12.02	6.52	4.53	

e) Relationship between principals' decision making strategies and teachers' instructional tasks in secondary schools

Hypothesis one was tested by correlating data collected on principals' decision making strategies with teachers' instructional tasks performance in 30 sampled secondary schools, using Pearson Product Moment Correlation Coefficient (PPMCC). The result is presented in table 5.

The result revealed that the calculated r-value (0.528) was greater than the critical-value (0.000) at $p < 0.05$ is significant. Hence, the null hypothesis (H_0) of no significant relationship is rejected. This implied that there is a significant relationship between principals' decision making strategies and teachers' instructional tasks in secondary schools.

Table 5: Relationship between principals' decision making strategies and teachers' tasks

Variables	N	Mean	Std.	r	sig.
Principals' Decision Making Strategies	30	64.018	1.434	0.528	0.000
Teachers' Instructional Tasks Performance	30	98.756	2.084		

Source: Data derived from tables 1 and 3

f) Relationship between teachers' instructional tasks performance and students' academic performance

Hypothesis two was tested by correlating data collected on teachers' instructional tasks performance and students' academic performance in WASSCE (2014 - 2016) in 30 sampled secondary schools, using Pearson Product Moment Correlation Coefficient (PPMCC). The result is presented in table 6.

The result revealed that the calculated r-value (0.511) was greater than the critical-value (0.000) at $p < 0.05$ is significant. Hence, the null hypothesis (H_0) of no significant relationship is rejected. This implied that there is a significant relationship between teachers' instructional tasks and students' academic performance in secondary schools.

Table 6: Relationship between teachers' instructional tasks and students' academic performance

Variables	N	Mean	Std.	r	Sig.
Teachers' Instructional Tasks	30	98.756	2.084	0.511	0.000
Students' Academic Performance	30	93.372	8.9420		

Source: Data derived from tables 3 and 4

V. DISCUSSIONS

The ratings of secondary school principals' decision making strategies by teachers in table 1 indicated that principals were effective in strategies such as the policy awareness (80%), committee system (53.4%), delegated authority (50%) and departmental feedback (56.7%). This implied that an average number of principals allowed sharing of ideas among teachers and carried them along in school administration. This finding was supported by Glueck (2006) that when educational managers (principals) engaged in thoughtful deliberations with active participation of their subordinates (teachers), there is greater opportunity of

the expression of mind, ideas, quick resolution of disputes and agreement which lead to quality decisions and greater achievement of the set goals.

The analysis of data in table 1 also showed that principals were fairly effective in corporate goal setting (40%), group needs (40%), open discussion (46.6%), constructive criticism (43.3%) and corporate evaluation (46.7%). The shortcoming in these critical areas of school administration could limit teachers' knowledge, pedagogical skills and experience in curriculum delivery which depends largely on the quality of principals' professional and administrative leadership. When teachers are restricted from active participation in any matter in the school, it affects their level of commitment

to instructional tasks and ultimately lower students' academic performance. This has possibly been responsible for the relatively low level of success recorded in the weighted average of 46.81% on students' academic performance in WASSCE between 2014 and 2016 academic sessions.

The level of teachers' involvement in decision making on table 2 revealed that teachers were effectively involved in examination planning (89.9%), examination supervision (89.7%), committee system (53.5%), and fairly involved in problem identification (38.1%), personal suggestions (44.9%) and instructional review (49.6%). A cursory look at the findings in table 2 indicated that an average number of principals involved teachers in decision making. This has perhaps been responsible for the relatively low level of 46.81% recorded on the performance of candidates who met the baseline standard (obtained five credits and above, including English Language and Mathematics in WASSCE) between 2014 and 2016. It could therefore be inferred that principals do not have all the ideas as far as school administration is concerned; the low level of teachers' involvement in problem identification, personal suggestions and instructional review could impede success in school administration, curriculum delivery and students' academic performance. This is why teachers need to be adequately involved in decision making process in order to improve the quality of decisions and contributions to the actualization of the set goals.

The analysis of data in table 3 indicated that majority of teachers were effective in instructional tasks as reflected in the level of effectiveness recorded in classroom management (65.8%), curriculum planning (51.9%), teaching-learning process (84.4%), learners' assessment (73.7%), goals attainment (54.3%), job commitment (73.8%), curriculum evaluation (54.8%), and fairly effective in resource utilization (49.4%), and innovation (48.5%). Teachers are motivated to give their best whenever their opinions are sought and ideas are implemented in school programmes and activities. The finding by Wilkinson (1991) corroborated this fact that teachers who are adequately involved in decision making process have job satisfaction and demonstrate strong commitment to quality service delivery and adequate support for the realization of the set goals while teachers who are marginalized in decision making usually engaged in truancy, absenteeism, unnecessary complaints, apathy and opposition within the school (Awotua-Efebo, 1999).

Analysis of data on table 5 revealed significant relationship between principals' decision making strategies and teachers' instructional task performance. The calculated r-value (0.528) indicated that principals' decision making strategies have positive impact on teachers' instructional tasks. This was confirmed by the level of principals' effectiveness in decision making

strategies recorded in table 1, on the component variables of policy awareness (80%), committee system (53.4%), delegated authority (50%), feedback (56.7%), open discussion (46.6%) and corporate evaluation (46.7%). It could therefore be deduced that the level of teachers' instructional performance is a function of principals' commitment to positive application of decision making strategies.

