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Antecedent & Consequence of Brand

Discovering Thoughts, Inventing Future

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Antecedent and Consequence of Brand Acceptability: The Case of Hospitality Industry

By Emmanuel Oteng

Abstract- The hospitality industry has experience dramatic changes with the adoption of new technologies in its service delivery process. Improving customer experience is topmost priority when it comes to utilizing new technologies and methods to push a particular brand in market space. Offering superior service in the marketplace has a positive impact on the organization ability to attract and retain customers. Despite the significance of branding in enterprise sustainability, little is known about the antecedents of brand acceptance in a VUCA environment. The business environment in Africa is usually described as volatile, uncertain, complex and ambiguous. To survive such a terrain firms adopts several strategies and mechanism to stay afloat and further beat competitive. To examine how firms survive their battle of brand competition, the study investigated the role of perceived value, social ties and customer engagement in brand acceptance. Data is collect from hospitality firms in French West African Countries. The data acquires is analysis by conducting partial least square structural equation modeling analysis and t-test to examine the hypothesis. The outcome of the study suggests that customer engagement is the most influential factor if firms want their brands to be accepted by potential and current clients.

Keywords: social ties, customer engagement, perceived value, hospitality industry, branding, brand acceptance.

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Antecedent and Consequence of Brand Acceptability: The Case of Hospitality Industry

Emmanuel Oteng

Abstract- The hospitality industry has experience dramatic changes with the adoption of new technologies in its service delivery process. Improving customer experience is topmost priority when it comes to utilizing new technologies and methods to push a particular brand in market space. Offering superior service in the marketplace has a positive impact on the organization ability to attract and retain customers. Despite the significance of branding in enterprise sustainability, little is known about the antecedents of brand acceptance in a VUCA environment. The business environment in Africa is usually described as volatile, uncertain, complex and ambiguous. To survive such a terrain firms adopts several strategies and mechanism to stay afloat and further beat competitive. To examine how firms survive their battle of brand competition, the study investigated the role of perceived value, social ties and customer engagement in brand acceptance. Data is collect from hospitality firms in French West African Countries. The data acquires is analysis by conducting partial least square structural equation modeling analysis and t-test to examine the hypothesis. The outcome of the study suggests that customer engagement is the most influential factor if firms want their brands to be accepted by potential and current clients.

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I. Introduction

Globalization and advancement in technology have affected the functional activities of both manufacturing and service firms in past decades. Especially in the hospitality industry there is an ongoing battle for firms' that offers superior services of value to its clients. For instance in the aviation industry airline service quality in recent times has become an essential ingredient to gain customer loyalty, gain repetitive buyers and satisfy customer. Firms are of the view that when clients appreciate the quality of service offered there is a great probably it might translate into brand loyalty. Users align with services that provide maximum utility and value. The pressure form users for an improved value have push firms to formulate policies aid at gaining a view into the customer perception before product or service deployment starts. The ability to anticipate client perceive value have a significant impact on the brand image of firm(Park et al, 2004; Liou et al, 2015; Chen & Hu, 2013; Wu & Cheng, 2013; Wang et al, 2013).

Improving firm brand is an upmost priority for both managers and marketing researchers as can be seen from the number of studies on the subject. These studies focus on the diverse mode such as customer engagement, loyalty program and customer retention and strategies relating brand management. Brand management strategies include lock – in strategies, brand awareness strategies and brand performance evaluation matrix (e.g. Guesalaga, 2016; Higgins & Scholer, 2009; Frow & Knox, 2009; Brodie et al, 2013). Although firms invest enormously to boost its brand image there are circumstances that these activities does not achieve its target result.

Particularly researches in the domain of service marketing have focus on the role of social media, customer engagement and brand engagement and it determinants (e.g. Guesalaga, 206; Brodie et al, 2013; Luckmann, 2005; Davaliene et al, 2015). Therefore to researcher need to explore other factors that can boost brand acceptability of an enterprise. To survive in the competitive business environment in recent times requires a firm to have a brand that is accepted by both users and potential users. Therefore firms have implemented diverse strategies to boost its brand image and reputation. Attaining an acceptable brand is a collective effect between diverse actors with the organization ecosystem. In this study we treat firm, user and other agencies as actors with a wider industrial ecosystem in accordance with social network theory. To achieve organization target of gaining much brand recognition is a communal effort whereby is the duty of the firm to lease with all relevant actors in other to gain brand acceptance.

The central theme of the study it to investigate the role social ties, perceived value and customer engagement plays when it comes to firm brand acceptability. These factors are examined in the hospitality industry subsector in Francophone West Africa sub region. The rationale for selecting this study location is as a result of the surge in local and multinational hospitality firm over the years in these locations. Gaining access to information to address this question will enables firm to strategize in a data driven manner to boost it brand awareness and management activities. The remainder of the study is arranged as follows, section 2 focus on theoretical background and hypothesis of the study, section 3 presents the research methodology, section 4 discuses the empirical result and findings and lastly section 5 presents conclusion and further research direction.

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II. Theoretical Background and Hypothesis

Social ties evidently enable firms to build productive social network that enrich the information and knowledge sharing between firms and it consumers. These ties ensure firms accumulate improved social capital that is relevant to the sustainability of firm and its brand image. A firm's brand image happens to be its source of attraction for potential clients. Furthermore social ties aid in bridging the gap between firms and end user therefore aiding firms to gain access to rich pool of knowledge and insight about customer needs regarding value and quality. Company's ability to interact with its community has immersed benefit on it brand (Louro et al, 2001; Burt, 1992).

The existence of such ties leads to the formation of brand communities that has impact on the brand reputation of firms. Community members' are responsible for sharing information among member with the aid of boosting the value of their service. Through these interaction third party actor and sub group's springs up and this according to a study conducted by Heding et al (2000) has a positive impact on brand value creation and acceptability. Inferring from this study suggests that engaging community and other actors within the ecosystem of the industry enables firms to gear its brand strategy toward particular audiences. When this happens it enable firms are able to communicate well it core mandate, value and norms to its potential clients. On the other side since there is an interaction between firms and community, actors such as end users turns to gain insight into firms' product before it hits the market. Furthermore end user aids in the shaping of firms service product through feedback loop (Louro & Cunha, 2010; Hollebeek, 2011; Brodie et al, 2013; Porter et al, 2011).

Accepting the brand of a firm is a communal effort involving firm, customer and community as a whole. Therefore ensuring toes exist between these actors aside building up the social capital needs enable firms gain confident in a particular brand. Gaining confidence in specific brand most at times result in brand acceptance and brand loyalty. Furthermore the interaction between these agencies promotes brand equity because actors turn to gain some form of familiarity with particular brand (Aaker, 1991; Boyle, 2007). Based on the merit of social ties to diverse enterprises, the study argues that social ties have a propensity to affect brand image of a firm. We propose that the more embedded firms are with other actors within its ecosystem have the probability to affect the acceptance rate of its brand. From this perspective the hypothesis 1 is formulated.

H1: The existence of social ties between the various actors with organizations' has relationship with the acceptance of firm's brand.

The service dominant logic suggest that end-users or clients are not passive users but rather active ones therefore the need for firms to include firm in its service delivery process. Shifting from Good dominant logic to a service dominant logic is critical for value creation and co creation. Value creation is essential if enterprises can gain the attention of it targeted market. Creating value with customers requires continuous communication and interaction between entities and clients to enrich learning and knowledge creation process. During co value creation firms turns to share design and service deployment strategies including marketing strategy with it potential clients. It further enhances the social experience among these actors. The mutual exchanges between actors leads to the formation of mutual trust. Trust is critical if the objective of any alliance or organization can be attained both in the short or long run. One critical merit for co creation with clients is the fact that it leads to the provision of the expected value client demands (Vargo et al, 2004; Prahalad et al, 2004; Mulhern & Duffy, 2004; Keh & Lee, 2006).

The perception of clients about a firm's value affects its brand image over a period of time. For instance if customers perceive firms' service a substandard it turns to affect how the individual thinks of the brand of such entity. Firms with quality services that satisfy the perception of users regarding value translates into service addiction and therefore product loyalty. The more loyal an individual is to a particular product or service it influences its sense of loyalty to such brands. Therefore for firms to achieve a loyal market pool is critical to offer services that meets the perceive value of clients making it easy to convert them to both repetitive buyers and also brand loyalist. Customer's attachment to a particular brand leads to customer satisfaction and retention. It is argued that when customers are loyal to a particular brand it turns to be less sensitive towards price. When users are less sensitive to price it reduces firms' marketing expenditure since firms does not need to invest much to promote and advertise its services. The reduction in reoccurring expenditure enables firms to invest in other functional aspects of the enterprise. The ability of firms to anticipate customer perception relating to its service value it has the probability to affect the acceptance of its brand. Furthermore it enables firms to satisfy its customers (Buttle, 2006; Kotler, 2000; Bowen & Chen, 2001; Iqbah, 2011; Prentice & King, 2011). The hypothesis 2 is formulated to examine the relationship between when firms' perceive as valuable services and its impact on brand acceptability.

H2: When firms are able to anticipate the anticipated value of it customers it has the propensity to affect enterprise brand acceptability.

The growing changes in the business environment have resulted in fierce competition among firms in recent times. Globalization and rapid increase in technology have affected the nature in which business functional activities are carried out. To survive in this competitive environment firms needs to adopt and implement prudent strategies that outwit its competitors in particular industry. One critical strategy enterprises have adopted to stay ahead of competition especially in service industry is to engage customers from the initial stage to after sale service stage. Engaging users enables firms to gain insight into the mind of individuals enabling the provision of value added service. Furthermore, it aids firms to gain attention into the preference, purchasing and consumer decision-making. Frequent communication between potential clients and enterprises it boost customer experience. When customer gains experience about a service it serves as a base for future decision-making regarding service design and deployment (Wilson et al, 2011; Michchaelidou et al, 2011; Kumer & Mirchandani, 2012).

To engage customer firms adopts various strategies such as social media campaigns and interactive sessions. The adoption of this customer engagement strategy is fueled by the rapid increase in usage of social media platforms. Social media platforms such as Facebook, Twitter and others over the yeas have gained an increase in patronage therefore making it a powerful communication tool for service delivery providers. It enable enterprises interact in real time with its clients through its own social media modes. The deployment of these social tools comparatively an effective medium to interact with clients in a digital age. Researches over the decade have shown that there is a casual relationship between firm engagement through social media and an influence in users preference and buying decisions. The findings from these studies have shaped the marketing strategy of most firms. Firm over the years have rearrange their functional blocks to align it with evolving trends in social media and information technology. Aside ended user it promotes business – business interactions, one of the essential building blocks for the success of any industry sector is inter-firm relationship. These interactions between firms increase the efficiency of buyer – seller relationship (Nielson Company, 2012; Kietzmann et al, 2011; Christ & Anderson, 2011; Marshall et al, 2012).

Enterprises that are able to take advantage of modern and proactive tools to gain insight into the minds of its users are competitive comparatively. From this perspective the study examines whether customer engagement have an influence choice and acceptance of a particular brand aside influencing purchasing and preference of customers. Hypothesis 3 investigates the relationship between customer engagement and organizational brand acceptability.

H3: End – user and firm interaction influences client's acceptability of a particular organizational brand.

III. Research Design and Methodology

a) *Methods and Analysis Tool*

To investigate the impact of social ties, perceived value and consumer engagement on the acceptance of firms brand, the study employs the usage of quantitative methods. The adoption of this approach enables the researcher to examine the empirical or casual relationship between the diverse various understudy. Partial least square structural equation modeling is used. The choice of structural equation modeling is to enable the researcher examine the latent variables at play in a robust manner (Yin, 2000; Hair et al., 2013; Salkind, 2012).

The data acquired for the purpose of this study is analyzed using Smart PLS version 12 statistical software. In addition SPSS statistical software version 22 is used to examine the reliability of data using the cronbach alpha value as the unit of measurement.

b) *Data Collection*

The data for this study is collect from diverse hospitality firms at the firm level. Hospitality firms in West African Francophone countries are considered as the population for this study. Within this population, random sampling approach is use to select and collect data from these entities. The entities selected for this study is selected in accordance with the objective that seeks to investigate the impact of social ties, perceived value and consumer engagement on brand acceptance. In examining this phenomenon, data is collected from various enterprises within the hospitality industry in some selected West African Francophone countries, The country selected includes Ivory Coast, Guinea, Togo and Benin. The rationale for selecting this location is based on a 3- dimension criterion such as political stability, number of firms within the hospitality industry and economic stability.

Adopting a firm level approach to data collection, initial contacts were made with potential entities through email. Yellow pages and industrial booklets served as the source for contact information. Initially electronic mails are sent to a total of one hundred and fifty (150) firms in these countries. After a period of two (2) weeks the researcher received feedback from ninety-three (93) firms. Resulting in a non-responses rate of 38 percent (38%). The remaining 62 percent of the firms granted the researcher the mandate to respond to the researcher questions by provided relevant information needed to address the objective of this study.

Questionnaire is used as the data collection instrument for this study. The items on the questionnaire are measured on a 7-liket scale. The questionnaire is first drafted in English and later translated into French in order to communicated well with our targeted sample. It is design taking critical note of how concise and precise it should be in order to avoid ambiguities that might distort the information gathering process. To confirm the non-ambiguity of questionnaire, pilot implementation is conducted. After the pilot stage, comments and feedback are considered and integrated into the revision process. Questionnaires are revised and later distributed to respondents within the selected firms. Key informant approach is adopted to enable the researcher gain relevant insight from key personnel in the various firms. The data is collected within a period of one month. During this period respond rate of 85 percent is attain representing 79 firms. The data collected is stored in Microsoft Excel version 2007.

IV. Empirical Result, Analyses and Discussion

a) Profile of Respondent

This section presents the profile of the respondents that responded to our questionnaire during the field survey. Considering the demography the details covered included respondent gender, education background, geographical location of firm and the type of firm. The profile can be seen in table 4.1 and 4.2. It can be seen from the table 4.1 and 4.2 that the respondents selected for this study comes from diverse firms with the industrial sub sector, therefore enabling the researcher gain much insight into the happening in that sector. Firm's level data is gain from enterprises in various sectors such as hoteling, transportation, cruise line, catering services and event planning firm. Gaining insights from key informants within this sectors of the industry enables researcher examine the extent social ties, perceived value and consumer engagement and firms brand acceptance. Service user arguably are not passive users but rather active ones therefore the urgency to understand what factors underpins the acceptance of certain brand to enable management make proactive decision about product design, deployment, advertisement and promotion. When these activities are conducted in a prudent manner it enables firm experience an increase in market share and positive returns on investment. From the data collected regarding gender of respondents male comprises of 62 percent and female had 38 percent respectively. Furthermore the firms are distributed as 42 percent, 28 percent, 12 percent and 18 percent respectively at the four locations, thus Ivory Coast, Guinea, Togo and Benin selected for the study.

Table 4.1: Demographic of Respondent

Education Background		
PhD		2
Masters Degree		16
Bachelors Degree		86
ProfessionalCertification		44

Table 4.2: Types of Firms

Sector	No.of Respondents
Lodging firm	28
Transportation Service	15
Cruise Line	2
Catering Services	25
Event Planning	9

b) Reliability and Validity Test

The reliability of data is critical if meaningful inferences can be made from it. In addition to perform further empirical analysis is critical to text the reliability of data. To test the reliability of the data acquired through the field survey cronbach alpha value and composite reliability test is conducted respectively. The alpha value obtained for this data is 0.86 indicating the credibility of the data acquired. To buttress this point it can be seen from table 4.3 that all variables have high composite reliability value. A composite reliability value of 0.5 or higher is accepted as a positive step for further analysis (Hulland & Ivey, 1999). The result obtained from the test indicates that all the variables examined have a higher value. Suggesting that the data is reliable for further empirical analysis.

Furthermore the validity of the data is examined using the discriminant validity approach proposed by Fornell and Larcker (1981). The outcome the results show that the data is valid and therefore proper for further analysis.

Table 4.3: Results for Composite Reliability Test

Variables	Value
Social Ties	0.898
Perceived Value	0.827
Consumer Engagement	0.823
Brand Acceptability/Success	0.809

c) Collinearlty Test

To examine the collinearity of the data acquired, the variance inflation factor is adopted as our measuring unit. From the table 4.4 it can be seen that all the indicators measured have a variance inflation factor value of less than 10 suggesting colinearity is not a major issue with this data. All these test include the reliability and validity test couple with the collinearity test support that fact that the data gathered is empirical reliable and valid for further analysis.

Table 4.4: Result for collinearity Test

Variables	VIF Value
STI1	1.234
STI2	3.458
STI3	3.557
STI4	5.345
PVAL1	1.345
PVAL2	1.253
PVAL3	2.678
PVAL4	6.010
CENG1	2.547
CENG2	2.879
CENG3	1.098
CENG4	2.567
BRAND1	3.679
BRAND2	0.354

d) *Descriptive Statistics*

The descriptive statistics of the variables examined for this study is elaborated in this section. These include the sample size, mean and standard deviation. The data had no missing values. Table 4.5 presents the result for the descriptive statistical test.

Table 4.5: Descriptive Statistics

Variables	N	Mean	S.D
STI1	79	5.076	1.234
STI2	79	4.924	3.458
STI3	79	4.608	3.557
STI4	79	4.608	5.345
PVAL1	79	4.684	1.345
PVAL2	79	5.291	1.253
PVAL3	79	5.329	2.678
PVAL4	79	5.532	6.010
CENG1	79	5.190	2.547
CENG2	79	5.063	2.879
CENG3	79	5.000	1.098
CENG4	79	5.415	2.567
BRAND1	79	5.582	3.679
BRAND2	79	4.975	0.354

e) *Correlation Test*

From the correlation test it can be seen that all the latent variables to some extent had some empirical relationship with the firm's brand acceptability. The result further indicated that consumer engagement is the most critical factor if firms needs their diverse brand to be acceptable to it market target. Involving end user enables firms to shape the cognitive and behavioral perception of individuals towards the brands of these firms. The findings in addition contribute to studies in service marking research (for instance Prahalad & Ramaswamy, 2004; Tsai & Men, 2013) that advocates that firm's ability to engage user aid co-creation and further enhance the value of service offered. Furthermore when firms interact with its end user it enable firms to cut down waste, risk and gain an increase in it market share over time. The correlation result of the constructs is presented in table 4.6.

