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Information Technology and Managerial Innovation of the Central Agency for Information Technology in Kuwait

By Talal Jamal Abdul Aziz Allahow, Sulieman Ibraheem Shelash Al-Hawary & Faraj Mazyed Faraj Aldaihani
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On the part of the impact of information technology on managerial innovation, the results concluded that there is a significant impact of three dimensions of information technology (hardware, databases, and networks) on managerial innovation of Central Agency for Information Technology in Kuwait. Hence, the study recommends encouragement of teams to generate new practical ideas, as well as establishing training programs for employees at different managerial levels with the aim of developing their capabilities and improve their effectiveness in information technology issues and advancements.

Keywords: *information technology, managerial innovation, central agency, kuwait.*

GJMBR-A Classification: *JEL Code: O15*

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I. Introduction

Today's business organizations face significant competition in the world due to the rapid developments and changes occurring in the world of information technology, and enforced organizations to cope with changes, and work to find the best ways and methods to ensure its survival and continuity, and increase their profits. The subject of information technology and innovation management of important topics which have received attention recently as organizations invest heavily in information technology to keep up with the constant changes in the work environment, and in line with market requirements (Al-Hawary & Hadad, 2016; Al-Nady et al., 2013).

In recent years, using of information technology tools has increased, that many organizations use remarkably information technology to enable staff and institutions enhance the efficiency and effectiveness of management performance, and develop their skills and behavior (Al-Hawary & Metabis, 2013). Which makes the use of information technology instrumental in bringing out managerial capabilities of individuals perceiving that this will offer the utilization of all the means and tools they need, and the potential for development and change in their organizations (Aldaihani & Bin Ali, 2018; Al-Otaibi, 2010; Aldaihani & Bin Ali, 2018).

AL-Qaisi (2004) decided that the technological race among the advanced industrial countries represents in essence one of many manifestations of the creative challenge of appropriate expression to the spirit of this age. Many scientists revealed that human do invention, creativity, and innovation, since Genesis creation to now, they have been most human civilizations throughout the ages and time cares for her sons and working on the development and increase their mental capacities in all areas (Jarwan, 2002).

Innovation is important in modern times because it reflects the real bridge of theoretical ideas of peoples to the creative process works, plus that innovation effective and practical test to measure excellence as it is easy to see and evaluate creators work (Al-Mshaqbeh, 2003).

Organizations started to pay attention to the human element, and work on this investment positively. As human societies are not up and evolve without there being creative and innovative in various fields, and who prepare basic pillars and columns in the humanitarian community (Al - Hawary et al., 2013; Al - Hawary & Haddad, 2016; Al-Hawary & Shdefat, 2016), working on the human production knowledge, develop, and recruit, and they represent hope in solving problems hindering the progress of human civilization (Al-Hawary, 2011), innovation has become urgent in all areas at present, and essential need for community including individuals and organizations to become able to keep up with the times (Al-Hawary & Alajmi, 2017), which is the nature of technical progress and the knowledge explosion, and

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many inventions and multiculturalism that try each of them to impose itself, on the other in a time of globalization, our live today characterized by complex and the problems that erupt every day, make innovation and creation the only solution that makes the individual and the community able to cope with the requirements of this era (Al-Mafraji, 2003).

As a result of rapid developments, organization has become necessary to support the traditional way of work, such as the use of paper to save the data and the use of large rooms for safekeeping modern technology using hardware and software, networks and databases, and due to the world is facing the development of technology in various fields, Where the use of information technology has become an important and widespread in all sectors. Where the use of information technology and its importance in all sectors led to great interest by researchers to the information technology role of keeping warm with rapid environmental changes, which requiring strategic direction from organizations managers and leaders to develop creative personnel and management teams as essential elements to organizational success (Al-Hawary et al., 2011; Al-Hawary & Nusair, 2017), add to that the evolution of the contemporary managerial symbolizes all the processes that lead to the development of capacity, it focuses on the future and cares about managers and staff development to do their best, where the use of information technology in enterprises and Government departments and private sector of modern requirements to match the work environment development in Kuwait, Due to the importance of modern technology at work, so different institutions should give particular importance to the concept of information technology and the willingness to apply them in governmental institutions and the private sector in Kuwait, including Central Agency for information technology.

This study represents a modest contribution to raise the scientific knowledge to address a vital and important topics, where it is expected to add to the Arabic management library's a contribution to forming the basis for future studies, and the results of this study are expected to contribute in helping decision makers to take the right decisions on the improvement of management innovation process at present, While highlighting the importance of information technology and their effect in meeting the needs of development, reflect the importance of this study in the variables that focused on identifying the impact of information technology on managerial innovation process, After having contributed to the rapid development in information technology and global convergence issue with managerial development as an ongoing process does not stop at a certain point, and also to try to identify the concept and importance of managerial innovation to contribute to strengthening managerial development and application of the results to be achieved in information technology, owing to the lack of studies that are looking at this sector.

II. Literature Review and Previous Study

a) Information Technology

Information technology is currently one of the most important components of infrastructure in economic and social development; Information technology becomes the dominant power of production elements in different economic and managerial activities. Information technology tools in organizations play a prominent role in this process as it is the main tool in data processing (Al-Hawary & Ismael, 2010).

Information technology, which includes computer systems physical components, software and communications including distance communications and networks, has become one of the most important ways to organize competitive business organizations at this time. So you could argue that knowledge and technological property became stronger than financial assets. Who possesses the knowledge and technology have been able to develop services, products, and marketing services, cost reduction and increase quality in an environment with increased global competition (Kandilgi, 2007: 20).

Information technology plays an important role in communities at the level of individuals, groups or organizations, including from prominent and important positive role on the organization's performance of improving quality, and increase in speed and improve performance efficiency and effectiveness (Abduljawad, 2005: 2). Based on the above, information technology has become an important phenomena in the community as from the results of the interaction between man and society. At this time the world has become a small village where shortened dimensions of time and space.

i *The concept of information technology*

Many studies and research discussed the concept of information technology; there was not a specific concept or definition of the information technology. So that the word technology divides into two parts first (Techno) skill or craft (logy) science or art. Therefore this term means technical skill organizing. The concept of technology associated with industries over a period before entering the education world. The word technology was adapted to techniques and learned skills or study skills art logically to perform a particular function. Golbraith (2008) defines it as the theoretical application of scientific knowledge in the practical purposes. When computer and communications technologies are together, the result become information technology (Khalaf, 2007), and it is a general term that describes any technology that helps produce information processing, storage, and dissemination.

Senn (2000) defined it as a broad range of capabilities and components for various elements used in storing, processing and dissemination of information, in addition to its role in producing and creating knowledge. Kochikar & Suresh (2005) Defined it as a technology used to create, store, Exchange, and use information in various forms (business data, voice conversation, fixed and mobile sources, multiple media presentations and other formats (Kochikar & Suresh, 2005). The essence of information technology definition returns to that the information technology associated with the hardware and software used in the production, processing, storage and transmission of information (National Audit Office, 2006).

Oyewole (2008) defined it as every form of technology used to create, store, Exchange, and use information in various forms (business data, animations and voice conversations and multimedia presentations and other forms of technology), they include a wide range of equipment and basic applications and services dealing with information.

Often referred to information technology (ICT) or information and communication technology, ICT have radically changed business organizations around the world, and information technology has many forms, perhaps the most important described as containing many e-business activities usually (B2B) or between a business and a consumer (B2C) (Jeon et al., 2006).

The process of using technology to make the commercial transactions called (e-business or e-commerce) and this contain these techniques on networks linking business organizations and consumer across supply chains and these technologies promote information sharing between corporate partners and consumers (de Klerk & Kroon,2005). However, the adoption of electronic commerce, share information, and business processes by relying on technological solutions enable organizations to strategically use technology to gain a competitive advantage (La Pierre & Medeiros, 2006).

ii *Information Technology Infrastructure*

There is no research agree of infrastructure definition in the literature, some researchers enter human assets within their definition of information technology infrastructure concept (Byrd et al., 2006; Lewis and Byrd, 2003; Broadbent et al., 1999). While others did not enter human assets within their definitions for information technology infrastructure (Laudon and Laudon, 2007), Broadbent et al. (1999) defined it as the basis for human and technological assets that are shared across organizations to form reliable services which are usually coordinated by a special section of information systems. Lewis and Byrd (2003) defined it as sources of information and technology that consists of hardware, operating systems , network technologies, databases and business applications, and core human competencies which provide the basis to allow information to flow between organizations freely, It also provides a basis for the design and application of current and future information systems support, it also supports innovation and innovation in the organization, Based on this definition which (Byrd) considered information technology infrastructure, that information and technology resources shared to be this infrastructure, where it meets the hardware, software, communication techniques, database applications, basic software and expertise, skills, and knowledge in order to configure the typical information technology services for the organization (Byrd et al., 2003). Regardless of whether or not human assets existed in the definition of information technology, human assets required to manage and apply information technology infrastructure sources by specialists in this area through experience and knowledge, even with a motorized elements of infrastructure (Chanopas et al., 2006).

According to Bhatt (2000) that the primary goal of the information technology infrastructure is to offer constant informational support across the Organization to respond to the markets challenges, Therefore the organizations goal must be to apply information technology infrastructure if this application held the organizations would get the flexibility to respond appropriately to both current and future market changes, He also stressed that flexibility is an important source of value, and that the infrastructure of information technology in organizations should be able to accommodate changes efficiently and effectively when the business need to adjust their strategies for working with time and other stressors.

Information technology infrastructure library is a collection of the best guidelines for information technology services management, and consists of a series of the best publications of best practices that provide guidance on information technology services and their quality, and provides guidance on the processes and facilities needed to support best practices, The definition of the information technology infrastructure library does not include human assets, and in general it infrastructure consists of seven main sources: Computer platforms, operating system platforms, applications, other information technology software, database management, storage of equipment, network services, telecommunications, internal platforms, integration and consulting services, And must be coordination among these elements through information technology specialists to provide interconnected infrastructure to support information technology services (Laudon & Laudon, 2010).

iii *Information Technology Components*

Databases: A collection of information or linked data associated with each other, and have a reciprocal relationship between them, and are stored in an orderly

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and non-repetition, The main characteristic of this information to its independence from programs that you use a bit of flexibility in the development and restructuring until the prescription of the system, Examples are the registration system and may include example set of records, records of nurses in the hospital, records of teachers and students, and managers of this data system called database management system (Qteishat, 1999).

As defined by Laudon and Laudon (2006: 233) databases is a collection of organized data in a way that many applications used through centralization of data and reduce duplicates with efficiency, instead of storing this data in different files and separate application separately for each of them, so that this data appears to users and meet their needs, and be stored in one place, and the database will be available to provide many applications and services.

Networks: It is a system that connects people, organizations and departments to share information sources (Daft, 2000: 672). Also networks known as communications system which allows using different software applications to work together, and you can use these applications from any individual as using Internet browsers, you can turn this data without human intervention such as browse information on the World Wide Web (Internet) (Raymond, 2009: 35).

Networks Enables participating code (Soft Ware), where a large program can be used by a group of users, such as using a database in an organization and use a set of partitions in the enterprise, thus fulfilling a set of benefits through such participation as a time saving in the process of downloading various software and purchase one copy licensed for this institution, providing storage space on computer disks, as well as the benefits they provide participating in networks within the enterprise resources such as printers and storage units, contributing Reducing costs for users, and share information and files and ensure compatibility with devices.

Devices: Hardware is the physical aspect in information technology and computers and associated peripherals, and contains four major units: these units are input units which is about ways and means by which the data is inserted into the computer like keyboard and optical pen mouse, microphone, scanner, digital cameras touch screen, And also the CPU is one of the most important units and is the beating heart in hardware and is responsible for controlling the computer parts and computer system It also contains a set of units, including control unit it is responsible for control and monitoring of all computer parts and works to transfer data to and from all parts of the computer through its reliance on main memory existing programs. Calculation and logic unit this unit is responsible for mathematical operations (addition, subtraction, multiplication and Division), and responsible for logical operations such as comparing and relating to decide and evaluate attitudes, As well as stereos and memory locations used to store data temporarily to use of judgment and logic unit. The third of these main units are supporting storage is responsible for storing data permanently to be referenced when needed, such as magnetic disks and hard drive, And most of these units is the output unit it is the means through which the data show finally form such as printers and plotters and speakers and screen where digital data is converted to useful data (Al-Salmi, 2003: 116-124; Abdel Al Taee et al., 2008: 48.55).

Software: Software for information technology as the soul to the body, and is one of the most important components, which is about building software that controls the computer and orientation as operational procedures needed by individuals, Two main types include: System software and application software, system software is responsible for computer management and organizing work, and is a mediator between the user and the device. As application software, divided into two sections, special applications and serve a particular process within the system such as accounting software, and general applications which is about software which is used by most users of the system, such as Microsoft Office software (Al-Zoubi et al., 2007: 25).

With the development of information technology in software, a lot of organizations started to use the cloud storage that provides easy access to information about the organization or individual This service is a huge computer contain storage space so the user upload the personal data to be stored for browsing your files when needed so you are not in need of your personal computer so you can access your information and browsing through a Smartphone or computer. And it also features quick access to upload files and share these files with others and can be used in educational centers and enable us to make a backup copy of our data and can be referenced. On the contrary it cons access requires Internet and security concerns of a hack for this data, as there are many applications for this service (like Google, cloud I Drive, drive One) (Altlwati, 2014).

b) Managerial Innovation

Organizations realized the need to develop their business and invent creative methods to help the preference and the emergence before other counterparts (Al - Hawary, 2015), because of rapid changes and developments resulting from the information and communications technology revolutions and knowledge, The individual worker is important and essential in innovation process to what possesses intellectual and mental capacities which help organization in managerial innovation (Eid, 2008).

There are previous studies examined how developing innovation capacity of individuals to

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influence their innovation in the Organization (Yuan et al., 2005). And researched how communication and the team management style decides to appreciate the innovation that team owns (Lenders et al., 2003), how does innovation contribute in marketing programs and productivity (Andrews and Smith, 1996), and how it affects the innovation of individual environmental factors related to business and non-business works (Madjar et al., 2002). With the start of the phenomenon of innovation, has had effects on civilizations and cultures, renewed innovation and creative methods for producing and financing was a reason for the survival of the groups in the competition. (Bruland and Mowery, 2006).

Renewal is the essence of managerial innovation of organization including the information technology sector in all its forms and is considered a fertile environment and encouraging innovation, the changes experienced by organizations and complex developments it must interest and foster innovation within their environment and between employees, As managerial leadership has to encourage and develops innovation among personnel to deliver solutions to the problems and work on developing the concept of teamwork and participation in proposals and build new ideas for more creative processes to reach an increase in production, as scientists and researchers on how to promote leadership through innovation. According to Scott and Bruce (1994) talked about how the process of exchange between the leader and the individual through innovation, the study showed the presence of mutual quality between the leader and the individual and between the individual and the team leader and be positively linked through the behavior of the individual creator, through individual Commander theory could be personal and informal relationship or high quality relationship that is built on trust one another.

To meet consumer needs, wishes, and development in goods and services to the high standards of quality is what justifies the Organization's ability to keep going and survive, which makes them targets for viability (Kher Allah & Anes, 2009). And one of the most important factor of the growth and prosperity of the organizations is innovation, and thus growth and prosperity of society as a whole, so that it works to improve and renew products continuously to gain the competitive advantage (Sebban, 2005). Through continuous forecasting of development and changes helps innovation also address future changes with a high degree of efficiency and effectiveness.

i *The concept of managerial innovation*

There are many concepts and definitions dealing with innovation and innovation management, as authors and researchers interested in the business world on scientific level the concept of managerial innovation, Smith (2003) defines innovation as the process through which are interlinking things that never interdependence before, Al-Saleem (2002) notes that (Makenon) defines innovation as new ideas that lead to produce behavior characterized by seriousness and ability to evolve.

In recent decades, found the concept of innovation is a very important deal, where the concept became available to organizations that aim to develop, survive and maintain its competitive position (Chih-Yang et al., 2011), and Garica et al. (2008) Consider that the most important achievement of the competition between organizations is innovation, as Hurt et al. (1997) believed the ability of organizations to change their source of innovation, creative behaviors is one of the behaviors that indispensable for organizations in product development and competitive markets.

And with frequent and multiple definitions which discussed the term 'innovation', the word innovation returns to Latin 'innovation' which means to create something new (Verhess et al., 2004), As Schumpeter (2008) explained there are five areas where the company can offer through innovation: The generation of new products or improvement of existing products and providing new production processes and develop new markets for sales and developing new markets for supplying, reorganizing or restructuring of the company (Schumpeter, 2008), According to the World Bank's confirmation in '2006' that there are many small improvements and continuous improvements caused by innovation and these can be technical, managerial and institutional improvements (Eshetu Tefera, 2008). The Oxford Dictionary defines innovation as change what has been done by presenting new models and elements (Clive et al., 2008).

Innovation has been defined as the successful implementation of creative ideas that help the Organization to respond rapidly to market demands, and that create a competitive advantage for the Organization to other competitors (Segev, 2011). Innovation is known as the company's ability to provide new processes, products and services (Al - Hawary & Aldaihani, 2016). Cropley et al. (2011) defined innovation as a process of development and provide useful new ideas at the level of individuals, groups or Organization as a whole. Hirton (2004) believes that everyone has a preferred way of innovation and decision making.

Innovation is known as process aimed at improving efficiency and effectiveness, and achieves a competitive advantage by creating and developing new products or new operations and services (Ali et al., 2010). Innovation is seen as an important source of sustainable competitive advantage and because it leads to better products that increase value for customers, and help companies survive, and help its steady progress (Delgado Verde, 2011). Innovation is based on

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the familiar attributes or unprecedented new technology in delivering value to customers (Vercauteren, 2008).

From macro perspective, innovation known as the ability to find new idea to create a paradigm shift in science and technology and market structure, and from partial view, innovation known as the ability to find new idea to influence the company's current marketing resources, technological resources, skills, knowledge, and abilities, and strategy (Garcia & Calantone, 2002).

Managerial innovation known as that inherent talent as other hidden human talents, you need this talent to raise, refine and practice to be present when you need to solve problems or new production, and these individuals are characterized by fluency, flexibility, originality, insight and sensitivity to problems (Champion and star, 2011). Liao et al. (2008) defined managerial innovation as a set of actions and shapes and new regulatory policies that help the Organization to deal with the problems and challenges faced in the external environment, and managerial innovation is one of the important factors that help the Organization on the continued success, especially with markets and dynamic environments, It is a creative operational processes and planning, organization, attract employees and management, leadership and information flow.

ii *Elements of Managerial Innovation*

Originality: Originality known as the ability to find new and innovative solutions, the aim of this new solution is not to take traditional solutions and not to repeat what others do and discover original thoughts and stay away from conventional thinking and produce unconventional solutions in problem solving, originality also is dissatisfaction with reality and the individual's desire to create new things about what exists, and originality defined as innovative results provided in order to achieve the objective and decline the results and the consumed familiar solutions , and create new behavior corresponds to the desired goals (Al-Souror, 2002).

Originality is the underlying conditions of creative products and ideas usually are new, sudden and unexpected and sometimes be a bolt (Simonton, 2002). Oldham & Cummings (1996) proposes as creative behavior associated with employee performance and can be measured based on the fact that product or idea or a new procedure, genuine, it is relevant and useful.

Fluency: Fluency means the total which individual gives ideas and information at a certain time, as the person who referred to innovation and excellence is the number of ideas and information posed in front of a problem in a specific period. This means that the person has a high capacity to generate ideas, that fluency is the ability to produce a lot of ideas and solutions for a topic in a given period, and in verbal tests found that there are three distinct types of intellectual fluency this type of fluency relates to mental abilities like imagination, deduction, perception and analogy, sensation, and intuition, The second type is expressive fluency means ease constructing sentences, relational fluency and this one means complete relationships and this is what distinguishes it from intellectual fluency (Al-Faoury, 2005).

A person that can produce new ideas with large number compared with other people who enjoy the same circumstances surrounding suggested as creative person in his ideas of interest to the Organization in building action plans. Hence the individual differences between individuals are essential and important in launching a creative talent.

Flexibility: They are changes that occur in a certain kind of thinking and seeing the problem from several perspectives, as are changes in meaning or interpretation or understanding of the strategy or mission or a change that occurs in the direction of thinking that could give new goals interpretations (Al-Faoury, 2005). It is also a degree of ease with which a person changes his view or position on a certain topic, and looking at the subject from different distances to see others ordinary, think differently, and classification differs from normal classification, Flexibility was classified into two categories, one Adaptive major flexibility it means the ones ability to change the destination of his mind when he's in front of solutions to a problem, and another category is automatic flexibility means the ability of a person to give information automatically and doesn't come out of one (Al-Sorour, 2002).

Risk: It’s the investment and absorb the energies and existing skills of the staff, and improve organizational climate within the organization, and understand the need for staff in the support and assistance to overcome their existing frequency to bear the consequences of this risk, forcing them to encourage employees by giving them incentives and rewards to encourage them to accept this risk, result and the consequent results (Al-Shammari, 2002).

Other studies have found that the desire to take the risk of internal and motivation are highlighted two features characteristic of person innovators across different fields (Amabile, 1983; Kim, 1990), The innovation is linked to a high level of risk, whether the organization is in the process of implementing a plan of creative new marketing plans or whether it's in the marketing of a new product in the market, here innovation is linked to competitive environment risks, innovation Also linked Resume internal risks stem from within the organization and usually the organization be aware of a great deal of these risks because they are within its borders, in contrast to that in the external risks that unknown for the organization in most cases because they are facing the Organization from more than one party (Khalid, 2007).

The element of 'Risk Taking' coping in a fundamental dimension in the creative environment. As tolerance for ambiguity described risks. And also it allows risk-taking behavior in accelerating the decision-making even if they were available or could not be reached on all the relevant information (Ekvall, 1996).

Sensitivity to Problems: Are intended to recognize an individual or managerial sense or sense of having a specific problem or weakness, or need a particular aspect or situation at work or in the environment, and that there are individuals with the ability to sense problem or weakness than others in quick and exact observation, Because feeling the problem and discovered it is the first step in solving this problem, which is also linked to an individual's ability to notice errors or paranormal and recycle these things and raised questions about it (Jarwan, 2002).

In addition, Cattell (1971) considers innovation as the ability to solve problems and that multivariate phenomenon in itself, based on different cognitive characteristics and personality characteristics. Boden (2003) referred that innovation is the activity of problem solving. Without a solution of problems new things are irrelevant responses. Some argue that innovation is a form of finding problems and problems solving (Cskszentmihalyi, 1999). White and Smith (2001) indicate that 'convenience' must serve to problems solving that fit the needs of a given situation and accomplish objectives that can be distinguishing it.

c) *Information Technology and Innovation*

A Study of AL - Hawary and Ismael (2010), entitled ' the impact of using information technology to achieve competitive advantage strategies. The results indicated that the impact of ICT use in achieving cost leadership strategy and differentiation strategy and strategic focus at the level of significance ($\alpha \geq 0.05$). Hao (2011), a study entitled' the impact of technology on innovation and success in functional performance, aims to identify the impact of organizational creative success technology selection in Chinese companies. The results reached that choose technology has a direct negative impact on the success of innovation, technological choice positively reflected technical capacity and technical management on another hand, and on creative successful and organizational performance. Study of Chen & Tsou (2007) entitled' embracing information technology to create competitive advantage service applications: A case study of financial firms. The conclusions were suggested to adopt information technology has positive effects on creative applications on services, which increase corporate competitive advantage. Based on the above studies, the study hypotheses may be formulated as:

H1: Information Technology directly influences Managerial Innovation of the Central Agency for Information Technology in Kuwait.

More Specifically:

H1a: Hardware directly influences Managerial Innovation of the Central Agency for Information Technology in Kuwait.

H1b: Software directly influences Managerial Innovation of the Central Agency for Information Technology in Kuwait.

H1c: Databases directly influence Managerial Innovation of the Central Agency for Information Technology in Kuwait.

H1d: Networks directly influence Managerial Innovation of the Central Agency for Information Technology in Kuwait.

III. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Information Technology on Managerial Innovation of the Central Agency for Information Technology in Kuwait, where Information Technology are the independent variable and are positively related to Managerial Innovation as the dependent variable.