The analysis of data presented in table 6 revealed significant relationship between teachers' instructional tasks and students' academic performance. It could be deduced from the findings that teachers demonstrated concerted efforts in instructional tasks. However, the level of teachers' involvement in decision making is still inadequate. The concordance relationship between teachers' instructional tasks and students' academic performance is an indication that both the teachers and students are affected by deficiencies in decision making strategies where the principals are least effective in corporate goal setting (40%), group needs (40%), open discussion (46.6%), constructive criticism (43.3%) and corporate evaluation (46.7%). This has possibly been responsible for the relatively low effect of decision making on students' academic performance in table 4, which indicated 46.81% of the candidates who met the baseline standard (obtained five credits and above, including English Language and Mathematics in WASSCE) between 2014 and 2016 in the sampled secondary schools in Ondo Central Senatorial District of Ondo State. This draws attention to the fact that principals alone cannot drive instructional roles effectively without the teachers' involvement. This underscores the need for principals to be more proactive in the involvement of teachers in decision making process as teachers occupy important position in school administration and curriculum management.

The challenges that are faced by the school principals and teachers in decision making are evident in tables 2 and 3, which included low capacity development (33%), inadequate problem identification (38.1%) and poor time management (25.9%). These deficiencies could hinder teachers' instructional tasks and perhaps been responsible for the relatively low academic performance of students who obtained credit level passes in five subjects and above, including English Language and Mathematics in the West African Senior School Certificate Examinations which has often been at average (50%) in Nigeria and weighted average of 46.81% in Ondo Central Senatorial District of Ondo State between 2014 and 2016 academic sessions as indicated in table 4. There is therefore a great task ahead of school principals in giving desired attention to teachers' involvement in decision making in order to improve students' academic performance in secondary schools.

a) *Conclusion*

It is evident from the findings of the study that an average number of both principals and teachers are effective in decision making while majority of the teachers showed strong commitment to instructional task performance. However, the set educational goals have not been fully achieved. This is evident in the level of success recorded with 46.81% of the candidates met the baseline standard of credit level passes in five subjects and above, including English Language and Mathematics in WASSCE is relatively low. This situation is unconnected with the challenges that affect principals' and teachers' competence in decision making process which included low capacity development (33%), inadequate problem identification (38.1%) and poor time management (25.9%) in secondary schools.

b) *Recommendations*

Based on the findings of this study, the following recommendations were made to enhance decision making process in secondary schools:

- Teachers should be given more opportunities to participate in decision making so as to increase their level of commitment to instructional task performance that will in turn improve students' learning outcome in secondary schools.
- Principals and teachers alike should be exposed to relevant seminars and workshops that could build their capacities in decision making to improve the quality of instructional management in secondary schools.
- Principals should create quality time for collaborative goal-oriented and knowledge driven discussions to get teachers' inputs in decision making as principals' experience alone could not ensure effective administration and instructional task performance. They must understand the condition under which decisions are to be made as well as being sensitive and clarify situations where and when decisions need to be taken collectively as a group or by individuals in order to achieve quality instructional task performance and desirable academic standard in secondary schools.

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Corporate Governance and Global Best Practices: Perspectives, Mechanics & Lessons for SMEs in Sub-Saharan Africa

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Abstract- This study is focused to crystallize the essence and benefits accruable from the combination of Corporate Governance (CG) and Global Best Practice (GBP) and how Sub-Sahara Africa's SMEs can tap into it on adoption. The study adopted analytical and qualitative approach as research methods via x-raying extant literature and models of best corporate governance. In doing this, various perspectives and driving mechanics of CG and GBPs were discussed across several cultures in the industrially advanced nations. A framework of legislation and regulation by Ilori containing variables and actors in the system was illustratively discussed. This framework received congruence from the CG template of Oso and Semui (2012) and the position paper of the Applied Corporate Governance of the USA 2015. To give deeper insights to the understanding of the perspectives and mechanics of CG and GBP, the authors examined various models. These include the Anglo-American model, the Multi-stakeholder model along with other variants such as the market and network oriented models of corporate best governance. Lessons drawn from these templates were lucidly discussed for the benefits of Sub - Sahara SME operators. The study pin - pointed areas of nexus between the two concepts to include: Quality consciousness, use of globally acceptable principles and rules; creativity and innovation, systemic nature of operations among others.

Keywords: *global best practices, corporate governance, innovative/creative culture, principles-rules and guides and regulatory framework.*

GJMBR-A Classification: *JEL Code: M10*



Strictly as per the compliance and regulations of:



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Keywords: *global best practices, corporate governance, innovative/creative culture, principles-rules and guides and regulatory framework.*

I. INTRODUCTION

Small and Medium Enterprises (SMEs) in Sub-Sahara Africa have a range of common characteristics which define them (Ogbor 2009). They also have a range of similar constraining factors which impinge on their operation and even survival. None of these characteristics and limiting variables put them in any competitive position to succeed and become national or even regional players.

On account of the above, various policies of government (See Ekuerehare 1996; Okojie 2006) have evolved programmes and strategies targeted at stimulating SMEs creation and growth with the intension to midwife a renaissance of sorts to solve a myriad of socio - economic problems top of which are: unemployment, youth restiveness, attainment of self sufficiency in the production of basic items needed by citizens (as against imports) and generally engaging the supply and demand side of the economy in productive activities for domestic and sustainable economic development (Familoni 2001; Iyoha and Ekanem 2002).