Table 4.6: Results for Correlation Test

Variables	1	2	3	4
Brand Acceptability				
Social Ties	0.742			
Perceived Value	0.379	0.595		
ConsumerEngagement	0.500	0.629	0.501	

f) *Path Estimation and Discussion*

To investigate how social ties, perceived value of brand and consumer engagement impacts firm's brand acceptability in the West Africa Francophone hospitality industry, the study employed the usage of partial least square structural equation modeling (PLS-SEM) technique. The rationale for selecting PLS-SEM originate from the fact that this approach is much suitable when there is relatively small sample size and limited literature in the subject matter. Inference from the number of studies on this domain buttress the point that there exist limited research especially how these variables interacts in a developing economy.

From the path estimation is can be seen that consumer engagement has significant regression coefficient with brand acceptability in these countries. Indicating that firms that makes an effort to engage its consumers in their service design and delivery process are able to capture the heart of these individuals. For a firm's brand to be accepted it needs to be user-centric in nature therefore giving customers the sense of belongingness to associate with such brands and firms. Therefore for firm's brand to be acceptable is prudent for firm to integrate clients as a central part of its service design and deployment strategy. Making customers part of ones corporate marketing and functional strategy enables firms gains critical insights into client minds to aid in product or service improvement to meet anticipated value and quality. From the path estimation result in figure 4.1 is seen that consumer engagement has the highest coefficient of 0.760, indicating it contributes immensely towards the acceptability of firms brand. The findings contributes to studies that suggest that firm turns to increase it value creation, market share and profits when is able to engage clients (e.g Tsai & Men, 2013). Furthermore it contributes to researchers understanding of the role customer engagement plays in accepting a particular brand of a firm.

Furthermore the perceived value of a firm's brand does not have a significant impact on the acceptability of a firm's brand. What firms perceive as valuable service or product does not contribute towards it acceptance by client base. This is attributed to the fact that both firms and client have different perception regarding quality and value therefore affecting the judgment call of these enterprises. In order to gain insights into what client perceive as valuable is critical to involve end user from the design to deployment state in accordance with the concept of open innovation. Open innovation as propose by Chesborough (2003) advocates that firm needs to utilize external resources to boost it internal innovation activities. One of the critical resources for the success of a service product is its customers therefore is wise to interact with them from initial stage till commercialization. It enables firm product services that are valued by client. To achieve this feat is critical for firms to adopt a more user-friendly approach to interacting with its potential clients and community as a whole. These interactions enables the entity gain access to large social capital base that is relevant for the offering of valuable services to diverse population or market targets. Adopting a more open approach will open up firm to attract more information and data to enrich it value creation process.

Social ties in most studies have been argues to provide firms with enough social capital to enrich competitive advantage and internal capabilities. Further is touted to bridge gap between producers and final consumers as a result of formation of social networks (Borgatti, 2012, Burt, 1992). Despite the benefits of social ties to firm, it can be seen from the findings that ties with member within and outside a particular industrial subsector does not impact the brand acceptability rate of firms. Studies in social network shows that when individuals have social ties it enables information and knowledge sharing and further build mutual trust. Mutual trust is critical for the enhancement of firm reputation and image (Bordeux, 1986). Findings from this study contradict this social network principle of social ties. Factors such as the dynamism and intangibility of service products requires customers to experience in order to either accept or reject a particular service. Therefore have social ties with an individual without experiencing your service can not necessary translates into brand loyalty or acceptance of brand. Therefore for firms to improve it brand loyalty and acceptance through social ties is critical for it to adopt strategies that transform these ties into active users of its services.

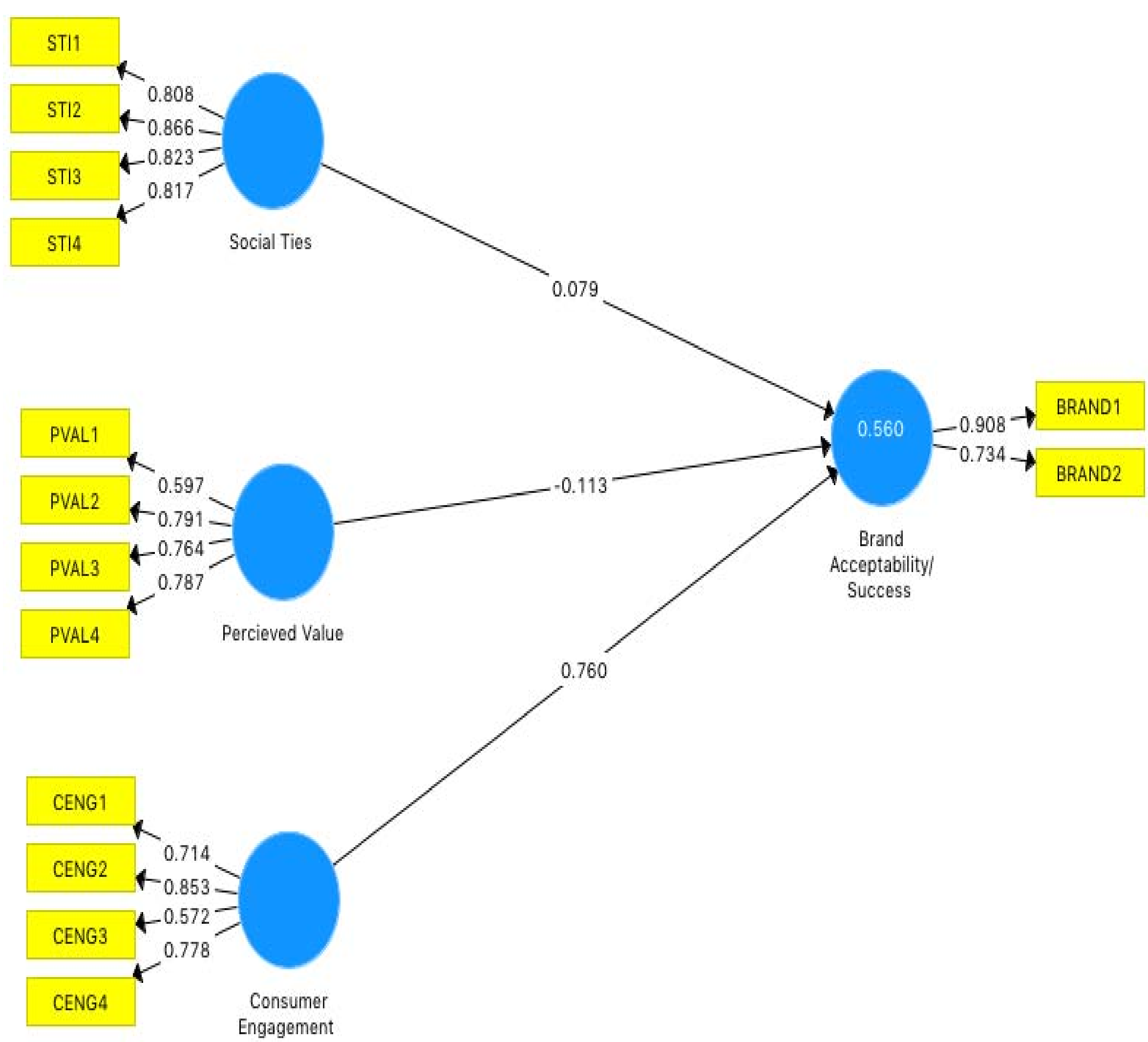

Figure 4.1: Path Estimation Result

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g) Hypothesis Testing

To accept or reject a hypothesis it need to have a t-value of more than 1.96. According to the findings of the hypotheses test it shows that only one of the hypotheses can be accepted. Indicating that consumer engagement is the most significant constructs that aids firm brand acceptance in these countries. The table 4.7 shows the rest for the hypotheses test.

Table 4.7: Results for Hypotheses testing

Consumer Engagement → Brand Acceptability	8.270
Perceived Value → Brand Acceptability	0.921
Social Ties → Brand Acceptability	0.618

V. Conclusion and Further Research

The study investigates the impact of social ties, perceived value, customer engagement and its impact on the brand acceptability of firm. To ascertain the extent at which these variables affect the brand of firms, the study adopted a quantitative approach where partial least square structural equation modeling is used. Data is collected from 79 firms spanning across 4 different francophone countries in the West African sub region. Initially reliability and validity is test to provide the grounds for further analysis. The result of these two tests proves that the data is valid and accurate for further empirical analysis.

The findings of the study contributed towards studies in consumer engagement whilst contradicting some social network principles as elaborated in earlier sections. Although it make immerse contributing towards the area of service marketing and branding there are some limitation to the study. Foremost the sample size is relatively small comparing to the geographical location of the sub region. Furthermore due to the rapid changes in the socio-economic determinants in these countries requires a longitudinal study. A longitudinal approach will enable researcher to understand how these factor changes over the time period.

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Do Employee Engagement Practices Affect Job Performance: A Study of Telecommunication Companies in Jordan

By Reham Zuhier Qasim Almomani
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Abstract- This study aims at investigating the impact of employee engagement practices on job performance of telecommunication companies in Jordan. The population of the study consists of the employees working at the centers of telecommunication companies in Jordan counted (468). A convenience sample estimated (300) employees. A questionnaire was used as a major tool for data collection adopted from the previous studies, to answer the study questions, and test the hypotheses SPSS was used.

The study finding showed that employee engagement practices have a statistically significant effect on Job Performance of telecommunication companies in Jordan. Based on the results, the researcher proposes several recommendations to managers and decision makers of the telecommunication companies in Jordan.

Keywords: *employee engagement, job performance, telecommunication companies, jordan.*

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Do Employee Engagement Practices Affect Job Performance: A Study of Telecommunication Companies in Jordan

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Abstract- This study aims at investigating the impact of employee engagement practices on job performance of telecommunication companies in Jordan. The population of the study consists of the employees working at the centers of telecommunication companies in Jordan counted (468). A convenience sample estimated (300) employees. A questionnaire was used as a major tool for data collection adopted from the previous studies, to answer the study questions, and test the hypotheses SPSS was used.

The study finding showed that employee engagement practices have a statistically significant effect on Job Performance of telecommunication companies in Jordan. Based on the results, the researcher proposes several recommendations to managers and decision makers of the telecommunication companies in Jordan.

Keywords: employee engagement, job performance, telecommunication companies, jordan.

I. Introduction

The contemporary organizational environment represented by rapid changes and developments in the world, the increasing demands of customers, the change in the supervisory process, the growing sense of the importance of teamwork and many other variables contributed changing the work from being defined by a clear job description to a more comprehensive concept based on exceeding the requirements of job description, and dedication of the working individual to all his abilities in order to work, and cooperate with the rest of the staff and adapt effectively to changes in the organizational environment.

In light of the efforts of organizations of different types and sizes, and the sector in which they work to improve their organizational outputs, they are constantly seeking to identify the various practices that would improve these outputs, especially the practices related to their employees. Among the concepts that have had a positive impact since the early 1990s in improving organizational outcomes is the concept of employee engagement, which concerns the desire of employees for functional excellence and the implementation of work tasks as active members of the Organization seeking to help the Organization and move it forward to success by providing them with the best (Ott, 2007).

The concept of employee Engagement was first introduced in the Kahn study (1990), which refers to the level of employees' use of their various physical, cognitive and emotional resources to accomplish their tasks. The employee Engagement status of employees is based on the fulfillment of preconditions that include, first, their sense of psychological security in the presence of effective personal resources that can be devoted to achieving the desired performance, and secondly their sense of the meaning and value of their work. In the view of some researchers, the concept of employee Engagement is a comprehensive concept of the intended use of the individual in enhancing performance. Therefore, all the psychological concepts that connect Employees to their work constitute part of the employee engagement. Examples of these concepts include Recruitment, job satisfaction, organizational commitment, and organizational citizenship behavior.

Consistent with the different employees regarding abilities, physical, cognitive and cognitive skills, psychological structures, needs, desires, ideas and values, the classification of workers according to the degree of employee Engagement into three categories: the first category of employees with a high degree of employee engagement. The second category includes workers who have little employee engagement, and finally, the third category includes workers who have not yet achieved the requirements of employee engagement. The first category refers to workers who struggle to carry out their business functions efficiently and distinctly as they attempt to assist the organization in achieving its organizational objectives. The second category of employees is limited to carrying out the tasks entrusted to him within the context of job descriptions, regardless of the organizational objectives. Workers in category II are those who do what they are asked to do. The third category of workers is more dangerous to the organization as they do not comply with the minimum functional requirements and thus perform a negative role towards performance (Harter et al., 2002).

Given the importance of employee Engagement for employees and the organization alike, this concept has received more attention from organizations and researchers. Several studies have shown that there are some positive effects of employee engagement,

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including happiness, satisfaction and self-esteem, customer satisfaction (Harter et al., 2002), staff performance (Rich et al., 2010) and organizational performance (Otieno et al., 2015), as employee Engagement consists of three concepts, including job satisfaction, organizational commitment and the desire to do more beyond the job description (Schaufeli, 2013). Al-Hassani (2013) summarized the positive effects of employee engagement gain at the organizational level by improving organizational performance, improving the productivity of working personnel, retaining employees, customer loyalty, and contributing to the successful implementation of organizational change. On the level of working individuals, employee engagement improves the psychological state of employees and generates good feelings among employees towards the organization and management represented by admiration, trust, and respect. In spite of the existence of some previous studies that dealt with the subject of employee Engagement and its relationship to other variables, these studies are few, the current study attempts to fill this gap, by identifying the impact of employee engagement and its dimensions (physical Engagement, cognitive Engagement, and emotional Engagement) on Job Performance of telecommunication companies in Jordan.

II. Theoretical Framework and Hypotheses Development

Organizations face many challenges at the external and internal levels. Among the most important challenges at the internal level are those of staff, primarily low levels of job satisfaction, low level of job performance and increased job turn over, placing external burdens on the organization, such as customer dissatisfaction, financial burdens and costs.

As a result of studies on motivation, empowerment, organizational citizenship, leadership, culture, work teams, commitment, job satisfaction, motivation, and their relationship to other management concepts, the researchers concluded a new concept that has an impact on job performance, which is employee engagement (Ramlall et al., 2004). It is intended to harness the individual to his full physical, a cognitive and emotional potential for the execution of functional tasks (Kahn, 1990; Kular et al., 2008).

a) *Employee Engagement concept*

Kahn (1990) defined employee engagement as the link that a staff member combines in a job role. This definition has been expanded by other researchers such as Ott (2007) to include the employee's commitment and passion for excellence in his or her functional roles as an active member of the organization. After further research by institutions such as the American Foundation for Development and Training, the Institutional Leadership Board, Gallup Consulting and others, the concept of Employee Engagement gain has evolved to include satisfaction, motivation, active participation and organizational commitment (Lockwood, 2007).

Many researchers have adopted Ott's (2007) definition of employee engagement, including Anitha (2014), who has shown that employee engagement leads to an employee's understanding of his responsibility, and the role he has to play to achieve organizational goals, and that employee engagement is not limited to employee excellence Career, but beyond the emotional bond between the employee and his job. Robinson et al. (2004) defined it as the employee's positive attitude towards the organization and its values, and it represents an advanced degree of organizational commitment. Kular et al. (2008) refer to the employee engagement as the employee's physical, cognitive and emotional expression in the performance of the job role. The physical aspect refers to the physical effort of the employee to carry out the functional activities. The cognitive aspect relates to the employee's beliefs towards the organization, managers and circumstances. Finally, the emotional aspect describes the employee's sense of these factors and whether they are positive or negative attitudes towards the organization and its managers.

Schaufeli (2013) stated that employee engagement is the outcome of three variables: job satisfaction, organizational commitment, and the extra effort that an employee makes in the organization's interests. This is not to say that employee engagement is the same as job satisfaction, organizational commitment or additional effort, but rather the sum of the results for each of these variables. Rich et al. (2010) is another doctrine in the definition of that employee engagement by focusing on three concepts related to psychology, the first is Job involvement, which indicates the degree of interest of the employee in his work as part of his life, so the individual immersed in his work even outside the working hours to provide what can be described as active participation in the job he performs. The potential impact of this concept can therefore be seen in the level of performance of the staff and thus in the use of predictability of the level of job performance.

The second concept mentioned by Rich et al. (2012) is the job satisfaction, which is an emotional response by the employee in line with the definition of job satisfaction as a positive emotional state resulting from the employee's evaluation of the job. Finally, the third concept is about intrinsic motivation emanating from within the employee that describes the desire to do more to accomplish the tasks. In light of this, the researchers see that employee engagement is the outcome of the output of the previous concepts represented by positive participation and self-motivation.

Thus, career employee engagement means that the employee directs all his physical, cognitive and emotional energies towards the performance of his work. The employee does not reach the state of employee engagement unless he has a high degree of readiness for work supported by physical and self-efficacy abilities while avoiding the negative impact of external factors. If the employee feels secure in terms of the relationship of mutual trust between him and his co-workers, supervisors and managers, and if he is consistent with the prevailing customs in the organization, in addition to feeling the value of the work he performs, which appear through the tasks he has accomplished, and the extent of harmony of values and personal goals with values and the organization's objectives.

b) Employee Engagement models

The dimensions of employee engagement can be identified by the Kahn (1990) model of Job engagement, which focuses on three dimensions labor value, security, and readiness (Shafer, 2010).

i. *Value of Work:* Kahn (1990) defined the value of work through the employee's sense that the work he performed was a positive contribution by the employee towards the organization. The factors affecting the employee's perception of the value of work are three aspects: completed work assignments, perceived value of the employee towards his/her job, and the extent to which his or her personal objectives are consistent with organizational objectives.

ii. *Security:* Refers to the degree to which the employee shows his feelings and express his views without fear of any negative consequences. Security is influenced by factors such as trust between the employee and the rest of the staff and the supervisor, as well as the managerial style that affects the degree of professional involvement through the employee's impression of the manager's confidence and the perceived ability of the employee to the manager. Finally, organizational habits affect employee engagement regarding encouraging employees to do more.

iii. *Readiness:* It expresses the employee's sense that he has the physical, emotional and psychological abilities that he can invest in fulfilling his job role. He described three factors affecting the degree of readiness of the employee, the employee's physical and emotional abilities, and self-efficacy, as well as external factors such as family life. Thus, the more secure the employee is, the greater the level of his / her engagement.

The study of May et al. (2004), is one of the studies that examined employee engagement using the Khan (1990) model (work, security, and Readiness). The study found that the value of work is the most influential component in the employee engagement, followed by security, and finally, the degree of readiness of the employee physically and emotionally. Also the study found that there is an effect of the manager on the employee's sense of security compared to other influences. The study also indicated that the physical and emotional abilities of the employee have a significant impact on the employee's readiness. The researchers demonstrated that the value of the work value could be measured by job enrichment and appropriateness of the role. The security variable can be measured through relationships with coworkers and supervisors, and compatibility with work habits. On the other hand, the employee's degree of readiness can be measured through physical abilities and participation in activities outside the organization that are concerned about the employee's role in the organization.