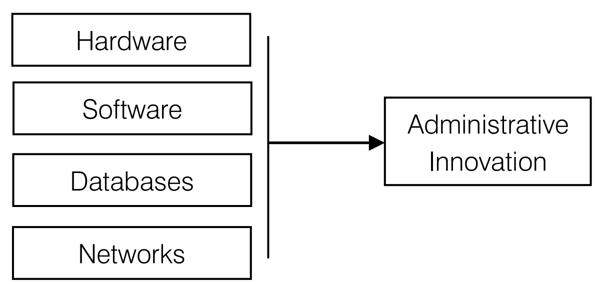

Figure 1: Theoretical Model

IV. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool and to test the study hypotheses employed to test the relationship between the study constructs (Information Technology and Managerial Innovation).

a) *Measures*

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Information Technology consists of Hardware, Software, Databases, and Networks were adapted from previous studies (Chen & Tsou, 2007; Al-Hawary & Ismael, 2010). Managerial Innovation consist of originality, fluency, flexibility, Tolerance of ambiguity, and problem sensitivity were adapted from previous studies (Deshpande´ et al., 1993).

b) Population

The study population consisted of the employees of the Central Agency for Information Technology in Kuwait, because the study population is small in number, the researchers considered all the employees (437). The unit of analysis of this study was the employees of the Central Agency for Information Technology in Kuwait. The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 40 items. To minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There was no right or wrong answers. After completion, the questionnaires were checked and collected by the interviewer. Table 1 shows the characteristics of the sample.

Table 1: Sample Characteristics

Variable		Frequency	%
Age Group	Less than 30	91	21
	30- less than 40	228	52
	40- less than 50	63	14.4
	50 years and more	55	12.6
Gender	Male	170	39
	Female	267	61
Educational Level	Diploma	137	31.3
	Bachelor	211	48.3
	Master	78	17.8
	Ph.D	11	2.5

c) Data Gathering

The research data was collected through the questionnaire. The questionnaire began with an introductory statement that asked respondents to administer their own responses, assured them of confidentiality, and so forth. This was followed by a request for demographic information and the measures. Data were collected through random questionnaires users. The study was based on the development and administration of a self-administered survey and conducted in Kuwait.

d) Reliability and validity of the survey instrument

The survey instrument with 40 items was developed based on two variables Information Technology as independent variables with four dimensions: Hardware (HA1 - HA5), Software (SO6-SO11), Databases (DA12-DA16), and Networks (NE17-NE21). Managerial Innovation as dependent variables with five dimensions: Originality (OR22-OR24), fluency (FL25-FL29), flexibility (FLE30-FLE33), Tolerance of ambiguity (TA34-TA37), and problem sensitivity (PS38-PS40).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table 2: Factor Analysis of Information Technology

Construct and Item	Loadings	Communalities	Eigen Value	Variance	Reliability
Hardware (HA)			3.426	68.951	.8861
Computers in work environment suit work requirements	.760	.872			
There is a sufficient number of computers available to provide appropriate information to make decisions	.577	.760			
Computers used as of large storage capacities	.724	.851			
Computers used are at high speeds	.727	.852			
Computers used are able to update	.660	.812			
Software (SO)			2.981	57.311	.8478
Software available in the Work center meet my needs	.731	.855			
software easily interact	.536	.732			
software are easy to be corrected and developed	.492	.701			
Software contribute to the development of a range of alternatives to solve the problem	.445	.667			
software used are protected against manipulation	.598	.773			
Software used provide guidelines and provide explanatory information in case of defect	.638	.799			
Databases (DA)			2.687	57.236	.7986
Databases contribute to the provision of information at a lower cost	.472	.687			
Databases contribute to save the vast amount of data	.599	.774			
Security and protection system for entry into the database within the powers conferred upon users is available	.670	.819			
Databases contribute to the exchange of information between various departments and divisions	.487	.698			
Database is updated on a regular basis	.632	.795			
Networks (NE)			3.159	53.924	.7819
Connecting internal departments of the Work center by a computer network contributes to the coordination between them and increase s their effectiveness	.420	.648			
Networks used are easy and fast	.546	.739			
Networks contribute to connect all units of the Work center to quickly report any error that occurs	.512	.716			
Networks contribute to connect all units of the Work center to monitor and control the course of daily operations	.600	.774			
Networks link all units of the Work center by one network with the main center.	.617	.786			

Table 3: Factor Analysis of Managerial Innovation

Construct and Item	Loadings	Communalities	Eigen Value	Variance	Reliability
Originality (OR)			3.215	62.354	.6355
I apply new methods to solve the problems that I face at work	0.63	0.66			
I perform my work in sophisticated and new manner	0.67	0.71			
I am keen to put new suggestions and ideas	0.68	0.69			
Fluency (FL)			2.972	58.364	.8517
I possess multiple perspectives to complete tasks	0.55	0.58			
I have a power persuasion	0.58	0.63			
I am able to generate suitable ideas on a particular topic	0.63	0.66			
I enjoy great skill in debate and dialogue	0.64	0.67			
Interested in introducing new ways of working	0.61	0.62			
Flexibility (FLE)			3.015	60.325	.8341
I use various types of mechanisms of action in response to developments in the work environment	0.53	0.56			
I am keen to keep abreast of developments and technological changes in the work environment	0.58	0.63			
I am trying to get ideas and suggestions that contribute to solving the problems of work	0.55	0.58			
I am keen to take advantage of the criticisms and comments made by coworkers	0.52	0.54			
Tolerance of ambiguity (TA)			3.108	56.324	.8052
I propose new methods to perform the work, even if there was a probability of failure	0.52	0.55			
I have the courage to accomplish creative work and bear the consequences	0.59	0.62			
I am keen to embrace new ideas, even if I face some obstacles during application	0.55	0.59			
I work in a team dominated by the spirit of risk-taking	0.54	0.57			
Problem sensitivity (PS)			2.997	59.871	.7379
I feel pleasure and excitement in dealing with labor problems	0.65	0.71			
I possess an accurate view of work problems	0.60	0.64			
I expect to work problems before they occur	0.59	0.61			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Information Technology and Managerial Innovation measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2) and Table (3). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (2) and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattel (1966) and Hair et al. (1998) criterion, factors with eigen values greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 40 items, loading under four factors of Information Technology and five factors of Managerial Innovation.

V. Descriptive Statistics Analysis

Table (4) indicates that employees of the Central Agency for Information Technology in Kuwait evaluate Hardware (with the highest mean scores, i.e. M = 4.34, SD=0.73) to be the most dominant of Information Technology and evident to a considerable extent, followed by Software (M= 4.24, SD=0.683), Databases (M = 4.16, SD=0.721), and Networks (with the lowest mean scores M = 4.10, SD=0.696). With regard to Managerial Innovation employees of

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the Central Agency for Information Technology in Kuwait evaluate Originality (with the highest mean scores, i.e. M = 3.44, SD=0.829) to be the most dominant Managerial Innovation dimension within their company and evident to a considerable extent, followed by Flexibility (M= 3.39, SD=0.908), Fluency (M= 3.28, SD=0.914), Problem sensitivity (M= 3.25, SD=0.939), and Tolerance of ambiguity (with the lowest mean scores M = 3.10, SD=0.967).

Table 4: Descriptive analysis of Information Technology and Managerial Innovation

Dimension	Mean	Standard Deviation
Information Technology	4.21	
Hardware	4.34	.730
Software	4.24	.683
Databases	4.16	.721
Networks	4.10	.696
Administrative Innovation	3.29	
Originality	3.44	.829
Fluency	3.28	.914
Flexibility	3.39	.908
Tolerance of Ambiguity	3.10	.967
Problem Sensitivity	3.25	.939

VI. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Information Technology acts as the dependent variable and Managerial Innovation, as the independent variables. From the result as shown in Table (5), The regression model was statistically significant (F = 15.984; R2 = 0.167; P = .000). The R2 is 0.167, which means that 16.7 per cent of the variation in Managerial Innovation can be explained by Information Technology. The proposed model was adequate as the F-statistic = 15.984 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Information Technology and Managerial Innovation.

Table (5) also shows that Hardware (p<0,05; ß=0.461), Databases (p<0,05; ß=0.362), and Networks (ß=0.323, p< 0.05), had a significant and positive effect on Managerial Innovation. This provides evidence to support H1a, H1c and H1d. Software (p>0,05; ß= 0.079) had insignificant effect on Managerial Innovation. This provides evidence not to support H1b. Based on the ß values Hardware has the highest impact on Managerial Innovation followed by Databases.

Table 5: Regression results between Information Technology and Managerial Innovation

Independent Variables	Standardized Beta	t	Sig.	Tolerance	VIF
Hardware	.461	4.401	.000	.239	4.190
Software	.079	.770	.442	.247	4.043
Databases	.362	3.006	.003	.181	5.525
Networks	.323	3.089	.002	.239	4.178

Notes: R 2 = 0.167; Adj. R 2 = 0.165; Sig. F = 0.000; F-value = 15.984; dependent variable, Administrative Innovation; p < 0.05

VII. Conclusions and Discussion

- The results of the study shows that there is a clear investment in information technology and technical components of (hardware, software, databases, and networks); Where there was more investment in hardware and least in networks and overall investment in these technologies was high in all fields and the researchers attribute the reason that Kuwaiti Government always striving toward development and keep up with developments in information technology, especially when talking about the Central Agency for information technology in Kuwait.
- With regard to Hardware, Kuwaiti Government have a strong trend towards investment in hardware and devices So always strive towards buying the necessary information technology for the Central Agency in Kuwait of adequate hardware in high speed and large storage capacity and the ability to update so this device has the ability to meet the needs of various ministries of State of the necessary information to perform its tasks and responsibilities towards society.
- With regard to Software, the Kuwaiti Government software has a strong trend towards investment in software by providing adaptive software and checks the possibility to interact easily and meet the work requirements, the information technology Central Agency in Kuwait is the government facility that supports various ministries and also this software has security protection from manipulation and unsafe access.
- With regard to Database, The Kuwaiti Government has a strong trend towards investment in databases by providing a secure database and is able to provide a wealth of information commensurate with information requirements of different ministries,

especially that this agency bases to support the needs of the various State ministries of information which requires a strong investment in databases to meet the enormous information needs.

- With regard to Network, the Kuwaiti Government has a strong trend towards investment in networking to provide connectivity between departments and main departments on the one hand and the Central Agency for information technology and ministries on the another hand for the purpose of coordination and increased effectiveness between various parties and achieve the ease and speed of information transmission and avoid the error before they happen.
- Based on the answers of the study community members about the availability of managerial innovation and dimensions that cross a whole level of managerial innovation characterized by the Central Agency for information technology in Kuwait came upon those answers averages show that these items are available Representing both (originality, fluency, flexibility, risk, sensitivity to the problems) and moderately index and this indication of the service provided by the direction of beneficiaries. The highest was innovation in originality. Where the best and successful institutions are capable of innovation and innovation based on fully and sophisticated way so that best directors could help individuals and take advantage of creative talents.
- With regard to Originality, workers in information technology have an intermediate level of ability to adopt modern methods and techniques to solve problems they encounter in their daily work and business delivery method adaptive with developments achieved by daily updates in addition to contributing ideas fit with evolving requirements and recipients service
- With regard to Fluency, the workers at the Central Agency for Information Technology have an average level of ability to establish the tasks entrusted to them by their management in different ways and by virtue of the power of persuasion possessing strong argument that enabled them to debate and dialogue with great skill.
- With regard to Flexibility ,the workers at the Central Agency for Information Technology have an average level of ability to diversification in the use of the methods of work commensurate with the changes and developments that produced the work environment through their quest hard to get the ideas, suggestions and take advantage of the observations and constructive criticism received by the worker co-workers who enabled them and earned them the ability to meet the changing and renewable users of the Service needs.
- With regard to Risk, the workers of information technology Central Agency in Kuwait are cautious in risks taking, so they fear of taking responsibility for the consequences that might follow with labor and management accountability, in case of work damage and risks, It reflected on their own courage when they embrace innovative ideas that influence on outcomes that require full bearing responsibility in front of the Central Agency for information technology management in Kuwait.
- With regard to Problems sensitivity, the workers in information technology have an intermediate level of ability to problems sensitivity, This result is due to workers ability in information technology in Kuwait to deal with problems of work with greater sensitivity and as a result they have valid and effective vision of the generated problems in the work environment and its early expectation before they happened which pushes them with strength and ability to address these problems and solve them.
- The study results Indicated by the value of (Adjusted R2), 15.7% of information technology variables explain the interpreted in innovation by 15.7%, which means that the work in information technology central agency in Kuwait caused by sufficient incentives and diversity training programs that workers received, especially in information technology and many other factors.
- The results indicated an impact of using information technology in managerial innovation this result agrees with the findings of (Al Dahhan & Walmkhamrh, 1990; Al Dmoor, 2003; Tarawneh, 2003), and This result confirms that the use of information technology contribute to the innovation possibilities of management staff in information technology in Kuwait, and that what this technology provides to working individuals with the hardware, software, databases and networks necessary to transfer and implement ideas to make them a reality, Because of programs nature, modern devices, the possibility of transmission of knowledge and appropriate technology with nature and the Central Agency for information technology name which is reflected in the increased rates of managerial innovation.
- There is an impact of devices and hardware in managerial innovation, researchers justify this result as managerial innovation requires enormous capacity devices in terms of speed and storage this was available by the Central Agency for information technology in Kuwait. And also there is an impact of software on managerial innovation, but this impact is not statistically significant which shows that from a statistical point that managerial innovation is influenced by other factors than software.
- There is a an impact of databases on managerial innovation, researchers justify this result, that

managerial innovation requires an investment in databases and that offers by information technology Central Agency in Kuwait. And there is an impact of networks on managerial innovation, managerial innovation occur through diverse and complex networks enable employees communicate when needed without any interruption which enables workers to develop their creative abilities in various fields.

VIII. Recommendations

Based on the results of the study, researchers recommend to:

1. Encourage teams to share ideas and come up with creative ideas and viable benefit that reflected on community service.
2. Invest in emerging technologies in the interest of the central agency and give it the opportunity to provide better service to the ministries on citizen service and through the purchase of suited software to evolve with the citizen needs.
3. Invest through what is called cloud storage technology that provides easy access to information about the organization or individual.
4. Control human element use of networks to control effective use of the organization interest.
5. Adopt of policies and training programs for innovation and through the presence of a specialized chamber encourage innovation and allow workers to conduct experiments for the purpose of evacuation of responsibility for workers in the event of failure when turn their ideas into reality.
6. Strengthen incentives and rewards to encourage creators by giving them bonuses, and promotions.
7. Provide Training programs for workers in various parts of the agency and the various managerial levels preparation in order to develop their abilities and increase their effectiveness in dealing with information technology and developments.
8. Prepare workshops and seminars from time to time in to educate managers and staff privileges and benefits achieved through investment in information technology and keep abreast of developments and results of the organizational and community-level innovation.
9. Pay Greater attention in human resource, especially in the stages of selection and appointment.

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Entry and Exit Policy and Ties with University as Critical Success Factors Influencing Agri-Business Incubation Performance

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Abstract- Business incubation performance is linked to many key factors. This study is focusing on two factors, namely Entry and Exit Policy and Ties with University. The effort is to understand that are these Critical success factors influencing Agri-Business Incubation performance. Through literature review the constructs for Entry and Exit Policy was 0.730; for Ties with University, it was designed. The reliability score for all three constructs was above the threshold value of 0.70. Entry and Exit Policy factor had Cronbach alpha of 0.730; for Ties with University it was 0.933 and for Business Incubation (BI) Performance it was 0.703. Factor analysis was conducted for Entry and Exit Policy factors and it helped to reduce the seven items to three, viz. i) EE11: Applicant's proposal potentiality; ii) EE12: Admission & Graduation policy; and iii) EE13: Post incubation scenario. These three factors explained 81.378 percent of the variance. A model depicting relation of SEM-PLS was Entry and Exit Policy and Ties with University was designed to understand the criticality of these factors. Results suggest that both Entry and Exit Policy factors and Ties with University emerged as significant predictors of BI performance. They explained 49.2 percent of the variation. This study thus highlights that entry and exit policy and Ties with University emerge as important predictors of agri-BI performance.

GJMBR-A Classification: JEL Code: Q10, Q13

ENTRYANDEXITPOLICYANDTIESWITHUNIVERSITYASCRITICALSUCCESSFACTORSINFLUENCINGAGRIBUSINESSINCUBATIOPERFORMANCE

Strictly as per the compliance and regulations of:

Entry and Exit Policy and Ties with University as Critical Success Factors Influencing Agri-Business Incubation Performance

Mr. S. C. Bose [α], Dr. (Ms.) Ravi Kiran [σ] & Dr. Dinesh Goyal [ρ]

Abstract- Business incubation performance is linked to many key factors. This study is focusing on two factors, namely Entry and Exit Policy and Ties with University. The effort is to understand that are these Critical success factors influencing Agri-Business Incubation performance. Through literature review the constructs for Entry and Exit Policy was 0.730; for Ties with University, it was designed. The reliability score for all three constructs was above the threshold value of 0.70. Entry and Exit Policy factor had Cronbach alpha of 0.730; for Ties with University it was 0.933 and for Business Incubation (BI) Performance it was 0.703. Factor analysis was conducted for Entry and Exit Policy factors and it helped to reduce the seven items to three, viz. i) EE11: Applicant's proposal potentiality; ii) EE12: Admission & Graduation policy; and iii) EE13: Post incubation scenario. These three factors explained 81.378 percent of the variance. A model depicting relation of SEM-PLS was Entry and Exit Policy and Ties with University was designed to understand the criticality of these factors. Results suggest that both Entry and Exit Policy factors and Ties with University emerged as significant predictors of BI performance. They explained 49.2 percent of the variation. This study thus highlights that entry and exit policy and Ties with University emerge as important predictors of agri-BI performance.

I. Introduction

Highlighting the importance of Business Incubators (BIs) researchers (Berget and Norrman, 2008; Allen and Rehman, 1985; Gribaldi and Grandi, 2005; Ratinho et al., 2010) have elaborated that BIs promote new business formation, prevent new venture failure and establish vibrant entrepreneurial sector. BIs provide an environment where public and private resources can combine to meet the needs of SMEs during their critical stages of development (Shalaby, 2009).

National Incubation Association (NBIA) considered five types of BIs. These are: Mixed use-47%; Technology- 37%; Manufacturing - 7%; Service 6%; and Others- 4% (NBIA). Others include business incubators that are for web-related business, the community revitalization program and simply other. BIs are also known with a variety of names like, "innovation center", "enterprise center," and "business and technology center" (Smilor, 1987). BIs provide an attractive framework to new entrepreneurs in dealing with problems in establishing new firm. BIs can be considered as a solution for the difficulties that small and new firms encounter and they provide business support services (Smilor, 1987; Lalkaka and Abetti, 1999). This study is focusing on Agri-business incubators.

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II. Literature Review

Incubator studies are mainly descriptive and mostly dealing with the different concept of the business incubator and their function (e.g. Allen, 1985; Allen and Leviru; 1986; Smilor and Gill, 1986). They mainly deal with the basic requirement of an incubator, like they should provide physical space, shared services, business consulting service, etc. Capital, technology talent was linked to encourage entrepreneurial talent; speed up the growth of new technology- based firms and enhance the commercialization of technology. Researchers since 1990s have begun to complete the concept by describing the role and service of business incubators, i.e. incubator hatch new ideas by providing new ventures with physical and intangible resources and speed up new ventures establishment and increase their chance of success (Tang, Baskaran, Pancholi & Muchie, 2011).

Von Zedtwitz and Grimaldi (2006) describe incubators as that which help the entrepreneur to develop business and marketing plans, built management teams, obtain venture capital and provide access to professional and administrative services. Counseling interaction with incubator management help ventures to gain business assistance whereas networking with incubator management help ventures to access technical assistance (Seillitoe and Chakrabarti, 2010). Matt and Tang (2010) state that the perceptions and concepts of business incubator have evolved over the period from the initial focus on physical space with basic facilities to value-added services and systematic incubation process. Networking is very pertinent in this age of competition. Elaborating networking element of BIs, Seillitoe and Chakrabarti (2010) opined that counseling interaction with incubator management help ventures to gain business assistance, while networking with incubator management help ventures to access technical requirements.

Most small businesses fail within their five years of operation due to shortage of capital and lack of proper management skills; incubator facilities provide an environment where public and private resources can combine to meet the needs of small business during their critical stages of development (Shalaby, 2009).

The literature on incubators has been broadly classified into two categories. First, those studies that cover the theory and model related to BIs. How incubators are formed, their aim, planning and management was dealt by these researches (e.g. Allen and Mc Cluskey 1990, Aeroudt, 2004; Becker and Gassmann, 2006). The second categories of studies try to evaluate incubators on certain factors that define the success indicators.

The requirement of successful incubation is the matter of research for many scholars, each giving their own set of critical success factors. Semih Adlcomak (2009) identified eight points for successful incubation. Rustam Lalkaka (2000) identified ten measures to improve the performance of incubator, are those which address the deficiencies. Seven points have been considered as key to success of a business incubator by Stephanie Pals (2006). Different studies have stated different critical success factors, but broadly they have a unified approach, and there are similarities. Kumar and Ravindran (2012) considered four factors to evaluate the performance of the incubators; they are occupancy level, sustainability, number of tenant firms in thousand sq. ft. and survival rate.

The current study evaluates the influence of two factors, i.e., Entry and Exit policy of the business incubators and Ties with University and tries to explain the impact of these factors on the outcome of the incubation. The available literature on incubation has stated in detail about the importance of these two factors in determining the successful outcome of the process.

Smilor (1987) recommends that any business incubator which tries to build companies should have a selection process which helps to evaluate, recommends and select the new tenant. Many studies conclude that there is a positive association between the existence of a clear criteria for selection and entry with the success of the incubator (e.g. Hackett and Dilts, 2004b; Totterman and Sten, 2005; Pals, 2006). Akcomak (2009) stated that any business incubator should set a selection and exit criteria. Some researchers have advocated a selection committee which would choose the new tenant companies. Tenant companies should give both an oral and written showcase of their company to the committee of whoever is deciding within the particular business incubator (Pals, 2006). The selection committee should have the sophisticated understanding of the new venture formation process and the market they will operate. This will help the decision makers to identify the "weak but promising" firm and avoid those that cannot be supported as well as those who do not require incubation (Hackett and Dilts, 2004). According to Berget and Norrman (2008), most of the incubators either focused on the idea or the entrepreneurial team. It's the ability and efficiency of the incubator's managerial team which decides the path that an incubator will choose while selecting tenant firm.

a) *Entry & Exit Policy*

Researchers also agree that the business incubator should have a clear policy regarding the tenure for which a tenant firm should stay in the incubator. The existence of a clear and transparent exit policy helps to use their resources appropriately. As per NBIA, the average incubation cycle times are between two and three years. Acceptance by a business incubator provided credibility to a new firm but in the long run, moving out of the incubation facility is a must for further growth (Hackett and Dilts, 2004).

Table 1: Items of Entry & Exit Policy

Items of Critical Success Factor	References
EE1: The incubation centre has a formal policy for admitting tenant companies to the Incubator.	Smilor,1987; Hackett and Dilts, 2004
EE2: The decision process begins with a staff review of applicant's growth potential.	Hackett and Dilts, 2004;Totterman and Sten, 2005; Pals, 2006
EE3: The decision process includes a staff review of applicant's Product Marketability.	Smilor,1987; Hackett and Dilts, 2004;Totterman and Sten, 2005; Pals, 2006
EE4: The decision process begins with a staff review of applicant's Application of new technologies.	Totterman and Sten, 2005; Pals, 2006
EE5: The incubation centre has a formal policy for graduating tenant companies from the incubator.	Mian,1996;Totterman and Sten, 2005; Pals, 2006
EE6: Incubation centre continues to provide assistance to tenant companies even after graduation.	Lalkaka,200;Totterman and Sten, 2005; Pals, 2006; Mian,1994
EE7: Suitable space is available to tenant companies outside the incubator after graduation.	Lalkaka and Abetti,1999;

While analyzing the problems faced by the business incubators in China and Nigeria, it was found that the problem is exacerbated because the tenant firms tend to stay within the business incubator's premises even after the period expires (Ackomak, 2009). Though they provide a secure environment but to develop they should move out and face the real competition after a certain period.

b) Ties with University

The technical university and research institutes form the knowledge base for the creation and growth of technical skills and innovation. The association between technical university and institutes with that of business incubators provides the latter information, technology, and training required for the formation of the new business entity (Lalkaka, 2002). Many studies advocates ties with a local university and extremely beneficial to any business incubator (Pals 2006). Having ties with university gives a business incubator access to laboratory space they may not have had otherwise and thereby saves money.