A perusal of the success story of the USA, Japan, and Germany after World War II (WWII) and indeed most so-called Asian Tiger economies of the 20th and 21st century is a tale of SMEs renaissance breaking new grounds to become the giant multinational companies (MNCs) and transnational companies (TNCs) we have today. These giant corporations currently bestride the globe like colossuses dictating trends, competitive strategies and even best practices; many riding to success on the crest of good corporate governance. Africa is left as a hapless on-looker and ineffective participant not only in the domestic economy but also in the globalization process (Ekakitie, 2010). The question of how to frog-leap and bridge the gap becomes a veritable imperative. It is neither late nor unnecessary to advocate for a retrospective assessment of our socio-cultural beliefs and their performance implications and such 'African practices' that impinge on enterprise successes. As Iyayi (2004) argued, enterprises are creations of their socio - cultural environments, experiences and customs. This argument informs the thinking that these constraints along with infrastructure deficit conspired to limit the capacity of SMEs across Sub-Sahara Africa. The need for a paradigm shift has become an imperative. Hence we contend in this study that Corporate governance (CG) (which is a system of rule and regulations) and adoption of Best practices (BP) (which is a code of productive techniques) are beckoning tools African entrepreneurs can adopt to become significantly relevant in today's globalization race.

Corporate governance (CG) is one of the foremost practices enterprise leaders engage today as a winning and competitive tool. CG is increasingly

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becoming a strategic tool of strength to improve enterprise capacity to overcome internal and external challenges (Agbonifoh 2010; Igbinowanhian 2010). It is increasingly being noticed that CG has synergy of some sort with corporate vision. While the vision represents the strategic direction and intent of the enterprise creators, CG represents those sets of rules, procedures and belief system that enable managers of the business to arrive safely at corporate destinations (Oghojafor, 2001; Kazmi 2002). As Ekakitie (2015) argued, while corporate vision represents well nurtured skeletal structure, CG represents healthy blood that must flow through a network of veins (units and departments) to deliver needed 'lifeflood' to every segment of the body (enterprise) for survival.

Global best practices (GBP) on the other hand is a set of cutting-edge techniques, practices and even technology which imbued an enterprise with a competence that distinguishes it qualitatively and competitively. In this regard, Global best practices entail techniques and systems which are globally accepted by organizations (Bogan, 1994). Best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. Several studies have been conducted in the domain of science regarding GBPs. Some of these include studies on environmental BP (Bogan and English, 1994), studies on education BP (Angela Baber's STEM report, 2011), studies on pollution control (Gitua, Gburek and Jarett (2005) and even studies in Hydrology and Earth Systems Sciences (Bradmeadows and Nisbet (2004), etc. There is the need for a study to assess the combinational impart of GBP and CG on enterprises especially in sub-Sahara Africa. The objective of this study therefore is to x-ray these dimensions of practices with a view to assessing theoretically, their probable contributions and benefits on SMEs growth, and survival. This paper adopts an analytical and qualitative approach as a driving methodology.

II. LITERATURE REVIEW

Corporate governance (CG) as a concept is viewed to be concerned with the structures within which a corporate entity or enterprise receives its basic orientation and direction (Rwegasira, 2000). Maier (2005: 2) see corporate governance as "encompassing the combination of laws, regulations, listing rules and voluntary private sector practices that enable the company to attract capital, perform efficiently, generate profit and meet other legal obligations and general societal expectations." Jayashree (2006) defines it as a system of making directors accountable to shareholders for effective management of the company in the best interest of the company and the shareholders along with concern for ethics and values. It is the administration of companies through the board of

directors that is hinged on complete transparency, integrity and accountability.

For CG to be successful, a set of operational rules at SME level should align with the enterprise's corporate vision. African SMEs and their operators care little about vision and where they project the enterprise to be at some time point in future. In a position paper on CG, the *Applied Corporate Governance*, ACG USA (2015: 33) avers that alignment of vision and CG principles guarantees longevity of the enterprise. Hear them:

"...the ability to create a vision and turn it into a way of life for the company may be regarded as nothing unusual until one compares it with Robert Maxwell, whose business empire collapsed after he died, with another entrepreneur Thomas J. Watson, whose creation, International Business Machines (IBM), is still a global force to be reckoned with over eighty years after he founded it."

Another needful ingredient African SMEs require to bootstrap for is the evolvment and adoption of cutting edge skills and competencies - modern management theorists call it 'best practices'. Best practices (BP) or what some authors call global best practices (GBP) are a set of technique and competency programs adopted as an aid to improving the quality and quantity of products, commodities or service delivery of enterprises to target markets. The evolution of GBP has commanded increased research attention in recent times. This can be attributed to increased competition and innovation across several industries. A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark (Grayfell, 2015). By this definition, the concept of GBP has assumed a deeper meaning and implication with respect to context and practices which African SMEs should take interest in.

Contextually, GBP is seen as an innovation, a new thinking or a new way of technically doing things that help ensure consistent positive results that is sustainable in industrial settings. It can therefore be inferred that GBP share a link with total quality management (TQM) as both have 'consistent improvement in quality' (Deming, 1986, Bendal, 2002) as a mantra that guides their general framework of operation. The concept of sustainability is seen in an industrial and economic sense. Therefore, for a new technique to qualify as a best practice, the cost of its input factors must be subordinate to its output (results) to ensure value recovery and continuity. Again, in its industrial sense, a GBP should have capacity to distinguish the organization as having something unique considered a vital contributor to productivity levels. This should be in addition to conferring a positive image and enhancing enterprise corporate profile in the eyes of its

publics. In some sense, a GBP is considered a 'winning formula' and a 'critical success factor' within a given industry.

In Nigeria and many sub-Saharan Africa economies, the 'flu' of GBP has long been felt across several industrial sectors. As far back as 1989 to early 2000s, many firms in Lagos in the Ilupeju and Ikeja Industrial Estates have begun to key into the GBP concept. One of the techniques adopted then was the development of a 'quality template' that guides production and operations activities. Apart from the quality template, there was a process of 'accreditation' across several industrial and trade associations in Lagos. The objectives of these associations (which became regulatory bodies) were to ensure uniform 'standard operation procedures' (SOP) across industries designed to confer 'certification' and 'genuineness' on enterprises and their products/services. Thus best practices was considered a feature of accredited management standards with various code names like ISO 9000, ISO 14001 etc. (Grayfell, 2006).