Another model of employee engagement is the Maslach et al. (2001), which identified six factors that lead to Employee engagement: labor pressure, control, incentives and recognition, community and social support, as well as justice and perceived values. What distinguishes the second model from the first model is that the latter takes into account more variables that represent incentives or obstacles to Employee engagement. In a study by Rich et al. (2012), which was applied to a sample of 245 employees and supervisors of the fire department, the study used three dimensions to measure the employee engagement is physical, cognitive and emotional. The study also used two functions to assess performance: job performance and organizational citizenship behavior. Ahmad (2015) reported that most of the studies on employee engagement have used the scale developed by Rich et al. (2010), which was adopted in its development on the Khan (1990) model. The scale includes three dimensions of physical engagement, cognitive engagement, and emotional engagement, the same dimensions used by the researcher in the measurement of employee engagement.

c) Employee Engagement dimensions

This study dealt with Employee Engagement to represent three dimensions: physical Engagement, cognitive Engagement, and emotional Engagement, and these dimensions will be reflected in some detail.

Physical Engagement: Al-Abidi (2012) defines physical engagement as directing the individual to his or her physical energies towards performing his or her tasks. Kular et al. (2008) defined physical engagement as the energy of the individual working to carry out his work. Al-Magribi (2004) defines physical engagement as the employee sought to work to make the appropriate effort to work more efficiently and greater productivity. Knight (2011) described physical engagement as the employee's functional state associated with the amount

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of physical energy he/she performs in performing tasks. Rosli (2015), on the other hand, expressed physical engagement with the term enthusiasm, which is meant to focus efforts towards work, to show high levels of energy at work, and to insist on carrying out tasks and challenges. Al-Abidi (2012) used the scale developed by Rich et al. (2010) to measure organizational performance. Among the paragraphs used to measure physical engagement are: I do my best in my job, devote a lot of my physical energy to my job, and do my best to perform my job.

Cognitive Engagement: Sakovska (2013) defined cognitive engagement through the level of awareness of employees about the conditions of the organization and management, and the work they do. Otieno et al. (2015) have embarked on the definition of cognitive engagement from the theory of human capital, considering that countries that have a lot of labor in exchange for lack of physical capital have to focus on transforming human resources into effective human capital by providing them with the knowledge that qualifies them to do business with high efficiency. One way to do this is to promote cognitive engagement, which refers to directing the knowledge capacities of the staff member towards the implementation of work assignments. Miller (2008) identified cognitive engagement as beliefs stemming from the employee's knowledge of the nature of what is going on in the organization in many aspects such as the leadership style followed and organizational culture of the organization. Among the paragraphs used in the measurement of cognitive engagement is what Al-Abidi (2012) mentioned, such as the employee's mental focus on functional tasks, and the employee's dedication to his attention during the performance of the job. Regarding relation to the level of performance of the workers, the researchers found that the most important variables affecting employee engagement is the development of employees. The results of the study showed that the development of employees affects the employee engagement, which in turn affects the level of performance.

Emotional Engagement: Emotional engagement is defined as the positive attitudes of workers and their sense of the organization and its values (Sakovska, 2012). Other researchers emphasized this definition as Miller (2008) described the emotional engagement or the employee's feelings towards colleagues, managers and the organization itself. Depending on the nature of these feelings, employee engagement either describes the employee's positive feelings or negative feelings toward peers, managers, and organization (Knight, 2011). Al-Abidi (2012) mentioned some of the paragraphs in which measure emotional engagement, including the employee's enthusiasm for work, the employee's sense of vitality while performing the job duties, the employee's sense of pride about his job, the positive feelings of the employee and the joy of the job.

d) Job performance concept

The concept of job performance expresses the net effect of an individual's efforts that begin with capacities and a perception of the role or tasks that indicate the degree to which the tasks of the individual are accomplished (Sultan, 2004). Farooqui & Nagendra (2014) sees job performance as critical to the organization's performance. For this reason, a person's ability to speak and communicate information can be an indicator of his or her performance at work because those who have this skill will be positively reflected in the results of their work, and the relationship with their direct manager will be strengthened. According to Andreia (2012), performance is one of the most important functional outcomes, and has been defined as the aggregate value of activities in which the employee participates directly and individually, positively or negatively in achieving organizational objectives

Job performance is generally defined as the degree to which an employee assists the organization in achieving its organizational objectives, and is also called employee performance. Job performance expresses the financial and non-financial outputs of staff directly related to the organization's organizational performance (Anitha, 2014). Levey (2001) defines job performance as "the result of three factors: skill, effort, and the nature of working conditions. Skills include the knowledge, abilities and competencies that an individual brings to the organization. The effort includes the degree of motivation of the employee to accomplish his work, the nature of work conditions. Abu Sharkh (2010) indicates that job performance reflects the degree to which the individual functions are fulfilled and reflect how the individual fulfills the job requirements. Zahra (2015) defined Job performance as the outcome of an individual's performance while performing his functions The performance appraisal process starts at the beginning the collection of data that can be analyzed and the results obtained is used to judge the behavior or performance of the employee, whether high, medium or low, in accordance with the benchmarking criteria used to assess the performance level, and accordingly the definition of performance relates primarily to the behavior of the individual during the implementation of the tasks required of him, in addition to the level of efficiency (scientific and practical) that he owns and enable him to implement tasks at best

Severin (1999) defines job performance as the individual's duties, and responsibilities in the exercise of his or her work, by the rate at which he or she is required to perform. Campbell and Wise (1990) noted that job performance consists of behaviors that can be observed in individuals in their jobs and are relevant to the achievement of the organization goals. Al-Khalifa (2007)

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defines it as "a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the help of supporting factors and the appropriate working environment to undertake this effort accurately, shorter and less costly."

e) Job performance measurement

Many researchers agree that Job performance is a multidimensional variable. In general, Job performance consists of two dimensions: task performance and contextual performance (Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999), where promotions and rewards decisions are based on the relative values set by the manager on behaviors related to task performance and contextual performance reflected by the subordinate.

i. *Task performance:* Task performance is defined as the functional behaviors associated with key activities in the organization such as the production of goods, the providing of services and sales (Befort and Hattrup, 2003), maintenance activities, stewardship and delivery of services (Motowidlo & Schmit, 1999). According to Reilly and Aronson (2012), task performance behaviors directly or indirectly affect the essence of the organization's work, the methods used by the organization to produce goods and services, as well as task performance behaviors are predetermined within the job description, task performance behaviors have a relationship to the knowledge, experience, skills and abilities possessed by the employee, which vary depending on the job itself.

ii. *Contextual performance:* Contextual performance defined as functional behaviors related to the organization's culture and climate, or, in other words, the context in which the organization's main activities are conducted. Examples of contextual performance include collaboration and helping others work, following rules and regulations, and supporting the organization (Befort and Hattrup, 2003). Contextual performance behaviors influence the prevailing social and psychological environment of the organization, which mean the environment in which goods and services are produced, and the behavior of contextual performance is not defined in the job description, but rather belongs to the employee himself and is associated with other characteristics such as the personality and motivation of the employee (Reilly and Aronson, 2012).

f) Employee Engagement and job performance

Kular et al. (2008) showed a strong positive correlation between Job engagements and other variables such as customer loyalty, growth of the organization, increased profitability of the organization, employee productivity, high return on equity and low staff intention to quit. Rich et al. (2010) noted the existence of a positive relationship between Job engagements, and achieve competitive advantage, and improve job performance.

It is concluded from the above that researchers and organizations need to focus on the study of Job engagement, and its components and the degree of its impact on other variables. The recognition of the degree of employee engagement leads to the judgment of the employees' perceptions of the labor relations. Thus, the promoting of employee engagement plays an important role in improving productivity, product quality, and organizational environment, which is reflected in the achievement of organizational objectives. Rosli (2015) study emphasized the positive benefits of employee engagement in various types of organizational outputs such as organizational performance, job satisfaction, organizational commitment, employee performance, employee productivity, organizational loyalty, employee loyalty and staying in the organization.

Several previous studies have confirmed a positive relationship between employee engagement and functional performance. Among these studies Ott (2007) study, which shows that organizations with highly employee engagement have outperformed organizations that do not have such staff, which also show that organizations with highly employee engagement have achieved higher levels of customer satisfaction, higher employee productivity, and higher profitability. In order to identify what is meant by the high degree of employment, Fleming and Asplund (2007) reported that the degree of employee engagement is increasing with the increasing period in which the individual remains employed by the organization with the continued desire not to leave the job. The research conducted by Srivastava & Bhatnagar (2008) investigates that talent management and its relationship to levels of Job engagement, that employee engagement is an indicator of retention and productivity.

Maden study (2015) confirmed a positive correlation between Employee Engagement and employee innovation. Hewitt & Associates (2004), through their five-year study of global companies, found that the higher levels of employee engagement, the higher the performance indicators will be. Al-Domi (2011) notes that many organizations have an active and vibrant culture, but relatively few make their overall goals and visions live and compete through their employees, and large organizations promote a love of work that encourages individuals to deliver the best performance.

Kahn's (1990) model of employee engagement is very important for the present study. This model describes employee engagement through the motivation principle that motivates the employee to employ all his physical, cognitive and emotional energy to perform the required functions. Thus, the consideration of employee engagement through this angle not only shows a positive relationship between employee engagement and job performance, but also shows that employee engagement is the most closely related variable of job performance, the most appropriate variable for predicting variation in job performance. It should be noted that the interest of researchers was mainly focused on the study of the relationship between each dimension of employee engagement and job performance, rather than the overall effect of all employee engagement components in job performance (Rich et al., 2010).

Rich et al. (2010) noted that although Khan (1990) did not explicitly mention a positive relationship between employee engagement and job performance, his model included the basis for such a relationship, since directing the employee to his physical, cognitive and emotional capacities to perform the functional tasks necessarily improves his productivity. The outcome of Rich et al. (2012) showed a positive effect of employee engagement on career performance. Based on these findings the following hypothesis is suggested:

There is a statistically significant positive effect of employee engagement (Physical, Cognitive and Emotional engagement) on job performance of telecommunication companies in Jordan.

More specifically:

H1a. Physical engagement directly influences job performance of telecommunication companies in Jordan.

H1b. Cognitive engagement directly influences job performance of telecommunication companies in Jordan.

H1c. Emotional engagement directly influences job performance of telecommunication companies in Jordan.

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 employee engagement on job performance of the telecommunication companies in Jordan, where employee engagement are the independent variable and are positively related to job performance as the dependent variable.

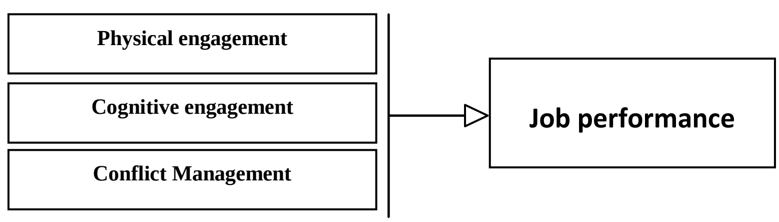

Figure 1: Theoretical Model

IV. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool and to test the study hypotheses employed to test the relationship between study constructs (employee engagement and job performance).

a) Data collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of employee engagement of the telecommunication companies in Jordan adopted from previous studies, and which could possibly influence job performance, using a five-point Likert scale. The following practices were focused on; Physical engagement (5 statements), Cognitive engagement (4 statements), and Emotional engagement (6 statements) Section C is also adopted from previous studies, contained questions aimed at evaluating the level of job performance were focused on these dimensions; Altruism (7 statements), Consciousness and Conscience (7 statements), and Task performance (6 statements).

b) Study tool

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Employee Engagement consist of Physical engagement, Cognitive engagement, and Emotional engagement, were adapted from previous studies

(Kahn, 1990). Job performance dimensions consist of Altruism, Consciousness and Conscience, and Task performance, the most widely used measure of job performance adapted from Job Performance Scale (Goodman & Svyantek, 1999).

c) Sample

The study population consisted of all of the Employees of the telecommunication companies in Jordan counted 468 employees, a convenience sample estimated (300) was selected; the researcher distributed the questionnaires to the study sample. After reviewing the questionnaires show that there are (263) extremely fit for statistical analysis.

Table 1: The population characteristics

Variable		Frequency	%
Age group	less than 30	69	26.23%
	30- less than 40	126	47.90%
	40- less than 50	41	15.59%
	50 years and more	27	10.28%
Gender	Male	147	55.89%
	Female	116	44.10%

d) Reliability and validity of the survey instrument

The survey instrument with 38 items was developed based on two variables Employee Engagement as independent variables with three dimensions; Physical engagement (PE1-PE5), Cognitive engagement (CE6-OE9), and Emotional engagement (EE10-EE15). Job performance as dependent variables with three dimensions: Altruism (AL16-AL22), Consciousness and Conscience(CC23-CC29), and Task performance(TP30-TP39).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 Employee Engagement

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Physical engagement (PE)			.76	61.325	0.82
PE1	0.62	0.64			
PE2	0.59	0.61			
PE3	0.58	0.59			
PE4	0.66	0.68			
PE5	0.54	0.57			
Cognitive engagement (CE)			.77	62.349	0.81
CE6	0.59	0.61			
CE7	0.62	0.64			
CE8	0.66	0.68			
CE9	0.57	0.62			
Emotional engagement (EE)			.78	69.581	0.84
EE10	0.63	0.65			
EE11	0.58	0.61			
EE12	0.55	0.58			
EE13	0.52	0.54			
EE14	0.64	0.68			
EE15	0.57	0.60			

Table 3: Factor analysis of job performance

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Altruism (AL)			.642	57.364	0.83
AL16	0.59	0.62			
AL17	0.61	0.64			
AL18	0.63	0.68			
AL19	0.58	0.63			
AL20	0.57	0.59			
AL21	0.52	0.55			
AL22	0.62	0.65			
Consciousness and Conscience (CC)			.613	65.367	0.86
CC23	0.56	0.58			

CC24	0.55	0.57			
CC25	0.57	0.60			
CC26	0.61	0.63			
CC27	0.62	0.64			
CC28	0.68	0.70			
CC29	0.69	0.71			
Task performance (TP)			.678	54.391	0.84
TP30	0.59	0.64			
TP31	0.52	0.57			
TP32	0.57	0.59			
TP33	0.61	0.63			
TP34	0.56	0.57			
TP35	0.54	0.58			
TP36	0.63	0.64			
TP37	0.67	0.71			
TP38	0.58	0.63			

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Factor analysis and reliability analysis were used in order to determine the data reliability for the employee engagement, and job performance dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (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. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 2, and 3) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52.7 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

e) Descriptive statistics analysis

Table (4) indicates that the employees of the telecommunication companies in Jordan evaluate cognitive engagement (with the highest mean scores, i.e. M = 3.91, SD=0.54) to be the most dominant of employee engagement and evident to a considerable extent, followed by Physical engagement (M= 3.77, SD=0.64), and emotional engagement (M = 3.59, SD=0.57). With regard to job performance, employees of the telecommunication companies in Jordan evaluate Task performance (with the highest mean scores, i.e. M = 3.76, SD=0.58) to be the most dominant job performance dimensions within their organization and evident to a considerable extent, followed by Consciousness and Conscience (M= 3.69, SD=0.57), and Altruism (with the lowest mean scores M = 3.37, SD=0.62).

Table 4: Descriptive analysis of Employee Engagement and job performance

Dimension	Mean	Standard deviation
Employee engagement	3.76	
Physical engagement	3.77	0.64
cognitive engagement	3.91	0.54
emotional engagement	3.59	0.57
Job performance	3.61	
Altruism	3.37	0.62
Consciousness and Conscience	3.69	0.57
Task performance	3.76	0.58

V. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, job performance acts as the dependent variable and employee engagement, as the independent variables. From the result as shown in Table (5), the regression model was statistically significant (F = 63.526; R2 =.36; P =.000). The R2 is 0.36, which means that 36 per cent of the variation in job performance can be explained by Physical engagement, Cognitive engagement, and Emotional engagement. The proposed model was adequate as the F-statistic = 63.526 were 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 employee engagement and job performance.

Table (5) also shows that Physical engagement (ß =0.22, $p< 0.05$), Cognitive engagement (ß =0.15;p<0,05), had a significant and positive effect on job performance. Emotional engagement (ß =0.09, $p< 0.05$) had a insignificant effect on job performance. This provides evidence to support H1a, and H1b. Based on the ß values Physical engagement has the highest impact on job performance followed by Cognitive engagement.

Table 5: Regression Summary of employee engagement and job performance (N=176)

Model	Standardized Coefficients	T	Sig.		
	ß			Tolerance	VIF
Physical engagement	0.22	6.32	0.00	0.31	3.21
cognitive engagement	0.15	4.03	0.00	0.45	2.24
emotional engagement	0.09	1.98	0.04	0.51	1.97

Notes: R^2 =.36; Adj. R^2 =.356; Sig. F = 0.000; F-value = 63.526; dependent variable, job performance $p < 0.05$

VI. Discussion

- Employees of the telecommunication companies in Jordan view their jobs as one of the most fundamental values of their lives. This finding can also be explained by the fact that employees believe that interest in their jobs contributes to their achievement. With regard to physical engagement it is noted that senior management providing training courses that enable staff to enhance the physical skills of staff to learn about the modern methods of evaluation, how to use them or because of the reluctance of those who prepare, use for some of these methods of long time, and great effort in the process of preparation, and implementation. With regard to emotional engagement it is noted that the management of the telecommunication companies in Jordan paying efforts to develop a sense of belonging among employees, their association with their goals and their pursuit of membership. The researcher attributes this result to the readiness of the management of the telecommunication companies in Jordan to provide additional services to their employees based on the theory of social exchange, which assume that staff members who feel a high level of social and psychological support during their work are more loyal. Finally, With regard to cognitive engagement it is noted that the management of the telecommunication companies in Jordan attract and select employees who possess many characteristics such as knowledge, skills and previous experiences of a high level of competence, and also prepares training programs and workshops to raise the level of competence of employees to develop their careers, its intellectual capital in order to keep pace with the latest technologies in this field. The management of the telecommunication companies in Jordan has a great deal of interest in the human element, and seeks to have the human element capable of carrying out the work with great flexibility to meet the various changes that it may face through its characteristics of creativity in various fields of work and Innovation and continuous improvement.
- With regard to job performance it is noted that the employees need to carry out tasks that do not exceed their official role, as the administration's discouragement of employees to accomplish additional tasks as well as the absence of a strong incentive system related to the performance of these tasks, To move towards informal tasks has a negative impact on altruism, and the reason why staff may not wish to perform further is that there is little appreciation of the informal role of the individual. In addition the researcher believes that there is a high level of sense of organizational citizenship among the staff as well as the reason that the management of the telecommunication companies in Jordan determines each of its members an official role includes the behaviors required of him in his job, which positively affects the awareness and conscience of these individuals. The researcher explains the result of task performance is the work performance activities, which contribute mainly to the technical organization essence, which makes it of high importance to the staff and the organization.
- There is a statistically significant effect of the employee engagement on the job performance of the telecommunication companies in Jordan. The researcher attributed this finding to the high level of employee engagement in general indicates the focus of the organization on human relations. In order to raise their morale, which in turn leads to increased productivity, this result consistent with

Abadi and Al-Jaf (2012), and the study of Robertson et al. (2012), which showed that taking the mental health of the workers along with the elements of employee engagement improves the job performance, and the study of Anitha (2014), which showed a statistically significant effect of the variable employee engagement on the job performance of employees in these companies.