Items of Tie With University	References
2CSF1: Do you advocate ties of business incubators with a local university?	Pals, 2006; Lalkaka, 2002; Lendner, C., and Dowling, M., 2003.
2CSF2: Connection with a university allows the business incubator to have access to potential new tenant companies	Lalkaka, 2002; Smilor, 1987
2CSF3: Bond with a university increases the level of credibility for the business incubator centre	Lalkaka and Bishop, 1995; Lendner, C., and Dowling, M., 2003.
2CSF4: University tie-up can give the incubator access to laboratory space	Pals, 2006; Lalkaka, 2002; Lendner, C., and Dowling, M., 2003.
2CSF5: Ties with university help the incubator in getting new technologies	Berget and Norrman, 2008; Smilor, 1987
2CSF6: University tie-up helps the centre in getting new business ideas	Smilor, 1987; Lendner, C., and Dowling, M., 2003.
2CSF37: University tie-up enhances the incubation centre's probability of getting external (public or private) finance.	Smilor, 1987; Pals, 2006

Collaboration with a technical university is extremely beneficial for any business incubators as advocated by several studies (Pals 2006). Having ties with university gives a business incubator access to laboratory space they may not have had otherwise and thereby saves money. Lakaka (2002) advocates that there is significant potential for synergies between technology-based incubators, a recognized technical university or research institute. Though there can be conflicts between these two entities as the set purpose of a business incubator and a university is different. Still both can work together for goals (Lalkaka and Bishop, 1995). Studies reveal that most of the successful business incubators are linked with some well-known technical universities or with some reputed research institutes. A technical university or research institute not only becomes the source of new technology but also the source of new entrepreneurs for the business incubator (Pals, 2006).

Ties with University had seven factors. These include: 2CSF1: advocating ties of business incubators with Universities; 2CSF2: access to potential new tenant companies; 2CSF33: increased level of credibility for the business incubator; 2CSF34: access to laboratory space; 2CSF5: getting new technologies; 2CSF6: getting new business ideas; and 2CSF7: enhancing the incubation centre's probability of getting external (public or private) finance.

c) BI Performance

The scale items for BI Performance about above explanation and as used in the current study are:

i BI Profitability (Stephanie Pals, 2006; (Mian, 1997)
ii BI Productivity (Stephanie Pals, 2006; (Mian, 1997)
iii BIs Financial Viability (Lalkaka, 2002)

For all the three items of BI performance, managers were asked to rate these on a scale of 1-5. Stephanie Pals, 2006 and Mian (1997) highlighted the importance of BI Profitability for BI performance. Stephanie Pals (2006) and Mian (1997) highlighted that for measuring the performance of BI, productivity can be used. BIs Financial Viability is indicator suggested by Lalkaka (2002). Thus these three were used in the study for measuring BI performance.

EFA was conducted on six success factors identified through literature. The first success factor identified and tested is the entry and exit policy. Table 2 depicts the factors related to Entry and Exit policy. Seven items converged to three, viz. i) EE11: Applicant's proposal potentiality; ii) EE12: Admission & Graduation policy; and iii) EE13: Post incubation scenario. These three factors explained 81.378 percent of the variance.

In this study, we theorize that the outcome of BI performance varies significantly with Entry and Exit policy and ties with University.

III. Research Design & Methodology

The present study used a structured questionnaire for collecting data from the incubators. The respondents were chosen from BI Managers and the managing staffs. The five-point Likert scale was used and, it contains seventeen questions dealing with different aspects of the study. In addition to these, there were few more to collect general information about the BIs about the type of BI; Number of tenant firms admitted scenario, the present status of the number of firms and number of graduating firms. Data were collected from 60 BIs. It is pertinent to know the reliability of Questionnaire. It is shown in Table 1. Entry and Exit Policy had seven items, and Cronbach alpha is 0.730, and for Business Incubation Performance it was 0.703.

Table 1: Reliability of Questionnaire

S. No.	Construct	No. of Items	Cronbach's Alpha
1.	Entry and Exit Policy	7	0.730
2.	Ties with University	7	0.
3.	Business Incubation Performance	3	0.703

a) *Objectives of the Study*

Following are objectives of the present study:

O1: To analyze the factors of entry and Exit policy.

O2: To find the relationship between entry and Exit policy factors and BI performance.

O3: To find the relationship between ties with University and BI performance.

IV. Data Analysis

As shown through table 3, Entry and Exit items converged into three factors, viz. EE11: Applicant's proposal potentiality; EE12: Admission & Graduation policy; and EE13: Post incubation scenario. These three factors explained 81.378 % of the variation.

Table 2: Factors related with entry and exit policy

	EE11: Applicant's proposal potentiality	EE12: Admission & Graduation policy	EE13: Post incubation scenario
EE2: The decision process begins with a staff review of applicant's growth potential.	0.939		
EE3: The decision process includes a staff review of applicant's Product Marketability.	0.933		
EE4: The decision process begins with a staff review of applicant's Application of new technologies	0.675		
Eigen Value	2.313		
% of Variation	33.049		
EE5: The incubation centre has a formal policy for graduating tenant companies from the incubator		0.905	
EE1: The incubation centre has a formal policy for admitting tenant companies to the Incubator		0.888	
Eigen Value		2.199	
% of Variation		31.410	
EE7: Suitable space is available to tenant companies outside the incubator after graduation			0.794
EE6: Incubation centre continues to provide assistance to tenant companies even after graduation			0. 723
Eigen Value			1.184
% of Variation			16.918
Total % of Variation			81.378
Extraction Method: Principal Component Analysis.: Rotation Method: Varimax with Kaiser Normalization.			

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.631
Bartlett's Test of Sphericity	Approx. Chi-Square	182.661
	Df	21
	Sig.	.000

***$p<.001$

From the three items that loaded on EE11: Applicant's proposal potentiality, review of the application by the incubator staff member got highest factor loading (0.939). This was followed by a review of the tenant product marketability by the incubator staff (0.933). The second component was EE12: Admission & Graduation policy. A formal rule for the graduation of the tenant (0.905) emerged as a key item in this component. In EE13: Post-incubation scenario, EE7: Suitable space is available to tenant companies outside the incubator after graduation had higher loading. All items in this factor had loadings greater than 0.70 and thus all items were retained for further analysis.

Ties with University had seven factors. These include: TU 21: advocating bonds of business incubators with Universities; TU22: access to potential new tenant companies; TU23: increased level of credibility for the business incubator; TU24: access to laboratory space; U25: getting new technologies; TU26: getting new business ideas; and TU27: enhancing the incubation centre's probability of getting external (public or private) finance.

In case of ties with university TU26: getting new business ideas loaded heavily. TU22: access to potential new tenant companies was next to it; TU24: access to laboratory space; U25: receiving new technologies.

Table 3: Factor Loadings of BI Performance; Entry and Exit Policy and Ties with University

	BI Performance	Entry and Exit Policy	Ties with University
2CSF1			0.658
2CSF2			0.846
2CSF3			0.810
2CSF4			0.835
2CSF5			0.825
2CSF6			0.900
2CSF7			0.748
BI Financial Viability	0.786		
BI Productivity	0.833		
BI Profitability	0.864		
EE31		0.864	
EE32		0.668	
EE33		0.579	
AVE	0.686	0.509	0.651
Composite Reliability	0.867	0.752	0.928

Average Variance Extracted (AVE) for BI Performance; Entry and Exit Policy; and Ties with University is more than the threshold level of 0.50. Composite Reliability is greater than 0.70 and is 0.867 for BI Performance; 0.752 for Entry and Exit Policy; and 0.928 for Ties with University. Composite Reliability is larger than the threshold value of 0.70. Thus it is acceptable to proceed ahead with the analysis.

Table 4 gives Fornell - Larcker Criterion Discriminant Validity. As the results indicate discriminant validity is fine.

Table 4: Fornell-Larcker Criterion Discriminant Validity

	BI Performance	Entry and Exit Policy	Tie with University
BI Performance	0.828		
Entry and Exit Policy	0.579	0.714	
Tie with University	0.504	0.201	0.807

Table 5 reflects the Variance Inflation Factor (VIF). As the VIF values are less than threshold value of 5, thus we proceeded to perform SEM-PLS.

Table 5: Variance Inflation Factor

Inner VIF	BI Performance
BI Performance	
Entry and Exit Policy	1.042
Tie with University	1.042
Outer VIF	
2CSF1	2.073
2CSF2	3.944
2CSF3	3.811
2CSF4	2.931
2CSF5	4.560
2CSF6	4.737
2CSF7	1.992
BI Financial Viability	1.440
BI Productivity	1.643
BI Profitability	1.779
EE31	1.233
EE32	1.213
EE33	1.061

Figure 1 and Table 6 shows the results of SEM-PLS.

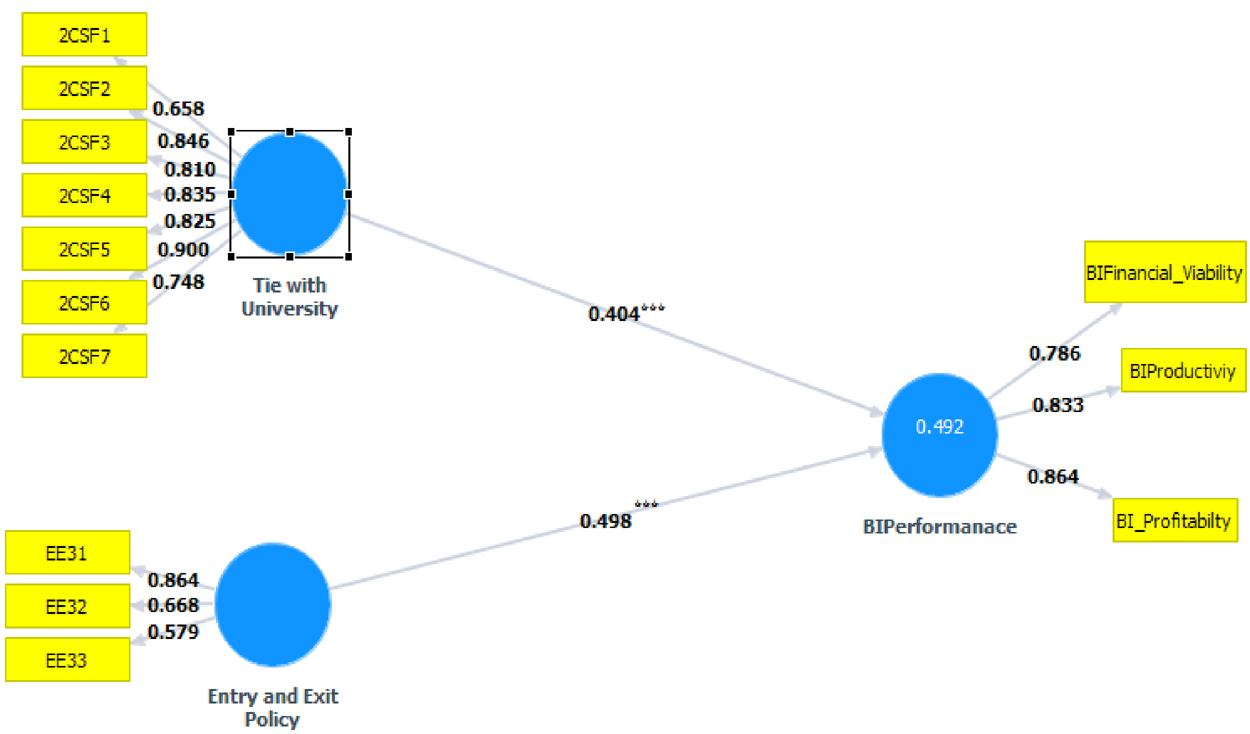

Figure 1: Relation of Entry-Exit Policy and Ties with University with BI performance

4 depict that the beta values of Entry and Exit Policy are 0.498 and ties with a university is 0.404. Both these are significant and are very important for BI performance. Thus Ties with University and Entry and Exit Policy are significant predictors of Business Incubation performance.

Table 6: Relation of Entry-Exit Policy and Ties with University with BI performance

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (|O/STERR|)	P Values
Entry and Exit Policy -> BI Performance	0.498	0.498	0.108	4.628	0.000***
Ties with University -> BI Performance	0.404	0.416	0.126	3.214	0.001***
R Squared	0.492				
Adjusted R-squared	0.474				

V. Conclusion

The study was taken with the objective to analyze the factors of entry and Exit policy. Results highlight that EE11: Applicant's proposal potentiality; EE12: Admission & Graduation policy; and EE13: Post incubation scenario emerges as vital indicators of Entry and Exit policy. EE11: Applicant's proposal potentiality has the highest loading.

The next objective was to find the relationship between Entry and Exit policy factors and BI performance. The results suggest that Beta values for Entry and Exit policy factor are 0.498 (-value: 4.628). Thus this emerges as a significant predictor of BI Performance. The last objective was to find the relationship between ties with University and BI performance. Beta values for ties with University are 0.404 (t-value: 3.214). Hence, this is also critical success factor (CSF) for gauging Business Incubation Performance. Relationship, Collaboration and alliance with university are essential and extremely advantageous for any business incubators (Pals 2006; Lalkaka, 2002). Thus, this is supported by the literature. The importance of Entry and Exit policy has been advocated by Akcomak (2009), focusing on a clear Entry and Exit policy and for providing assistance to tenant companies (Lalkaka, 200; Totterman and Sten, 2005; Pals, 2006; Mian, 1994). This study has been one of initial studies on understanding whether clear Entry and Exit policy and ties with universities can help in improving the BI performance. To sustain BI performance these two critical success factors can play a dominant role in the survival and sustenance of BIs.

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The Effect of Organizational Culture and Commitment to Performance of Employees with Working Satisfaction as Moderation Variables in Pt. Bank Mandiri (Persero) Area Medan

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Abstract- The banking climate in the current era of economic globalization has caused all banks including Bank Mandiri to compete to be the best. One of them is by improving organizational performance through improving employee performance. One of the factors of success in achieving the target of lending as an indicator of organizational performance is largely determined by the performance of employees. Improvement in employee performance is absolutely necessary to pay attention to several aspects including organizational culture, organizational commitment and job satisfaction. This research used a quantitative research with the population are employees of PT. Bank Mandiri (Persero), Tbk Medan Business Banking Area Imam Bonjol, totaling 40 people and the population as research samples. Data analysis used to test the effect of intervening variables is used path analysis. Organizational culture and organizational commitment have a positive effect on employee performance at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture and organizational commitment have a positive effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

Keywords: organizational culture, commitment, job satisfaction, employee performance.

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THEEFFECTOFORGANIZATIONALCULTUREANDCOMMITMENTTOPERFORMANCEOFEMPLOYEESWITHWORKINGSATISFACTIONASMODERATIONVARIABLESINPTBANKMANDIRIPERSEROAREAMEDAN

The Effect of Organizational Culture and Commitment to Performance of Employees with Working Satisfaction as Moderation Variables in Pt. Bank Mandiri (Persero) Area Medan

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Abstract- The banking climate in the current era of economic globalization has caused all banks including Bank Mandiri to compete to be the best. One of them is by improving organizational performance through improving employee performance. One of the factors of success in achieving the target of lending as an indicator of organizational performance is largely determined by the performance of employees. Improvement in employee performance is absolutely necessary to pay attention to several aspects including organizational culture, organizational commitment and job satisfaction. This research used a quantitative research with the population are employees of PT. Bank Mandiri (Persero), Tbk Medan Business Banking Area Imam Bonjol, totaling 40 people and the population as research samples. Data analysis used to test the effect of intervening variables is used path analysis. Organizational culture and organizational commitment have a positive effect on employee performance at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture and organizational commitment have a positive effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture, work organizational commitment has a very strong influence on employee performance through variable job satisfaction as a moderating variable on employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. It is suggested to the management to be able to increase employee commitment, among others: providing solutions and motivation for conditions that are not going well, improving the behavior and way of thinking of employees in upholding the values that exist in the organization's vision and mission. Likewise, the promotion system is adjusted to the work results of employees.

Keywords: organizational culture, commitment, job satisfaction, employee performance.

I. Introduction

Organizational performance will not be optimal without optimal employee performance support. This suggests that employee performance factors are key to the progress and success of the organization. The performance of the organization is essentially a result of the work requirements that must be met by employees. The company's performance is determined by qualified employees (Fauzi, et al., 2016). Employee performance is one of the capital for the company to achieve its goals. So that employee performance is something that should be considered by the company leader (Rahardjo, et al., 2015). While Sulistiyani and Rosidah (2003) in Rifansyah (2016) suggested that performance is an outcome record that results from certain employee functions or activities carried out over a certain period of time. Related to the performance of employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area for 2015 is Rp. 160 billion / month is given to 24 Relationship Managers and 16 Assistant Relationship Managers cannot be reached every month. In fact, the realization of lending tends to decrease every month. Likewise for 2016 there was a significant decrease in each month, even there was no achievement of the target at all.

Decreasing performance of Relationship Managers and Assistant Relationship Managers is a phenomenon where employees should spend all their abilities for the progress of the company but this does not happen can also be caused by not absorbing the organizational culture properly. Not achieving this target unit can be used as an indication that the performance of the Relationship Manager and Assistant Relationship Manager has not been able to reach the desired standard.

Regarding the above, the researcher in this study will discuss three factors that are identified to affect employee performance, namely organizational culture, organizational commitment and job satisfaction as stated by Fauzi, et al., (2016) that the factors that influence employee performance are motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment and organizational commitment.

Kotter & Heskett (2013) explain that organizational culture is believed to be one of the key variable factors of organizational performance success. To be able to manage the organization properly requires

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clear understanding and attention to organizational culture. In accordance with the context of empowering human resources, in order to produce professional employees with high integrity, there is a need for standard references imposed by an organization.

The second factor that is identified that influences employee performance is organizational commitment. A high commitment to the organization will increase the responsibility and sincerity of employees in carrying out their duties. Employees who have a high commitment to the organization will work wholeheartedly and will fight for the progress of the organization, because they are aware of being part of the organization (Burhan, et al., 2013).

The third factor that is identified that affects employee performance is job satisfaction. Indriyani (2015) said that employee performance will emerge if employees feel comfort and satisfaction at work. In the opinion of Robbins (2003) in Rahardjo, (2016) the term job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work itself while someone who is not satisfied with his job shows a negative attitude towards the job.

II. Literature Review

a) Performance

An organization is established because it has goals to be achieved. In achieving its objectives, each organization is influenced by organizational behavior which is a reflection of the behavior and attitudes of the actors found in the organization, the most common activity assessed in an organization is employee performance, namely how employees do everything related to a job, position or role in organization (Sutrisno, 2013).

Sutrisno (2013), more explicitly stated that employee performance is the result of employee work seen in the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. The company's performance is largely determined by the performance of qualified employees (Indriani and Waluyo, 2012).

b) Organizational culture

Organizational Culture can be defined as a system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of an organization as a code of conduct and solutions organizational problems. (Sutrisno, 2013).

Robbins & Coulter (2010) states that "Organizational culture or organizational culture is a set of values, principles, traditions and ways of working that are shared by and influence the behavior and actions of members of the organization". In most organizations, the values and practices that are shared (shared) have developed rapidly along with the times and really greatly affect how an organization is run.

Organizational culture becomes the main identity or character of the organization that is maintained and maintained. Strong culture is a useful tool for directing behavior, because it helps employees to do better work so that every employee at the beginning of his career needs to understand the culture and how that culture is implemented.

c) Organizational Commitment

The management of an organization must be required to increase growth and / or better progress over time. To support that, all depends on top management commitment (top management). Because commitment is the determination of decision making in achieving the stated goals (Edison, et al, 2016).

The high level of organizational commitment is related to high employee performance (Syauta et al., 2012; Fitriastuti, 2013). Research conducted by Ghorbanpour, et. al., (2014) shows that organizational commitment has a positive and significant effect on employee performance. Organizations that are able to give full attention and make employees believe in the organization will gain employee commitment (Lee, et al., 2012).

d) Job satisfaction

Robbins (2010) defines job satisfaction as a general attitude of an individual towards his work where in the job a person is required to interact with colleagues and superiors, follow organizational rules and policies, meet performance standards.

Job satisfaction is a positive attitude of employees towards their work, which arises based on an assessment of the work situation (Umam, 2010). A pleasant work situation can be formed if the nature and type of work must be carried out according to the needs and values ofthe employee. Thus, satisfied employees prefer the work situation to dissatisfied employees who do not like the work situation.

III. Methods

This research was used a quantitative method with the population were employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area, totaling 40 people. As for the sample in this study, employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area, totaling 40 people.

As for obtaining data, information and information from researchers do it in the following ways: 1) Interview, namely the data collected is obtained by direct communication with the object of research. 2). Questionnaire, which is a data collection technique by creating a list of questions related to the problem being examined by employees.

Data Analysis using Path Analysis According to Ghozali (2011), to examine the effect of intervening variables, path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (model causal) that have been determined previously.

IV. Results and Discussion

a) Results

i. *Partial Influence on Employee Performance.*

Data processing results are summarized in Table 1, as follows:

Table 1: Coefficient of Determination I Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,844[a]	,712	,696	1,319	,712	45,682

a. Predictors: (Constant), Komitmen, Budaya Organisasi

b. Dependent Variable: Kinerja

Based on first Table it is known that R = 0.844, which means that the relationship between organizational culture and organizational commitment simultaneously on employee performance is 84.0%. When referring to the interpretation of the degree of closeness of the relationship according to (Sugiyono, 2010), the degree of closeness of this relationship is very strong, because it is in the interval 0.80 - 1.00.

R Square obtained by 0.712 means 71.20% employee performance can be explained by organizational culture and organizational commitment while 28.80% can be explained by other factors not examined by this study.

The results of the t test in this study are summarized in Table 2, as follows:

Table 2: Partial Tests on Employee Performance Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,234	2,040		1,585	,121
Organizational Culture	,270	,046	,633	5,880	,000
Organizational Commitment	,215	,077	,302	2,805	,008

a. Dependent Variable: Performance

Based on the output of Table 2, the significance value of organizational culture variables = 0,000 <from 0.05, so Ho's decision is rejected which means that organizational culture has a significant effect on employee performance.

The significance value of organizational commitment variables on output Table 2. = 0.008 <from 0.05, so Ho's decision is rejected which means that organizational commitment has a positive and significant impact on employee performance.

ii. *Partial Influence on Employee Job Satisfaction*

Data processing results as summarized in Table 3, as follows:

Table 3: Determination Coefficient II Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,860[a]	,739	,725	2,164	,739	52,315

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,860[a]	,739	,725	2,164	,739	52,315

a. Predictors: (Constant Organizational Commitment, Organizational Culture

Based on Table 3 it is known that R = 0.860, which means that the relationship between organizational culture and organizational commitment simultaneously to employee job satisfaction is 86%. When referring to the interpretation of the degree of closeness of the relationship according to (Sugiyono, 2010), the degree of closeness of this relationship is very strong, because it is in the interval 0.80 - 1.00.

R Square obtained by 0.739 means 73.90% employee job satisfaction can be explained by organizational culture and organizational commitment while 26.10% can be explained by other factors not examined by this study.

The results of the t test in this study as summarized in Table 4, as follows:

Table 4: Partial Tests on Employee Job Satisfaction Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,209	3,346		1,557	,128
Organizational Culture	,561	,075	,764	7,446	,000
Organizational Commitment	,186	,126	,152	2,479	,048

a. Dependent Variable: Work Satisfaction

Based on the output of Table 4, the significance value of the organizational culture variable = 0.00 <from 0.05, so Ho's decision is rejected which means that the organizational culture has a positive and significant effect on employee job satisfaction.

The significance value of organizational commitment variables in output Table 4. is = 0.048 <from 0.05, so Ho's decision is rejected which means that organizational commitment has a positive and significant influence on employee job satisfaction.

iii. *Effect of Intervening Variables*

Table 5: Partial Test of the Role of Moderation Variables

Coefficients[a]

	Model	Unstandardiz ed Coefficients		Standa rdized Coeffici ents	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.688	12.018		-.224	.824
	Organizational Culture (X1)	-.959	.408	-2.247	2.350	.025
	Organizational Commitment (X2)	-1.465	.677	-2.061	-2.163	.038
	Work Satisfaction	.424	.348	.730	1.217	.232
	X1X3	.022	.011	3.838	2.079	.045
	X2X3	.042	.017	3.615	2.409	.022

From Table 5 shows that the value of sig-t which is smaller than α = 0.05 is the value of 0.045 <0.05 in the organizational culture variable and the s-t value of 0.022 <0.05 in the organizational commitment variable. This means that organizational culture influences work performance and satisfaction disrupts the influence of organizational culture on performance. Then job satisfaction significantly mediates the influence of commitment to employee performance.

Influence of X1 (Organizational Culture) through X3 (Job Satisfaction) to Y (Employee Performance)

Direct influence = b3 = -2,247

Indirect influence through X3 = 3,838

The total effect of the path coefficient = b3 + X3 = -2,247 + 3,838 = 1,591

Based on these calculations it is known that the value of direct influence is -2,247 and indirect effect 3,838 which means that the indirect effect is greater than the direct influence. These results indicate that indirectly X1 has a significant effect on Y and is positively influenced by the variable X3.

Influence of X2 (Organizational Commitment) through X3 (Job Satisfaction) on Y (Employee Performance)

Direct influence = b4 = -2,061

Indirect influence through X3 = 3.615

The total effect of the path coefficient = b4 + X3 = -2,061+ 3,615 = 1, 554

Based on these calculations it is known that the value of direct influence is -2,247 and indirect effect is 3,615 which means that the indirect effect is greater than the direct influence. These results indicate that directly X2 has a significant effect on Y and the X3 variable positively moderates.