No doubt the evolution or diffusion of GBP into Nigeria and the industrial framework of sub-Sahara Africa has its influence from the efforts of researchers, scholars and industrial titans of western orient. Scholars like Peters and Waterman (1982) in their earlier study *In Search of Excellence* recommended what they called 8-attributes of excellence. For them these attributes are indicators such as: a bias for action, being close to the customer, autonomy and entrepreneurship. Others include productivity through people, hands - on value driven, sticking to the knitting, simple - form lean staff, and simultaneous loose - tight properties. They advocated a doctrine of 'fix it' and 'management by wandering around' as viable techniques by which enterprises can achieve excellence. At that time, their study created a struggle by blue chip firms in the USA and indeed most parts of the highly industrialized world as competing enterprises adopted sterling techniques to improve productivity on the way to being listed among excellent organizations.

Side by side with the above study, management scholars like Boyatzis (1982), Perrenaud (2000) and later Jackson and Schuler (2003) redefined the perception, functions and even *modus operandi* of a GBP in their several studies on development and management of core competencies as basic building blocks in the growth and development of GBP. Currently, GBP is seen as a 'smart practice' and a 'code of operation' designed to recover positive results across enterprises, economies of nation - states for sustainable socio-economic development.

a) *Corporate Governance and Global Best Practice: A Theoretical Overview*

Corporate governance broadly refers to the mechanisms, processes and relations by which corporations are controlled and directed (Shailer, 2004).

Governance structures identify the distribution of rights and responsibilities among different participants in the corporation (such as the board of directors, managers, shareholders, creditors, auditors, regulators, and other stakeholders) and indeed the rules and procedures for making decisions in corporate affairs. Corporate governance includes the processes through which corporations' objectives are set and pursued in the context of the social, regulatory and market environment. Governance mechanisms include monitoring the actions, policies and decisions of corporations and their agents. Corporate governance practices are affected by attempts to align the interests of stakeholders (OECD 2004).

Corporate governance has also been more narrowly conceived as a system of law and sound approaches by which corporations are directed and controlled focusing on the internal and external corporate structures with the intention of monitoring the actions of management and directors and thereby, mitigating agency risks which may stem from the misdeeds of corporate officers (Sifuna 2012).

Corporate governance is the set of conditions that shapes the *ex post* bargaining over the quasi-rents generated by a firm (Luigi 2008). The firm itself is modeled as a governance structure acting through the mechanisms of contract. Here corporate governance may include its relation to corporate finance (Williamson 1988). Sometimes a "best practice" is not applicable or is inappropriate for a particular organization's needs. It is then required when applying best practice to organizations to balance the unique qualities of an organization with the practices that it has in common with others (Nash 1997).

Corporate governance, as a concept, can be viewed from at least two perspectives: a narrow one in which it is seen merely as being concerned with the structures within which a corporate entity or enterprise receives its basic orientation and direction (Rwegasira, 2000); and a broad perspective in which it is regarded as being the heart of both a market economy and a democratic society (Sullivan, 2000). The narrow view perceives corporate governance in terms of issues relating to shareholder protection, management control and the popular principal-agency problems of economic theory. In contrast, Sullivan (2000), a proponent of the broader perspective used the examples of the resultant problems of the privatization crusade that has been sweeping through developing countries since the 1980s, and the transition economies of the former communist countries in the 1990s. For this perspective, issues of institutional, legal and capacity building as well as the rule of law are at the very heart of corporate governance.

In modern businesses, major external stakeholder groups are shareholders, debt holders, trade creditors and suppliers. Others include customers and communities which are affected by the corporation's

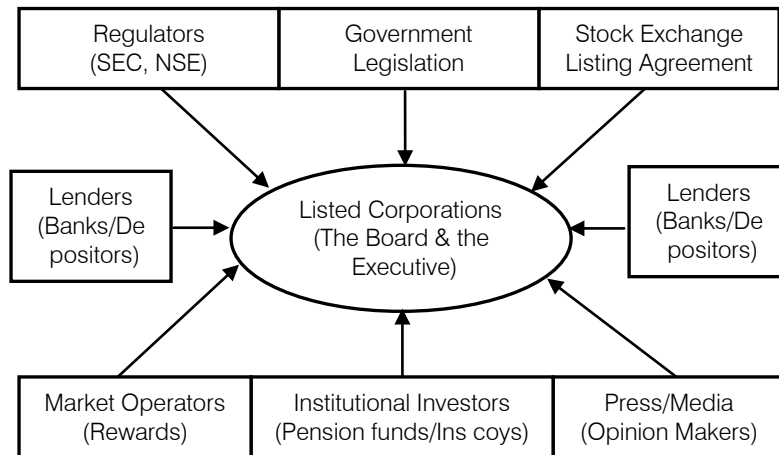
activities. Internal stakeholders are the board of directors, executives, and other employees. Modern interest in corporate governance is concerned with rise of the conflicts of interests between stakeholders (Georgen 2012). Discussions on corporate governance tend to refer to principles raised in three documents released since 1990: The Cadbury Report (UK, 1992), the Principles of Corporate Governance (OECD, 1998 and 2004), the Sarbanes-Oxley Act of 2002 (US, 2002). The Cadbury and Organization for Economic Co-operation and Development (OECD) reports present general principles around which businesses are expected to operate to assure proper governance. The Sarbanes-Oxley Act, informally referred to as Sarbox or Sox, is an attempt by the federal government of the United States to legislate several of the principles recommended in the Cadbury and OECD reports. These include: rights and equitable treatment of shareholders, interests of other stakeholders, role and responsibilities of the board, integrity and ethical behavior, disclosure and transparency.