- The study results showed that there is a statistically significant effect of the physical engagement on the job performance of the telecommunication companies in Jordan. This means that performance in a given position can be seen as a product of the interrelationship, which makes physical engagement a clear influence on the enhancement of this performance. This result can be justified by the fact that the effort exerted by individuals in the organization directly affects motivation and ethics and job commitment. Thus contributing to the promotion of job performance by creating monologues suitable environment work contribute to raising the level of motivation of the individual thereby improving his ability to accomplish business in the right way.
- The study results showed that there is a significant statistical effect of the emotional engagement on the job performance of the telecommunication companies in Jordan. The researcher attributed this finding to the high level of emotional engagement indicates the existence of emotional bond between the employee and his / her job, thus ensure that the employee is fully concerned with the completion of his / her work. He views this work as an opportunity to achieve the best, as well as the employee's desire to perform the tasks assigned to him / her to the fullest, This result can also be explained by the fact that performance is measured not only by the performance of duties but also by measuring the employee's commitment to his / her behavior at work. Therefore, emotional engagement contributes to the employee's increased commitment to public behavior and ethics during his / Contributes to improving its performance.
- The study results showed that there is a statistically significant effect of the cognitive engagement on the job performance of the telecommunication companies in Jordan. The researcher attributes this result to cognitive engagement related to the general knowledge as the beliefs of the employee towards the organization, managers and working conditions, which indicate that they are quick change during the employee's period of work, and depending on the variables surrounding it, and thus has a limited and relatively unstable impact on the job performance.

VII. Recommendations

Through the results of the study, the researcher provides a set of proposals for the telecommunication companies in Jordan, and the researcher aims behind these recommendations to contribute to improving the performance of the job, and these proposals:

1. Improve and develop the leadership styles of the managers and follow the democratic leadership styles that take into account the levels and needs of the workers, their abilities, and scientific qualifications in order to increase the employee Engagement which is reflected positively on improving their performance.
2. Improve and develop the system of incentives and promotions in terms of material and moral, and take into account the competencies and abilities of professional and development and innovative workers, and encourage the creators to continue creative work that will help to develop their performance.
3. Work to improve the professional growth of employees through management, and increase training courses and duration during service.
4. Provide a suitable organizational and material environment for the employees to perform their work through improving the work environment and discipline, and establishing balanced relationships with the working environment to contribute to the conservation processes of the system through cooperation and participation in the decisions.
5. Improve the system of promotions, appointments, and contracts in the organization in order to make more efforts and work by the workers to obtain a more functional area, and this is linked to increased effort and work by employees.

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Business Education a Panacea for Growth of Small and Medium Enterprise and National Development in Nigeria

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Abstract- This paper examined the business education as a panacea for growth of SMEs and national development. The study basically assessed the relationship between SMEs and employment creation as a driving tool for national development as well as the role of business education in national growth and development. The study found that SMEs proffer solution to the lingering problem of poverty and unemployment, while business education plays a vital role in national development in areas of employment generation, industrial development, entrepreneurship strategy, and poverty reduction, promotion of the Nigeria economy, culture and value. The study identified unqualified teachers, obsolete technologies, the size of business classes and poor funding as main challenges of business education and recommended that government should properly and adequately fund business education through increased budgetary allocation and made compulsory at all levels of education with the use of appropriate technologies.

Keywords: business education, employment creation, entrepreneurship education, national development and skills.

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Strictly as per the compliance and regulations of:

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I. Introduction

National development refers to the ability of a nation to improve the lives of its citizens in terms of human capital, economy, social improvement, democracy building, among others. According to Lawal (2014) it is an exploitation and utilization of both human and material resources to improve the lots of a nation as it embraces the improvement in the social welfare of the people of that nation. Education serves as a cornerstone to any form of development as it lies at the heart of every society. It is a key and a vital element in the broad development of the nation's youth's capacity to address and solve surrounding problems or difficulties. According to Ezeani (2012) education consolidates and holds upon basic education to empower the youth to really live, function as a productive member of the society, earning a living, and contributing to societal progress.

Business education continuously builds on the knowledge, skills, values and attitude learnt at the lower phases of education. Education itself does not only mean schooling even though schooling is essential, yet it is a much wider concept embracing formal and informal methods of learning; traditional and non-traditional teaching processing, self-learning (through various media such as books, Tv, internet, Radio , etc). Business education which encompasses several disciplines enables people to think, speak and behave in ways that support the growth, efficiency and effectiveness of an organization or several organizations. Kaegon (2009) once stated that business education must be ready to offer their recipients functional education that will enhance performance as well as assist them to contribute meaningfully to the economic development of the country, but one who has highly developed business skills honed through years of experience in his field with basic education in business does well in contributing to national goal of poverty alleviation through employment creation. Although they might have some gaps in their understanding, so taking a few classes to shore up their skills in a particular area becomes imperative.

Thus, the demand for business education is on the increase all over the world as it prepares youths to be responsible and entering individuals, who become entrepreneurs or entrepreneurial thinkers by exposing them in real life experience where they will be required to think, take risks, manage circumstances and incidentally learn from the outcome (Olawolu and Kaegon, 2012). Therefore, business education as a discipline is expected to expose its recipients to diversity curricula, hence, it is that type of education that inculcate in its recipients attitudes, knowledge, skills, values that is required in the business world.

Nigeria's economy is predominantly a small and medium enterprise economy although the business and other services sector recorded a real GDP growth of 9.20% in the third quarter of 2013 compared to 11.33% recorded in the second quarter of 2013, and the 9.11% recorded the third quarter of 2012. The decline in growth recorded in the third quarter of 2013 relative to its performance in the second quarter indicates slow economic growth largely related to infrastructural challenges (NBS, 2014). Thus, it is expected that business education which often digests into business enterprises would help in alleviating poverty and reducing unemployment thereby contributing towards national development. It is instructive therefore to

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investigate the impact of business education on the growth of SMEs as a basic tool to national development.

II. Conceptual Frame Work of Business Education

Business education can be defined as the fundamental theory of business which helps an individual to perform well in the world of business. Business education involves that aspect of education that provide the knowledge, skills, understanding and other attitude needed to perform well in the world of business as producers or consumers of goods and services that business offers. It is a programme that offers knowledge activities and skills needed by citizen in other to effectively manage their resources and participate well in the economic system.

Agwumezie (1999) sees business education as a programme in education that prepares students for entry into and advancement of jobs within the business. Aliyu (1999) have it as a programme one needs to be proud of if properly designed, adequately prepared and religiously harmonized. Aliyu further affirms that business education is an educational programme which involves acquisition of skills, knowledge and competences which makes the recipient/beneficiary proficient. It is an umbrella under which all business programmes take a shield, such as marketing, business administration, secretarial studies and accounting.

Igboke (2000) defined business education as a dynamic field of study geared towards preparing youths and adults for and about business. It is a preparation for a career in business when instruction is designed to prepare youths and adults for actual practice in the world of business. On the other hand, education about business involves preparation of youths and adults for intelligent and effective consumption of economic goods and services offered to society in our free enterprise economy. However, business education ought to produce responsible, productive and self-reliant citizens. This highlights the importance of business education in inculcating in the recipients knowledge, values, attitudes and skills needed in the business world. The objectives of business education cannot be over emphasized, hence, business education generally are borne out of the needs of industry, commerce and society. In addition, it is career oriented that aims at preparing people for gainful employment.

a) Concept of Entrepreneurship Education

Entrepreneurship has formed the basis for economic growth and development. It refers to programmes that promote and provide skill training for business creation and development (Vesper, 1990). Entrepreneurship education is the type of education which has the ability to impact on the growth and development of an enterprise through technical and vocational training (Tamuo and Ogiji, 1999). According to Atakpa (2011) it is the aspect of education which equips an individual and creates in the person the mindset to undertake the risk of venturing into something new by applying the knowledge and skills acquired in school while Fashua (2006) put it as that which creates the willingness and ability in a person to seek out investment opportunities in the society and be able to establish and run an enterprise successfully based on the identified opportunities. This means that entrepreneurship education helps to provide business education students with the knowledge, skills and innovation to encourage entrepreneurship in variety settings.

III. SMEs and Employment Creation as a Driving Tool for National Growth

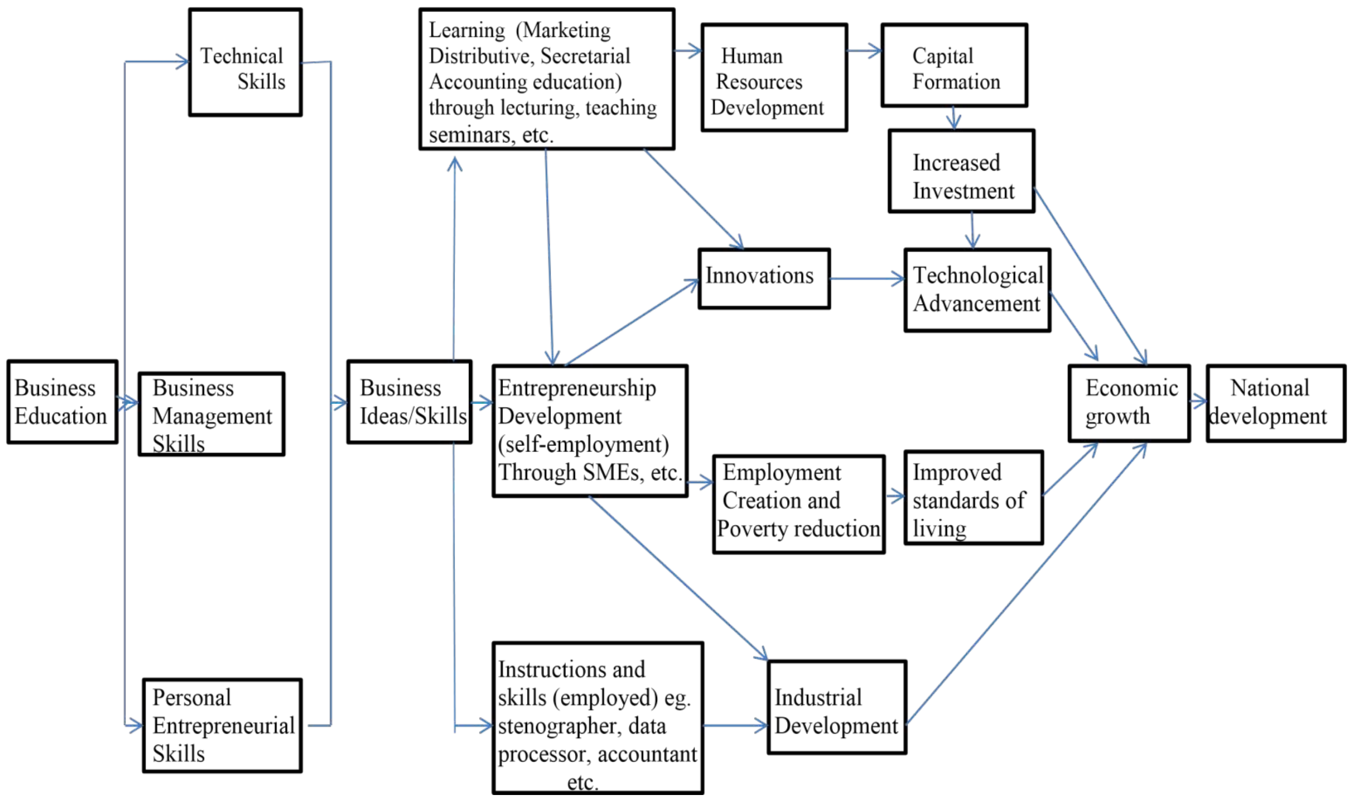
Small scale enterprises constitute the bedrock of many economies by providing the impetus for creating employment and value added activities. In most developing countries, the small scale enterprises operate in the informal sector; developing and sustaining this important sub-sector of the economy will engender economic growth and development. To achieve this objective, conditions for dynamic, indigenous economic activities must be created. Nigeria's future therefore rests on its ability to train (business education) and fund local entrepreneurs that can nurture homegrown firms, encourage innovation, risk taking and local investment since unemployment and its attendant effects has become a wrench in the economic transformation of the state.

Wenekers and Thurik (1999) attributes economic growth through entrepreneurship to three (3) main processes or entrepreneurship activities which include; enhancing competition, innovation and employment growth through start-up. They stated that these processes or activities might be overlapping and naturally exclusive while Porter (1990) grants entrepreneurship a crucial role when considering economic growth from a national perspective since innovation and entrepreneurship are the heart of national advantage. But Kurzner (1973) suggested that the connection between entrepreneurship and economic growth is founded on the entrepreneurship spotting and profiting from a situation of disequilibrium by improving on the market deficiency. North and Thomas (1973) on the other hand advanced that economic growth is brought about by innovation, education, capital accumulation among others. Therefore, entrepreneurship creates new business and new business in turn create jobs, intensify competition and many even increase productivity through technological changes. High measured level of economic growth however, a lot of related literatures exists on entrepreneurship development and poverty reduction strategies in an attempt to promote the growth of small and medium scale enterprises (SMEs) and also to proffer solution to the lingering problem of poverty and unemployment.

IV. The Role of Business Education in National Development

As earlier noted business education enables the student to explore and learn about the world of work and the relevant interest and career interest of their choice, provide them with the necessary occupational information to enable them understand the various occupation in the world of work and enable them to acquire skills in the field of their choice. Business education contributes its role for educating citizens of a country to run their businesses more successfully which helps to improve economy of a country and thus helps indirectly in national development. Business education played a vital role in national development, especially in areas which include the following: generation of employment/creation of job opportunities, industrial development, entrepreneurship strategy, poverty alleviation, promotion of the Nigerian economy and promotion of Nigerian culture and value. It is a form of vocational education that is directed towards developing the learner to become productive in teaching, paid employment and self-employment (Idialu in Amoor, 2010).

According to Ogwuogo (2013) Business education prepares beneficiaries for gainful employment and sustainable livelihood. It is generally seen as education for and about business. Business education for business is that aspect of vocational education which provides instruction and preparation for office occupations such as secretary, shorthand-typist or stenographer, bookkeeper, data processor, word processor, computer analyst and accountant. On the other hand, education about business provides knowledge and understanding of the economic, financial, marketing, accounting, management system and other branches of business endeavour. But in the words of Amoor (2010) business education plays a significant role in the economic development by providing knowledge and skills to the learners, thereby, enabling them to adequately impart knowledge into others, and handle sophisticated office technologies and information systems. The goal of business education is primarily to produce competent, skillful and dynamic business teachers, office administrators and businessmen and women that will effectively compete in the world of work. It has as its primary aim, the preparation of people for roles in enterprises such roles could be as employee, entrepreneur and employer or simply as self-employed. According to Ogwuogo (2013) a gainfully employed individual contributes to GDP per capita, reduces poverty and unemployment which are some of the indices of development. A well trained business educator can successfully be engaged into the following areas: teaching profession from secondary to university level depending on qualification, business enterprise – as a promoter, manager, marketer, account clerk, secretary, word processor, sales representative, broker etc, proprietorship of private schools – primary, secondary, tertiary, computer training institute and so on. Therefore there is no gain saying the fact that business education is what Nigeria needs most now to help her solve most of her socio-economic and developmental challenges especially in the realm of business. The linkage between business education and national development can be depicted on the diagram below:



Source: Authors' Computation

Figure 1: Linkage between Business Education and National Development

V. Challenges Facing Business Education

Oyelaran-Oyeyinka (2007) has identified four major challenges facing business education today, viz: lack of state mandates for our curriculum, funding and budgeting issues, support from local administration and Board of education and educating our community. Business education provides the knowledge, kills, attitudes and understanding needed to perform in the business world as a producer and or consumer of goods and services that business offers. It includes virtually all the knowledge which holds prospect for gainful employment. The realization of lofty aims of business education depends on how much the following challenges are tackled. In the same view with Ogwuogo (2013), the challenges are:

Unqualified Teachers: The employment of unqualified teachers to teach business courses is a great obstacle to quality of business education graduates. Most of the institutions that offer business education programme suffer from shortage of qualified teachers (Amoor in Ugwuogo, 2012).

Obsolete Technologies: Manual typewriters are still largely in use in the computer age. This serves as a challenge to the graduate who intends to put in practices the business ideas. Some available modern ICTs are grossly inadequate in terms of efficiency and productivity.

The size of Business Classes: Due to the increasing demand for education especially social and vocational courses amidst the insufficiency of the facilities and human labour, there is always high teacher-student ratio which turns to affect the quality of delivery of some practical courses like word processing, data processing, shorthand, among others.

Poor Funding: Many administrators fail to understand that business education programme is capital intensive. It is a well-known fact that one of the major problems bedeviling education in Nigeria today is inadequate funding and business education is no exception.

a) The Way Forward

Considering the impeding challenges facing business education militating against the driving force of national growth, the following recommendations are made:

i. All levels of education should do away with the obsolete technologies imbedded in their curriculum and thus adjust it to the current technological age and cultivate a certain scientific and technological standard and ensuring the adequate provision of such facilities.

ii. Government should properly and adequately fund business education. This can be achieved through increase in the budgetary allocation to the level of education by the government.
iii. Business and/or entrepreneurship education should be made compulsory at all levels of education.
iv. Multinational agencies/companies should support learning of business education as it serves a basis for economic revival and a main stream activity to enable transformations to take place very fast in the nation.
v. On the job training programmes such as workshops, seminars should be made free and compulsory to lecturers in the field to acquaint themselves with these skills so that they can in turn impact in students effectively.
vi. Credit facilities should be made available to the willing entrepreneurs with the necessary skills who are eager to explore them in achieving national development.

VI. Conclusion

Business education is the bedrock of any national development since Business education students can benefit from school education when they are exposed to entrepreneurship, equipped with different skills that are education saleable in the labour market or world of business and the society at large. This assertion is supported by studies which showed significant relationship between business education and national development inclusive of this research work. Business education therefore has the potential of engendering development if the identified impediments are tackled.