Effect of X3 (Job Satisfaction) on Y (Employee Performance)

The significance value of X3 is 0.730> 0.005 so it can be concluded that directly X3 has no significant effect on Y. In determining whether or not there is a mediating or intervening effect in the model, it can be seen from the following criteria:

1. If the value of the effect of the total path coefficient> the value of its direct influence, then there is an intervening / mediation relationship.
2. If the value of the influence of the total path coefficient <value of the direct influence, there is no intervening / mediation relationship.

Based on these criteria, the following results are obtained:

1. The effect of the total path coefficient X1 (Organizational Culture) through X3 (Job Satisfaction) on Y (Employee Performance) of 1,591> the value of the direct influence is -2,247 so that it can be concluded that there is an intervening / mediation relationship.
2. The effect of the total path coefficient X2 (Organizational Commitment) through X3 (Job Satisfaction) on Y (Employee Performance) is 1.358> the direct influence value is -2.061 so it can be concluded that there is an intervening / mediation relationship.

V. Discussion

a) Organizational Culture and Organizational Commitment have a significant effect on Employee Performance

The results show that the significance value of the F test is 0.000 at $\alpha = 0.05$, this significance value is less than 0.05 so Ho's decision is rejected and Ha is accepted so that it can be said that the organizational culture and organizational commitment variables of PT. Bank Mandiri (Persero), Medan Imam Bonjol's Business Banking Area simultaneously has a significant effect on Employee Performance.

This can be interpreted if organizational culture is applied consistently and supported by good organizational commitment, it will further encourage the performance of employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

The results of the study prove the significance value of the variables of organizational culture and organizational commitment through the test = 0.000 <from 0.05. This value shows that Ho is rejected and Ha can be accepted, so it can be said that organizational culture variables have a positive and significant effect on employee performance variables. The better and more consistent the existing organizational culture currently is, it will be able to improve the performance of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

Thus this study supports research conducted by (Syauta, et. Al, 2012; Hakim, 2015 and Burhan Arif, et al., 2013) empirically prove that organizational culture significantly influences employee performance. Conducive and pleasant organizational culture and good organizational commitment will be able to be a force capable of directing employee behavior towards achieving performance in order to achieve organizational goals. This behavioral support will be the basis for employees to be able to do a job well.

Organizational culture is considered an asset that can improve organizational performance through improving employee performance. Organizational culture in this case always has a positive impact on the life of the company, as well as organizational commitment to its employees.

b) Organizational Culture and Organizational Commitment Significantly Affect Employee Job Satisfaction

The results show that the significance value of the F test is 0.000 at $\alpha = 0.05$, this significance value is less than 0.05 so Ho's decision is rejected and Ha is accepted so that it can be said that the organizational culture and organizational commitment variables of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area simultaneously has a significant effect on employee job satisfaction. This can be interpreted if the organizational culture is applied consistently and supported by good organizational commitment, it will further encourage the work satisfaction ofemployees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

The results of the study prove that the significance value of the variables of organizational culture and organizational commitment through the test = 0.000 <from 0.05. This value shows that Ho is rejected and Ha can be accepted, so it can be said that the variables of organizational culture and organizational commitment have a positive and significant effect on employee job satisfaction variables. The better and more consistent the existing organizational culture currently is, it will be able to increase the job satisfaction of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

This study supports research conducted by (Syauta, et. Al, 2012; Hakim, 2015 and Burhan Arif, et al, 2013) empirically prove that organizational culture significantly influences employee job satisfaction.

c) Organizational Culture Affects Job Satisfaction Mediating the Effect of Organizational Culture on Employee Performance

The results showed that the s-t value of the organizational culture variable was = 0.025 or $< \alpha = 0.05$, from the interaction of the independent variables (organizational culture) and job satisfaction variables, the organizational culture variables tended to improve employee performance. Based on the descriptive test results of respondents' perceptions, it is known that the current organizational culture at PT. Bank Mandiri (Persero) has been good, although there are still some employees who answered that they did not agree to some of the statements contained in the research questionnaire. Thus this study has different results with the research conducted by Seno Sumowo (2016) empirically proving that the interaction between job satisfaction and organizational culture has a significant positive effect on employee performance.

Organizational culture as values that helps organizational members understand acceptable actions and which are not acceptable in the organization or organizational value system and will affect the way the work done and the way employees behave are good, in other words that with the leadership encourage employees to be active in making a new idea or idea for the development of the organization has formed an employee interest in pursuing the field of work that is being done so that with a growing active attitude and employee interest in the work will contribute to the implementation of the vision and mission in an organization and support the existence of work programs that exist within an organization.

Leadership encouragement to be able to work faster and in accordance with the tasks that have formed the sincerity of the employees in completing the task burden that is carried out so that with the encouragement from the leadership and sincerity as a commitment from the employees will create a work accuracy in accordance with the time given and increasing the quality and quantity of the work that is in an organization. Coordination with co-workers in completing an existing work within the organization will form mutual assistance among employees in working, this attitude is very important in shaping the commitment of an employee to his organization so that coordination is built and help each other among its employees as an important role in growing commitment will create capabilities and work programs that are in line with the expectations of an organization in building and improving overall organizational performance.

d) Job Satisfaction Mediates the Effect of Organizational Commitment to Employee Performance

The results showed that the s-t value of the organizational commitment variable was = 0.038 or <beta of the interaction of the independent variables (organizational commitment) and job satisfaction variables, so the variable organizational commitment through job satisfaction could improve employee performance. Thus this study supports research conducted by Debora Jublianty Anniversary, et al (2014) empirically prove that the interaction between job satisfaction and organizational commitment has a significant positive effect on employee performance.

Organizational commitment as the degree to which employees believe and want to accept the goals of the organization and will remain or will not leave their organization is good, in other words that there is a strong commitment to maintaining membership in the organization.

The understanding of each regulation that is used as a guide in conducting an examination, and the completion of tasks or jobs even though the leader is not in the office, has established a proactive attitude in seeking new work procedures and creativity in helping to improve organizational integrity, and creating extra willingness or effort besides work that has been determined, to help the success of the organization and increase work achievement in accordance with organizational expectations.

VI. Conclusion

Organizational culture and organizational commitment have a positive effect on employee performance at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture and organizational commitment have a positive effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture, work organizational commitment has a very strong influence on employee performance through variable job satisfaction as a moderating variable on employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

Based on the results of the analysis of the answers from respondents and verification of the research hypotheses, it can be suggested the following things, the Company can pay more attention to the employee job satisfaction achieved. Likewise, the praise given by superiors to subordinates positively so as to provide motivation to work better, giving positive rewards to employees is a good way to encourage and make them increasingly want to be engaged with the company.

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Investigation of Learning Style Preferences of Business Students in Saudi Arabia-using VAK Assessment Model

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Abstract- This study focuses on investigation of learning style preferences of business students who enrolled in two different set of course modules; descriptive and mathematical. This study is cross-sectional research depends on primary data gathered from a business student who studies in a state university in Saudi Arabia. The purposive sampling methods used to select the sample and VAK modality questionnaire was used to collect data. The Cronbach's alpha for three styles; visual learner, auditory learner, kinesthetic learners was respectively 0.83, 0.80, and 0.77. Percentages were calculated to determine students' desirable learning style, and chi-square test and independent sample t-test were conducted to discover the difference between learning style of descriptive courses and mathematical courses. It has revealed that both groups of students prefer multimodal more than unimodal. The highest unimodal preference was the visual style for both groups of students. Independent sample t-test results showed that there was no difference between the two groups of students.

Keywords: VAK learning styles model, visual learner, auditory learner, kinesthetic learners.

GJMBR-A Classification: JEL Code: D83, M00

INVESTIGATIONOFLEARNINGSTYLEPREFERENCESOFBUSINESSSTUDENTSINSAUDIARABIAUSINGVAKASSESSMENTMODEL

Strictly as per the compliance and regulations of:

Investigation of Learning Style Preferences of Business Students in Saudi Arabia -using VAK Assessment Model

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I. Introduction

Students' academic performance changed with their personality, environmental and social factors as well as their learning style. Students' learning style could be different from each other especially with their ability to learn. With the observation in a formal learning environment mainly in higher education institutes, it has observed that some prefer learning through reading, and some prefer group discussions. However, academic performance of the students might depend on their desirable learning style. In the literature, learning style defined in diverse way. "Educational environment which students prefer to study" defined as learning style by Stewart and Felicetti (1992). Honey and Mumford (1992) highlighted that learning style as attitude and behavior which reveal students most preferred learning method. Dunn (1990) defined learning style as a method, which every learner wishes to concentrate, process, and retain knowledge they receive from learning.

In the literature, various concepts and theories were developed to explain students' learning style. Business students who are especially training to became managerial positions have to learn well because most of their decision making could reflected by the way they understand and learn concepts and theories. Many research studies have revealed that learner's learning styles can enhance their performance, motivation, and efficiency (Oxford and Ehrman, 1992; Yousef, 2016; Hatami, 2013). In addition to this, there is a miscommunication between the teacher and the learner. Most of the traditional learning environment, teachers perceived that students' participation is lower as well as assume that learners can absorb all new information which they deliver at once.

With the Saudization program, many Saudi female students select business management degree programs, which enable them to become a future female manager. With the economic liberalization policies in Saudi Arabia, encourage foreign multinational companies to start their business in Saudi Arabia. Because of these favorable factors, recognize learning styles of future business managers is valuable. Though the traditional teaching evaluation survey has not supported to understand whether individual learners learned and receive new knowledge.

Rief (1993: 53) highlighted that "students retain 10% of what they read 20% of what students hear 30% of what students see 50% of what they see and hear 70% of what they say 90% of what they say and do". This finding is reflecting that learners' cognition has directly influenced their learning ability. Instructors' traditional teaching method may not be reflected right learning methods for the learner. Teaching methods might be kept students away from the classroom. It is, therefore important to explore the most suitable learning style for individual students. Numerous weak learners might be discouraged by traditional teaching methods which do not accommodate their learning styles. It needs that instructors implement teaching styles that make their teaching reachable to all learners, whether they are weak or best. According to the Griffiths (2012), the theory of learning concept introduced around in the 1970s explained that students' higher academic performance was a result of their learning condition. Many theories introduced numerous learning style models and theories. With this Learning Styles Questionnaire, instructors can take a better

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understanding of individual learners' attitudes and behaviors and learning processes (Sims, 1990; Campbell, 1991, Eaves, 2011).

In theory, shows different learning styles and various research studies discovered students learning preferences changed with major, gender as well as culture. It has identified that Business students in the Saudi university show different academic performance based on their courses they enrolled. Students who received higher grades for descriptive courses were not showed same grades for mathematical modules. Most of the students were failed in mathematical courses. It indicated that more than students learning ability or cognition, learning style for different subject area might be the cause for the different grades for the same students. Without correctly knowing students' desirable learning style, teachers cannot change their teaching modes. There were not many studies carried out this area to determine whether students' academic performance depended on learning style or not. Therefore investigation in this phenomenon is important to students as well as teachers. Results of this study reveal that instructors' awareness of learners learning preferences and accordingly, instructors might be able to practice different learning methods. It would help to enhance business students understanding ability and to achieve their learning objectives which will support them to practice successfully as a business manager in the competitive job market.

This study focuses on investigation of learning style preferences of business students who enrolled in two different set of course modules; descriptive courses and mathematical at one of the State Universities in Saudi Arabia. Descriptive courses are principles of management, strategic management, and organizational behavior, while mathematical courses are mathematics for business, business statistics, and operations research. These modules have three credit hours per week with 45 contact hours per semester with six assessments including two quizzes, two assignments, and mid - term examination and semester end examinations.

a) *Objective of the Study*

Therefore, the objectives of this study were:

- To identify the learning style preferences of business students who enrolled in two different set of course modules; descriptive courses and mathematical courses by using the VAK model;
- To find any differences between the learning styles of descriptive modules and mathematical modules of the same group of students.

b) *Research Questions*

1. Which are the dominant learning styles of Descriptive Courses?
2. Which are the dominant learning styles of Mathematical Courses?
3. Is there a difference in learning styles of Descriptive and Mathematical Courses?

c) *Hypothesis*

Ho: There is no association between students' Learning styles of descriptive courses and Learning styles of Mathematical courses.

Ha: There is an association between students' Learning styles of descriptive courses and Learning styles of Mathematical courses.

II. Literature Review

The concept of learning style explains that each individual students prefer to learn differently. It further defines that each student absorbs knowledge and process and retain information receiving from learning depended on their preference. Thus, learning style has become a predominant recognition in classroom management and education administration. Students' learning style depended on their cognition, environment and their emotional intelligence. Hence, every student is different from each other. Therefore, understanding the correct learning style of each student is an import for teachers to determine appropriate teaching method in classroom. Many scholars introduced different approaches to identify students' learning style preferences.

a) *Dunn and Dunn's Model*

Dunn and Dunn's model introduced by Rita and Kenneth Dunn in 1978 was the oldest learning style model relates to school students (Dunn, 2000). Based on the behavior of students and their responses to teaching methods this model developed. Five key dimensions were introduced by this comprehensive model to determine students' learning styles. Those five are (1) environmental (2) emotional (3) sociological (4) physical and (5) psychological. An environment defined as what students considered as idle place to learn like, warm, bright, nice desk, as well as place where they can verbally communicate, quieter place or some time informal environment. These elements were differing from students to student. Emotional dimension explained independence and self-directed learners. In one extent student prefer fully self-directed and another end of the dimension, students' expect close supervision and support continuously to complete their project. The third element explained a sociological aspect of the learner. Some students like team works and group projects, who were more like peer interaction, while others refuse to do group work. They prefer to learn from the adults rather than peers.

A fourth element in Dunn's model described individual learning preference regarding physiological preference. This dimension explained learning modality. Some students prefer a visual channel, while other prefers auditory channels. Mobility, time preference are some of the other elements describe under this element. The final learning style is psychological. This element explains how students act when they have learning problems. Some of them looking at bigger picture while other prefer to concern individual dimensions of the problem. Dunn (2009) in his studies which conducted in several institutions discovered that learning style has a direct impact of students' academic performance.

b) Kolb's Learning Style Inventory (LSI)

Kolb (1984) proposed a model with four elements related to Learning Style Inventory (LSI) instruments. These four instruments are concrete experience (feeling), reflective observation (watching), abstract conceptualization (thinking), and active experimentation (doing). Also, Kolb (1984) explained four different type of learning styles; 'accommodators', 'divergers', 'convergers', and 'assimilators'. In 2002, Loo applied the Kolb's Learning Style Inventory (LSI) to discover business major students' learning style. The study found that business students who were majoring accounting, finance, and management information system were preferred assimilator learning style. Jaju, Kwak, and Zinkhan (2000) discovered that students in marketing specialization were more prefer to be accommodators and Barnes, Gooden, and Preziosi, (2004) found that students who were in online education were more prefer to use combinations.

c) Honey and Mumford's Learning Style Questionnaire (LSQ)

Based on the Kolb's work in 1992 Honey and Mumford introduced Honey and Mumford's Learning Style Questionnaire (LSQ). In this model, they have presented four different type of learning styles; activist, theorist; pragmatist and reflector. Aziz, Tey, Alw, and Chong (2013) in their study in pharmacy students discovered that many students like to be a reflector, and then like to be theorists, pragmatist and activist continually.

d) The Grasha-Riechmann Student Learning Styles Scale (GRSLSS)

Grasha (1996) introduced the Grasha-Riechmann Student Learning Styles Scale (GRSLSS). This model showed six different type of learning styles; Avoidant, collaborative, competitive, dependent, independent and participant. Halili, Naimieb, Sira, Abuzaid, and Chin (2015) examined distance learners learning styles of Malaysian students by using this scale. The study revealed that the majority of female students preferred independent, competitive, dependent, participative and collaborative learning styles over male students who were avoidant learners.

e) Felder and Silverman Index of Learning Survey (ILS)

Felder and Spurlin (2005) introduced an Index of Learning Survey (ILS). Their learning style assessment consists of 44 elements categorizing into four dimensions. One dimension is sensory or intuitive and the second dimension is visual or verbal. Active or reflective is the third dimension while sequential or global is the last.

f) VARK/VAK Learning Styles Model (Visual, Auditory, Kinesthetic)

In the 1920s the VAK Learning Styles Model introduced by psychologists such as Fernald, Keller, Orton, Gillingham, Stillman, and Montessori, starting in the 1920's (Fleming, 2001). The purpose of the model was to determine preferable learning styles, which are commonly used by learners. Accordingly, the psychologist identified three major dominant learning styles visual, auditory or kinesthetic. However, it has recognized that learners combined all three or two and recognized fourth learning style as mix modality. The Visual-Auditory-Kinesthetic (VAK) learning style model explained that student learning method could classified into three categories as visual learners, auditory learners, kinesthetic learners or a multimodality learner.

Neil Fleming in 1987 expanded the VAR model to VARK model. This VARK model introduced four categories of learners; visual, aural, read/write and kinesthetic (Fleming, 2001). In this model, Fleming facilitated learner to select more than one learning style. Out of four elements of the model visual learners more prefer pictures, diagrams, video, animation, flowcharts, colors, symbols, lecturers gestures, and graphs use to improve their knowledge while Aural learners more prefer lecturers voices, discussions, verbal explanations, tape recordings, stories and jokes, recall to other people. The third type of learner Read/Write style more prefer lists, headings, dictionaries, glossaries, textbooks, and lecture notes and last type of learners- Kinesthetic more prefer real experiences, concrete examples, case studies, fieldtrips, laboratory experiments.

i *Visual Learner*

Visual learners prefer to see, read and write. They are more prefer to work in a silent environment, like to take note during teaching. They prefer textbooks, short notes, graphs, and charts as well as like to take notes. Visual leaners like to keep the information fresh and visible. Vivid imaginations level in high would like to think and visualizes in detail. Vivid learners prefer to have a handout, written instructions, highlight key information, and color coding and clear headings. Visual learners depend on their eye (Kastner and Stangl, 2011; Reid, 1987).

ii *Auditory Learner*

Auditory leaners like to depend on their ears. They are good communicators prefer listening and speaking with teachers and desire to read loudly and

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keep information in a memory. Their remembering capacity is very high. Auditory leaners prefer audio files, oral presentations, speeches, etc. Furthermore they like to work in a group and enjoy dialogue but do not prefer reading and easily distracted sounds (Reid, 1987; Vincent and Ross, 2001).

iii *Kinesthetic Learners*

Kinesthetic learners more prefer to learn through physical experience. They are more like to be movers and shakers. They desire to do, touch, feel and move while learning and would like to take regular breaks. They recognized as multi-tasker, therefore engage in physical activities in workshops. They prefer short verbal communication and discussion and use practice, role-playing, and modeling to learn (Reid, 1987; Vincent and Ross, 2001).

Student follow all these three modalities to receive new knowledge and information. However, with their preferences they may be biased to one of this modality, or might be two modality or all three at the same time. The dominant learning style shows students preferable learning style. Sometime student prefer to study one course with one style and another course with another style. If, they prefer more than one consider learning style they were considered as a multimodality learners. O'Brien (1991), in his study revealed that students who were in different major areas including business, education, and arts and sciences has different learning styles. Peyman et. al. (2014) recognized that Iranian medical students prefer aural and reading and writing learning style. Nikki, Stephen and Marie (2015) discovered that business students who are in introductory accounting course are prefer visual, while secondly kinesthetic learning style.

Nuzhat, Salem, Quadri and Al-Hamdan (2011) conduct learning style survey of medical students at King Saud Bin Abdul Aziz University Saudi Arabia and discovered that more than 70 percent of students preferred multiple learning modal. Prithish kumar and Michael, (2014) in their study of the first year medical students found that 87 percent of students prefer multimodal as their learning style while 14 percent were unimodal. They further revealed that out of unimodal learners nearly 8 percent like Kinesthetic learning style and the lowest likely model was visual and did not find any differences among gender.

This study focused on VAK model to determine learning preferences of students. For the analysis of this study the O'Brien's 'Learning Channel Preference Checklist' was used (O'Brien, 1989).

III. Research Methodology

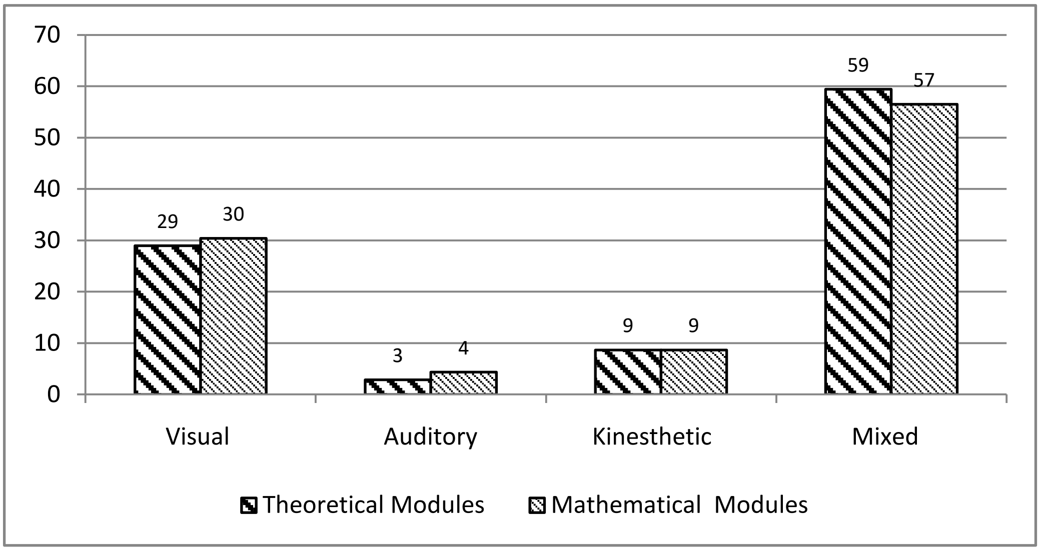
This study is cross-sectional research depends on primary data gathered from the business student who studies in a state university in Saudi Arabia. The purposive sampling methods used to collect data from students who have completed three descriptive courses such as principles of management, strategic management, and organizational behavior, and three mathematical courses such as mathematics for business, business statistics and operations research in a selected semester. The sample of 150 students selected from each group, and 138 completed questionnaires from students who followed descriptive courses and 128 questionnaires from students who studied mathematical modules were responded. All of these were female students registered for Bachelor of Business administration degree program. More than 60 percent of students had a cumulative grade point average (CGPA) of between 2.0 and 3.7.

As a data collection tool, the modality (learning channel preference) questionnaire reproduced by O'Brien in 1985 used (O'Brien, 1989). The questionnaire consists of 30 questions under the visual, auditory and kinesthetic elements. Each question has three preferences; "never applies to me"; "sometimes applies to me"; and "often applies to me." Maximum 30 marks and minimum ten marks were given for each section. If students have marked "often applies to me" in every category, they considered as mix learners. The Cronbach's alpha for the three main is areas respectively 0.83, 0.80, and 0.77. Also, there were ten modalities explained each learning style such as preferred learning style; spelling; reading; handwriting; memory; imagery; distractability; problem-solving; response to periods of inactivity; and response to new situations.

The data has been analyzed through descriptive statistics as well as chi-square test and independent sample t-test. Percentages were calculated to determine students' preferable learning style, and chi-square test and independent sample t-test were conducted to find out whether there is any difference between learning style of descriptive courses and mathematical courses.

IV. Analysis of Data

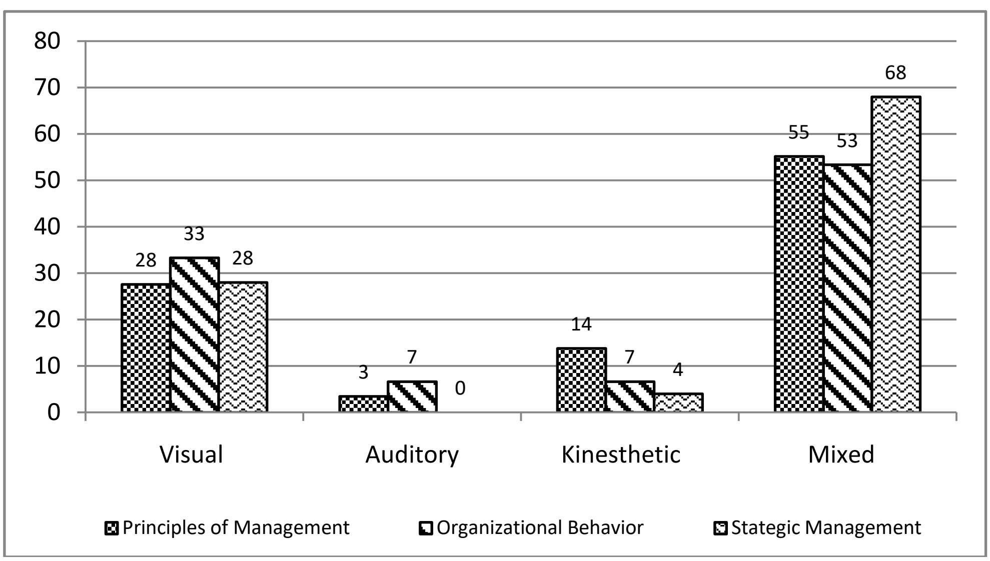
a) Descriptive Statistics



Source: Primary Data

Figure 1: Learning Style Preferences of Descriptive and Mathematical Courses (As a Percentage)

Figure 01 shows business students' preferences for descriptive and mathematical courses separately as a percentage. Accordingly, 59% of students in descriptive modules and 57% of students in mathematical courses prefer multimodal learning style. Highest preferred unimodal was visual and second highest unimodal is kinesthetic and for both types of courses given the same preferences. Auditory type liked by 3% of students in descriptive modules and 4% in mathematical courses.