Some continental European countries, including Germany and the Netherlands, require a two-tiered Board of Directors as a means of improving corporate

governance, Tricker (2009). The Securities and Exchange Board of India Committee on Corporate Governance conceives CG as the "acceptance by management of the inalienable rights of shareholders as the true owners of the corporation and of their own role as trustees on behalf of the shareholders. It is about commitment to values, about ethical business conduct and about making a distinction between personal and corporate funds in the management of a company." [SEBI Report 2013].

b) *Mechanics of Corporate Governance: A Regulation & Legislation Framework*

The study of CG as a tool for explaining how enterprises are internally governed and externally 'connected' to their publics have been put forward by Ilori (2012). The author attempt in the model to explain who (actors/stakeholders) are involved in the complex of interactive interplay of the CG system in an economy and how (strategies) these actors adopt to operationalize CG within the context of the body of rules and regulations in addition to responsibilities of the CG system.



Source: Bernard Ilori, 'Corporate Governance: Its meanings, experience and usefulness in the world of corporate finance.' Published in the Guardian, Monday 9, 2012 pg. 52

Figure 1: CG Regulation & Legislation Framework

Above framework spotlights how CG as a system is wired. The CG system operates within and around a set of principles, actors and legislations. Studies by various authors have helped in the understanding of the basic structures, tenets and principles behind the model.

Oso and Semui (2012) document the following as basic and accepted principles of CG to be adhered to for success.

1. *Rights and Equitable Treatment of Shareholders:* This implies that there are certain fundamental rights of the shareholders which organizations must respect and strictly uphold. Shareholders should equally be allowed to exercise their rights without

fear or favour. Organizations are duty bound to give clear interpretation of these rights for better understanding by the shareholders as well as ensuring shareholders' participation in the affairs of the corporation through general meetings.

2. *Interest of Stakeholders:* Corporations are obliged to recognize, in their policies and other aspect of operations, their legitimate stakeholders as having legal and other obligations which should be fulfilled at all time.
3. *Role and Responsibility of the Board of Directors:* As a matter of fact, board members should be constituted by people with expertise and the required knowledge. Put differently, technocrats of

excellent skills and comprehensive understanding should form the board to be able to deal with various business issues in order to review and challenge management performance. The size of the board should be sufficient enough with appropriate level of commitment to fulfill its responsibilities and duties.

4. *Integrity and Ethical Behaviour:* This is quite central to the practice of good governance. It involves ethical and responsible decisions making which is necessary in managing risk and avoiding lawsuits. Corporate organizations should evolve a clear cut code of conduct to guide the conduct of their directors and executives. This enhances their sense of duty and consciousness of the interest of all stakeholders.
5. *Disclosure and Transparency:* Corporate governance requires high level of accountability; hence organizations should make concerted efforts to publicize the roles and responsibilities of boards and management in order to make them accountable to the shareholders. Also, there should be a set of procedures to ensure independent verification of the company's financial reporting to safeguard the integrity of the organization. All investors should equally have access to timely and balanced disclosure of materials and factual information concerning the organization.

The framework is also consistent with the template of the ACG (2015) titled: "our five golden rules of best corporate governance". For them the principles underlying these rules are:

Ethical Approach: Culture, society; organizational paradigm, Balanced objectives - congruence of goals of all interested parties, Each party plays his part - roles of key players: owners/directors/staff, Decision-making process in place - reflecting the first three principles and giving due weight to all stakeholders, Equal concern for all stakeholders - albeit some have greater weight than others, Accountability and transparency - to all stakeholders. One of the master piece statements that easily synergize the basic ingredients, mechanics and lessons that can be drawn from adopting best corporate governances ethos is that of a former Governor of the Central Bank of Nigeria, Sanusi (2003: 15) when he avers that:

Issues of corporate governance have become so pervasive in recent years and the lessons learned from experiences of corporate organizations have become major actors in the political economy of many countries. Under the current neo-liberal economic philosophy they are regarded as the engine of growth and development. Based on this premise the performance of these organizations is of interest to both the government and the citizens. Essentially, various measures, models and concept

name being developed globally and nationally to ensure that these corporate organizations not only survive but operate in the best interest of all stakeholders including the government. Dealing with them is so important that promoting corporate governance with its attendant challenges have become relevant and timely. Moreover, it is important to recognize that economic performance of any country is shaped largely by the quality and effectiveness of the nation's corporate governance. Thus, the world over, sound corporate governance has become major concern not only to business enterprises, but also to central banks and governments.

III. CORPORATE GOVERNANCE: MODELS AND BENEFITS

Two distinct models of CG have been recognized in management theory and these differ according to the variety of capitalism in which they are embedded. The Anglo-American model tend to emphasize the interests of shareholders. The coordinated or Multi - stakeholder Model associated with Continental Europe and Japan also recognizes the interests of workers, managers, suppliers, customers, and the community. A related distinction is between market-orientated and network-orientated models of corporate governance (Sytse 2003).

The USA and the UK are known to be foremost capitalist economies where corporate best practices are robustly practiced. Corporate governance in these cultural domain, emphasizes the interests of shareholders. It relies on a single-tiered Board of Directors that is normally dominated by non-executive directors elected by shareholders. Because of this, it is also known as "the unitary system" (Cadbury Report 1992). Within this system, many boards are inclusive of some executives who are from other companies, i.e. ex-officio members. Non - executive directors are expected to outnumber executive directors and hold key positions, including audit and compensation committees. In the United Kingdom, the CEO does not serve as Chairman of the Board, whereas in the US a dual role of sorts is the norm. This has had its own misgivings and criticism regarding its impact on corporate governance (Bowen, 2011).