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Transformational Leadership and Employee Engagement in Hospitality Sector in Sri Lanka

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Abstract- This study examines the impact of transformational leadership on subordinates' engagement in the hospitality sector in Sri Lanka. Further, it tests the impact of each dimension (i.e., idealized influence, intellectual stimulation, inspirational motivation, and individual consideration) of transformational leadership on employee engagement. Data were collected through a self-administered questionnaire from 245 executive level employees working in the hospitality sector in Sri Lanka. Findings revealed that transformational leadership and its' each dimension positively influence the employee engagement in the hospitality industry. Further, the study discusses the practical and theoretical implications.

Keywords: employee engagement, transformational leadership style, the hospitality sector.

GJMBR-A Classification: *JEL Code: J54*

TRANSFORMATIONALLEADERSHIPANDEMPLOYEEENGAGEMENTINHOSPITALITYSECTORINSRILANKA

Strictly as per the compliance and regulations of:

Transformational Leadership and Employee Engagement in Hospitality Sector in Sri Lanka

T. J. R. Thisera [α] & E.P.I. Sewwandi [σ]

Abstract- This study examines the impact of transformational leadership on subordinates' engagement in the hospitality sector in Sri Lanka. Further, it tests the impact of each dimension (i.e., idealized influence, intellectual stimulation, inspirational motivation, and individual consideration) of transformational leadership on employee engagement. Data were collected through a self-administered questionnaire from 245 executive level employees working in the hospitality sector in Sri Lanka. Findings revealed that transformational leadership and its' each dimension positively influence the employee engagement in the hospitality industry. Further, the study discusses the practical and theoretical implications.

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I. Introduction

An engaged workforce upgrades innovation, productivity, and bottom-line performance (Harward Business School Publishing, 2013). There is a general belief about the positive relationship between employee engagement and business performance (Harter, Schmidt, & Hayes, 2002).Many researchers (e.g.,Hemsley, 2008; Smith & Markwick, 2009) have found that engagement affects employees' attitudes, absence, turnover, individual, group and organizational performance, quality of customer experience and customer loyalty. Similarly, Maynard (2016) stated that employee engagement is one of the key priorities in businesses since an engaged employee is productive by two times than a disengaged employee and they provide better customer service which leads high profits and returns.

Unfortunately, there can be seen an employee engagement crisis in today's world, with potentially lasting impacts for the global economy (Mann & Harter, 2016). For examples, Gallup researchers have mentioned that truly engaged workplaces are rare today and show that it is just 13%(O'Boyle & Harter, 2015).The remaining 87% of employees are either not engaged or indifferent or even worse, actively disengaged and potentially hostile to their organization. Further, Gallup researchers identified that less than one-third of employees in the United States engage in their jobs and workplaces. Crabtree (2013) mentioned that only one in eight workers is mentally committed to the jobs and contributes positively for the organization. In Sri Lanka, 62% of employees disengaged while 24% of employees actively disengaged (http://www.gallup.com, 2014).

When looking at the hospitality sector in Sri Lanka, researchers conducted a few discussions using managerial level employees to verify whether employees in this sector are engaged or not. Majority of them mentioned that disengagement of employees is a burning issue that they are facing today. They highlighted that many employees do enjoy their privileges but do not fully contribute to the success of the organization. One of them mentioned that their organization conducts many programmes focusing on improving engagement of their employees to reduce disadvantages of disengagement of employees.

Empirical research studies (e.g., Attridge, 2009; Zhang, Avery, Bergsteiner, & More, 2014; Macey & Schneider, 2008; Roux, 2010; Wang & Walumbwa, 2007; Zhang, 2011) have shown different antecedents of employee engagement. The impact of leadership on employee engagement has been empirically tested. When looking at the scholarly attention on transformational leadership and employee engagement in Sri Lanka (e.g., Jayarathne & Shermila, 2015) is very limited, especially in the hospitality sector. Thus, Slatten and Mehmetoglu (2011) have mentioned that there is a high demand for research intervention on employee engagement in the hospitality industry and highlighted the need for more research in this sector while showing the contribution of research findings towards theory and practice for the industrial betterment. Hence, this study examines whether the transformational leadership impacts on employee engagement. The following section focusses on literature review.

II. Literature Review and Hypotheses Development

Though the concept of employee engagement is relatively new in research and practice, it has become a widely discussable area in managing human resources in organizations (Macey & Schneider, 2008). They defined engagement as the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Further, it was defined as positive, fulfilling, work-related state of mind that is characterized

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by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez - Roma, & Bakker, 2002). Although there are many overlapping definitions and identification for engagement with some other concepts (e.g., job involvement, organizational commitment) in practice, the academic literature clearly defines and distinguishes this concept from other related constructs (Saks, 2006).

Employees who are engaged in their job show a positive attitude towards the work physically, mentally and cognitively. Such employees have the desire to invest themselves fully in their tasks (Kahn, 1990, Maslach & Leiter, 1997) and it affects their performance (Kahn, 1990). Further, Kahn (1990) explains that engagement and investment of the self into one's work may lead to mindfulness, intrinsic motivation, creativity, authenticity, non-defensive communication, playfulness, ethical behavior, increased effort and involvement and overall a more productive and happy employee. An engaged employee tends to have a better understanding on how to meet customer needs. Therefore, customer loyalty towards the organization tends to be better (Pont, 2004). Further, it causes to increase engaged customers towards the organization (Bates, 2004). Therefore, employee engagement is a source of sustainable competitive advantage (Macey & Schneider, 2008), and it can make a real difference for a company's survival (Song, Kolb, Lee, & Kim, 2012).

When looking at the antecedents of engagement, Kahn (1990) identified three psychological conditions (i.e., meaningfulness, safety, and availability) that affect the level of work engagement. Similarly, May, Gilson, and Harter (2004) found that meaningfulness influences the engagement of employees than safety and availability. Many other researchers (e.g., Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Hakanen, Schaufelib, & Ahola, 2004; Schaufeli & Bakker, 2004) have examined the impact of job resources (e.g., feedback, rewards, job control, participation) on employee engagement based on the job demand-resource model. Ruyle, Eichinger and De Meuse (2009) have pointed out eleven (11) factors (i.e., strategic alignment, trust in senior leadership, immediate manager working relationship, peer culture, personal influence, nature of my career, career support, nature of the job, development opportunities, employee recognition and pay fairness) as influential factors on employee engagement. Moreover, they mentioned that the immediate manager working relationship is the most significant factor which drives employee engagement and retention. The following section discusses the empirical evidence on transformational leadership and employee engagement.

a) Transformational leadership and employee engagement

Transformational leadership is one of the new leadership theories which was introduced by James MacGregor Burns (1978) in his book of "Leadership. "Burns (1978) mentioned that transformational leadership involves shifts in the beliefs, the needs and the values of followers. Transformational leaders operate out of deeply held personal value system that includes values such as justice and integrity (Bass, 1985; Bums, 1978). Bums (1978) refers to these values as end values which cannot be negotiated or exchanged between individuals. By expressing their standards, transformational leaders can unite followers while changing followers' goals and beliefs. This form of leadership results in the achievement of higher levels of performance among individuals (Bass, 1985). Bass, Avolio, Jung, and Berson (2003) described four I's (i.e., Idealized influence, inspirational motivation, individual consideration, and intellectual stimulation) as dimensions of transformational leadership. The idealized influence which means being a role model for their followers (Hinkin & Tracey, 1999)influences onideology, influence over ideals, and influence over "bigger-than-life" issues (Bass, 1990). The second dimension, inspirational motivation is shown by a leader when he/she acts in a way that causes subordinates to perform better by instilling a sense of meaning in their work (Avolio & Bass, 2004). Hinkin and Tracey (1999) mentioned that transformational leaders behave in ways that motivate and inspire people around them by providing meaning and challenge to their followers' work. Individual consideration is usually emphasizing the role as a coach or mentor, he/she tends to be concerned for each of their subordinates' independent needs (Avolio & Bass, 2004) while acknowledging that every employee has his/her own needs and abilities (Hinkin & Tracey, 1999). The fourth dimension, intellectual stimulation is exhibited when a leader asks questions to increase innovation and creativity (Avolio & Bass, 2004). A transformational leader stimulates followers to enhance their innovation and creativity in different ways (e.g., questioning assumptions, reframing problems, and approaching old situations in new ways). Followers are encouraged for creativity, new approaches, ideas (Hinkin & Tracey, 1999).

Transformational leadership is significantly influencing followers' work attitudes and behaviors (Castro, Perinan, & Bueno, 2008; Avolio, Zhu, Koh, & Bhatia, 2004), high potentials' leadership (Wijewantha & Kialasapathy, 2015). Empirical studies (e.g., Avolioet al., 2009; Batista-Taran, Shuck, Gutierrez, & Baralt, 2009; Breevaart et al., 2013) provide evidence for the impact of transformational leadership on employee engagement. Transformational leaders emphasize broadening followers' responsibilities for taking on greater workplace challenges (Avolioet al., 2009). When reviewing literature, researchers could find only a few empirical studies (e.g., Hayati, Charkhabi, & Naami, 2014) which examined the dimensional impact of transformational leadership on employee engagement.

Leaders with idealized influence which means acting as a role model (Hinkin & Tracey, 1999) admire, respect and trust followers. This kind of leaders builds loyalty and devotion while paying less attention to their self-interests (Bass & Bass, 2008). Shamir, House, and Arthur (1993) mentioned that subordinates perform effectively and are energized to sacrifice and move beyond their self-interests to make a better contribution towards organizational performance. When leaders set themselves as examples for followers, followers' sense of values and contributions will enhance, and as a result, engage their whole self in work. Further, Lievens et al., (1997) has found that charisma which represents idealized influence and inspirational motivation of leader has a positive impact over the followers. Similarly, Schults and Bezuidenhout (2013) found that charisma strongly predicts affective engagement of employees. Through inspirational motivation, leaders create a future with a vision that appeals to subordinates and makes them a significant part of the organization (Piccolo & Colquitt, 2006). A leader with intellectual stimulation encourages followers to think out of the box and make creative solutions for problems (Bass & Bass, 2008). Moreover, Bass (1985) mentioned that leader encourages employees to go beyond the basic needs to the needs of the organizational mission and purpose through this behavior. Researchers (e.g., Avolio & Bass, 2002; Bass & Bass, 2008) have shown that when leaders do not criticize followers' contribution, then followers tend to become dedicated. Further, leaders who display intellectual stimulation behavior can influence employees' involvement in work. When leaders demonstrate genuine consideration and care for each follower, they are more likely to motivate positive leader-follower relationships, and it improves the sense of belonging to the organization (Zhu, Avolio, & Walumbwa, 2009). If leader provides essential personal resources (e.g., care, consideration and respect) to followers, followers are likely to perceive that the workplace as more supportive and this creates a sense of obligation to reciprocate positively to this support. Saks (2006) found that individualized consideration behaviors of the supervisor enhance employees' attributes of engagement at work.

Based on this evidence, the following hypotheses are suggested.

H1: There is a positive impact of transformational leadership on employee engagement

H1a: There is a positive impact of idealized influence on employee engagement

H1b: There is a positive impact of inspirational motivation on employee engagement

H1c: There is a positive impact of intellectual stimulation on employee engagement

H1d: There is a positive impact of individual consideration on employee engagement.

III. Methodology

The current study is a positivistic study which uses the deduction research approach. It quantified the relationships between transformational leadership and employee engagement by collecting data from 245 executive level employees in the hospitality industry in Sri Lanka using a self-administered questionnaire. Employee engagement was measured using Utrecht Work Engagement Scale (UWES) developed by Bakker and Shaufelli (2004), and it is a 7-point Likert-scale with anchors ranging from Never (0) to Always (6). Transformational leadership was measured using 39 items adopted from the Multifactor Leadership Questionnaire, covering all four main dimensions of transformational leadership (Hinkin & Tracey, 1999). All items are in 7-point Likert scale with anchors ranging from strongly disagree (0) to strongly agree (6). The questionnaire was distributed among 350 executive-level employees in star hotels in Sri Lanka. Only 256 respondents returned the questionnaire. There were 11 questionnaires which were not in a usable manner. Accordingly, 245 respondents (70%) were included as the final sample.

IV. Sample Composition

Majority of respondents were males (63%) and belonged to the age category (43%) of between 35 years – 39 years. Very few (8.5 %) of respondents belonged to the age category of years 46 – 50. 47% of the sample were married. 66.9 % of respondents have been working in their current position for less than three years.

Preliminary analysis was conducted for ensuring normality, linearity, homoscedasticity, reliability, validity', multicollinearity, and common method variance. Descriptive statistics (mean, standard deviation (SD), skewness, kurtosis, correlation) relating to all constructs are shown in Table 1. As shown in Table 2, the current study employed simple linear regression for testing the direct effect of transformational leadership and its four dimensions on employee engagement.

V. Results

Table 1: Descriptive statistics

Construct	Mean	SD	Skewness	Kurtosis	Correlation	
					TL	EE
TL	5.53	1.16	-1.29	.87	.969	
EE	4.87	.81	-1.48	2.31	.571**	.908

*** Correlation is significant at the 0.01 level (2-tailed), and Cronbach's alpha values appear on the diagonal.*

Table 2: Regression analysis

	Model 1	Model 2	Model 3	Model 4	Model 5
Regression	EE<-TL	EE<-II	EE<-IM	EE<-IS	EE<-IC
Independent variable	TL	II	IM	IS	IC
Beta	.40	.30	.51	.37	.27
β	.57	.48	.67	.58	.43
Std. Error	.07	.07	.07	.06	.07
P value	.00	.00	.00	.00	.00
Model Summary					
R	.57	.48	.67	.58	.43
R^2	.32	.23	.45	.34	.19
Adjusted R^2	.31	.22	.44	.33	.17

Note: EE – Employee Engagement, TL – Transformational Leadership, II – Idealized Influence, IM - Inspirational Motivation, IS - Intellectual Stimulation, IC - Individual Consideration

Results revealed that the impact of transformational leadership on employee engagement is positive and significant. Transformational leadership explains 32% of variance ($R^2 = .32$) of employee engagement. Beta is .40 and p-value is 0.00 ($P < 0.05$). It implies that there is a positive impact of transformational leadership on employee engagement. Hence, H1 is supported.

As shown in Table 2 – Model 2, beta is 0.30. Therefore, idealized influence positively related to employee engagement. Further, it explains the variance (R^2) of employee engagement by 23%. P value of 0.00 ($p < 0.05$). Hence, H1a is supported.

Inspirational motivation has a positive impact on employee engagement since the beta value is 0.51 with a significant value of 0.00 which is less than 0.05. R^2 is 0.45 and it denotes that the variance of employee engagement is explained by inspirational motivation is 45%. Accordingly, H1b is supported; there is a positive impact of inspirational motivation on employee engagement.

As shown in Table 2 - Model 4, intellectual stimulation positively influences (Beta = 0.37) on the engagement of employees. It is significant ($p = 0.00 < 0.05$). Further, it explains the variance of engagement by 34 %. Hence, H1c is supported.

Finally, results suggest that impact of individual consideration on employee engagement is positive and significant (Beta = 0.27, $p = 0.00 < 0.05$). R^2 is 0.19 therefore, the variance of employee engagement explained by individual consideration is 19 percent. Accordingly, the H_5 is also supported.

VI. Discussion

This study examined the impact of transformational leadership on employee engagement in the hospitality industry in Sri Lanka. Findings of this study are consistent with earlier studies (e.g., Breevaart et al., 2013; Datche & Mukulu, 2015; Tims, Bakker, & Xanthopoulou, 2011) where transformational leadership impacts positively on employee engagement. Hypothesis 1 which states that there is a positive impact of transformational leadership on employee engagement is accepted, it only explains 32% of employee engagement. The study conducted by Datche and Mukulu (2015) has shown a similar variance (32%) in employee engagement explained by immediate superior's transformational leadership in the civil sector in Kenya. These findings imply that there may have other affecting factors (e.g., job resources (Bakker, 2009), personal resources (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009)) other than the transformational leadership on the engagement of employees in the hospitality sector.

There can be seen limited attempts (e.g., Hayati et al., 2014; Datche & Mukulu, 2015;Mansor, Mun, Farhana, Nasuha & Mansor, Mun, Farhana, & Tarmizi,

2017) to test the dimensions' impact over engagement. Hayati et al. (2014) examined the dimensional impact of transformational leadership on each dimension (i.e., vigor, dedication and absorption) of engagement. They found that all dimensions of transformational leadership positively influence each dimension of engagement. As the current study also found, all dimensions (i.e., idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) of transformational leadership positively affect employee engagement.

Idealized influence allows followers to identify with their leaders. As Hinkin and Tracy (2009) explained, the leader becomes a role model for his/her followers. Leader highly concentrates on followers' needs than thinking about personal needs. Leaders who act as role models foster loyalty and devotion while paying less attention to their self-interests (Bass and Bass, 2008). It causes subordinates to perform effectively, and they are energized to sacrifice and move beyond their self-interests to make a better contribution towards organizational performance (Shamir et al., 1993). Bezuidenhout and Schults (2013) found that charisma related positively with employee engagement. In the present study, idealized influence explains the engagement of employees in the hospitality sector by 23%. However, there are counter-arguments (e.g., Datche & Mukulu, 2015, Mansor et al., 2017) over the positive impact of idealized influence on engagement.

Further, it revealed that inspirational motivation positively influences engagement of employees while consisting with empirical findings (e.g., Datche & Mukulu, 2015, Mansor et al., 2017). Moreover, current study findings show a positive impact of intellectual stimulation and individual consideration on engagement. Similar findings have been shown in empirical studies (e.g., Datche & Mukulu, 2015;Mansor et al., 2017). Employees will be highly engaging in their job when their leaders stimulate them to be positive (Datche & Mukulu, 2015; Hayati et al., 2014; Mansor, et al., 2017).

VII. Implications

This study contributes to the theory and practice in many ways. There are relatively less scholarly attempts on new leadership theories such as transformational leadership, especially in South Asian countries. Hence, the current study fills the knowledge gap on transformational leadership and employee engagement in the hospitality sector in Sri Lanka while upgrading the current research stock. Further, this study enriches the limited empirical evidence on analyses of impacts of dimensions of transformational leadership.

Further, it provides many implications for managers as it revealed that transformational leadership affects the engagement of employees in the hospitality sector. Accordingly, HR professionals can take necessary actions to improve transformational leadership attributes of superiors of their organizations to increase the level of the engagement of their subordinates. It is suggested to conduct leadership development training programmes, developing role models while focusing all attributes of transformational leadership in employees in the hospitality sector in Sri Lanka.