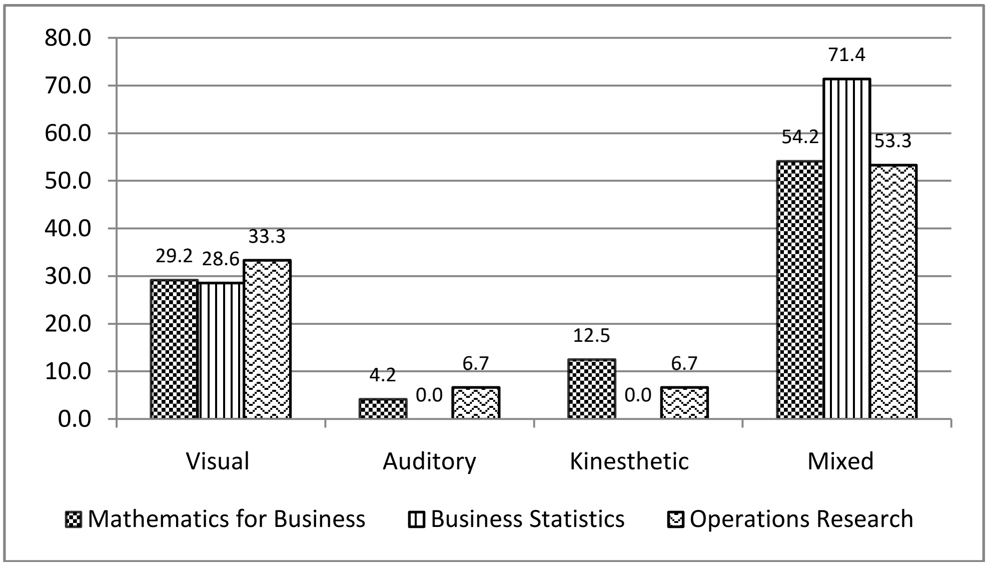


Source: Primary Data

Figure 2: Learning Style Preferences of Descriptive Courses (As a Percentage)

Figure 02 shows students learning preferences for descriptive courses as a percentage. Majority of students preferred multimodal learning style showing that 55%, 53% and 68% respectively for principles of management, organizational behavior, and strategic management. Highest unimodal learning style is visual showing 28% of students in principles of management, 33% in organizational behavior and 28% students in strategic management. Secondly, students give preferences to kinesthetic learning style and finally auditory leaning unimodal.

Figure 03 shows that the majority of students' favorite learning styles in mathematical courses as a percentage. A preference for mathematics for business is 54.2%, business statistics is 71.4%, and operations research is 53.3%. The highest unimodal favoration given for visual learning style by mathematics for business is 29.2%, business statistics is 28.6% and operations research is 33.3% respectively. Second highest unimodal learning style was kinesthetic. 12.5% mathematic for business students and 6.7% operations research students prefer this style, while 4.2% 12.5% mathematics for business students and 6.7% operations research students prefer auditory style. None of the business statistics students prefer auditory as well as kinesthetic learning style.



Source: Primary Data

Figure 3: Learning Style Preferences of Mathematical Modules (As a Percentage)

b) Results of the Hypothesis Testing

Table 01 shows the detailed analysis of the learning styles with ten modalities identified by O'Brien (1989). All of these ten modalities analyzed with Visual, Auditory, and Kinesthetic (VAK) sensory receivers. Students' learning preferences changed with modalities. However, most of the students who studied in descriptive courses as well as mathematical courses, prefer mixed learning style.

The null hypothesis of the study is "Ho: There is no association between students' learning styles of descriptive courses and learning styles of mathematical courses." Table 01 shows all p values are higher than 0.05 at the 5 percent confidence level. According to the p-values of the chi-square test, the null hypothesis accepted and alternative hypothesis rejected. The results demote that there are no differences between students learning style with descriptive courses and mathematical courses.

Table 02 shows the significance values of Levene's Test for equality of variances for each learning style. For observation of Visual Learning style, the p-values is .320, for Auditory Learning p-value is .505, Kinesthetic Learning p is equal to .076, Mixed Learning p-value is 0.125 and p-value for the total is .145. All these values are more than 0.05 at the 95 percent significance level. Therefore the equal variances are assumed. Hence, it was considered significance values of t-test to determine whether the null hypothesis is accepted or rejected. Table 02 shows significance t values for each learning style. Significance value for Visual Learning style is .167, for Auditory Learning style, the p-value is .374, for Kinesthetic Learning style, p is equal to .65, for Mixed Learning style, the p-value is 0.259 and p-value for the total is .167. Since these all p values are more than 0.05, the null hypothesis is accepted. It indicated that there is no difference between students' learning style between descriptive courses and mathematical courses.

Table 1: Learning Styles of Descriptive and Methodical Courses

Modality	Elements	Courses		Pearson Chi-Square p
		Descriptive (n=138)	Mathematical (2=124)	
Preferred Learning Style	Visual	25.8	28.2	0.286
	Auditory	14.2	12.1	
	Kinesthetic	5.3	4.3	
	Mixed	54.7	55.4	
Spelling	Visual	14.3	16.4	0.076
	Auditory	26.2	33.2	
	Kinesthetic	3.3	3.2	
	Mixed	56.2	47.2	
Reading	Visual	26.4	28.9	0.231
	Auditory	7.3	5.2	
	Kinesthetic	11.2	9.4	
	Mixed	55.1	56.5	
Handwriting	Visual	12.2	12.7	0.355
	Auditory	13	13.8	
	Kinesthetic	9.9	6.6	
	Mixed	64.9	66.9	
Memory	Visual	10.3	12.3	0.446
	Auditory	11.7	11.2	
	Kinesthetic	25.1	26.2	
	Mixed	52.9	50.3	
Imagery	Visual	14	22.1	0.110
	Auditory	10.1	8.4	
	Kinesthetic	5.5	6.6	
	Mixed	70.4	62.9	
Distractability	Visual	17.6	22.4	0.269
	Auditory	18.4	24.5	
	Kinesthetic	7.9	8.5	
	Mixed	56.1	44.6	
Problem Solving	Visual	9.8	13.4	0.752
	Auditory	21	24.3	
	Kinesthetic	13.9	17.5	
	Mixed	55.3	44.8	
Response to Periods of Inactivity	Visual	13.2	13.4	0.154
	Auditory	11.4	14.6	
	Kinesthetic	19.8	23.4	
	Mixed	55.6	48.6	
Response to New Situations	Visual	9.8	13.4	0.345
	Auditory	21.5	24.3	
	Kinesthetic	8.4	9.1	
	Mixed	60.3	53.2	

Source: Primary Data

Table 2: Results of the Independent Samples t-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig.	Mean Differences	Std. Error Differences	95% Confidence Interval of the Differences	
									Lower	Upper
Visual Learning	Equal Variance Assumed	.452	.320	-1.347	259	.167	-.465	.354	-1.123	.123
	Equal Variance not Assumed			-1.324	256	.154	-.465	.351	-1.167	.113
Auditory Learning	Equal Variance Assumed	.653	.505	-.890	259	.374	-.234	.285	-.097	.310
	Equal Variance not Assumed			-.890	256.7	.374	-.234	.285	-.098	.309
Kinesthetic Learning	Equal Variance Assumed	3.45	.076	1.78	259	0.65	.567	.302	-.035	1.112
	Equal Variance not Assumed			1.775	257.3	0.61	.567	.299	-.027	1.114
Mixed Learning	Equal Variance Assumed	2.03	0.125	1.23	259	.259	.730	.264	-.035	1.009
	Equal Variance not Assumed			1.19	258.44	.254	.765	.254	-.543	1.19
Total Learning	Equal Variance Assumed	2.10	.145	1.12	259	.167	.712	.631	-.528	1.53
	Equal Variance not Assumed			1.136	258.66	.256	.71245	.623	-.520	1.94

Source: Primary Data

V. Discussion and Conclusion

The purpose of this study to compare business students' desirable learning style based on the descriptive and mathematical courses. It has revealed that both groups of students prefer multimodal more than unimodal. The highest unimodal preference is the visual style for both groups of students. Independent sample t-test results discovered that there is no difference between students who study descriptive courses and mathematical courses. To collect data VAK modality questionnaire which was reproduced by O'Brien (1985) was used.

According to the result of these analyses, the null hypothesis accepted and alternative hypothesis rejected. It shows that majority of the students have not restricted specific learning style. Students, who follow descriptive courses, as well as mathematical courses, are equally shown favoration for multimodal learning style. Second largest fondness given by them is the visual learning style. These students are less sensitive to auditory learning and kinesthetic learning styles. Moreover, it shows that there is no difference learning style among students who follow descriptive courses and mathematical courses.

Some of the previous studies found that students have different learning styles based on their major. O'Brien (1991) revealed that students who were in different major areas including business, education, and arts and sciences has different learning styles. Peyman et. al. (2014) found that Iranian medical students prefer aural and reading and writing learning style. Nikki, Stephen and Marie (2015) identified that business students who are in introductory accounting course are prefer visual, while secondly kinesthetic learning style. These finding are not matched with the findings of the current study. Anu, Anuradha and Meena (2012) study was conducted to find out learning style preference among undergraduate medical students revealed that majority of students prefer mixed learning style. The result of this study is matched with the present study. Research finding of Naik (2003) revealed similar results, showing that more students prefer mixed learning style. Zhu et al., (2018) conducted study to find learning style of nursing students. In their study it has revealed that 58.49% majority of student prefer multimodal learning style which is matched with the current study. Samarakoon, Fernando and Rodrigo (2013) in their study of medical undergraduate students' learning style survey also indicated that students prefer multimodal, which is match with the result of the current study. Wright and Stokes (2015) found out that students in introductory economic cause prefer different learning style, which was matched with the findings of current study. Darwish (2016) also revealed that students in Business students in UAE prefer mixed learning style.

Felderan and Henriques (1995) discovered that multiple learning modal significantly affected to increase students' academic performance. Dunn (2000) also revealed that mixed learning modal is preferable learning style for students. According to these research findings, mixed learning style is much better for students to improve their academic performance. It is a better guideline for teachers to determine students' desirable teaching method according to their preferences. These findings matched with the present study finding, and it is a guideline for teachers as well as students to determine their correct learning style.

VI. Implications for the Teaching-Learning Process

The result of the study discovered that majority of the students prefer to gather information from different ways to learn whether they study descriptive subjects or mathematical subjects. Therefore, to improve their academic performance, there should be a match between students' learning style and teaching style. The results of the present study indicated that teaching methods have to constantly match with the students learning preferences.

According to the present findings, business students in bachelor degree prefer multimodal learning style. Therefore, they are as visual learners, prefer graphs, charts, flow diagrams, as auditory learners prefer to listen, share and discussing with teachers and peer students. As kinesthetic learners, students prefer case studies, solve problems, examples, experiments. etc. Also, they like to communicate and share their experience with others. Teachers have recognized teaching methods to match their learning needs.

One of the limitations of this study was the data was limited to two different type of course modules only. It was not analyzed effect of learning style on their academic performance. Another limitation of the study was the sample. It was collected from one university as well as only from business major students. Therefore, the study will need further analyses to test the impact on academic achievement. Further, it is required to take a large sample from other universities also to generalize the results.

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Practices of Human Resource Information Systems: A Study on Some Private Business Enterprises in Bangladesh

By Zahidul Karim & Md. H Asibur Rahman

Abstract- Human Resource Information Systems (HRIS) has emerged as one of the drivers of competitive advantage and strategic decision making tool in many private enterprises. Many global organizations are using HRIS to build their competitive advantage. The practices of HRIS in private sector enterprises in Bangladesh are gradually increasing. This study has been conducted on 104 respondents of 25 private organizations in Bangladesh. 52.88 percent respondents have reported moderate level of HRIS practices in their organizations relative to higher level of HRIS practices reported by 47.16 percent respondents. Thus, the study reveals that the practices of HRIS in private enterprises in Bangladesh are moderate. Although 85 percent respondents have mentioned that their organizations make important strategic decisions by using HRIS, they still require improvements in HRIS practices to gain competitive advantage. 93.26% respondents believed that HRIS is important for both public and private firms to gain competitiveness. This study will also contribute to the existing literature of HRIS and promote the concern about strategic importance of practicing HRIS in both private and public enterprises in Bangladesh.

Keywords: practices, HRIS, importance, private business enterprises, bangladesh.

GJMBR-A Classification: JEL Code: O15

PRACTICESOFHUMANRESOURCEINFORMATIONSYSTEMSASTUDYONSOMEPRIVATEBUSINESSENTERPRISESINBANGLADESH

Strictly as per the compliance and regulations of:

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Zahidul Karim [α] & Md. H Asibur Rahman [σ]

Abstract- Human Resource Information Systems (HRIS) has emerged as one of the drivers of competitive advantage and strategic decision making tool in many private enterprises. Many global organizations are using HRIS to build their competitive advantage. The practices of HRIS in private sector enterprises in Bangladesh are gradually increasing. This study has been conducted on 104 respondents of 25 private organizations in Bangladesh. 52.88 percent respondents have reported moderate level of HRIS practices in their organizations relative to higher level of HRIS practices reported by 47.16 percent respondents. Thus, the study reveals that the practices of HRIS in private enterprises in Bangladesh are moderate. Although 85 percent respondents have mentioned that their organizations make important strategic decisions by using HRIS, they still require improvements in HRIS practices to gain competitive advantage. 93.26% respondents believed that HRIS is important for both public and private firms to gain competitiveness. This study will also contribute to the existing literature of HRIS and promote the concern about strategic importance of practicing HRIS in both private and public enterprises in Bangladesh.

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I. Introduction

In developed countries HRIS has become a comprehensive HR practice for having strategic contributions. Bangladesh as a developing nation seemed to face difficulties in implementing HRIS in industrial sectors (Rahman et al., 2016). Here most of the government organizations are not so advanced in terms of HRIS implementation due to high cost of technologies (Parvin, 2015). In Bangladesh only a limited number of big corporate houses have initiated to implement HRIS within last five years (Jahan, 2014). Besides, the motive for implanting HRIS is more or less same for both manufacturing and service oriented firms in Bangladesh (M. R. U. Bhuiyan & Rahman, 2014). Yet, HRIS applications have a positive influence on the company's financial performances in Bangladesh (F. Bhuiyan et al., 2015).

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Strategic benefits that are derived from implanting HRIS in Bangladesh includes, and faster process of information with greater accuracy, reduced cost to HRM activities, superior employee communication as well as quality planning and enhanced program improvement (M. R. U. Bhuiyan & Rahman, 2014; Ferdous et al., 2015). Currently, to achieve strategic goals, Bangladeshi firms use various HRIS software, these include: Abra Suite, Atlas Business Solutions, CORT: HRMS, HRSOFT, Human Resource Microsystems, ORACLEHRMS, PEOPLESOFT, SAP HR, SPECTRUM HR etc. (M. R. U. Bhuiyan & Rahman, 2014).

HRIS have been widely acknowledged as the best way of advancement in any organization, despite the promising benefits of it, its adoption faced with numerous challenges in developing nations especially in Bangladesh (Rahman et al., 2016). In his study, Islam (2016) disclosed that the level of HRIS implementation in both private and public business organizations are undoubtedly deviated from desired level and the gap is wider in the public sector relative to the private sector. However, managers of these organizations predict that the tendency of HRIS implementation is expected to change in future (M. R. U. Bhuiyan & Rahman, 2014).

Support from top management and behavioral intention of the management are the influential determinant of HRIS adoption among financial organizations in Bangladesh (Muhammad, 2018; Rahman et al., 2016). Besides, (Jahan, 2014) noted that public organizations along with small corporate houses have failed to recognize the advantages of HRIS, therefore, have taken hardly any attempts to adopt HRIS. Moreover, pressure to achieve competitive advantages (Muhammad, 2018) and social influence of market leader (Rahman et al., 2016) have a significant effect on the propensity to implement HRIS. Furthermore, M. R. U. Bhuiyan & Rahman (2014) noted some organizational contingencies that impede the success of HRIS both in manufacturing and service firms of Bangladesh, these includes, contentment with the status quo, organizational politics and hidden agendas, lack of or poorly done needs analysis as well as failure to include key people. In addition to these, Ferdous, Chowdhury, & Bhuiyan (2015) specified that

Ferdous, Chowdhury, & Bhuiyan (2015) specified that reluctant nature of management; privacy issues, internal resistance of organizations, and transformation cost are the probable factors which hinder the successful implementation of HRIS.

In Bangladesh, HRIS is mostly used for recruitment, selection and performance evaluation (M. R. U. Bhuiyan & Rahman, 2014). However, strategic benefits that are derived from implanting HRIS that includes and faster process of information with greater accuracy, reduced cost to HRM activities, superior employee communication as well as quality planning and enhanced program improvement (M. R. U. Bhuiyan & Rahman, 2014; Ferdous et al., 2015). Hence, in upcoming days organizations would use information generated from HRIS applications for more strategic purposes (M. R. U. Bhuiyan & Rahman, 2014).

II. Literature Review

In the ever-changing business world new to newer technologies are continually being developed to cope up with the trends to manage the human resources in organizations. Besides, at the present time, the organizational success is mostly associated with the performance of Human Resource Management (HRM) (Masum, Azad, & Beh, 2016; Muhammad, 2018; Omran & Anan, 2018). Therefore, dealing with human resources efficiently has become a vital reason to achieve success of the business worldwide (M. R. U. Bhuiyan & Rahman, 2014). To achieve effective utilization of human resources organizations are now increasingly adopting HRIS (F. Bhuiyan, Mahbubur Rahman, & Osman Gani, 2015; M. R. U. Bhuiyan & Rahman, 2014; David, Shukla, & Gupta, 2015; Muhammad, 2018). In general, HRIS comprises of some applications of HR planning, forecasting of demand and supply of HR, employment information, qualifications required for applicants, training and development information, promotion-related information salary forecast and pay increase, employee relations, and many more (Bamel, Kumar Bamel, Sahay, & Thite, 2014;

Muhammad, 2018). Kavanagh, Thite, & Johnson (2013) defined HRIS "as a computerized system that is used to acquire, store, manipulate, analyze, retrieve and distribute information regarding an organization's human resources to support HRM and managerial decisions" (p.17). Human Resource Information System (HRIS) has been interchangeably termed as virtual HRM, e-HRM and Intranet/web-based HRM (Muhammad, 2018). However, HRIS covers most of the organizational activities ranging from HR planning to Information Technology development for the HRD (Bamel et al., 2014; M. R. U. Bhuiyan & Rahman, 2014; Muhammad, 2018). Further, HRIS was also considered as a convenient way to fulfill regulatory requirements (Bamel et al., 2014).

Recently, private firms are putting emphasis on optimization of cost, efficiency of process and system, to be punctual in performing partnering functions, focus on less usages of paper as well as working manually etc. as these firms has an intentions to secure strategic benefits (Islam, 2016). HRIS assists top management in forming strategic decisions which will undoubtedly provide organization with an advantage to supersede competitors (Muturi, Kiflemariam, & Acosta, 2018). Besides, HRIS has been considered as an important strategic tool in managing HR and it provides organizations with numerous benefits (Muturi et al., 2018; Rasmussen, Andersen, & Haworth, 2010). Moreover, scholars considered HRIS as a strategic partner of the firms since it helps to formulate improved strategies and decision relating to HR activities (Bamel et al., 2014; Muhammad, 2018; Thite, Kavanagh, & Johnson, 2012; Wiblen, Grant, & Dery, 2010). However, the use of HRIS in a strategic manner differs from organizations to organizations, besides majority of organizations started to use HRIS only to replace manual processing and to minimize costs rather decision making (Bhargava, 2014; Jahan, 2014).

Existing literature on HRIS recognizes that it leads to different outcomes (Ceric, 2017; Ruël, Bondarouk, & Looise, 2004), and organizations have to fulfill certain conditions in order to reap the benefits from HRIS (Ceric, 2017; Parry & Tyson, 2011). HRIS achieves operational goals of an organizations being cost efficient in HR functions, for example, it speed up processes (e.g. payroll), reduces administrative pressure on HR Professionals, and it requires reduced number of HR staffs (Ceric, 2017; Ruël et al., 2004).

Besides, output from HRIS like precise information, reports and metrics related to HR activities assist HR managers in strategic decision making (Lawler, Levenson, & Boudreau, 2004). Moreover, HRIS serve as a central database for numerous HR activities like HR planning, training & development, compensation and performance appraisal, etc. (Arora, 2013). Furthermore, HRIS establishes faster communication among HR managers, line managers and other individuals, saves cost of paper usage besides, HR services moved from a bureaucratic system to a self-service system with less manual works (Jahan, 2014).

In addition, HRIS applications have the power to modify the nature of work to be done and empower managers to make faster and more complex decisions (Bamel et al., 2014). Consequently, most of the organizations implement an HRIS comprehensively to assist fundamental HR functions, to heighten administrative proficiency, to share information and to make decisions (Lengnick-Hall & Moritz, 2003; Zafar, 2013). Therefore, a well-designed HRIS functions as the core management instrument in aligning the goals of HR department with strategic objectives, planning as well as decisions (Mohanty & Tripathy, 2007).

a) Importance of Implementing HRIS

Implementing HRIS has several purposes, for example, achieving efficiency, accelerating superior communication, ensuring the reorientation of the Human Resource functions thus ensuring strategic contribution of other departments (Rahman, Qi, & Jinnah, 2016). The core motivation of implementing HRIS was highly associated to standardization of activities and execution of a strategic way of working in organizations (Heikkilä, Rentto, & Feng, 2017; Omran & Anan, 2018).

Besides, in organizational setting human resource professionals are supposed to add value to organizations and HRIS is to free up their time to ensure higher association in strategic decisions making in organization (Hussain, Wallace, & Cornelius, 2007; Jahan, 2014; Zafar, 2013). Moreover, accurate, relevant and timely information are compulsory to management for making better decisions therefore information is regarded as an essential ingredient (Mohanty & Tripathy, 2007). Furthermore, an integrated HRIS have diverse uses ranging from common worksheets to complicated calculations (F. Bhuiyan et al., 2015).

Additionally, HRIS can help in strategic planning by providing with information related to HR planning, demand and supply forecasting, selecting the right employees, formulating necessary training programs, and forecasting employee compensation (M. R. U. Bhuiyan & Rahman, 2014; Shibly, 2011), as well as increase administrative efficiency (Lengnick-Hall & Moritz, 2003).Finally, HRIS lessens the HR expenses, helps the managers and employee to explore, observe, control their personal information, performs the suitable analysis, communicate with relevant parties as well as contributes in making decisions and mostly without consulting with HR experts (Ngai & Wat, 2006; Rahman et al., 2016).

b) HRIS Adoption Process

Top management support (Altarawneh & Al-Shqairat, 2010; Muhammad, 2018; Omran & Anan, 2018; Troshani, Jerram, & Rao Hill, 2011), HR professionals attribute (Muhammad, 2018; Richter, Stocker, Müller, & Avram, 2013; Troshani et al., 2011), IT infrastructure (Ferdous, Chowdhury, & Bhuiyan, 2015; Muhammad, 2018; Oliveira & Martins, 2010; Omran & Anan, 2018), users knowledge skills and acceptance (Quaosar, 2018), complexity and competitive pressure are some of the crucial factors for HRIS adoption (Muhammad, 2018). However, top most barriers that hinders the implementation of HRIS are high cost, difficulty in determining return of HRIS investment, lack of management commitment and their limited understanding of benefits and cost (Jahan, 2014).