In the United States, corporations are directly governed by state laws, while the exchange (offering and trading) of securities in corporations (including shares) is governed by federal legislation. Many USA States have adopted the Model Business Corporation Act, but the dominant State law for publicly traded corporations is *Delaware*, which continues to be the place of incorporation for the majority of publicly traded corporations. Individual rules for corporations are based upon the corporate charter and, less authoritatively, the corporate bylaws. Shareholders

cannot initiate changes in the corporate charter although they can initiate changes to the corporate bylaws (Bebchuck, 2004).

Benefits of Corporate Governance and Global best practices in the life of an enterprise are not farfetched. Corporate Governance is now being increasingly practiced by companies across the globe due to the range of benefits it offers. Practicing corporate governance is beneficial for a company and its stakeholders as well for the economy as a whole. A few benefits of corporate governance are mentioned below.

Excellent Management: If a company is practicing corporate governance, people not linked to the firm will also be able to assess its governance. This is because the most fundamental principle of corporate governance is transparency and the principles of disclosure. Every step taken by company authorities, having control over the company's management, is in the best interests of the company and its stakeholders. This has a positive impact on the community and may reflect upon the market valuation of the firm and hence, its share price.

High Level of Transparency: Companies that follow a set of best practices are encouraged to be highly transparent about their business. This helps them attain the trust of the community and its stakeholders and eases the task of raising capital when needed. As the business is easy to assess and evaluate due to its high level of transparency, many investors and financial institutions prefer funding these companies than those that are not following the core principles of corporate governance.

Stakeholder Benefits: Under corporate governance, a BOD tends to act in the best interest of the firm and its stakeholders. This will ensure greater success as the goal of the company managers will now be aligned with the goals of the company. The result of this will be greater profits and faster growth which will benefit the company and all the stakeholders.

Reputation and Recognition: The practice of good corporate governance followed by firms will allow them to gain the trust of the investors, the customers and the community at large. This will have a positive impact on the company's reputation and it will be recognized as a fair and transparent company. This image will help the company prosper in the long run and achieve its goals more quickly.

Reduces Wastage: Good practices of corporate governance help companies become more efficient in their business. Employees that are trained to follow ethical business practices will avoid excessive wastage of company resources and will tend to utilize all resources optimally.

Reduce Risks, Mismanagement and Corruption: A company can reduce the amount of risks in their

business as well as any attempts of corruption and mismanagement by following the practices of good governance. Due to the level of transparency necessary in companies that follow the principles of good governance, many individuals intending to misuse their position and power will be unable to do so. This will reduce the overall incidences of negative acts in the company and help it achieve success and a positive image in the community.

Economic Benefit: A company following good corporate governance will be able to achieve the trust of the community and hence, success in the long run. A firm's good reputation will ensure a good flow of capital by attracting foreign investors in the economy and will benefit the economic situation of the nation.

On the side of GBP, the goal of every organization is to make profit and to deliver quality products/service to their customers. The benefit of BPs to the organization includes:

- Improved customer satisfaction
- Increase on return on investment
- Improved staff morale
- Reduced staff turnover
- The best practices principles provide the framework for the organization to:
- Develop a good understanding of consumer's requirement: This is fundamental to being able to satisfy them. If the organization knows what the consumer want they will be able to satisfy them and deliver it.
- Improve the perception that customers have of the organizational functions, increasing their confidence in the organization.

IV. CORPORATE GOVERNANCE & GBP: THE NEXUS IN CONTEMPORARY GLOBAL BUSINESS

In the early 1960s, CG was regarded as a business doctrine in most western cultures. At the twilight of the 20th century it garnered steam achieving life and breath - it can be safe therefore, in the 21st century, to posit that CG has become a business philosophy, a corporate orientation that guide the thinking of both creators and managers of enterprises. It is becoming evident that CG alone cannot midwife sustainable enterprise success especially in the 21st century dynamic and turbulent business environment. There is the need to partner it with GBP principles not only to enhance competences but to garner critical mass and synergy for corporate survival and excellence. Areas of such relational connections are articulated in the following discourse. The thinking here is that sub-Saharan SME operators will glean vital lessons and bring same to bear on their enterprises as they project to become regional and global players.

Quality Consciousness & Incrementation: A veritable synergy is the institution of a culture of quality consciousness. Evolutions in core GBP consist of trading-in quality in product designs, packaging and offerings. O'Donovan (2003) emphasized the need for quality integration as a vital factor that can help distinguish a firm competitively. Quality is needed at several stages: quality at product conception, quality at product design and fabrication, market testing, pricing and promotion and ultimately quality in service delivery (Ekakitie, 2007). In Nigeria not much can be said in support of quality levels across enterprises of note. Many products are cloned, adulterated and some firms outrightly promote puffery. A lot has been done over the years to arrest these maladies, one such initiatives is the quality certification earlier discussed. In synergy with the above, CG imbued a culture of sound decision making by CEOs and their BODs – quality in screening and selection criteria, quality in assessment of functional managers' ability in policy making and implementation. Maier (2005) in this regard emphasize efficiency in decisions as regards, for instance, attracting capital as it impact on expected profit projections. Okeaholam and Akinbode (2003) aver that decisions taken which stems from the exercise of corporate power should ultimately underscore quality which in the end should increase shareholder's value and satisfaction of other stakeholders in the context of its corporate mission.