VIII. Conclusion

This study examined the impact of transformational leadership on employee engagement. Further, it focused on each dimension's impact over the executive-level employees' engagement in the hospitality sector in Sri Lanka. The study revealed that transformational leadership, and each dimension (i.e., idealized influence, intellectual stimulation, inspirational motivation, and individual consideration) positively impacts on employee engagement. Findings suggest that organizations can enhance the employee engagement by developing transformational leaders.

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Qualitative Impact of Strategic Planning on Performance of Rural and Community Banks in Ghana

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Abstract- Companies big and small commit a lot of resources both material and financial in planning.

Little or nothing is done to assess the impact of the planning and the planning process. The question that arises is 'does it pay to commit such resources and time in planning and does planning process impact on the performance of financial institutions apart from the financial indicators? This study explores the qualitative implications of strategic planning and the planning process .It assesses strategic planning impacts from behavioral perspectives as against purely profit or what appears on the financial statements of financial institutions in Ghana.

Qualitative data were collected from primary and secondary sources. Data was collected from primary and secondary sources .Board of Directors, Staff and customers of the bank were interviewed through questionnaire administration and open-ended discussions.

The theory section looks at strategic planning, strategic planning process, impact of strategic planning and strategic management.

The findings indicated that there is enough justification for financial institutions including rural and community banks to commit the required resources in planning. It can result in improved understanding of the organization's objectives and overall direction.

Keywords: rural and community banks, strategic planning, assessing, ghana, qualitative impact.

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The findings indicated that there is enough justification for financial institutions including rural and community banks to commit the required resources in planning. It can result in improved understanding of the organization's objectives and overall direction. It can facilitate implementation of organizational objectives and goals. They agreed and accepted the impacts and resolved to continuously plan to maximize these impacts.

Keywords: rural and community banks, strategic planning, assessing, ghana, qualitative impact.

I. Introduction

Strategic planning is grounded in the array of competitive moves, and business management of an organization depends on how to produce successful performance. Strategic planning, in effect is management's game plan for strengthening the organization's position, pleasing customers and achieving performance targets. Strategy includes the goals and major policies of the organization. Managers plan strategies to guide how the company's business will be conducted and to help them make reasoned, cohesive choices among alternative courses of action. Thus, without strategic planning, a manager has no thought-out course to follow, no roadmap to manage by, no unified action program to produce the intended results. Indeed, good strategy and good strategy execution are the most trustworthy signs of good management (Andrews, 1980; Andersen, 2000).

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Financial Institutions in Ghana and all over the world commits a large amount of resources in terms of people, time, energy and money to the development, preparation and implementation of strategic plans and Bia Torya Community Rural Bank is not an exception. The effects of these strategic plans and the planning process or activity on the performance of the RCBs are not yet known. Developing, preparing and implementing strategic plans should not be the end of the strategic planning process. Is it not right to say that every organization must be able to know the extent to which its strategic plans and planning activity are impacting, or have impacted on its performance? This study will therefore attempt to find out the impact of strategic planning on Bia Torya Community Bank's performance in terms of qualitative outputs. Strategic planning has been identified as extremely important in determining the growth and success of virtually all businesses. This study was undertaken to examine the impact of strategic planning on the performance of Bia Torya Community Bank in Ghana.

II. Review of Related Literature

- The Concept of Strategic Planning

Strategic planning has been defined differently by various authors. Young (2003) defined strategic planning as 'a formal yet flexible process to determine where an organisation is currently and where it should be in the future. The substantive issues are however, the same; they focus on making plans and taking actions today for the future prosperity and competitiveness of a firm in its environment with the optimal use of available resources. According to Ilesanmi (2011), strategic planning refers to the formulation and implementation of plans and the carrying out of activities relating to the matters which are of vital, pervasive or continuing importance to the organization. In short, it implies a set of activities related to the formulation and implementation of strategies to achieve organizational objectives. McNamara (2008) identifies some of the major activities that are common to all strategic planning processes as conducting a strategic analysis; setting the strategic direction, action planning that is, carefully laying out how the strategic goals will be accomplished.

Chandler (2005), Andrews (1980) and Porter (1980) are unanimous in stating that strategic planning is a systematic process by which an organization formulates achievable policy or objective for the future growth and development over the long term, based on its mission, vision and goals and on a realistic assessment of the human and material resources available to implement the plan. Dubrin (2006) suggest that SP encompasses all those activities that lead to the statement of goals and objectives and the choice of strategies to achieve them. Gluck, Kaufman and Walleck (1980) adds that it is a unified, comprehensive and integrated plan designed to ensure that objectives of the enterprise are achieved. These comprehensive definitions are concurred by Bryson (1998) who states that it is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does and what it does. The process defines its medium and long term goals and objectives and approaches by which to achieve them. It is a look into the future that identifies the mission, vision, goals and objectives of an organization with prescribed actions necessary to achieve the vision.

- Components of an Effective Strategic Planning

Once an organization has worked through the four stages, it will have a thoughtful, comprehensive strategic plan articulating an ideal vision and how to achieve it. The parts of this strategic plan, while varying depending on each organization's history and culture, will often include the following elements:

- Vision statement, a description of the ideal future of the organization and the outcomes it hopes to create for its stakeholders. The vision describes the end state, the ideal final destination for the organization and the people it serves.
- Mission statement, a description of who the organization serves and how the organization will structure itself to accomplish its preferred future. This statement translates the aspiration of the vision into specific dimensions while emphasizing the organization's distinctiveness. The mission informs employees, customers, suppliers, regulators, and other key stakeholders about the organization's primary purpose. The statement, which also describes the structure and strategy the organization will use to achieve its vision, delineates the organization's essential purposes and audience.
- Core beliefs, principles, and values, statements of belief that guide individual actions throughout the organization. These values describe how individuals should think, act, and interact. In some environments, a compelling vision and clearly defined core beliefs are all that are needed to encourage people to do the right thing every day.
- Strategic agenda, a description of the key goals that the organization needs to pursue to close the gap between the ideal and real worlds, which commonly comprises five to eight strategic priorities. One way to shape the strategic agenda is the balanced scorecard.
- Critical success factors, broad measures indicating that the organization is making progress toward the vision (such as an increase in market share in all product lines).

- The Impact of Strategic Planning on Performance

According to Arasa and K'Obonyo (2012), over time the concept and practice of strategic planning has been embraced worldwide and across sectors because of its perceived contribution to organizational effectiveness. Today organizations from both the private and public sectors have taken the practice of strategic planning seriously as a tool that can be utilized to fast track their performances. Strategic planning is arguably important ingredient in the conduct of strategic management. They indicated that the framework for formulating and implementing strategies is the formal strategic planning system. Despite the criticism leveled against strategic planning during the 1970s and 80s, it was still useful and it only needed to be improved and recasted. Chandler (2005) noted that strategic planning has potential advantages and intrinsic values that eventually translate into improved firm performance. It is, therefore, a vehicle that facilitates improved firm performance.

Strategic planning is a management function that focuses on the growth and future sustained well-being of an organization. Ansoff (2003) affirms that the interest in strategy grew out of the realization that a firm needed a well defined scope and growth direction not just extrapolations of past performances which were being used to project into the future. Hart and Banbury (1994), made an observation of firms' recognition for the need to carry strategic thinking and planning.

- The Concept of Rural and Community Banks in Ghana

According to Kwapong (2004), the concept of rural banking was conceived in the 1960s with the search for a system to tackle the financial problems of the rural dweller. During this period the need for a veritable rural financial system in Ghana to tackle the needs of small-scale farmers, fishermen, craftsmen, market women, traders and all other micro-enterprises was felt. The need for such a system was necessary because the bigger commercial banks could not accommodate the financial intermediation problems of the rural poor as they did not show any interest in dealing with these small-scale operators.

Attempts in the past to encourage commercial banks to spread their rural network and provide credit to the agricultural sector failed to achieve the desired impact. The banks were rather interested in the finance of international trade, urban commerce and industry. There was therefore a gap in the provision of institutional finance to the rural agricultural sector.

More important still, the branch network of many banks covers mainly the commercial areas and does not reach down to the rural areas. Therefore not only are rural dwellers denied access to credit from organized institutions, but also cannot avail themselves of the opportunity of safeguarding their money and other valuable property which a bank provides.

The first rural bank, Nyakrom Rural Bank Limited, was opened in Agona Nyakrom in the Central Region. As a result of the invaluable financial services rendered in the rural areas, the rural banking concept suddenly became popular with a number of rural communities applying to Bank of Ghana to establish rural banks. There are 132 rural and community banks in Ghana as at December, 2012 (ARB Apex EMU Report, 2012).

A rural/community bank is community-owned and the share capital raised by the people in the community. It is registered under the Companies Code of Ghana as a Limited Liability Company. It is licensed under the Banking Law of Ghana by the Central Bank, the Bank of Ghana. The Bank is governed by a Board of Directors elected by shareholders in Annual General Meeting. The ARB Apex bank is the central bank of all the rural and community banks in Ghana, which provides the supervisory role.

III. Research Problem/Objectives

In order to survive in a dynamic and fast changing banking environment in Ghana, there is need to identify, assess and plan for the changing situation and accordingly put in place strategic measures. Thus, formulating and implementing a strategic plan should not be the end of strategic planning. Board of directors, management and other stakeholders need to know the impact of strategic planning on the banks' performance. Measuring the impact of strategic planning in this direction will enable management to know whether the resources devoted to strategic planning are worth their value or not.

Since the establishment of the Bia Torya Community bank in 1993, no study has been carried out on the impact of strategic planning on the bank's performance. In other words, little or no attention has been paid to Financial Institutions in Ghana especially RCBs that are the main source of banking facilities for the people in the rural areas. This study is undertaken to examine the impact of strategic planning to the organizational performance of rural and community banks in Ghana, a case study of Bia- Torya Community Bank in Ghana.

This general objective of this study is to investigate the impact of strategic planning on the performance of rural and community banks in Ghana, a case study of Bia Torya Community Bank in Ghana.

Specific objectives are:

- To examine the factors influenced strategic planning of Bia- Torya Community Bank.
- To determine the impact of strategic planning on the performance of Bia- Torya Community Bank.
- To establish the challenges confronting the implementation of strategic planning in BTCBL.

The study will address the following research questions:

- What are the factors influenced strategic planning of Bia- Torya Community Bank?
- To what extent has strategic planning affected the performance of Bia Torya Community Bank?
- What are the challenges confronting strategic planning implementation of BTCBL?

IV. Research Methodology

The target population of the study consists of management, junior staff and board of directors of the bank. It comprised of 10 management, 40 junior staff and 5 boards of directors of the bank.

I adopted non-probability sampling techniques (purposive and convenience sampling techniques) to select the respondents for the study. Purposive sampling technique is used by researchers to choose samples that are likely to be knowledgeable and informative about the phenomena under study (Best & Kahn, 2009). In view of this, the researcher purposively selected 10 management members and 5 boards of directors for the study. Then, a convenience sampling technique was used to select 40 junior staff from all the sections of BTCBL for the study. Convenience sampling method was adopted because the respondents were selected based on their convenient accessibility and proximity to the researcher. More so, convenience sampling is fast and inexpensive in recruiting the respondents for the study (Saunders, Lewis & Thornhill, 2007).

Primary data is by means of survey and structured questionnaire administered to the respondents from BTCBL selected for the study. Secondary data was used in this study consisted of existing literature on strategic planning of BTCBL, theories on strategic planning and strategic planning and banks performance.

The research instrument used for the study was a questionnaire comprised of open and closed questions.

The questionnaire consisted of both open ended and close-ended questions. Thus, in some cases, respondents were to choose the option that best reflected their opinions. The questionnaire afforded respondents much flexibility and privacy in answering the questions without any undue influence. The questionnaire was in simple and unambiguous language and as such, did not pose any problem as regards interpretation. The respondents were also assured the information would be kept confidential.

The responses to the item on the questionnaires were analyzed using frequencies and percentages, with the use of Statistical Package for Social Science (SPSS) Version 16.0. To ensure consistency, the responses in the questionnaires were edited and coded. The responses for the open-ended questions were grouped based on common ideas that the respondents expressed.

V. Findings/Suggestions

The principal findings of the study are as follows:

Although the strategic planning is the single most important function of the chief executive officer or the management and board of directors of the organization, the study showed that the management and board of directors involved the staff and clients during the preparation and implementation of the strategic planning of the Bia Torya Community Bank Ltd. Further, the study revealed that strategic planning support BTCL mission and vision. This is in support of the fact that the mission and vision of the organization are the major/main components of strategic planning.

The study also indicated that the respondents has fair understanding of the strategic planning as well as factors influencing strategic planning of the bank.

The findings also revealed that strategic planning best help in allocation of resources and allow the bank to out-think its competitors. In today's challenging business environment banks must be proactively react to change or be left behind. The change should be transformational, since strategic planning is fundamental to the development of competitive advantage.

The findings of the study showed that strategic planning improves human resource management and communication in the bank. Human resource planning is a strategic component of strategic planning; therefore human resource issues were completely dealt with and management communicates the strategic planning to staffs accordingly.

The findings of the study showed that the majority of the respondents maintained that strategic planning has helped in the improvement of team building among the banking staff. This has led to effective team building with clear responsibility and high level of commitment to the success of the strategic planning.

Finally, findings of the study showed that strategic planning improved products development and service delivery. The strategic planning encouraged the spirit of creativity and stimulates new ideas, which results in recognition of efforts and motivation. The principle of the customer is the "king" is best practiced, therefore the development of customer-tailored products to ensure the greatest customer satisfaction through excellence service delivery.

VI. Conclusion

Formulating and implementing a strategic plan in itself leaves a lot of unanswered questions. The impact of the strategic planning on performance of the banks critically needs to be measured. The present study has attempted to find out the extent to which strategic planning impacts on the performance of rural/community banks; a case study of Bia Torya Community Bank. The focus has been on a defined behavioural impact of the strategic planning on performance.

Previous studies on the impact of strategic planning on organisational performance over-stretched the emphasis on financial and economic indicators.

Balanced scorecard developed in the early 1990s provides a good measure for assessing an organizations' goals and progress to achieve them through the four major lenses (financial perspective, customer perspective, business processes and learning and growth perspectives). The main objective, however, is to assess how to achieve the strategic goals of the bank in question. It does not deal deeper into measuring the benchmarking impacts.

These conventional measures are nevertheless still very important but they are insufficient in measuring performance of rural/community banks. There may indeed be other crucial information, which the quantitative figures may not be able to show.

The present study stresses the need to take account of the behaviour-based impact of strategic planning on performance of rural/community banks. In other words, beyond the figures or numbers, other more qualitative factors or indicators must be assessed. It is only when this is done that a holistic view of the impact of strategic planning on organisational performance can be formed.

The evidence reported in this study indicates that strategic planning has a significant impact on performance of rural/community banks such as optimisation of the strategic perspective of the bank and support mission, objectives and goals of the bank. It can result in improved understanding of the bank's objectives and overall direction. It can facilitate implementation of bank's objectives and goals. The indicators for measuring impact as presented in this present study may be used by similar organisations such as commercial banks or business entities as a framework to measure staff perceptions of the impact of its strategic plan and the planning process on their organization's performance. In this way, the organisation may be able to provide justifications for the resources that are invested in strategic planning.

VII. Recommendations for Future Research

Integration of financial information and a critical appraisal of other indicators form a good basis for determining the impact of strategic planning on performance of rural/community banks. Based on the findings of the present study, the following recommendations were made; I recommend the management, staff and board of directors of the bank for good work done, I recommend that the management should caption the major departmental/sectional targets into slogans, displaying of bulleting form of targets of departmental/sectionals at offices to enhance the organizational culture as well as update of the annual financial reports information to streamline differences in ARB Apex Bank data , auditor report and data at the bank.

I suggest that further study might investigate the impact of strategic planning on performance of rural/community banks from a wide range of perspectives including financial, economic, organisational and stakeholder perspectives.

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Accurate Description and Logical Classification for the Purposes of Quantitative and Descriptive Disclosure of Corporate Social Responsibility in the Area of Workers' Rights: An Initiative to Enrich the CSR Thought

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Abstract- Corporate Social Responsibility (CSR) thought did not provide any distinct and precise definition of social responsibility in the area of workers' rights. As well as, this thought did not specify any characteristics of the activities, transactions, measures and procedures established, and adopted by the corporations to fulfill their commitment to the workers. As a result of this shortcoming, there is no any accurate classification of these activities, transactions, measures, and procedures that can contribute to understanding the dimensions of social responsibility in this area correctly. Therefore, as is well known, the intellectual inadequacy of any theory results in a confused understanding of the meaning of that theory. In fact, this is what the CSR thought is still suffering. As a result, it will be certain, the occurrence of misunderstandings and wrong practices" disclosing the corporate social performance in the field of human resources" about CSR in the area of workers' rights. In this study, all activities, transactions, measures, and procedures in force and expected to be followed by corporations to fulfill their commitment towards the rights of their workers were identified and classified in homogeneous groups" characterized by specific characteristics and common purposes ".

Keywords: corporate social responsibility (CSR).

GJMBR-A Classification: JEL Code: M10, J83

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Keywords: corporate social responsibility (CSR).

I. Introduction

Employees and workers in corporations are part of the national wealth of any country. Corporations rent their efforts to perform specific tasks. The corporations must protect, develop and maintain their leased human resources. This what is known as CSR towards employees and workers. The CSR must disclose to others to evaluate the extent of the commitment of corporations in this area. It is not acceptable for organizations to pay attention to their obligations to external parties such as society and the environment and neglect their social responsibilities towards their human resources. Attention to the human resource will enhance their social performance toward other stakeholders. Also, their responsible commitment to employees and workers is also a positive step towards instilling a culture of social responsibility in the organization as a whole. The man has now become the best resource for business organizations, and a large group of these individuals is intellectual capital(Knowledge Capital), for this reason, corporations have become more aware of the importance of enhancing their social responsibility in the area of workers' rights. Requirements for a commitment to social responsibility in the area of workers' rights and how to disclose to interested parties regarding the evaluation process is one of the issues faced by corporations. This study will address all issues related to the requirements for corporations' commitment to their social responsibility towards employees' rights and how to disclose such commitment, to remove any ambiguity or confusion is related to understanding and proper practice.