III. Research Methodology

a) Population and Sampling

The targeted population of the study was all the private organizations operating in Bangladesh. However, to meet the objective of the research, the current study collects necessary data from 25 private companies who had implemented HRIS to conduct their human resource management operations and improved strategic and business level decision making. Since the study is related to human resource management function of an organization, therefore, relevant data were collected from 104 HR executives of those organizations. However, convenient sampling method was used to collect data.

b) Research Instruments

To measure the existence of HRIS practices this study adapted the twenty six items from various prominent articles and books related to research objectives. *HR Planning and Job analysis* was measured by *five items*, sample item includes and "Your organization has computerized system to record all information about employee profile (e.g., name, age, salary, experience, and education) Strategic and *Corporate Decision Making* was evaluated on *ten items*, sample items includes, "*Company makes important strategic decision by using HR information form HR database*", "*All the departments use relevant HR information to take their decision*." *Recruitment and Selection* practice was measured on *four items*, sample item includes, "*Organization keep recruitment and selection information in database*". *Training and Development* on *three items*, "*Organization keeps training & development information in database*". *Compensation Management* was assessed on *three items,* sample item includes, "*Organization records payroll/ benefits information in the database*". *Performance Appraisal* practice was measured on *three items,* sample item includes, "*Organization records performance evaluation/ACR related information in HR database*". However, the study uses a common item "Organization has fully adopted HRIS to deal with HR activities" for all the constructs except importance of HRIS. Finally, the *importance of HRIS* in private organizations was measured on *three items*, the sample items include, "*HRIS is important for both public and private firms to gain competitiveness*". These items were measured on five point Likert scale that ranges from 1= strongly disagree to 5= strongly agree.

c) Data Preparation and Data Analysis Techniques

The data were subjected to data preparation using SPSS 23.0 and MS Excel. To evaluate and interpret the level of HRIS practices the mean score ($\bar{x}$) of individual constructs are computed along with the value of standard deviation (σ). Finally, the average ratings off all the items are accumulated to find the overall HRIS practice.

d) Managerial Implication/ Implication of the Study

The present research has a number of significant implications for HR professionals and top executives of both public and private business enterprises. First of all, the current research would give hands off preview of current status of HRIS implementation, especially for private enterprises. Secondly, top executive and HR professionals would be encouraged to pay proactive attention on implementing HRIS in their organizations. Finally, the current study would encourage top managers to implement HRIS in their organizations to cope up with the current development and achieving competitive advantage over competitors through more strategic decisions. HR would provide access of HRIS to related functional departments and individuals to encourage them in decision making based on HRIS information and self-services.

e) Limitations of Current Study

The current study has revealed interesting findings in relation to HRIS practices in private enterprises in Bangladesh. However, the research is still not free from some limitations which must be recognized to generalize the context. Firstly, the study was conducted focusing only on private enterprises. Therefore, the results cannot be generalized to the public and autonomous bodies. Secondly, convenient sampling is used and the sample size was relatively small, therefore, the findings may not comprehensively represent the population. Thirdly, data were collected only from the enterprises located in Dhaka City. Finally, HRIS implementation information are highly confidential in nature due to its strategic importance, therefore organizations were reluctant to share comprehensively. Hence, the justifications of results cannot be generalized widely.

f) Scope of the Study

Even though some limitations shrink the significance of this study, this investigation can be forwarded to a number of directions. First of all, the prospective researchers are inspired to focus on the longitudinal study to inspect the changes regarding the use of HRIS and its strategic contributions by the passage of times. Secondly, similar to the present study, investigations can be extended to examine the practices of HRIS for each specific industries (e.g. Insurance, Financial services, Food and beverage, Telecommunications, Textiles, and Pharmaceutical companies). Finally, similar type of researches could be conducted to the neighboring countries within South-East Asia and South Asia to find out cooperative picture of the level of HRIS implementation and its use in strategic purposes.

IV. Analysis of Questionnaire

In case of individual practices of HRIS, the mean for *HR Planning and Job Analysis is* $\bar{x}$ *= 4.3042* and a smaller standard deviation of σ*= .43816*, meaning that there is a better HRIS practice for HR Planning and Job Analysis prevailing in private organizations operating in Bangladesh. Empirically, private organizations in Bangladesh provide the highest emphasis on HR Planning and Job Analysis in terms of HRIS implementations and usages.

Besides, in case of uses of HRIS for *Strategic and Corporate Decision Making* $\bar{x}$ *= 4.1031* incorporating a higher standard deviation of σ*= .80413,* signifying that use of HRIS in decision making is above average, however, uses of HRIS in decision making deviates a lot among the private organizations. Moreover, in case of *Recruitment and Selection* the use of HRIS in business organizational setting achieves a mean score of $\bar{x}$ *= 4.1250* which is also above the mid-point, however, associated with a standard deviation of σ*= .52189*. Therefore, implies that use of HRIS is greatly evident for recruitment and selection than Strategic and Corporate Decision Making, however, HRIS is not equally used for this purpose in private organizations operating in Bangladesh.

Furthermore, use of HRIS technologies for *Training and Development* practices yields a mean value of $\bar{x}$ *= 3.9167* which is the lowest of all the HRM practices considered in this present study and accompanying a moderately higher standard deviation of σ*= .56816.* Thus, it is evident that the private organizations in Bangladesh use less of HRIS technologies for training and development purposes relative to other major HRM practices.

In addition, in case of *Compensation Management* practices the use of HRIS in private organizations achieve a mean score of $\bar{x}$ *= 4.2135* which is the second highest among all the HRM practices considered for this research, surprisingly, the standard deviation for this practice achieved the highest score of σ*= 1.85965.* Therefore, denotes that the implementation of level of HRIS in case of compensation management varies a lot from organizations to organizations, significantly, some organizations use it highly and some use it poorly, therefore results in inconsistency in use.

Table 4.1: Shows the Mean and Standard Deviation of Relevant HRIS Practices

	Particulars	Mean	Std. Deviation
Individual HRIS Practices	HR Planning and Job analysis	4.3042	.43816
	Strategic and Corporate Decision Making	4.1031	.80413
	Recruitment and Selection	4.1250	.52189
	Training and Development	3.9167	.56816
	Compensation Management	4.2135	1.85965
	Performance Appraisal	4.1736	.51180
Overall HRIS Practice		4.1461	.50326
Importance of HRIS		4.3576	1.03194

Finally, it is evident that there is a stronger practices of HRIS for *Performance Appraisal* since the mean score resulted as $\bar{x} = 4.1736$ which is second highest among the HRM practices considered for this research. Besides, the standard deviation $\sigma = .51180$ is relatively low in case of five-point scale, thus indicates that the level of implementation and uses of HRIS for Performance Appraisal practice has relatively lower variations among the private organizations operating in Bangladesh.

a) Overall Practices of HRIS in the organization

The overall HRIS practices combines all the items used for different individual HRIS practices for better HRM practices in private organizations in Bangladesh. The overall HRIS practice scored mean score of $\bar{x} = 4.1461$, that means the HRIS practices in private organizations is above average and it seems good. Besides, a lower standard deviation of $\sigma = .50326$ in terms of five-point scale entails that on an average the variation relating to HRIS implementations and usages are relatively low among the enterprises observed.

While the enterprises have higher practices of HRIS in case of individual HR Planning & Job analysis, Compensation Management and Performance Appraisal practices of HRM than the overall HRIS practices. However, the area of Strategic and Corporate Decision Making, Training and Development as well as Recruitment and Selection practices have lower of such implementations and usages in terms of overall HRIS implementations and its uses.

In a question about to *rate respondents' organization with regard to HRIS practices*, 52.88% individuals rate their organization's current HRIS practices as moderate relative to the full implementation of HRIS, besides, higher practices of HRIS are reported by 47.16%, and however, only 3.85% respondents reported that their organizations have all the criterion required for full implementation of HRIS.

Specifically, one of the core objectives of HRIS development is to make better strategic and corporate decision making, however in the reality, in private organizations in Bangladesh such decision making from HRIS is still lag behind although organizations implemented a good HRIS for their organizations to cope up with operational activities.

b) Importance of HRIS

The HRIS is getting importance world-wide as a tool for improved decision making in case of complex decision making relation to human resources. The current study evaluates the organizational perceptions how they value the HRIS implementations and its usages. The average rating from the respondents in case of importance of HRIS practices is $\bar{x} = 4.3576$, implies that the private organizations in Bangladesh feel HRIS has a greater importance to their firm's performances. However, a moderately higher standard deviation of $\sigma = 1.03194$ denotes that, all the organizations do not equally consider HRIS as it has higher importance. In a question regarding the *Importance of HRIS to gain competitiveness,* 93.26% respondents believed that HRIS is important for both public and private firms to gain competitiveness.

V. Findings & Discussion

Majority of the private organizations believe that effective and full implementation of HRIS contributes to the organizational performance by increasing competitiveness and efficiency in decision making, and it has direct impact on employee job satisfaction, retention and relations. Besides, HRIS can save time and cost of organizations thus increase efficiency in HR activities and contributes to organizational profit and competitiveness. However, a greater portion of

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organizations in private sector still far away to full implementation of HRIS.

Most of the private organizations implemented computerized system for HRIS to record employee profiles, data related to HR planning, job analysis (job descriptions and job specifications), recruitment and selection, training and development, employee performance appraisal and data related to health and safety issues of employees. Though HRIS helps to use these relevant HR information to take decisions in all the functional departments, organizations are still lag behind to provide such access to other departments since all departments are not provided required authority to pool/retrieve required information. Since HRIS is implemented to improve strategic decision making, but fewer organizations very repeatedly use HR information from HR database to makes important strategic decision, surprisingly some organizations have very low use of HRIS information in strategic decision making though they implemented HRIS.

Besides, sharing HRIS data to stakeholders (e.g., Government, employees, legal authority, and employment agency) is still restricted to some extent. Moreover, most of the organizations generate reports from the HR database, surprisingly, more than one-third HR departments of these organizations very low to moderately share HR reports whether printed or electric to other departments. Further, top management and HR departments reserve the sole authority to modification, replacement and change and deletion of data. Further, less than one-third of the organizations provide the opportunity of sharing payroll information to employees to submit their tax return online.

Though there is a poll of software available for enabling HRIS, however about one-third HR departments of these organizations use software like Oracle, SAP, and SQL. Besides, most of the user/employees from both the HR departments and other functional departments are extensively trained to ensure efficient running of HRIS. Though, about half of the organizations reported highest rating regarding the full implementation of HRIS that implies that their organizations have the entire criterion required for full implementation of HRIS. Remarkably, more than two-third of these private organizations have high to very high back up programs and network security for HRIS.

VI. Conclusion & Recommendations

Success in business is determined by well-designed corporate and business level strategies to manage resources and proper utilization of intellectual resources, such as, knowledge, skills and abilities of the employees. To achieve strategic fit, HRIS helps HR executives to make important decisions regarding human resources, therefore, organizations are focusing more on designing, implementing, and maintaining use of HRIS. Though the focus of HRIS in organizations is strategic in nature, this study found HRIS is generally used for operational business activities in private companies in Bangladesh.

Empirically, approximately half of the studied firms fully adopted HRIS, however, among these firms more than 15% do not use HRIS for making important HR related strategic decisions. Most of the enterprises based on their requirements focus on specific aspects for HRIS implementation rather full adoption, and accordingly, HR planning & job analysis, compensation management and performance appraisal practices got the highest preference. Consequently, implementation of HRIS for effective training and development and decision making is still drop behind. Therefore, complete HRIS practices are not evident in private sector enterprises in Bangladesh.

Since, human resources management practice is the key driver in organizations, therefore, this requires rapid steps to embrace technology as a competitive tool to extract intellectual capabilities of available human resources. Actually, HRIS is such a combined technology which offers advanced operation and strategic blueprint to effective and efficient management of organizational productivity.

Therefore, enterprises should adopt full implementation of HRIS, specifically, in order to manage the necessary budgetary and non-financial support HR executives should play an active role to facilitate such full implementation by convincing top management about the strategic benefits of HRIS. In addition, to improve the current status and to adopt full implementations of HRIS practices, private enterprises should concentrate on launching appropriate training and development programs to use HRIS and to emphasize more on strategic and corporate decision making by using HRIS.

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Effect of Globalisation in Recruitment Policies in Nigeria

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Abstract- The aim of this study is to advance prior knowledge on recruitment by empirically investigating how this phenomenon is affected by globalization in the context of manufacturing firm in South Eastern, Nigeria. It adopts the survey design. The population and the sample size is 271. The sources of data were both primary and secondary. The instruments for data collection are the questionnaire and semi-structured interview for the primary data while text books, journals, magazines and the internet were used for the secondary data. The questionnaire was designed along the five point likert scale. A content validity approach was adopted. The test-retest method was used for the reliability test which gave a reliability coefficient of .80 which suggested a high degree of consistency. The data collected were analyzed and the hypotheses were tested using analysis of variance (ANOVA) while the significance test of the F value was determined by the correlation ratio (CE) at P≤.05. The result of the study revealed that manpower planning, policies and preparations associated with recruitment differ significantly with the effects of globalization. Training and professional development do not differ with the effects of globalization; reward and compensation differ significantly with the effects of globalization. The study concluded that hiring good people is the key source of competitive advantage and as such organization must approach recruitment from a rigorous strategic and objective point of view through international best practices.

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Strictly as per the compliance and regulations of:

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Chapter One

I. Introduction

The business environment has witnessed promotions and breath-taking changes over the last three decades especially since the beginning of the 21st century. An important dimension of these changes relate to the fact that the world has rapidly become a global village. Consequently, geographical distance is no longer relevant as it used to be in terms of interaction and economic relationship between buyers and sellers across nations. This development is possible largely because of trade liberalization embraced by many countries and the sustained growth and giant strides in the ICT. Nonetheless, this development calls for competitiveness and increased productivity for countries and firms wishing to participate in the global market, Doreen(2013). As a result, most of the developing countries in the world especially Africa are adopting a global and modern outlook in the management of organisations so as to improve corporate performance, Eden et al(2001). Globalization for instance has accelerated integration for all markets (domestic and foreign) and as a result, there is no organisation that wants to lag behind but instead embrace the concept of globalization. In the long run, it enhances competition, high performance, creativity and innovation in the workplace. On the other hand in adopting a global outlook, organisations become more aware of their connection to employees of other organisation and wider labour market across. The concept of globalization refers to an increasing flow of goods and services across national borders and the emergence of a complementary set of organisational structure to manage the expanding network of international economic activity and transactions. Strictly speaking a global economy is one where firms and financial institutions operate transnationally, i.e. beyond the confines of national boundaries (Waweru, 2007).

Since the 1980's we have noticed dramatic changes in the international and global marketplace. With this trend there has been more interdependence among nations, new and competitive arena for all firms, (Nolan and Zhang, 2003), emergence of global market for good, services, labour and financial capital, (Hansen, 2002). These trends have brought about two key effects namely, global market opportunities and global market threats, (Molle , 2002).

According to Havey and Novicevic (2002), various factors that drive globalization can be grouped under four broad categories, macroeconomic factors which include acceleration of technology, transfer among countries and a rapid increase in population in emerging economies, political factors refer to privatization, deregulation and trade liberalization in many nations in favour of free flows of trade and investment,(Hafsi,2002). Technological forces such as advance development in communication and transportation, (Knight, 2000). Organisations such as multinational enterprise are another major agent of this process. According to Eden et al (2001) shifting organisational strategic attention towards a more global

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mindset is an example of organisational force of globalization. Consequently these forces caused changes which ultimately have impact on firms due to globalization enterprises now face business challenges which require the organisation to build new capabilities. This has created an opportunity for the Human Resource Professionals to play leadership role in assisting the organisation to meet the competitive challenges. It has also caused Organisational Human resources managers to think globally so as to transform local contents to meet processes and competencies that place more emphasis on customer/client satisfaction, increased education and enlightenment amongst others, (Parmenter, 2002).

The international process has made it necessary now to consider the way organisations can now source, manage and retain their human resources. It has also changed the status of Human Resource Management as business and organisations are now faced with new realities in hiring because of the global coverage of talent acquisition, for instance, wage is now a frontier in recruiting people from different currencies and standards of living, diversity, outsourcing, training and development, performance appraisal etc. are causing huge employment shift. Telecommuting is now a normal work arrangement and also dragging a lot of new dynamics to the world of recruitment. This created a new playing field for organisations all over the world as it demands a new way of doing things. The failure to adapt to this new recruiting situation will result to poor pooling and poorer human capitalization. On this line of thought, growth and profitability will remain elusive as organisations struggle to get hold of high caliber talent that can drive their business to the top (Parmenter, 2005).

a) *Statement of the Problem*

Human capital development is becoming a strategic element in seizing competitive advantage.

This has been a long standing belief in the world of business but today globalization has made it gain a bigger foothold in corporate thinking. Globalization is causing businesses to rethink their human resource strategies as organisations can now recruit employees from all around the world and subsequently are able to sell products and services across geographic and cultural boundaries. With business going towards this direction, sourcing talents is becoming trickier and complex. It has also initiated a lot of trends in the workplace which rendered practices and systems clumsy and inappropriate.

For instance a study carried out recently by McKinsey (2012) on current hiring practices involving Chief Executive Officers of major global companies and Search Consultants that rated over 500 firms globally, found hiring practices to be a disturbing vague as 67% of respondents relied heavily on subjective personnel preferences, 18% on largely unquestioned organisational tradition often based on false assumption.

Corollary to this, an earlier study by Fornandez (2008) in Mexico on the art of Selection, hiring, integration and talent management practices, the study which involved interviews with over seventy (70) CEOs who have had over ten years experience in recruitment and had specialised in a given industry for an equivalent period revealed surprisingly that as many as 35% of CEOs do not recognise their recruiting situations for what it is, 27% are ignorant of their company's demographic projections mandating aggressive hiring, 21% of those who recognised the looming shortage of talents are ill-prepared to fill it.

Unfortunately, the Human Development Report (2009) reveals that indigenous firms in many African countries have been driven away from their home market because they could not match competition of goods and services imported from abroad. In Nigeria, we witnessed outright closure or relocation of some firms out of the country. The situation has not changed.

Human Resources Managers in Nigeria have constantly been criticized for failing in their obligation to move with the changing demands of globalization needed to transform their organizations. As effective management involves being constantly aware of changes taking place in the domestic and international environment and evolving adequate structural responses to them, (Bannerman, 2009).

The resultant effect of this failure is the structural inadequacies and increasing number of labour disputes in our organizations as expressed in people in wrong jobs, mismatch skills, high labour turnover, low productivity, poor operational results, retrenchment and downsizing, outright closure, youth restiveness, poverty and starvation etc. Amidst these challenges what competitive framework or strategic positioning must firms in Nigeria adopt to key into the global race of sustainability and profitability. This calls for an empirical investigation since no research effort before now has been carried out to study how recruitment practices among companies in the south east, Nigeria has been affected by globalisation in today's turbulent and economic landscape.

b) *Objectives of the Study*

The major thrust of this study is to examine how recruitment practices in selected companies in the south east Nigeria have been affected by globalization. To achieve this, the following specific objectives will be pursued.

1. To examine if manpower planning, and polices associated with recruitment is related to the effect of globalization in the companies under study.

2. To ascertain if training and professional development in the selected companies under study is related to the effect of globalization.
3. To examine the relationship between reward and compensation and effect of globalization in the selected companies under study.
4. To identify the relationship between performance rating and appraisal in the selected companies under study with the effect of globalization.

c) Research Questions

The following research questions are formulated for this study.

1. What is the relationship between manpower planning, and policies associated with recruitment and the effect of globalization in the companies under study ?
2. To what extent does training and professional development in the selected companies under study relate to the effects of globalization?
3. What is the relationship between reward and compensation in the selected companies under study with the effect of globalization?
4. Does performance rating and appraisal relate to the effects of globalization in the selected companies under study ?

d) Research Hypotheses

Based on the stated research objectives and formulated research questions, the following research hypotheses are hereby posited to drive this study.

1. Manpower planning, and polices associated with recruitment is related to the effects of globalization in the selected manufacturing companies under study.
2. Training and professional development is positively related to the effect of globalization in the selected manufacturing companies under study.
3. Reward and compensation is positively related to the effect of globalization in the selected manufacturing companies under study.
4. Performance rating and appraisal differ is positively to the effect of globalization in the selected manufacturing companies under study.

II. Review of Related Literature

Modern day business is conducted on international scale and this involves the transfer of goods and services, technology, managerial knowledge and capital to other countries or across national boundaries. Globalization has made the world smaller through fast communication network and economies of the world have become increasingly integrated (Bhagwatti, 2004). Besides, we are now in a world where quality, efficiency and competiveness count most. With the rapid expansion of global markets coupled with the view that the whole world in one market, it has now become imperative for the Human resource practitioners to adapt to international needs by moving people, ideas, products and information around the world to meet local needs. In addition to these factors, the geographic dispersion, multiculturalism, different legal and social system and cross-border movement of capital, goods, services and people that the international firm faces adds a need for competency and sensitivity, (Vance and Paik, 2006). Therefore, Manager's of this century must strive to balance the demand to think globally and act locally by combining other resources in the right mix to formulate appropriate strategies for the accomplishment of the desired objectives of the enterprise. This will assist the enterprise to make rightful decisions and respond effectively to the threats and opportunities within the organizational environment. Thus the enterprise depends highly on its HR for success and survival. This dependence continuously is increasing considering the complex and turbulent nature of the business environment of this century. The management of HR is complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on an ongoing basis.

a) Globalization

This refers to growing economic interdependence among countries as reflected in increasing cross border flow of three types of entities, goods and services, capital and know how, (Peter and Pierre, 2006). The term globalization according to Amiuwu (2004) can relate to any of several level of aggregation, the entire worlds, a specific country, a specific industry, a specific company or even a specific line of business or functional activity within the company. The Bank of Industry (2004) views it as the closer integration of countries and people of the world and the breaking of artificial barriers to the flow of goods, services, capital knowledge and people across national borders. In the word of Oboh (2012) globalization is a revolution and competitiveness in a function of innovation, capacity building and knowledge based process. According to him nations and their industries command competitive advantage as a result of international and regional challenges. Abubakkar (2003) is of the view that universality is a major feature of globalization and an issue, object, value, institution or practice is globalized if either through commerce Production, consumption, politics and information technology is visible or considered relevant in global center. Globalization entails universalization whereby objectives, practices or even values transcend geopolitical boundaries penetrating the hitherto sovereign nation states and impacting the orientation and value system of the people,(Oboh, 2012).

In the view of Onyeonoru (2003) globalization is linked to the ancient form of international trade and series of economic transaction which linked Europe, Asia, Africa and America. Faini (2004), posits that globalization has three different facets, namely trade in goods and services, trade in financial assets and human migration. According to him over time the complementarities between those features have become increasingly pervasive. According to Gupta (2000), the concept of globalization and modernization has transformed the traditional method of recruitment.

b) *Reruitment*

Doreen (2013) defines recruitment as a process of discovering the source of manpower to meet the requirements of the staff schedule and to employ effective measures for attracting that inadequate manpower number to facilitate effective election of an effective workforce. According to her, recruitment can either be planned, anticipated and unexpected. Planned needs arise from changes in the organisation and retirement policies, resignations, deaths, accidents and illness give rise to unexpected needs while recruitment can be as a result of promotion, transfer, demotion or systems upgrade.

Sheepers (2011) opines that recruitment is concerned with identifying, attracting and choosing suitable people to meet an organisation's human resources requirements. According to him, these are integrated activities and the basis of recruitment is to match availability and suitable human resources to specific jobs. He is also of the view that effective recruitment enhances organisation performance. Ibekwe (2002) refers to recruitment as seeking out prospective employees, advertising or otherwise, and advertising the prospects to apply for the post. Ibekwe (2002) is of the view that recruitment further entail screening, shortlisting, inviting, shortlisted candidates for interview and interviewing proper. He states that recruitment ends when selected candidates had been given proper orientation and placed on the specific job for which they were employed. Wiley (2009) defines recruitment as a linking function joining together those with jobs to fill and those seeking jobs. It is a joining process in that it tries to bring together job seekers and employers with a view to encouraging the former to apply for a job with the letter. According to Harvard Business Review (2012) the basic purpose of recruiting is to develop a group of potentially qualified people. To this the business organisation must communicate the position in such a way that job seekers respond. HBR (2012) states that the recruitment process should attract qualified applicants and provide enough information for all qualified persons to self-select themselves out. It involves searching for and obtaining potential jobs candidates in sufficient numbers and qualities that the organisation can select the most appropriate people to fill its job needs. HBR (2012) is of the view that every good recruitment effort aims at.

i. Obtaining a pool of suitable candidates or vacant posts
ii. Using and seen to have used a fair process to ensure that all recruitment activities contribute to company goal and desirable image
iii. Conducting recruitment activities in the most efficient and cost effective manner.