Use of globally acceptable principles & rules: Studies on GBP and CG have been grounded on popular principles and guides of global acclaim. CG is globally regarded as a framework by which companies are directed and controlled i.e. the setting of corporate objectives and monitoring of performance against these objectives (Agbonifoh, 2010). For Okafor (2009) such globally accepted principles and guides include: selflessness, integrity, and accountability. For Maier (2005) it accommodates the ethos of obeying laws, efficiency in use of company resources, and accepting government regulations including those imposed by regulatory agencies. GBP mechanics is driven on principles of best practices that are cutting-edge. It starts with identifying desired results, skills and competences planning and strategies to implement them, competency profiling, setting BP standards in terms of skills, and equipments needed (Dragonidis and Mentzas, 2006). Such guides should have space for manpower planning and trainings for skills required to implement BP techniques. Boyatzis (1982) underscores the need to profile the attributes of persons to be trained so as to align them with desired results. Boam and Sparrow (1992) recommends observation of performance as a control technique for standard conformance. The observations of these principles have a lot of positive implications for SMEs in sub-Saharan Africa.

Creativity & Innovation: Nothing translates an enterprise into a market leader faster than creativity and innovation. In adopting or evolving GBP ethos a creative and innovative culture is crucial. Jobber (2004) outlines the attributes of innovative enterprises to include: tolerance for failure, rewarding success, top management support via timely resource allocation/release, backing words with action, emphasizing strongly the importance of new ideas and creative thinking in their workforce, etc. For Peter Drucker (1954) innovation and creativity is about taking decisions today for tomorrow's results and doing yesterday's tasks differently and better today (Deming 1986). To effectively carry out CG practices and bring them in tandem with today's business requirements in the 21st century, BODs of enterprises and regulatory agencies need to jettison old rules for new ones (Ahmad, 2008). Thus laws like the companies and Allied Matters Act, 1990, the Banks and other Financial Institutions Act 1999 (as amended) and the Investment and Security Act, 1999 (as amended); including the Security and Exchange Commission 1988 (SECA) (as amended) all need to be brought in tandem with the global laws of the OECD. This is so because the Nigerian economy and business environment is so turbulent that constant and innovative supervisory mechanisms need to be imbibed and enforced to ensure better harmony and stability for investors and forward looking enterprises to find their bearing.

Systemic Operations: The systemic nature and character of CG and GBP are implicated in their basic modus operandi. For CG, the Legal and Legislative framework of operations earlier illustrated in this study (Ilori, 2012) reveal factors and variables at issue in the task of regulation of CG activities. Some of these include but not limited to: regulators (NSE, SEC), government legislation, Stock Exchange listing agreements, lenders (banks/depositors), institutional investors and market operators among others. As with most systems, a hi-cup in one sector e.g. the banks can have reverberating effects across the entire system of stakeholders and operators and even government and its agencies. GBP also is entrenched in a web of systemic interplay of inputs and throughputs. An enterprise with a patent for a BP that goes to 'sleep' with its R&D department and market surveys and become oblivious to innovations and changes in customer taste and preferences, oblivious to better and more efficient production/operations techniques etc., will suddenly find itself struggling to catch up with its rivals after losing its market share and dominance. A GBP should therefore have a system of self assessment, self regulation and renewal to continually stay atop competitively. This is to avoid an entropy state of decay as enterprise as open systems (Ekakitie, 2010; Griffin 2005; Koontz and Weirich 1993) must continually receive inputs from its environment to maintain steady-states. As Jayashree

(2006) puts it, implementing programmes for best governance must include a reporting system which ensures regular feedback and transparency on matters which affects stakeholders and their interests.

Transparency & Objectivity: People and enterprises of conscience almost always cherish operations in business that aligns with transparency, objectivity and even trust. Successful enterprises that mainstream the going concern philosophy of businesses often operate on certain codes of ethics that shields them from malfeasance such as corruption, giving and receiving bribes, conflict of interest and the like. Hence, in Omar's (2001) assessment, good CG should be about ethical business conduct, transparency, integrity in running a business and about making a distinction between personal and corporate fund. Okeaholam and Akinbode (2003) in orchestrating this imperative of CG aver that it should be about promoting and protecting all stakeholders, particularly shareholders against those who may be tempted to use their privileged positions to serve their selfish interest at the expense of other stakeholders. In the same vein, enterprises that wish to evolve BP must engage in correct assessment of their needs, identify areas within the production line that requires capacity upgrade and midwife technologies that are difficult to clone by rivals. When for instance, a certain part of their production system is to be automated, there should be factual profiling of needs and objectives; there should be healthy debate guided by transparency and objectivity. The expected benefits must outstrip acquisition costs.

As Tool for competitiveness: Enterprises that pay lip service to practices of good CG only play the Ostrich and in the end cheat themselves. Most of their operations are replete with symptoms of business failure (Ekakitie and Oladipo 2004, 2010) which they often ignore. Ahmad (2008) reports a SEC survey in 2003 on level of adoption of corporate governance codes by quoted companies in the Exchange including banks. It was found that 40% of quoted firms ignore CG codes and principles of operations. This underscored the reason and level of bank failure at that time that eventually necessitated the bank recapitalization policy of the Obasanjo administration (1999 - 2007). CG can become a tool of competitive excellence if its principles and codes are steadfastly adhered to by operators. Strategies to the rescue must be internally propelled first and foremost. Maier (2005) identify them to include: strengthening internal control systems and procedures, employee training, compliance monitoring, whistle blowing, competitive corporate culture in addition to regular review of codes of operations. Okafor (2009) re-emphasized the place of selflessness, integrity and honesty among employees and above all accountability. These factors can condense into excellent service delivery, creation of valued products that distinguishes

the firm's brands among its peers. A history of consistency in performance with its publics rub off excellently on the firm's products and results in customer loyalty (Kotler and Keller, 2008; Jobber 2004; McCarthy and Perreault 2002). When organizations consistently adopt GBP in product creation, service delivery and a robust interchange of customer relationship management techniques - the resultant benefits are unquantifiable. It may only be fathomed in the increase in the level of customer patronage, market share and indeed the stream of revenue garnered as ROI.