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II. CSR towards Workers and their Families "Historical Review"

Every year, on May 1, the world-especially the workers' movements, celebrates the International Labour Day in commemoration of the Chicago Massacre in the United States, where a number of workers were killed by the brutal suppression of the capitalist regime, which faced the workers' just demands using excessive brutality and causing a great many victims. Those demands and rights that were crushed by the American corporations and factories that were exploiting their muscular effort to produce profits for the bourgeois class, which in turn makes employers more wealthy in exchange for more poverty for the working class. Many years have passed since the Chicago Massacre, which was caused by workers 'demands to reduce working hours, and more than a century has passed since the

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celebration of the first World Workers' Day in New York City in 1882 *(El-Rifi,2017)*. International Labor Day means the triumph of the working class over fat cats "greedy employers" after centuries of struggle and conflict. The rights acquired by workers have become a focus of attention by corporations in modern times. They are part of the CSR towards workers. The following is a review of the evolution of CSR in the area of human resources "workers" over the past centuries and with the advent of the industrial revolution.

The history of humanity bitterly witnesses to the struggle of the working class throughout the world to gain its rights and dignity, that class - which suffered for a decent living from the oppression and injustice of employers for decades, has contributed significantly to the economic, social and political development that the world is witnessing now. Workers were the ones who ran the machines in the factories, dug the mines in the mountains, built the buildings, planted on the farms without respect for their humanity by their employers who were interested in filling their reservoirs with money without regard to the rights of their workers and respect them as human beings. History of humanity documented some manifestations of injustice and oppression suffered by the working class in the past periods, such as racial discrimination, inhuman treatment, stolen rights, unhealthy and unsafe work environments, lack of attention to psychological aspects of workers, etc. In most countries of the world, the working class and with the support of labor unions and through the organized strikes was able to put pressure on employers to improve its economic and social conditions. Those the strikes were often borne fruit.

In the 18th century, the smoke of factories was rising in the skies of Britain, announcing the beginning of the industrial revolution era. That revolution that swept the rest of the world as an epidemic did not pay attention to the rights of the working class. Working conditions were altogether poor and labor rights, not even on the horizon. *(See Botticelli, 2000; Fraser, 1984; King et al., 2001; Mathis; 2008:4).* All malpractices were present at that time such as child labor, long hours of work, persecution of women at work, etc. Charles Dickens accurately described the tragic living and working conditions in the industrial cities of the 19th century in his book under the title *Hard Times* in1854 *(Dickens, 1987: 33-34; Mathis;2008:5).*

Regulation concerning social, environmental, health, or other political issues did not exist or was in an embryonic stage at the beginning of the 19th century. Regulation concerning social, environmental, health, or other political issues did not exist or was in an embryonic stage at the beginning of the 19th century. Political (concerning economic policy) and economic liberalism were the dominant paradigms of the first part of the industrial revolution, especially in Great Britain *(Botticelli, 2000; Hahn, 1998; Mathis; 2008: 5).* Entrepreneurs were in a position to specify their policies on these issues without considering any other political or societal actors *(See King et al., 2001: 55-56; Botticelli, 2000: 82; Mathis;2008:5).* The only duty, they had was to pay taxes to the governmental authorities, regardless of which kind of regime was in place. State regulation was not able to protect workers. And workers could only hope for a paternalistic attitude by the entrepreneur. Social pressure resulting from severe working and living conditions in the first half of the 19th century culminated in the creation of early versions of trade unions, and socialist and communist parties all around Europe (*Mathis;2008:5*). This process was quite evident in Germany. The first organization representing the working class was the Federation of the Fair (*Bund der Gerechten*), renamed in 1847 into the Federation of Communists (*Kommunistenbund*). Further major foundings of German worker organizations occurred in 1863 (general German worker association), 1869 (Social-Democratic Labour Party), 1875 (Socialistic Labour Party of Germany- SAD) and 1891 (re-foundation of SAD as Social Democratic Party – SPD - of Germany) (*Fear, 2000; Mathis; 2008:5).* In contrast, the worker movement developed quite differently in Great Britain at that time where trade unionism was stronger than the political labor movement until the formation and growth of the Labour Party in the early years of the 20th century *(en.wikipedia.org/wiki/Trade_unions ; Botticelli, 2000: 82-84; Mathis;2008:6*). In general, it is said that severe working and living conditions found their expression in the foundation of trade unions and political parties all around Europe. As a consequence, these political bodies influenced the established political elites to react to the mounting social pressure. The political system did react, but slowly and only with minimal standards *(Mathis; 2008:6).* State regulation concerning social laws was slow to take real shape. For instance, Britain implemented the first effective social regulation in the early 1830s with the Factory Act and the Poor Law Amendment Act. The Factory Act of 1833 limited children's working hours in textile mills. Specifically, those under the age of 9 were prohibited from factory work, those under 13 could not work more than 9 hours a day and those over 13 but under 18 no more than 12 hours. This act was responsible for additional factory and mine regulation in the decades to come. Furthermore, by the 1840s, women could no longer be hired to drag coal out of mines. The working hours in the textile industry were reduced to 10 hours as was the standard in many other sectors. By the 1870s, trade union pressure limited workdays to 8 or 9 hours in many industries. The first German social law to be formulated was the Child Protection Law of 1839, which prohibited child labor under the age of 14. However, the implementation of the law was half-hearted. It took 14 years (1853) until proper implementation through the use of inspections was guaranteed. Another almost 30 years passed without additional social legislation. During the 1880s a number of major social laws were created such as a law on health insurance (1883), an additional law on the financial security of accident victims (1884), and a law on financial security of older and disabled people (Alters- und Invaliditaetssicherung, 1889) *(Adelmann, 1962; Mathis;2008:6).* However, through these newly implemented social laws did not guarantee a high rate of efficiency. Workers were only entitled to receive the pension if they had reached the age of 70 and had paid their dues for 30 years .Due to poor living and working conditions, however a significant number of workers never enjoyed the new social regulation *(Harenberg et al., 1983; Mathis; 2008:* 6). Hence, the lowest social class was still largely depending on the 'goodwill' of the entrepreneurs. There are examples even from the 18th century for business behavior surpassing the orthodox requirements (Religious instructions) of the time. For example from the beginning of the 18th century is the Quaker Lead Company which built towns in England for its workers*(Raistrick, 1988; Mathis; 2008: 7*). Other examples of paternalism are Robert Owen and Sir Titus Salt. Owen founded the factory of New Lanark (cotton mill) in 1799 to show that efficient production did not depend on salary pressure and repression concerning the factory workers. He limited the working days to 10.5 hours instead of the normal 13 to 14 hours, introduced health and pension insurance schemes, improved the houses of his workforce, and by the unsparing and benevolent exertion of his influence, trained them to habits of order, cleanliness, and thrift. He also opened a store where people could buy goods of the soundest quality at little more than cost price and the sale of drink was placed under the strictest supervision (alcoholism was a widespread problem of the time). Owen prohibited child labour under the age of 10 *(Reitz, 1970: 34-45; Encyclopedia Britannica, 1911a; Mathis; 2008:7*). Sir Titus Salt built a model village called Saltaire in 1850 to improve the living and working conditions of his workforce. Salt built 850 houses for his workers and other facilities such as a park, school, hospital, library, and a whole range of shops. Salt supported the reduction of working hours and was the first employer in the Bradford area to introduce the 10 hour day. However, it is mentioned that Salt opposed all legislation to limit child labor and refused permission for his workers to join trade unions (*Encyclopedia Britannica, 1911b; Mathis; 2008:7).* The Netherlands also has some pioneers concerning CSR. Diederich Gelderman (a textile manufacturer) and Willem Stork (a machine manufacturer) are examples of late 19th century socially aware entrepreneurs who implemented health care funds, saving funds, widow and orphan funds, pension and relief funds for their workers, and provided a kind of refresher education for children up to the age of 18. Another forerunner of the 19th century in the Netherlands was Jacques van Marken who paid his employees far more than the average daily wage. Van Marken gives a clear reason for his behavior: "Does the master who forgets the rights of the worker understand his self-interest? He is just as foolish as if he closed the steam valve of his machine to save coal" (*SER, 2001:24 25; Mathis; 2008: 7).* It can say that, Van Marken represents a classic paternalistic entrepreneur of his time, watching over the lives of his employees literally in a more comprehensive and humane manner. He provided facilities such as kindergarten, a craft school, a library with reading rooms, cooperative shops, recreation halls, and the company's weekly newspaper *(SER, 2001: 24-25; Mathis; 2008: 7-8)*. Alfred Krupp among other German entrepreneurs can also be seen as a forerunner about beyond law behavior. For instance, Krupp provided 6,000 homes for his employees in 1906. Major German companies in all industrial sectors introduced sickness, accident, and disability insurance as well as retirement benefits for whitecollar employees(White-collar Workers and Blue collar Workers: It was the style used to classify workers). Regulation mandated some policies; companies voluntarily introduced others (*Fear, 2000; Mathis; 2008: 8).* It has to be said that these entrepreneurs stand out of the norm which was more characterized by poor living and working conditions. However, rational considerations such as attracting and retaining a quality workforce-resulting in higher efficiency, were the motivation behind these initiatives. Heal (2005) also states that higher salaries, better housing, better education, and/or better health care leading to higher productivity were factors responsible for companies to engage in activities beyond regulation in the 19th century (*Heal, 2005: 1-23; SER, 2001: 24; Mathis; 2008: 8).* Another motivation for beyond regulation behavior was the awareness by employers that were steadily increasing the division of labor (Arbeitsteilung) resulted in a higher dependency of the employer towards the working class. Qualified workers were not that easy to find anymore. Hence, employers had a strong interest in binding a core working force to their company *(Fischer, 1978: 44; Mathis; 2008: 8*). Similar to political authorities of that time, entrepreneurs had an interest in keeping the social movement under control. Political and economic unrest was high on the agenda of the more radical wing of the worker movement. Apart from social legislation issued by the government, employers also tried to calm the situation by providing additional services on an individual basis. These kinds of activities by public and private actors prevented a major uprising against the political/economic system in Germany until the outbreak of the First World War in 1914 (*Puppke, 1966: 254; Mathis; 2008: 8).* Other motivation factors for corporate behavior beyond regulation were to a large extent religious values focused on ethical codes of conduct and political-economic rationality. Religious values found their expression in ethical treatment policies of customers and business relations in general, in philanthropic behavior in the right direction (wealthy business people sharing with the community), stewardship, and paternalism *(Steets et al., 2006; Micklethwait et al., 2003: 74-77; Mathis;2008:8).* Paternalism meant that the entrepreneur looked after his employees and provided them with better working conditions and other basic services. Entrepreneurs were well aware that social pressure from the lowest social classes of society which became bundled through the foundation of political organizations, would sooner or later result in regulation or social unrest *(See Micklethwait et al., 2003: 71-74; Bakan, 2005: 17; Mathis; 2008:8).* Hence, it made sense to them to anticipate upcoming social legislation and act in advance. More broadly speaking, one can observe a sample of action sequences: Public expectations concerning social regulation resulting from social pressures, for instance, did not immediately lead to social regulation. However, the social pressures resulted in the foundation of political organizations (parties and unions) which represented the interests of workers. After diffuse social expectations culminated in the foundation of various worker movement organizations, a political process towards social legislation began. In the time between mounting social pressures and their satisfaction through state social regulation, however business took the responsibility to act socially responsible (*Mathis; 2008:9*). For America, the period between 1896 and 1945 saw a crucial transition in the labor and working-class history of the United States. At its outset, Americans were working many more hours a day than the eight for which they had fought hard in the late 19th century. On average, Americans labored fifty four to sixty-three hours per week in dangerous working conditions (approximately 35,000 workers died in accidents annually at the turn of the century) (*Helgeson, 2016:1).*

In general, in Western countries, during the 18th century and until the early 19th century, working- class conditions were very difficult "long working hours and low wages", there are no rights to that class in the sense we see today "employing children, women and blacks in very harsh jobs with no health care for them". In those countries this was the most difficult period of the working class in the history of humanity. As a result of social pressure, some labor movements, now known as federations," unions", were established to exert pressure to obtain some rights for workers. In this period all the philanthropic contributions that were provided by the employers to the workers are personal initiatives were motivated by paternalism, where there were no laws to protect the rights of workers in that period. Employers' social responsibility towards workers is as voluntary initiatives with humanitarian motivations.

In the late 19th century and with the beginning of the twentieth century, the struggle between the working class and the employers increased in most industrialized countries. Governments and employers in those countries were aware of the seriousness of ignoring the rights and demands of the working class-which was, and still represents a large segment of society, and that it was inevitable to listen to its voice calling for social justice and the removal of injustice and oppression to which it is exposed. The ruling authorities were aware that political stability and economic development depend on meeting the demands of this category of people. There have been many bloody clashes among workers, employers and repressive government authorities. It is no longer possible to ignore the fact that the oppressed class was running the economy in industrialized countries. Employers realized that their economic interests were with workers, they were a source of their riches. Employers preferred to meet workers' demands rather than dispense with them-especially after the emergence of what is known as specialized work "work that needs special skill." With increasing numbers of labor movements, the emergence of human rights organizations did not previously know there, the development of trade union work, and with the escalation of strikes, clashes and the response of employers and political bodies, workers began gradually to acquire their rights over time in those countries. In 1948 the *United Nations* issued its famous Compact "Universal Declaration of Human Rights\ United Nations Global Compact" to promote freedom and the ultimate emancipation of the peoples from injustice and slavery (*for more information see United Nations).* This Declaration is the cornerstone of all domestic and international human rights laws. Reaffirming the fundamental principles of human rights at work, *the International Labor Organization* (ILO) issued in 1998 the Declaration on Fundamental Principles and Rights at Work. The ILO Declaration covers four main areas for the establishment of a social "floor" in the world of work:, freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; the elimination of discrimination in respect of employment and occupation *(for more information see ILO). The International Organization for Standardization* issued a set of standards regarding the work. For example, ISO 45001 sets the minimum standard of practice to protect employees worldwide" Occupational health and safety ISO 45001", ISO 26000 "Guidance on social responsibility," which includes some guidance regarding employees. In 2007 the World Health Assembly of the *World Health Organization* endorsed the Workers' health: global plan of action (GPA) to provide new impetus for action by the Member States. A global plan of action is based upon the 1996 World Health Assembly Global strategy for occupational health for all. The 2006 Stresa Declaration on Workers' Health, the 2006 Promotional framework for occupational health and safety convention (ILO Convention 187) and the 2005 Bangkok charter for health promotion in a globalized world also provide important points of orientation. The Global Plan of Action sets out five objectives: To devise and implement policy instruments on workers' health; To protect and promote health at the workplace; To promote the performance of, and access to, occupational health services; To provide and communicate evidence for action and practice; To incorporate workers' health into other policies. (*WHO, 2010).* As well as, *Child Protection Organizations*" *UNICEF/Save the Children*" have played a role in combating child labor. *Women's protection organizations* have contributed to the strengthening of the rights of working women.

In the modern era, corporations have become interested in applying and respecting all human rights provisions and laws in the workplace as part of their social responsibility towards their employees and the community in which they operate, where non compliance is considered subject to criticism and accountability for them, especially in developed countries. Human rights laws at work and the pressures applied to corporations by governments, organizations and other bodies in countries contributed to the establishment of the rules of corporate social responsibility towards those working in the field of respect for human rights. Where corporations have become interested in developing the skills of their employees, improving the working environment, improving the wages, providing the security and safety equipment for them during the performance of their work, the prohibition of racial discrimination among them, commitment to non-employment of children, respect for women's rights, etc. Respect for human rights at work by corporations in our modern era is part of the social responsibility that these corporations must commit to society.

III. Highlight the Problem

Disclosure of Corporate Social Responsibility "Corporate Social Performance "whether in the form of reports attached to the financial statements or periodic bulletins issued by corporations in various media is a tool to evaluate the performance of these corporations by all parties interested in that performance. If the disclosure process is incorrect or incomplete, the results will be misleading. Where lack of knowledge, direction, and guidance may contribute to the occurrence of this outcome. CSR thought is rather modern in comparison to other administrative specialties. It is still in the stages of theoretical establishing. As a result, this thought suffers from some shortcomings in many conceptual aspects that confuse the practice of this thought on the ground. One of the most issues and problems that hinder the understanding of this thought and benefit from its content optimally is the lack of a clear and precise definition of corporate social responsibility in the area of workers' rights. As well as, Lack of criteria to distinguish\discriminate the activities, transactions, measures, and procedures that should be included in the lists and reports of disclosure of corporate social responsibility towards employees as one of the main areas of corporate social responsibility. As a result of this shortcoming, it will be certain that, corporations will disclose their performance in this area in a non comprehensive and non- objective manner. And a confirmation of the validity of this expectation, and as part of this study, the researcher designed a questionnaire list covering all activities, transactions, measures, and procedures established\adopted and expected to be followed by the corporations to fulfill their commitment to the workers , and they are the same as those referred to in the initiative of this study. This list submitted to 10 financial managers in 10 industrial corporations in the city of Benghazi - Libya in 2018 to identify any activities, transactions, measures, and procedures that could be included within the corporate social responsibility scope in the area of workers' rights, and which should be included in the lists of social performance disclosure and the other that must be excluded from this area. The result was disappointing. The financial managers' correct answers were from 65 to 73%. Managers' answers were not good, this means that the process of disclosing social performance in the area of workers' rights of these corporations will also be disappointing. The shortcomings referred to in this study are the main factor underlying this finding.

As long as there are no criteria to distinguish and identify the activities, transactions, measures, and procedures that must be included within lists and reports on the disclosure of corporate social responsibility towards employees, it will be expected that, the disclosure process may carry with it serious errors that affect the process of evaluating the social performance of corporations in this area. As well as, the neglect of the descriptive disclosure (non-quantitative)- as was clear from the responses of the financial managers in the questionnaire lists, will contribute to showing an incomplete statement about corporate social performance. Of the mistakes made by those managers in the questionnaire lists, such as but not limited to, the inclusion of salaries of employees within the schedule of disclosure of the social performance of corporations as a social cost. The process of including the employees' salaries is a fatal mistake. Employees' salaries are an economic cost. However, what should be disclosed in the non-quantitative disclosure reports on the social performance of corporations is the obligation of these corporations to pay fair salaries consistent with the effort, time and standard of living in the countries in which these corporations work. The procedure followed by corporations in the employment process is the advertisement of vacancies in the means of advertising. Financial managers excluded this procedure from the scope of corporate social responsibility disclosure in the area of workers' rights. Exclusion of the announcement of vacancies from the disclosure process is another fatal mistake. This procedure will be preferred to be disclosed quantitatively and qualitatively. Quantitative disclosure will reflect the sacrifice incurred by corporations to achieve justice and equality among members of society. The cost of advertising is a social cost. It is the material aspect. Descriptive disclosure will reflect the moral aspect, the moral obligation by corporations to achieve justice and equality among members of society. Also, the researcher noted in some writings, listing, and classification of the employment of disabled persons within the activities related to the area of workers. Classification of employment of disabled persons within the field of workers' rights is also a grave mistake. Where the area of interaction with the issues and aspirations of society must include activities related to the employment of disabled persons, not within the area of workers' rights. And to avoid such failures that may affect the results of the evaluation process of corporate social performance, the concept of social responsibility in this area must be correctly understood. The means to achieve this is what this study will include.