Groysberg (2012), opines that recruitment is more than the process of attracting, screening, and selecting qualified people for a job in an organization or firm but that of capacity and capability of an organization to actively control the factors that affect the recruitment namely:

i. Size of the organization.
ii. Employment conditions in the community where the organization is located.
iii. The effects of past recruiting efforts which show the organization's ability to locate and keep better performing people.
iv. Working conditions, salary and benefits offered
v. Rate of growth of organization.
vi. Level of seasonality of operations.
vii. Future expansion.
viii. Cultural, economic and legal factors.

c) *Theoretical Framework*

The adoption of theoretical framework in the management science greatly helps in the analysis and understanding of concept from the theoretical point of view and orientation. To that extent, the theoretical framework of analysis adopted in this study is the Recruitment Theory by Behling et al (2005).The Recruitment Theory adopted by Behling et al examines the way in which an individual makes a decision to join an organization namely:

i. The objective factor
ii. The subjective factor and
iii. The critical factor.

The objective factor involves the choice of organization by a potential employee depends on objective assessment of tangible factors such as pay, pecks, location, opportunity for career growth, nature of work and educational opportunities etc. The employer on the other hand considers certain factors among others educational qualification, professional years of experience, special qualification, age etc.

Subjective factors relate to compatibility of individual personality with the image of organization is a decisive factor in choosing an organization by individual candidates seeking employment. The employer also evaluates the candidate's subjective factor on the basis of compatibility with the job/position, individual flexibility, competence and Best fit.

The critical factor as per this theory states that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective or subjective factor. This may be due to reasons such as limited contact and insufficient data in regards to the organization or, its own inability to analyze and come to any firm conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process. The employing organisation in using the critical factors if the subjective and objective factors are insufficient to take a decision or where there is a tie between many prospective candidates, the employer in line with the company's recruitment policy and performance of each candidate during the interview process will take a decision on who to finally employ.

The theory becomes very relevant to this study because of its ability to develop two evaluative and dimensional approaches which provide the assessment and enquiry, the design aimed at ensuring a valid, efficient and cost effective recruitment process. It also posits a positive correlation between good recruitment and organizational stability and performance.

According to Vareta (2006), recruitment is the heart of human resources management. It is the process of searching candidates for employment and stimulating them to apply for jobs in the organization. It is the first major step in the hiring process and must be constantly evaluated to make sure they are fair and always directed to match appropriate human resources whose qualification and skills match functions of the relevant post in the organization. Shaw (2007) submits that the recruitment process does not stop when workers are selected but a dynamic activity whose primary purpose include among others:

i. To uplift the success rate or selection process by reducing the number of-those who did not qualify for position advertised.
ii. To increase organizational and individual effectiveness in the short and long term plans.

According to Shaw (2007), most problems associated with poor performance and labour turnover in the organization started with employment mismatches, arising from inappropriate recruitment process.

Ibekwe (2002) is of the view that the first step to good recruitment is to have an elaborate personnel policy which refers to statements of the personnel climate desired and the provision for achieving that climate through general conditions of service and in addition a recruitment policy which indicates code of conduct in specific terms in all recruitment activities. It will encompass policy statements relating to recruitment, training and development, appraisal welfare benefits and compensation. Nonetheless, he opines that manpower planning should precede all recruitment activities and aimed at ensuring that the right person is available for the right job at the right time. According to him it involves formulating a forward-looking plan to ensure that all necessary human effort to make possible survival and growth is available. This, according to him will involve:

i. Specifying the objective after forecasting future manpower requirements.
ii. Assessing the member and type of each class of manpower needed in terms of unskilled, skilled operatives, supervisory and managerial.
iii. Assessing the practicability of getting the necessary personnel.
iv. Considering alternative options open to the organization in terms of training and development, transfer or promotion and outright recruitment.
v. Drawing up the plan in terms of timing and implementation.

Groysberg (2012), argues that a firm can systematically achieve sustainable competitive advantage by leveraging its talents at all levels of the organization if it pays specific attention to issues of job description and specification in the recruitment process. According to him job description contains information stating the job title, location in the organization, duties and responsibilities in the job and the extent of supervision provided for the job while job specification contains information stating the qualifications, experience, skill and attributes the job holder should possess. If organizations periodically review job and person specifics by identifying those who are practically adept at assessing talent and rewarding them for quality of their review and evaluation it will help to motivate others and help them to improve next time.

The Harvard Business Review (2012), after review of the most effective way of recruitment and extensive research on the relationship between recruitment and long term corporate performance outlined and recommended seven end to end set of best practices that will help companies find the right people and have no difficulty in retaining them. They include:

1. Anticipate the need
2. Specify the job

3. Develop the pool
4. Assess the candidates
5. Close the deal
6. Integrate the new comer
7. Audit and review

d) Recruitment and Globalisation

Human resource planning is a critical management function in that it provides management with information on resources flow which is used to calculate among other things recruitment needs, succession and development plans. The trend of globalization makes it compelling for organisations to take a detailed study of past and protracted trend in employment loss and seek to minimize through policy and strategy the shock of unexpected shortages of labour, increased ad costly surpluses and needless redundancies. When there is a proper plan and strategies in place, organisations will be able to obtain the number of people they need with skills, expertise and competences required. Organisations have lost skilled and competent staff to competitors because human resources were not properly managed. Also appropriate policies by the process of globalization has helped highlight the differences between globally standardised, optimized or localized human resources process on recruitment, global staff, management development and careers and rewards.

Nevertheless, since human capitalization is part of the strategic maneuvering of an organisation and global pooling is a reality no business can get away from (Sparrow, 2007). Organisations can through adequate preparations and strategy, reinvent the recruitment and selection process in other to align the organisation to the trend of the times. For instance video interviewing have proved to be good way to get applicants fast, because of the asynchronous video interviewing, no time is wasted in processing candidates, shrinking the pool and refining the talent list can be quick and easy. It also involves the organisation placing strong emphasis on the skills potential candidates should ideally possess, recruitment and selection processes and procedure as well as a good distinction between individual values and company's beliefs and ability to apply recruitment policy strictly, (Esuma, 2005).

e) Training/ Development and Globalization

Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation and task, (Rousseau, 2004). There is need to continuously train and develop the workforce to achieve competitive advantage training will ensure that employees develop the right skill, attitude and knowledge that will enable them perform their job effectively and efficiently. It matches skills and competences with situational demands and changes. Training and development of employees is an issue that has to be faced by every organisation. It is one of the ways of overcoming deficiencies in human performance at work. One of the sources of training and development needs in an organisation is derived from manpower, wastages associated with poor recruitment, induction and training. Training programs are directed towards maintaining and improving current job performance. It has an important function of utilization and motivation by improving employee's ability to perform the tasks required by the organisation. It gives employees a feeling of mastery over their work and of recognition by management. It enhances employee's job satisfaction, productivity and quality while reducing wastages and accident rates.

According to Beardwell and Claydon (2009), development is achieved by people and through people. Professional development programs has also risen as a trend in response to global compensation approaches. Professional development is about providing employees the opportunity for growth outside the day to day routine of the organisation. According to Armstrong (2006) three important factors in achieving competitive advantage are innovations, quality and cost leadership but these depend on the quality of an organisation's human resources. The Japanese success story despite lacking natural resources is an important lesson to all and sundry. Employee development must therefore be part of a wider strategy for the organisation to be aligned with the organisations corporate mission and goals. The focus according to Knight (2005) tend to be primarily on an organisation's future manpower requirement and secondly on the growth needs of individual in the workplace. Development programs seek to develop skills for future jobs. For example, an organisation might send employees to training seminars to sharpen their IT skills for use in the global social media campaigns or customer service personnel might be sent to courses to enhance their cross border communication, Esuma (2005). Such training and professional development programs keep employees motivated, rewarded and a signal that the organisation cares and supports them.

f) Reward /Compensation and Globalization

Wages do provide a source of motivation for employees to perform effectively. Employees who leave their companies do so because of high wages and benefits offered by other companies. As a result of globalization, there is now free mobility of labour. International companies can advertise through the internet and recruit employees from across borders, O'Neal (2005). Similar to the trend of recruiting abroad from a diverse pool of applicants is a progressive approach to providing benefits and compensation to employees. Some laws and international conventions mandate wage and basic employee benefits, (Cole, 2004). However, globalization has brought new ideas to business owners and managers on how to reward their employees both as a standard policy and as a reward for hard work. Taking cues from abroad, some US based businesses are now offering paternity leave, extended holiday time, work-from home programs and flexible child care options for their employees. These approaches to compensation allow their employees to balance their work to personal life and are aimed to increase happiness and productivity among staff, (Armstrong , 2006).

Rewards and compensation matches effort in equitable and just manner and organisations must reward for short as well as long term achievements bearing in mind that business must perform in the present to succeed in the future. Organisations now adopt the total reward approach which combines the two major categories of reward, the transactional and relational. Transactional reward are tangible rewards arising from the transactions arising between the employer and employee e.g. basic pay, contingent pay, pensions, shares and holidays etc. Relational are those intangible rewards concerned with learning and development and the work experience like training, career development, performance management recognition etc. the approach of total reward is holistic and the aim is to maximize the combined impact of a wide range of reward initiative on motivation, commitment and career enlargement,(Armstrong, 2006). It embraces everything the employee values in the employment relationship and include all available tools that may be used to attract, retain, motivate and satisfy employees. It is critical to addressing the issues created by recruitment and retention as well as providing a means of influencing behaviour, (O'Neal, 2008).

g) *Performance Rating/ Appraisal and Globalization*

According to Guest (2006) performance appraisal focus on aligning the assumptions, mutual obligations, expectations, promises and goals of the individual with the goals of the organisation and ensures that the employee work on the right task and do the right things. Standard Chartered Bank (2004) opines that performance management is concerned with those processes and behaviour by which the Manager manages the performance of the employees for developing high achieving organization. Contemporary organisations are undergoing a transformation against the changing needs of the environment and excellence in business by building adaptive capabilities for managing change practically. The traditional performance appraisal system did not match the needs of the changing scenario as it was a tool for employee education in which the managers were compelled to make subjective judgments about the performance and behavior of the employees against the predetermined job standards.

In the present scenario, the organisations have shifted their focus from performance appraisal to performance management as a result of the internationalization of the human resources. Major focus on the strategic Human Resource practices is on the management of talent by implementing such development programmes which enhance the competences of the employees. The performance management focuses more on observed behaviours and concrete results based on the previously established smart objectives. The purpose is to provide a complete perspective regarding the best practices for performance appraisal for work situation in global organisation. By adopting techniques like Management By Objectives (MBO), Open Performance Review and Appraisal System (OPRAS)and Payment for Performance (P4P), smart objectives are established in terms of either facts and figures and in the entire process the superior plays the role of a coach or facilitator. The objectives are mutually decided at the beginning of the performance season and serve as a standard of performance for evaluation.

In this method, the employees can offer a feedback on their contribution by filling up a self-appraisal form. It is a strategic and integrated approach which aims at building successful organisation by developing high performance teams and individuals and improving the performance of the people. Performance Review is important as they offer the appraiser and appraiseethe opportunity to receive feedback on their performance, dispel false belief of either party in the employment contract and agree on future opportunities for responsibility and challenge, reviewing and negotiation any prospective involvement in the change management, (Shapiro, 2007).

h) *Issues and Trends in Human Resources in the Face of Globalization*

The competitive pressure faced by the modern day enterprises for success and survival due to globalization and liberation will continue to create room for future organizational excellence. The new global, complex and often chaotic world of multinational enterprises require a new strategic focus and new capabilities from human resources just as it does from other management functions, (Bristol et al, 2009). In the present day, business is conducted on international scale and this involves the transfer of goods and services, technology, managerial know-how and capital to other countries or across national boundaries. Globalization has made the world smaller through fast economic network. The economies of the world have become increasingly integrated,(Bhagwatti,2004). Besides, we live in a world where quality, efficiency and competitiveness count most. The process and survival of the enterprise of this time can be measured in this sequence; information, knowledge and then application

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through science, engineering and technology. In other words, knowledge sharing impact on global enterprises as they export their management philosophies, and techniques, technologies, products and services around the world, (Kuruvilla et al, 2003). The internet has made communication network to be very easy and also for marketing to take place without necessarily moving from your desk. For you to participate in the global market, you must produce an internationally acceptable product, satisfy the target market and add value to the product.

With the rapid expansion of the global market coupled with the fact that the whole world is one market, it becomes imperative that the organisation and its human resources must respond to increased competition for globally mobile talents, changes in both workforce attitude and composition, shifts in employer/employee relationships, skill and ability and employees flexible and willing to deal with the ever accelerating pace and unpredictable changes in global workplace,(Mayrthofer and Brewster, 2005).

This era will require a new kind of organisation, based in a different paradigm that can bring together the contributions of individuals in a sustainable way, (Limerick et al, 2002). The main focus therefore should be the urgency to manage change speedily and efficiently in a right context with appropriate competence, (Burton, 2003). To acquire and retain human resource in the organisation and to function effectively in the future emergent issues in human resource management which are barriers to effective human resource initiative must be factored. (Birchfield, 2003). Such issues include;

i. *Productivity improvement:* Modern day Human Resources practice has led to greater output and improved product quality and service delivery hence in modern organisations all hands are on deck in search of ways to improve productivity so as to strengthen overall organisational performance. The trend has encouraged organisation in taking active roles on matter in impinging on productivity improvement. This involves a new reality of staffing and talent hunt globally, training and development, compensation and performance review. Companies that still adopt the traditional human resource practices might find themselves strangled with inflexibility. This can hurt their expansion efforts and a risky position of trailing behind their competitors.

ii. *Quality of work life and quality management*: This refers to the extent to which employees' personal needs are met through their work. Quality of work life improves as one's work meets more and more personal needs. This has positive impact on organizational performance because when employees' job performance, job satisfaction and commitment is high it shows that a given organization has favourable attitude to employees' quality of work life. Also the organization should play a vital role in ensuring quality and quality management system at all levels of the organization. Quality is achieved through people and in accordance with basic human resource principle: investment in people (capacity building) as a perquisite for achieving high quality standards.

iii. *Health and Safety at Work:* The focus is on creating a work environment which minimizes the likelihood of accident or injury. Akin to this is job stress which can be hazardous as unsafe workplace. Modern organizations have recognized the dangers of potential personal and organisational job stress and have taken interest on ways to reduce the problem through medical attention. Organisations now report on Health, Safety and Environment alongside their annual financial report.

iv. *Labour and Social Legislation:* From the 70's to date, legislations have granted workers more rights in terms of security of employment and entitlements which were hitherto mere expectations.

v. *Changing Value in the Organisation:* To meet the increased expectations of the organisation modern organisations articulate their roles in terms of creating value. Apart from holding tenaciously to old work ethics of practicality, honesty, diligence etc. organisations now measure their effectiveness in terms of business competitiveness and success. Organizations must lead cultural support of the foregoing. Brewster (2005) asserts that in increasing flexibility firms want to change nature of employee identification and their sense of involvement and this change identify knows few national borders.

vi. *Betterrenumeration and Cleanwage Option:* Globalization and modernization has enabled various nations to increase the minimum wage with regards to the countries increased needs, this in turn has to be implemented by organizations with the aim of increasing organizations performance and avoid employee's turnover. Also the concept of shift and overtime as embraced by developing nation increased the total remuneration of employees. The clean wage option is the consolidation of the basic pay with all allowance or fringe benefits with segmentation or distinction between the salary and the fringe benefit components. This was first adopted in Africa by Ghana in 1988 and in Nigeria, 1997,(Burton, 2003).

vii. *Corporate Social Responsibility/Corporate Ethics:* This is a form of corporate self-reputation integrated into a business model. It functions as a built in self-regulation mechanism whereby an organisation monitors and ensures its active compliance with the laws of the land, ethical standards and international norms. In some business integrated models, it goes beyond implementation and compliance but an action that appears to further some social good beyond the interest of the firm and that which is required by law, (Ronean, 2011). It involves responsibility for company actions and encourage a positive impact through its activities on the environment, consumers, employees, community and all other members of the public who may be considered as stakeholders. Also modern organizations emphasize reputation management and corporate ethics which relates to stakeholder's view or the impression they hold about the operational integrity or conduct of an organization. Due to cases of corruption scandals and other vices, organizations now pay high level attention to corporate reputation and ethics by facilitating the training of employees in sustaining and protecting their organization's reputation.

viii. *Skills and Capacity Building:* The place of change in this era of globalization will require professionals and employees who are multi-skilled. Organization must devote more attention to core strategy of training and capacity building as the quality of staff needed to cope with the global challenges of competition and productivity require employee who know the business, understand and make change happen, have personal integrity and credibility and who can receive additional quality training to sharpen their skills, (Nonaka and Teece, 2001). Organisations cannot succeed without the requisite expertise considering the current technology based and knowledge driven operating environment. The process of capacity building and multi-skilling endows the employees to function in other capacities afford them the opportunity to contribute to the success of the organisation.

ix. *Information Technology and Communication:* The effect of information technology has made the world smaller and faster through the internet. Ideas and large amount of information now move freely and constantly. There is an enormous rush towards more highly technological sophisticated systems by organizations to maximize their profit, improve performance through effective and efficient communication and transport systems. The challenge of the organization is to make good use of what information technology offers and to make it a viable part of work setting and tool. Information technology has opened up a possibility and opportunities of greater strategic control and innovation for companies as globalization continue to shed more light across the globe,(Lynch,2006).

x. *Workforce Diversity:* The concept focuses on the attachment of value to individual differences in the workplace which is made up of heterogeneous groups. The organisation must ensure that no group of members has advantage or disadvantage over the other in the workplace. Besides the organization must ensure that the productivity, creativity and commitment of the workforce are maximized while meeting the needs of their diverse interest.

xi. *Emergence of Generation-Y in the Workplace:* Generation Y are young employees born after 1980 entering the workforce, necessitating changes by management and organization alike, (Allen, 2003). Empirical evidence shows that generation Y appears different from different generations, because they are self-confident, generally independent from previous generations and often pursue multi-career paths which require them being managed differently. They are generally at ease with the requirements of technology and uncertainty which is the characteristics of the younger employees in the workforce. They demand responsibilities early in their careers and are unafraid of challenging their employer's policies and procedures, (Heathfield, 2004). The emergence of this breed of workforce will create additional responsibility for the organization who may have to provide a wide range of services in a different configuration in a bid to carry this group along.

xii. *Gender Equality:* Globalization and modernization have created the concept of gender equality and feminization of the workforce through international governmental and non-governmental organizations that fight for gender equality and rights for instance the United Nations (UN) celebrates gender equality and empowerment of women and its creation every February 24 each year. To promote gender equality in the workforce it is important to integrate both men and women as agents of progress in the organization.

i) Empirical Review

Although a number of empirical studies have been conducted in other to measure the effect of globalization on Human Resources management throughout the world since the world is conceived as a village, few studies among others have attempted to measure the impact of globalization on recruitment some of which are mentioned here.

McKinsey Global Institute (2012) carried out a survey of current hiring practices in over 500 firms globally involving 700 Chief Executive officers and Search Consultants of global companies. Using auto regressive Distributed lag Method to characterize the relationship between best recruitment practices and firm performance, the study revealed that only few companies (less than 10% of respondent companies) excelled at one or more aspect of the hiring process and has accepted code of best practices for hiring. The study further revealed that best practiced companies outperformed other participant companies in economic performance measured by sales growth and Return On investment (ROI) by 20%.

Sermon and Hitt (2008) investigated the outsourcing of recruiting and selection (R&S) conducted among 276 medium and large enterprises in the United States in two specific contexts namely job advertising and prescreening and the more strategic colloquia and selection. Employing a predictive model based in efficiency drives rooted in transaction cost economy (TCE) and competitive motivation derived from Resource Based View (RBV), the findings revealed that firms take most recruitment decision to achieve efficiency, the study also confirms that firms are also motivated to take recruitment decision to achieve competitive edge.

Huseman et al (2011) conducted a survey of human resources management and selection policies and practices in 60 manufacturing firms in Taiwan employing a multi regression model to analyse data, the evidence obtained from the study show that recruitment policies in participant's companies are integrated with corporate strategy; line managers had a particularly influential role in decisions regarding recruitment and selection, training and development, workforce reduction and expansion. The study further revealed that certain recruitment decisions among participant companies were culturally sensitive.

Patterson et al (2007) investigated the impact of effective recruitment and selection on organization performance, using two analytical approach viz stability test and regression analysis on data involving 30 firms in United Kingdom. They found that productivity changes associated with recruitment in participant companies for period under review were positive and significant.

Graham et al (2008) conducted an empirical study on seizing competitive advantage through Training and Development on forty medium sized manufacturing forms in Japan. Using a Probit and Tobit models to analyse data for a period covering 1997 – 2006, the study revealed a strong commitment from Japanese companies to expand their global efforts through improved recruitment and training; key to global expansion is picking the right person based on right credentials, skills and knowledge. The study further showed that once chosen, the candidates receive comprehensive professional and leadership training.

Machungwa and Schmitt (2006), investigated the impact of Total Reward System on Employees Behaviour in Zambia applying a cross country growth regression analysis and using the framework of extreme bond analysis, used data for sixty five firms' operation between 1995 and 2005, found that good reward system involving both transactional and relational rewards has contributed positively to employees job performance and job satisfaction.

Armstrong (2009) empirically investigated Best performance Appraisals of distant employees in corporate organizations and the human resource challenges associated with it, using the OLS regression model to analyse data of thirty small and medium sized companies in Canada, the results of the OLS regression revealed that lack of training of both the appraiser and the appraise account for the many rating errors that are commonly associated with performance appraisal. The study further revealed that absence of smooth interpersonal relationship, required listening, giving and receiving, feedback and counselling and dealing with emotions grossly mare the performance appraisal process.

III. Methodology

a) Research Design

Research design is a roadmap or scheme used by the researcher as a strategy to investigate the relationship that exist among variables under study.

The research design adopted in this study, is the survey design which involves personal observation, interview and questionnaire. The study employed essentially the use of questionnaire which was also considered convenient for the respondents.

b) Nature and Sources of Data

There are two sources of data used in this study viz, primary and secondary sources.

Primary data: Include first-hand information specially collated for a study. This represents field response (information) gathered through the questionnaire and personal observation.

Secondary data: These include library and desk information gathered from books, journals, newspaper, internet and extent publications on subject matter which also participated the review of literature.

c) Population of the Study

Given the spread of firms engaged in manufacturing in the South Eastern States of Abia, Anambra, Ebonyi, Enugu and Imo, absolute care and caution was taken in the selection of population and sample size. The researcher visited the zonal office of the Manufacturer' Association of Nigeria for the list and addresses of current members of the umbrella body as at December 31, 2016. The Association harvest and provides the most complete and reliable set of information of manufacturing firms in Nigeria. It was from the list of members that the researcher purposively selected twenty-five (25) manufacturing firms across five subsectors namely Food and Beverages, Healthcare (Pharmaceuticals), Paint and Chemical, Industrial/ Domestic and Technical subsectors. Five manufacturing firms were selected from each of the five Eastern States. (See selection criteria in appendix 111).

It was the number of Principal Managers obtained from the Human Resource Managers of these firms across the subsectors that form the population of this study in this order (see Appendix III).

i. Food and beverages = 115
ii. Pharmaceuticals = 20
iii. Plant and chemical = 30
iv. Industrial/domestic = 54
v. Technical = 52

Total = 271

Therefore, two hundred and seventy-one is the functional population for this study.

d) Sample Size Determination

Since the number of managers in the selected companies across the subsector was considered manageable, therefore the entire population was treated as sample. The sample size for this study is two hundred and seventy-one (271).

e) Mode of Data Collection

Primary data will be generated by the use of questionnaire designed for this study. Also some information needed will require the use of unstructured oral interview for clarifications where necessary.

f) Method of Data Analysis

The primary data generated will be collated and presented in tables, frequency distribution using simple percentage for easy comprehension. The data so presented was further subjected to detailed statistical analysis by the use of Analysis of Variance and the strength of relationship test with correlation Ratio (cE).

g) Tool for Data Analysis

The statistical tool for this study is the Analysis of variance. In general it refers to a collection of statistical models and method employed in addressing whether the sample means of variable differ significantly from one group of observation to another. The Analysis of Variance (ANOVA) deals with three types of variances and partitioning of total variations according to source of origin. The total variance (S^2T) is referred to as the total sum of squares (SS_T): between group variance as within group of squares (SS_B) and within group variance as the within group of sequences (SS_W). This results in the equation $SS_T = SS_B + SS_W$, where the SS_B represents the Systematic or "explained" variance and SS_W, the sampling error of "unexplained" variance. The general ANOVA formula for the fixed effect model is given by the formula:

$$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij-\overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$$

Where

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j \times ij)^2}{N}$$

$$SS_B = \frac{\sum(\sum \times ij)^2}{{}^{n}jN} - \frac{(\sum i\sum j \times ij)^2}{}$$

$$SS_w = SS_T - SS_B$$

h) Decision Critera

For $P \leq .05$ with d.f = (k -1) and (N-K), reject Null hypothesis (H0) and accept the Alternate (H1) if the computed F-value is greater (>) the critical value.

For $P \leq .05$ with d.f = (K-1) and (N-K) Accept the null hypothesis (H0) and reject the alternative (H1) if the critical value is greater than the calculated f-value.