As ingredients for sustainable development: When creators of enterprises forfeit immediate gains for long-term benefits, their quest goes beyond personal gains and gravitate into socio - economic initiatives which on the aggregate add to economic, social and technological development. Hence Donovan (2003) aver that corporate governance relies on the external market and the commitment of those with purchasing power to make the wheel of manufacturers (suppliers) and buyers (demand side) of the economy continue to roll. In the view of Dignam and Lawry (2006) CG is multi-faceted and has impact on sectoral growth of an economy. Sapovodia (2007) adduces the instruments of CG as a socio-economic tool for national transformation and socio-economic development. If CG is a tool for industrial and national development, the GBP constitute the driving mechanism that makes the products/services of enterprises continue to receive value and quality and ultimately patronage across several industries. As tastes and preferences change, and customers become more sophisticated (Zuboff and Maxmin, 2002) in their demand pattern, evolution and innovations in BP must necessarily increase in tandem with customer expectations. Government should rise up to the occasion in provision of necessary infrastructure to act as facilitator, and lubricant to impact economic development.

V. CONCLUSIONS AND RECOMMENDATIONS

a) Conclusions

This study has looked into the concepts of GBP and CG from various dimensions; we can conclude that these concepts are germane to business success and economic development not only in Sub-Sahara Africa but globally. Best practice is revealed to be used to describe the process of developing and following a standard way of doing things that multiple organizations can use. Best practices are used to maintain quality as an alternative to mandatory legislated standards and can be based on self-assessment or benchmarking. Not all "best practices" are applicable/appropriate for all organizations' needs. It is therefore safe to conclude that BPs can be industry and business specific. Sometimes when applying best practice to

organizations it is with a view to balancing the unique qualities of that organization with the practices that it has in common with others (Nash 1997).

It is the argument of the authors that for SMEs to succeed in Sub-Sahara Africa, GBP is needed to leverage on the gains of CG. As posited in the study CG are a set of managerial rules, guides and pattern of qualitative decision making governed by ethics, consciences and regulations. All these must have stakeholders interest at the center. It is therefore safe to conclude that CG is stakeholder-centric.

Perspectives of CG perused include principles contained in the Cadbury Report (UK, 1992), the Sarbanes-Oxley Act of USA (2002), and the general principles contained in the OECD reports among others. A common string that links these perspectives revolve around rights and equitable treatment of shareholders, interests of other stakeholders, the roles and responsibilities of the board, need for full disclosure, ethics and transparency.

CG and GBP mechanisms discussed include process monitoring, policies and decisions of corporations and their agents. It also includes methods and techniques of how stakeholders' interests align with corporation's mission vis-à-vis how the organizations are structured and directed.

Lessons to be drawn from enterprise adoption of GBP and CG are wide and varied. Among others, they instill not only financial discipline and prudence but also arm the operators of the enterprise as a system with guidelines and operational ethics. It also propels regulators to be alive to their responsibilities. Best practices have imposed a need for standardization products/service and of roles and operations, quality certification and innovation. All SMEs in sub-Sahara Africa that desire to be taken seriously and want to be competitive for success and survival need to imbibe these principles as a working philosophy.

b) *Recommendations*

For African entrepreneurs desirous of surviving in an environment bedeviled with poor infrastructure, and physical environmental turbulence, success will largely depend upon the following recommended actions:

- Having a sound business plan (corporate vision, mission and goals to live out the plan).
- Initiating the right technology (local or foreign) to make cost effective products/services.
- Having the right techniques and managerial competence to innovate and implement the business' strategy and tactical plans.
- Evolving competitively priced and valued products for identified markets (local and foreign).
- Having the right corporate governance and innovating business culture across several

functional areas of the business that is synchronized with the external business environmental dictates.

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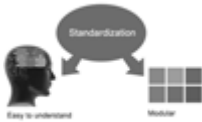




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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

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11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice. Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. 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 for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

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

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.



21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon 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 through which your research is going to be in print for 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 of 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 criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to 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 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 avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

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

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite 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 approaches 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. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a 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 limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity 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 of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets 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 for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory 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 soundly written procedures segment allows a capable scientist to replicate 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 to give the least amount of information that would permit another capable scientist to replicate 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 section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show 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:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the 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—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and 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 as 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. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give 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 manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit 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 section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an 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 implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully 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 the prospect, and let it drop at that. Make a decision as to whether each premise is supported or 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 an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of 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 other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	C-D	E-F
<i>Abstract</i>	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
<i>Introduction</i>	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
<i>Methods and Procedures</i>	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
<i>Result</i>	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
<i>Discussion</i>	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
<i>References</i>	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring



INDEX

A

Adduces · 55
Agitation · 30
Amidst · 3
Anomalous · 20

D

Disenchantment · 33
Dissertation · 2, 56
Dwellers · 15, 16, 24

E

Entrenched · 53

F

Farfetched · 50
Fathomed · 55

G

Garnered · 50, 55

H

Hindrances · 16

I

Imputation · 10

L

Longevity · 45
Lucrative · 10
Lukewarm · 30

M

Maginalisation · 28
Malfeasance · 54

O

Oblivious · 53
Orchestrating · 54

P

Patronage · 55
Pedagogical · 38

R

Renaissance · 43
Restiveness · 43

T

Truancy · 31, 40

W

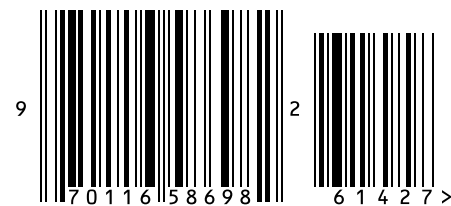
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