The strength of relation or association will be tested with the unbiased correlation ratio which is given by

$$CE = \sqrt{1 - \frac{\frac{MSW}{SST}}{N-1}}$$

i) Validity of the Research Instrument

The validity of an instrument is the degree to a research instrument on a test measure what it purports to measure. The content validity was obtained by giving the research instrument to three (3) different management consultants. It was further given out to nine (9) post graduates students in three (3) different universities. Their criticisms and suggestions helped to enhance the content validity. It also helped to ensure that the instrument elicits the intended responses.

j) Reliability of the Research Instrument

An instrument is said to be reliable if it measures consistently what it sets out to measure. This means the measure will yield result for the same object at different conditions. The test retest method was used to maintain reliability. The instrument was administered to ten (10) respondents at two different points. The process was repeated after two weeks to respondents who were not part of the original exercise. The scores were collated and ranked using the Spearman's rank correlation coefficient. The result showed a correlation efficient of.80. This suggests a strong degree of reliability.

IV. Presentation and Analysis of Data

In this section data gathered by means of questionnaire were presented and analysed in form of frequency distribution and simple percentage. Hypotheses formulated were tested in this section.

a) Testing of Hypotheses

Four hypotheses were formulated to drive this study, we shall go ahead to test them with the test statistic, Analysis of variance (ANOVA) and the strength of association with the Correlation Ratio, (cE)

HYPOTHESIS I

H_1: Manpower planning, policies and preparation associated with recruitment is positively related to with the effects of globalization in the selected companies under study.

H_0: Manpower planning and polices associated with recruitment is not positively related to the effects of globalization in the selected companies under study.

Table 4.1: (Reproduced)

FEATURES	SA	A	UN	SD	D	SA	A	UN	SD	D
A	76	80	9	50	35	30	32	4	20	14
B	67	75	12	46	50	27	30	5	18	20
C	85	62	11	52	40	34	25	4	21	16

Source: Field Survey, 2015

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij - \overline{Xij})^2 + \sum nj(\overline{Xj} - \mu)^2$$

$SS_T = SS_B + SS_W$ where

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

$$SS_W = SS_T - SS_B$$

Table 4.2: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	30	900	27	729	34	1156
2	32	1024	30	900	25	625
3	4	16	5	25	4	16
4	20	400	18	324	21	441
5	14	196	20	400	16	256
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2536	2378		2494	
$\overline{X}$	= 20		20		20	

Field Data, 2017

$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90,000$

$\sum\sum X^2 = 2536 + 2378 + 2494 = 7408$

$$\sum\overline{X} = \frac{20 + 20 + 20}{3} = 20$$

N = 15, n = 5, K = 3

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

Substituting we have

$$SS_T = 7408 - \frac{90,000}{15}$$

$SS_T = 7408 - 6000 = 1408$

$SS_T = 140.8$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

$$SS_B = \frac{(2536}{5} + \frac{2378}{5} + \frac{2494)}{5} - \frac{90000}{15}$$

$SS_B = (507.2 + 475.6 + 498.8) - 1408$

$SS_B = 1481.6 - 1408$

$SS_B = 7.36$

$SS_W = SS_T - SS_B$

$SS_W = 140.8 - 73.6$

$SS_W = 133.44$

Table 4.3: Summary of the Anova Table

Source	Df	SS	MS	F value
Between group	K – 1	7.36	$\frac{[SS]}{Df} = 70.4$	$\frac{MSB}{MSW}$
Within group	N – K	133.44	$\frac{[SS]}{Df} = 6.13$	=
Total	N – 1	141		11.48

Source: field data, 2015
Significance level P ≤ .05

Decision: Since from the F – distribution Table with degree of freedom (df)2 and 12 at .05 level of significance, the critical value is 3.88 while computed *f value*= 11.48 greater than the critical value, we therefore reject the Null (H_0) hypothesis and Accept the Alternate (H_1) and conclude that manpower planning, policies and preparation associated with recruitment is positively related with the effect of globalization.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by

$$CE = \sqrt{1 - \frac{MSW}{\frac{SST}{N-1}}}$$

Substituting we have

$$CE^2 = \sqrt{1 - \frac{6.13}{15.3}} = 1 - .40 = .60$$

$$CE = \sqrt{1 - \frac{6.13}{15.3}}$$

$$CE = \sqrt{.60}$$

$$CE = .77$$

This implies a high degree of relationship between manpower planning, policies and preparations associated with recruitment and the effect of globalization.

Hypothesis II

H1: Training and professional development is positively related to the effect of globalization in the selected companies under study.

H0: Training and professional development is not positively related to the effect of globalization. in the selected companies under study .

Table 4.4: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	35	30	3	18	14
B	40	29	2	15	14
C	37	30	6	12	15

Source: Field Survey, 2017

Mathematically, H1: $MA \neq MB \neq MC$

H0: $MA = MB = MC$

Analysis of variance formula is given by

$$\sum i \sum j (Xij - \mu)^2 = \sum i \sum j (Xij - \overline{X}ij)^2 + \sum nj(\overline{X}j - \mu)^2$$

$$SS_T = SS_B + SS_W \text{ where}$$

$$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \text{ x } ij)^2}{N}$$

$$SS_B = \frac{\sum (\sum xij)^2}{nj} - \frac{(\sum i \sum j \text{ x } ij)^2}{N}$$

$$SS_W = SS_T - SS_B$$

Table 4.5: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	35	1225	40	1600	37	1369
2	30	900	29	841	30	900
3	3	9	2	4	6	36
4	18	324	15	225	12	144
5	14	196	14	196	15	225
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2654	2866		2674	
$\overline{X}$	= 20		20		20	

Source: FIELD DATA, 2017

$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90{,}000$

$\sum\sum X^2 = 2654 + 2866 + 2674 = 8194$

$\overline{\sum X} = \frac{20 + 20 + 20 = 20}{3}$

$N = 15, n = 5, K = 3$

$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$

Substituting we have

$SS_T = 8194 - \frac{90{,}000}{15}$

$SS_T = 8194 - 6000 = 2194$

$SS_T = 219.4$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_B = \frac{(2654}{5} + \frac{2866}{5} + \frac{2674)}{5} - \frac{90000}{15}$

$SS_B = (531 + 573 + 535) - 219.4$

$SS_B = 55.5$

$SS_W = SS_T - SS_B$

$SS_W = 2194 - 55.5$

$SS_W = 163.9$

Table 4.6: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	55.5	$\frac{[SS]}{Df} = 28$	$\frac{MSB}{MSW}$ = 2
Within group	N – K	163.9	$\frac{[SS]}{Df} = 14$	
Total	N – 1	219		F value = 2

Source: FIELD DATA, 2017

Significance level $P \leq .05$

Decision: Since from the F – distribution Table with degree of freedom (df) 2 and 12 at .05 level of significance, the critical value of F is 3.88 while computedf value is 2 less than the critical values,therefore, we reject the Alternate and Accept the Null and conclude that that training and development is not positively related to the effects of globalization in the selected companies under study with the effects of globalization.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by:

$CE = \sqrt{1 - \frac{MSW}{\frac{SST}{N-1}}}$

Substituting we have

$CE^2 = \sqrt{1 - \frac{14}{15.6}}$

$CE = \sqrt{1 - .89}$

$CE = \sqrt{.11}$

$CE = .33$

This implies a very low degree of relationship between training and professional development in the selected companies under study and globalization.

Hypothesis III

H_1: Reward and compensation is positively related to the effect of globalization in the selected company under study.

H_0: Reward and compensation is not positively related to the effect of globalization in the selected company under study.

Table 4.7: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	39	30	4	14	13
B	28	32	6	20	14
C	30	35	5	17	13

Source: Field Data, 2017

Mathematically, H1: $MA \neq MB \neq MC$

H0: $MA = MB = MC$

Analysis of variance formula is given by

$\sum i \sum j(Xij - \mu)^2 = \sum i \sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$

$SS_T = SS_B + SS_W$ where

$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_W = SS_T - SS_B$

Table 4.8: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	39	1521	28	784	30	900
2	30	900	32	1024	35	1225
3	4	16	6	36	5	25
4	14	196	20	400	17	289
5	13	169	14	196	13	169
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2802	2440		2608	
$\bar{X}$	= 20		20		20	

Source: Field Data, 2017

$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90{,}000$

$\sum\sum X^2 = 2802 + 2440 + 2608 = 7850$

$$\sum \bar{X} = \frac{20 + 20 + 20 = 20}{3}$$

$N = 15,\ n = 5,\ K = 3$

$$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$$

Substituting we have

$$SS_T = 7850 - \frac{90{,}000}{15}$$

$SS_T = 7850 - 6000$

$SS_T = 185.0$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$$

$$SS_B = \frac{(2802}{5} + \frac{2440}{5} + \frac{2608)}{5} - \frac{90000}{15}$$

$SS_B = 1850 - 1570$

$SS_B = 28.0$

$SS_W = SS_T - SS_B$

$SS_W = 1850 - 280$

$SS_W = 1570$

Table 4.9: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	280	$\frac{[SS]}{df} = 140$	$\frac{MSB}{MSW}$
Within group	N – K	157.0	$\frac{[SS]}{df} = 13.1$	= 10.68
Total	N – 1	185		F value = 10.68

Source: Field Data, 2017
Significance level P ≤ .05

Decision: Since from the F – distribution Table with degree of freedom (d.f) =2 and 12 at .05 level of significance, the critical value of F = 3.88 while computedf *value* is 10.68 greater than the critical value, therefore, we reject the Null and Accept the Alternate (H_1) and conclude that reward and compensation is positively related with the effects of globalization in the selected companies under study.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by:

$$CE = \sqrt{1 - \frac{MSW}{\frac{SST}{N-1}}}$$

Substituting we have

$$CE^2 = \sqrt{1 - \frac{13.1}{15.4}}$$

$CE = \sqrt{1 - .85}$

$CE = \sqrt{.15}$

$CE = .39$

This implies a fair relationship between reward and compensation and the effects of globalization in the selected companies under study.

Hypothesis IV

H_1: Performance rating and appraisal is positively related to the effect of globalization in the selected companies under study.

H_0: Performance rating and appraisal is not positively related to the effect of globalization in the selected companies under study.

Table 4.10: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	27	32	6	19	16
B	32	26	6	20	16
C	28	32	5	21	14

Source: Field Data, 2017

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$$\sum i \sum j(Xij - \mu)^2 = \sum i \sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$$

$SS_T = SS_B + SS_W$ where

$$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \; x \; ij)^2}{N}$$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{\sum i \sum j(x \; ij)^2}{N}$$

$SS_W = SS_T - SS_B$

Table 4.11: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	27	729	32	1024	28	784
2	32	1024	26	676	32	1024
3	6	36	6	36	5	25
4	19	321	20	400	21	441
5	16	256	16	256	14	196
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2406		2392		2470
$\overline{X}$	= 20		20		20	

Field Data, 2017

$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90,000$

$\sum\sum X^2 = 2406 + 2392 + 2470 = 8194$

$$\sum \overline{X} = \frac{20 + 20 + 20 = 20}{3}$$

N = 15, n = 5, K = 3

$$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \; x \; ij)^2}{N}$$

Substituting we have

$$SS_T = 7268 - \frac{90,000}{15}$$

$SS_T = 7268 - 6000$

$SS_T = 1268$

$$SS_B = \frac{\sum(\sum xij)^2}{njN} - \frac{(\sum i \sum j \; x \; ij)^2}{}$$

$$SS_B = \frac{(2406}{5} + \frac{2392}{5} + \frac{2470)}{5} - \frac{90000}{15}$$

$SS_B = 481.2 + 478.4 + 494$

$SS_B = 18.56$

$SS_W = SS_T - SS_B$

$SS_W = 1268 - 185.6$

$SS_W = 108.24$

Table 4.12: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	18.56	$\frac{[SS]}{df} = 92.8$	$\frac{MSB}{MSW}$
Within group	N – K	108.24	$\frac{[SS]}{df} = 7.73$	= 12
Total	N – 1	126.8		F value = 12

Source: Field Data, 2017

Significance level P ≤ .05

Decision: From the F – distribution Table, with degree of freedom (d.f)= 2 and 12 at .05 level of significance, the critical value of F is 3.88 while computed *f value*=12 greater than the critical value. Therefore, we reject the Null hypothesis (H0) and accept the Alternative (H1) and conclude that performance rating and appraisal is positively related with the effects of globalization in the selected company under study.

To Determine the Strenght of the Relationship

To do this the correlation ratio will be used to determine this and it is given by the formula

$$_{C}E = \sqrt{1 - \frac{\frac{MSW}{SST}}{N-1}}$$

Substituting we have

$$_{C}E^2 = \sqrt{1 - \frac{7.73}{9.06}}$$

$$_{C}E = \sqrt{1 - .85}$$

$$_{C}E = \sqrt{.15}$$

$$_{C}E = .39 \; \Omega \; .4$$

This implies a moderate relationship between performance and Rating and Appraisal and Globalization in the selected company under study.

b) Discussion of Findings

Our empirical finding threw up some critical issues that cannot be swept under the organizational carpet if recruitment efforts, mission and vision of our organizations must be realized in the face of global competition that has become so common and intense these days.

This study revealed that manpower planning, policies and preparations associated with recruitment is positively related with the effects of globalization. This finding aligns with the Bank of Industry's (2004) view on globalization as the closer integration of countries and people of the world and breaking down of artificial barriers to the flow of goods, services, capital, knowledge and people across national boundaries. This movement brings about consequences that tend to change the traditional way of doing things. Recruitment no doubt is one of those traditional human resource function and processes that could be influenced by the forces of globalization as it seeks the sources of manpower to meet staffing requirement and schedule to employ measure to attract and retain that inadequate number needed to move the organization forward. It also lends empirical support to an earlier study by Gupta (2000) on Human Resources Management and globalization which concludes that the concept of globalization and modernization has transformed the traditional method of recruitment. The empirical findings supports the theoretical view by Sparrow (2007) on human capitalization which according to him is part of strategic maneuvering of global pooling which organization through adequate preparation and alignment with the trend of times can reinvent their recruitment and selection process. This finding is also in line with empirical findings of Mckinsey Global Institute (2012) and Simon and Hitt (2008) that investigated best recruitment practices and firm performance among global companies, large and medium size enterprises in the United States, which concluded that best practiced companies out-performed other participants' companies in terms of efficiency, sales, growth and return on investment (ROI) simply by applying international best practices on recruitment and selection.

A statistical analysis on the test of relationship between recruitment and globalization effects using the unbiased correlation ratio ($_{C}E$) showed a $_{C}E$ value of .77 which is very high. This agrees with both theory and empirical evidence that the impact of globalization is huge, perhaps the largest in the world, Armstrong (2005).

The second empirical finding revealed that training and professional development is not positively with the effects of globalization in the selected companies under study. This finding negates theory and empirical evidence that both training and globalization can be used to achieve competitive advantage. For instance, Beardwell and Armstrong (2009) believe that development is achieved through people. According to him three important factors in achieving competitive advantage are innovation, quality and cost leadership and these depend on the quality of an organizational Human Resources; Training and professional development of the organization's Human Resources is all that is required to achieve this. In the views of Knight (2005), training and professional development provide the skill, knowledge, attitude and competence needed to perform task achieve growth and future needs of the organization. Any organization that pays lip service to capacity development of employees absolves itself of the compelling need for competitive edge and shuts its door to growth and sustainability. The study also does not agree with the empirical study of Spherion Atlantic Enterprises LCC (2013), a global staffing and employment services firm that respondent employees who received training or mentoring were very likely to remain with their current employers for the next 5years or more. Such is the power of empowering employees with training and development benefits. The bane of organizational leaders in this part of the world is how they prioritize capacity development vis-à-vis the organization mission and sustainability. The argument against capacity development of the human resources in the private sector has been (i) empowering employees make them more valuable and could turn against their employers (ii) it makes them more valuable to competitors who poaches them with great offers. It is an unavoidable fact that better educated, skilled and competent employees are more desirable target of every recruitment effort but the Spherion Survey (2013) erases such fears.

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The third empirical finding shows that reward and compensation is positively related with the effects of globalization. This result lends empirical support to an earlier study by O'Neil (2004) which concluded that the trend of recruiting abroad from diverse pool of talents is accompanied by a progressive approach to providing benefits and adequate compensation to employees. It also concurs with the views of Cole (2004) that globalization has brought new ideas to owners and managers on how to reward their employees. It is also in tandem with the empirical investigation by Muchungwa and Scmitt (2006) on the impact of reward on employees' behaviour in Zambia which concluded that good reward system contributes positively to employees' job performance and job satisfactions. It also agrees with theoretical position that reward system could be used to influence employee behaviour and spur them to greater productivity.

Finally, the fourth finding reveals that performance rating and appraisal is positively related with the effects of globalization. This finding is in tandem with extant literature on organization development that the contemporary organization is undergoing a transformation against the changing needs of the environment by evolving adaptive capabilities for managing change. This also aligns with present day performance management where the focus has changed from the traditional performance appraisal system where the manager makes subjective judgment about the performance and behaviour of subordinate to Talent Management and Development of programmes that enhances employee competences. The finding empirically corroborates the position of Standard Chartered Bank of England (2004) that performance appraisal involves process and behaviour which a manager uses to manage the performance of employee so as to develop a high achieving organization. Furthermore, it lends empirical support to an earlier study by Armstrong (2009) which concludes that the absence of smooth interpersonal relationship, feedback, counseling and dealing with emotion could grossly mare the process and outcome of a given performance appraisal exercise.

Empirically, the correlation ratio conducted to test the strength of relationship between the variables (performance appraisal and globalization gave a coefficient value of .4 which indicates a moderate relationship and a 60% probability that performance appraisal could be used to effect positive organization changes in the organization.

V. Findings, Conclusion and Recommendation

a) *Summary of Major Findings*

i. Manpower planning, and policies associated with recruitment is positively related with the effects of globalization.
ii. Training and development is not positively related with the effect of globalization.
iii. Reward and compensation is positively related with the effect of globalization.
iv. Performance rating and appraisal is positively related with the effects of globalization.

b) *Conclusion*

From our literature and empirical review and findings it has been found that there is neither a generally accepted code of best practices nor a single company that demonstrates true best practices along each step of the recruitment process but that does not underscore nor rub off the universal acknowledgement that hiring good people is a key source of competitive advantage. Therefore, organizations need to take a serious look at the challenges facing them. Every organizational challenge has a solution that lies with the Human Resources. Organizations must approach recruitment from a rigorous, strategic and objective point of view by developing best practices that will drastically revamp their hiring process.

c) *Recommendations*

From the findings of this study the following recommendations are hereby put forward for consideration.

1. Organizational management should stop treating recruitment as a big surprise. Manpower audit and planning should be adequately utilized to identify manpower gaps and proper programmes for filling such gaps be put in place within a given period of time.
2. Recruitment policies and procedure should be integrated as part of the corporate strategy while recruitment and selection efforts should be outsourced to independent and reputable search consultants.
3. Line managers should be actively involved in every recruitment, training and development exercise as it relates to employees under them.
4. Organizational management should take training and professional development of their employees serious. The Japanese success story should spur them to take training and human value serious. Empirical evidence supports that every Japanese receive comprehensive training upon engagement.
5. Organizational management should adopt total reward system that recognizes both transactional and relational cost to attract and retain talented,

competent and highly motivated staff. The truth is that those companies who pay peanuts end up working with monkeys and baboons.

6. The organizational managers should evolve good management system that integrates performance management and employees' development with organizational success. To this extent management by objective, payment for performance and open performance review and appraisal system is highly recommended here.
7. Organization managers should endeavor to hire employees from equally diverse background provided such employees meet up set employment requirements. Such will help managers to better equip their organization for the increasing global business environment in terms of wide range of ideas and influences such companies command for having people then customers can relate to.

d) Management Implication

Management principles that govern management practice are universally acknowledged to be same except for their applications but all points to attainment of efficiency and effectiveness through best practices. That is why Human Resources occupy a prime position in the organization, playing dual role, a resource as well as a motive force for all other resources by way of developing, utilizing, commanding and controlling them.

In the fast-changing world of globalization, successful industries are those that are knowledge based, skill incentive and technologically driven. This is possible by developing creative spirit in employee through innovations in the way organizational processes were conducted hitherto. Organizational managers can make this paradigm shift through paying serious attention to international best practices on recruitment. Good recruitment is attained only when the right employees are recruited at the right time for the right job, trained, competent, well rewarded, take interest in their work, committed to the organization and employers in turn trust them fully. When Japan as a nation realized this truth, they achieved unprecedented progress in all fields. It is a challenge our organizations can learn from this.

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Appendix I

The Selected Manufacturing Firms In South East. (By States)

a) Abia State

i. International Equitables (Nig.) Ltd
ii. Drury Chemicals (Nig.) Ltd.
iii. Kroma Clover Industries Ltd.
iv. Guinness Nigeria Plc.
v. Unilever Plc.

b) Anambra State

i. Chikason Group Ltd
ii. Cutix Nigeria Plc.
iii. Orange Drugs
iv. Sabmiller Group
v. Juhel Nig. Ltd

c) Ebonyi State

i. Ebonyi Rice Mills Ltd
ii. Edon (Nig.) Ltd
iii. Candel Industries Ltd
iv. Crush Rock Industries (Nig.) Ltd
v. Eko drugs (Nig.) Ltd

d) Enugu State

i. Emenite Industries Ltd
ii. Innoson Industrial And Technical Coy Ltd
iii. Nigeria Breweries Plc.
iv. Seven Up Bottling Plc.
v. Nigeria Bottling Plc.

e) *IMO State*

i. Ada Palm (Nig.) Ltd
ii. Aluminium Extrusion Industries Plc. (ALEX)
iii. Paint and Resin Industries (Nig.) Ltd
iv. Dezern (Nig.) Ltd
v. New Horizons (Nig.) Ltd.

Appendix II

The Number of Managers In Selected Manufacturing Firms By Subsectors

a) *Food and Beverage*

i.	Nigeria breweries Plc.	= 25
ii.	Nigeria bottling co Plc.	= 15
iii.	Seven up bottling co Plc.	= 18
iv.	Sabmiller group	= 10
v.	Guinness Nig. Plc.	= 27
vi.	Adapalm Ltd	= 12
vii.	Ebonyi rice mill	= 8
Total		115

b) *Pharmaceuticals*

i.	Orange Drugs Ltd	= 8
ii.	Juhel (Nig.) Plc.	= 5
iii.	Candel Industries	= 4
iv.	Eko Drugs Ltd	=3
Total		20

c) *Paint and Chemicals*

i.	Drury Chemicals (Nig.) Ltd	= 9
ii.	Kromer Clover industries (Nig.)	= 5
iii.	Paint & Resin Industries (Nig.) Ltd	= 8
iv.	Dezern (NIg.) Ltd.	= 7
Total		30

d) *Industrial and Domestic*

i.	International Equitables Plc.	= 12
ii.	Unilever	= 10
iii.	Edon (Nig.) Ltd	= 7
iv.	New Horizon Ltd	= 5
v.	Chikason Group	= 20
Total		54

e) *Technical*

i.	Cutix Plc.	= 13
ii.	Innoson industries and technical	= 12
iii.	Emenite	= 9
iv.	Aluminium Extrusion Industries Plc (Alex)	= 8
v.	Crush Rock industries (Nig.) Ltd	= 10
Total		52

Total Number of Managers in the Selected Company = 271

Appendix III

Selection Criteria

The primary conditions set for this purposive selection of companies under study include

1. The company must be a manufacturing firm registered with Manufacturers Association of Nigeria
2. The company must be situated in any of the five eastern states of Anambra, Abia, Ebonyi, Enugu and Imo states.
3. It must have established and functional HR department.
4. The company must have existing staff strength of not less 50.
5. The company must have existed for not less than 10 years.

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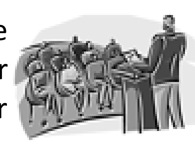

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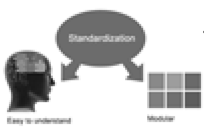

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Once you are designated as MARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

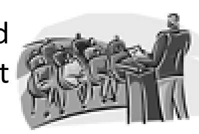
Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

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

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

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.
The author fees of such paper may be waived off up to 40%.



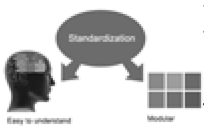
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

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

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

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

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



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

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

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- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone. "

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

1. Authors must go through the complete author guideline and understand and *agree to Global Journals' ethics and code of conduct,* along with author responsibilities.
2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
5. Authors should submit paper in a ZIP archive if any supplementary files are required along with the paper.
6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
- Ideas
- Findings
- Writings
- Diagrams
- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

Authorship Policies

Global Journals follows the definition of authorship set up by the Open Association of Research Society, USA. According to its guidelines, authorship criteria must be based on:

1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

Copyright

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

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

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

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.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

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 though 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:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o 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:

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

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