IV. Solve the Problem "An Initiative"

Almost all the activities, procedures, procedures, and procedures that are in place and expected to be followed by corporations in range their commitment to their social responsibility towards employees have specified and described. And through careful examination of the content and nature of such activities, transactions, measures, and procedures show that there is a possibility to classify them into homogeneous groups with certain characteristics " one nature and a common purpose". Those groups are selection of employees; workers' incorporeal and material rights; appropriate working environment; health and safety of workers; developing and training workers; workers and their families as one entity. "improving the quality of life for workers and their families "; working woman rights." additional rights of working woman ." As a result, depending on the characteristics of those groups, the criteria for discrimination can be determined to exclude or include activities, transactions, measures, and procedures within the scope of corporate social responsibility in the area of workers' rights. Those derived criteria are social justice; incorporeal and material rights; an appropriate environment; protection; development; improving the quality of life; additional rights due to sex. With a statement of any activities, transactions, measures and procedures which must be disclosed quantitatively, and others which must be disclosed descriptively.

a) *The objective of the study*

This theoretical study aims to answer the following questions:

In theory, how can CSR" in the area of workers' rights" be defined in a precise manner that contributes to the removal of any confusion related to understanding the meaning of CSR in this area to disclose the social performance in this area in a more precise and comprehensive way**?**.... How to classify the activities, transactions, measures and procedures followed and expected to be followed by corporations to meet the requirements of their social responsibility towards workers in such a way as to contribute to the extraction or innovation of discrimination criteria that will assist in the disclosure of social performance in a correct manner in the area of workers' rights?..

b) *The importance of the study*

This theoretical study classified activities, transactions, measures and procedures established and adopted or expected to be followed by the corporations in an unprecedented manner. Through this classification, CSR in the area of workers' rights has been defined with extreme precision, also, defining the criteria for distinguishing those activities, transactions, measures, and procedures established by the corporations to fulfill their commitment to the workers. This an initiative (classification; defining the criteria for distinguishing) reflects the content of this study. And it is through this content that the importance of this study can be deduced and identified in the following points:

1) The content of this study provides a clear and accurate vision of corporate social responsibility in the field of workers' rights. As a result, this study will contribute to removing any ambiguity or confusion for all interested parties" whether at the scientific or practical level" on corporate social responsibility in the field of human resources;
2) To establish a deep understanding of the nature of corporate social responsibility in the field of workers' rights through the characteristics of sub-areas "homogeneous groups of activities, transactions, measures, and procedures" and the criteria for distinguishing proposed in this study;
3) The content of this study can be used as an indicative guide by corporations in the processes of comprehensive disclosure of their social responsibility towards their employees in a manner that achieves the purpose of the disclosure process.

c) *The methodology of the study*

This study is a theoretical study. It is just a personal initiative to enrich CSR thought. The idea of this initiative depends on the identification of all activities, transactions, measures, and procedures in force and expected to be followed by corporations to fulfill their commitment to workers' rights, and then classify them into homogeneous groups" that are characterized by specific characteristics and common purposes." Through these homogeneous groups, a set of criteria can be identified to distinguish activities, transactions, measures, and procedures which should be included in lists and reports of the disclosure of corporate social responsibility in the field of workers' rights.

To achieve the objective of this study, The study methodology is embodied in the following stages: Identification of all the activities, transactions, measures and procedures that are in force and expected to be followed by corporations to comply with their social responsibility towards employees, which should be included within the domain of disclosure of the social performance; Classification of those activities, transactions, measures and procedures into homogeneous groups of "one nature and a common purpose", through which sub-areas can be derived for the main area" workers' rights", and definition of the criteria to distinguish those activities, transactions, measures and procedures; A statement of how the comprehensive disclosure" descriptive and quantitative " of the social performance of corporations in a correct and accurate manner .

V. The Area of Workers and their Families as a Main Area

This area includes a statement of how to avoid the impact of the activities of corporations on people who work as human resources and who contribute effectively to the achievement of the objectives of those corporations. Therefore, this area shows how to protect this resource and develop it and safeguard its rights by the corporations in which it works, like a rented resource from the community, which must be preserved and maintained.

a) Definition of CSR in this area

The researcher defines this area as follows: It is all the activities, transactions, procedure established, measures, behaviors, and actions that the corporations are committed to implementing them towards the employees -and who wish to work in those corporations, like a rented resource from the community must be developed and protected and safeguarded rights, by committing to a range of activities, transactions, measures, procedures established and actions *that are supposed to achieve* social justice for them, *ensure* their physical and moral rights and safety during the exercise of their duties, *maintain* their human dignity, *move* them from the state of ignorance to the state of knowledge, *support* them in caring for their families, *consider* their abilities according to the nature of their sex and *improve* the quality of life for them and their families in the present and future. This obligation is voluntary or compulsory "compliance with local laws and compacts issued by human rights organizations, the International Labor Organization, the World Health Organization, etc."

b) Sub-areas of the Area of Workers' Rights and their Families

Through the main area "Workers' Rights And Their Families" for indicative classification and accurate description, a set of sub-areas can be derived. These areas will include a homogeneous set (a harmonious set)of activities, measures, and procedures established/followed by corporations consistent with the nature of those areas. Those areas are Selection of employees; Workers' Incorporeal And Material Rights; Appropriate Working Environment; Health And Safety Of Workers; Developing And Training Workers; Workers And Their Families As OneEntity."Improving the quality of life for workers and their families ";Working Woman Rights." additional rights ."

1) Selection of Employees

This area indicates that the employment process must be by the criteria of Justice and Equality. To achieve this goal, corporations must adhere to their social responsibility by implementing the following instructions and guidelines: Advertising must be in all available and most popular means for vacancies. Determining the admission requirements for employment in the announcement. Defining the employee's duties and rights accurately in the advertisement. The commitment not to monopolize the human minds presented in the labor market. Giving the announcement enough time to prepare for all tests. Passing the tests and personal interviews as fair criteria for obtaining the job. Non-employment of children and illegal immigrants. Equal opportunities for both sexes" for men and women." Non-employment of women in jobs that are not commensurate with their physical abilities. Not to employ those accused of criminal cases unless they have been rehabilitated. Taking into account "psychological and physical" aspects of the applicants. The anti-racial discrimination "by race, sex or religion." Fair employment opportunities for oppressed minorities in societies. Advertising the results of the selection in the means of advertising. The commitment not to withdraw workers from other companies by malignant means.

2) Workers ' Incorporeal and Material Rights

This area refers to all financial rights as well as non-financial rights or what is known as moral rights (promotion and incentives, freedom of association, anti-persecution, slavery and forced labor, respect for human dignity, etc.). These rights are guaranteed and supported by local and international laws and compacts, which corporations must abide by in the area of workers' rights. To achieve this goal, corporations can adhere to their social responsibility by implementing the following instructions, guidelines, activities, procedure, and measures such as daily working hours do not exceed reasonable limits. Fair salaries that correspond to the effort and standard of living in the country. Periods of rest for workers during the daily working hours. Paid vacation weekend. Paid emergency vacation (do not exceed 12 days per year, in accordance with the Libyan Labor Relations Act No. 12 of 2010). Paid sick leave. Annual paid leave. Paid marriage vacation. Paid Hajj Vacation to Muslims by corporations. For overtime" increase in salaries resulting from overtime." High salaries must pay for evening and night shifts. Accommodation and daily subsistence allowance (compensation)" work assignments require a temporary residence outside the family in other cities and regions." Hazard premium "hazardous occupations allowance." Payment of subscriptions of the social security for employees (in Libya, corporations and staff incur such subscriptions, for the benefit of workers, according to the Libyan social Security Act.). Promotions according to efficiency standards. Compensation of workers as a result of work injuries or occupational diseases. Honoring outstanding and creative workers at work by their bosses. Corporations should allow workers to participate in decision- making. Freedom to belong to trade unions, human rights organizations, and environmental protection organizations. Corporations should allow workers to establish associations and trade union federations defending workers' rights at work. Elimination of all forms of forced or compulsory labor. The Elimination of all shapes of racial discrimination and the manifestations of slavery and exploitation.

3) Appropriate Working Environment

This area refers to the need to create an environment conducive at work that can contribute to improving the performance and productivity of workers. Creating an appropriate working environment is not limited to providing of material (tangible) things, but that environment must include other non-physical aspects such as the harmony among workers" in a family environment and social atmosphere of peace, respect, happiness, love ,and understanding," and the psychological satisfaction at working etc. To achieve an appropriate environment at work, corporations must adhere to their social responsibility towards workers by implementing the following instructions and guidelines such as air conditioning at work places. Daily cleaning of work-places "offices/squares/toilets etc." The need to provide suitable lighting at workplaces. Furnishing offices and workplaces with all equipment and tools. Contributing to resolving personal disputes and creating a spirit of love among employees. Prevention of harassment and ill-treatment at the workplace. Supporting programs and activities of social solidarity among employees. Providing meals and drinks to employees. Support annual meetings of workers. Places to rest.

4) Health and Safety of Workers

This area refers to all the activities, procedures established and measures adopted by the corporations, which aim to achieve the health and safety of the employees while performing their duties at the workplaces, and the other, which guarantees them health during the period of their contracts with the corporations "medical insurance", in compliance with the directives and guidances of local and international labor organizations and local and international health organizations, which will provide Physical protection (the health and safety)for employees of the corporations in which they operate, especially in hazardous industries. To achieve health and safety of workers, corporations can adhere to their social responsibility towards workers by implementing the following instructions and guidelines such as medical insurance for workers. Treatment of work injuries. Adherence to WHO guidelines and recommendations on hazardous occupations. A pharmacy, and ambulance and emergency unit in the workplace. Indicative/ Steering plates (Do not approach/Do not touch/Danger/To the right/to the left etc.). Special places for smoking. Emergency exits (channels for the exit of workers in case of emergency, such as fires/earthquakes etc.). Periodic medical examination of workers "especially in hazardous occupations." Security & safety equipment (Fire Extinguishers/Water Hoses Systems. etc). Preventing noise pollution within the workplaces. Providing the clothing suitable for the nature of the work (shoes/gloves/masks/headcoverings/anti-radiation glass es etc.). Providing the manual equipment to ensure the professional safety of workers while performing their duties (nippers/Cutters .etc.).

5) Developing and Training Workers

This area refers to all the activities, procedures and measures adopted by the corporations regarding the development and refinement of the professional skills of human resources to transfer them from a state of ignorance to a state of knowledge and understanding. Training is one of the most important means on which the corporation depends to achieve the alignment of job requirements with the abilities and skills of individuals to increase productivity. It aims mainly at developing the capabilities of individuals. Training has become an essential tool for all corporations wishing to improve their productivity. In general, it is the development of human capital in society. Workers are part of the society in which they live, developing their mental abilities means developing that community. The social role played by corporations towards that class of society, "the class of workers" lies in the transition from ignorance to knowledge, from poor performance to outstanding performance. Where the positive reflections of those activities exceed the walls of those corporations. Given the importance of these activities in the development of societies and their economic sectors, these activities have become part of the corporate social responsibility. To achieve this end," development and training of workers," corporations can adhere to their social responsibility towards workers by implementing the following activities, procedure, measures ,and actions such as paid study and research vacation or without remuneration, while retaining the post. Full time for study purpose" paid or unpaid". Supporting the participation of workers in international scientific conferences. Sending workers to training courses abroad. Sending workers for postgraduate studies abroad. Sending workers to local courses in English language, computer and other specializations related to work. Payment of the cost of study in the evening for employees. Adopting employees' ideas and their scientific proposals.

6) Workers and their Families as one Entity."Improving the quality of life for workers and their families."

This area refers to all activities, transactions, measures, and procedures established and followed by corporations, that contribute to strengthening the economic conditions of workers(achieving some economic gains and savings) and then improving the quality of life and the adequate standard of living for them and their families. It should be noted that, World Business Council for Sustainable Development- in its definition of CSR, explicitly referred to the need to pay attention to the families of workers" *Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"(WBCSD,2000).* It is also known that. Workers work to support their families economically by providing their daily living needs, and any improvement in a level of the economic situations of workers - resulting from additional economic gains or economic savings obtained from the corporations in which they work, will reflect positively on the quality of life and well-being of their families, and thus on the level of loyalty of the workers to the corporations in which they work. As a result of the close and strong relationship between workers and their families, and the impact of that relationship on the level of their loyalty to their corporations, corporations have become increasingly concerned with activities that contribute to enhancing the well-being and quality of life for workers and their families "as one entity." To achieve this end," improving the quality of life for workers and their families," corporations can adhere to their social responsibility towards workers by implementing the following activities, procedure, measures ,and actions such as personal advances without interest "in installments convenient." Subsidies for workers. The distribution of part of the profits to employees "as an incentive for them." Family allowance for "wife and children." War bonus (allowance)/Housing allowance/A cost of living allowance. Encouraging financial incentives "Economic support for workers." Medical insurance for the families of workers "wife, children and parents." Prepaid salaries. Financial support for tourist trips for workers and their families. Establishment of the cultural, social and sports clubs for workers and their families. Support the celebrations of workers and their families on national and religious holidays. Buses to transport workers from and to the workplaces. Housing loans for employees. Nursery school for workers' children. Suitable accommodation for workers. Pay electricity, water ,and telephone bills on behalf of employees. Cars for managers and department heads for public and private use. Paying the costs of maintaining the cars of managers and heads of departments in addition to fuel, oil and washing. Mobile phones for managers and department heads with recharging service. Allowing employees to use corporation phones for special purposes such as home calls. Salaries of families of martyrs and missing persons in wars. Subsidies for families of workers in the event of natural disasters.

7) Working Woman Rights "additional rights."

Working women must have all the material and moral rights as men without any discrimination. The nature of the woman and its physical abilities are naturally different from man. This property imposes additional rights in line with its nature as a female. This area refers to all the additional rights of working woman that are imposed by its nature and physical abilities. To fulfill the additional rights of working woman, as one of the CSR areas, corporations must adhere to the implementation of the following measures and procedures such as pregnancy and maternity" Birth " paid leave. Paid wages for breastfeeding hours" The practice of motherhood at work." Comfortable work during pregnancy.

c) Comprehensive Disclosure (Quantitative and Descriptive)

Intended comprehensive disclosure in this study is quantitative disclosure and descriptive\non-quantitative disclosure. There are many activities and social transactions committed by corporations towards workers in the framework of their social responsibility, which entails incurring financial expenditures to complete them such as "employee training expenditures, paid leave etc.," this type of activities and transactions must be quantitatively disclosed in the financial statements related to the social performance of these corporations. Financial disclosure of social performance is known as quantitative disclosure. Descriptive disclosure is used to explain some ambiguous aspects that are quantitatively disclosed, or to refer to activities, measures and social procedures (*of a social nature in the framework corporate social responsibility*) that do not require financial expenditures such as allowing the establishment of associations and trade union federations defending workers' rights. It is complementary to quantitative disclosure.

Corporations should not neglect descriptive disclosure (non- quantitative disclosure), to have a chance for a fair evaluation of their social performance. The negligence of descriptive disclosure by corporations is considered a serious mistake in practice, especially in developed countries where the social performance of corporations has become an influential factor in the decisions and reactions of many stakeholders such as consumers, investors etc.

d) *Criteria to Distinguish Activities, Transactions, Measures and Social Procedures in the Area of Workers' Rights*

In this study, all activities, transactions, measures, and procedures are classified in homogeneous groups, " one nature and a common purpose," each group has a specific feature/property. Those characteristics or features are social justice; incorporeal and material rights; the appropriate environment; protection; development; improving the quality of life; additional rights due to sex. For example, sub-area " selection of employees" includes all activities, transactions, measures ,and procedures that contain in their content the property of equity and equality. This property can be used as a criterion to distinguish activities, transactions, measures ,and procedures that must be included in (or excluded from) the list of disclosure of social performance in the area of workers' rights, and which should be included within the scope of corporate social responsibility in this area.

The area of development and training of workers as a sub-area includes all activities, transactions, measures, and procedures that contain in their content the development property to transfer employees and workers from the state of ignorance to the state of knowledge. This property can be used as a criterion to distinguish activities, transactions, measures ,and procedures that must be included in (or excluded from) the list of disclosure of social performance in the area of workers' rights, and which should be included within the scope of corporate social responsibility in this area, and so on.

1) The Criterion of Social Justice

Social justice is a political and philosophical concept which holds that all people should have equal access to wealth, health, well-being, justice, and opportunity (Investopedia). Social justice means that all members of society enjoy a fair treatment in their society in which they live during their seeking to achieve their personal goals and to meet their living needs in a manner that ensures their satisfaction with that society. This standard refers to all transactions, measures, and procedures followed by corporations that contribute to the achievement of social justice among members of a single human society, whether "during the recruitment/ employment process" or among the employees included within the functional staff of those corporations. Social justice means not discriminating among members of society-job-seekers, based on sex, color, race or religion. The recruitment/employment process should be based on the criteria of equity and equality adopted in the selection of employees\workers such as tests, interviews, qualifications and practical experience. Social justice also means corporations' commitment toward their employees and workers by providing equal opportunities in material and incorporeal/moral rights. Social justice means a person's satisfaction with decisions taken that affect his or her being as a human being. Therefore, any transaction or procedure, its essence is characterized by justice ,and social equality must be included in the list of disclosure of social responsibility in the area of workers' rights.

2) The Criterion of Incorporeal and Material Rights

Workers' rights are divided into two parts: material rights "financial" and incorporeal rights "non-financial." The intended rights in the field of corporate social responsibility are the fair rights received by workers and employees in return for their performance of their work and duties which make them feel satisfied with their corporations where they work. This standard refers to all transactions involving the fair financial rights received by workers and which correspond to the effort and time spent "fair salaries"; The fair financial rights that workers receive for the effort and the extra time; The financial rights received by workers during the temporary cessation of productive activity "holidays and vacations"; Financial support for all plans and programs that ensure the decent life of workers when they are unable to work; Fair/catalytic financial rights required by the nature of the work "risk premium". This standard also includes all activities, measures and procedures that contribute to the promotion/ strengthening of workers' moral rights, which affect their level of loyalty and satisfaction with work, which are directly related to their feelings and sensations as human beings "such as the promotion of freedoms, respect for their human dignity and feelings, respect their creative abilities, appreciating their effort and dedication in performing their duties (moral encouragement), Promotions in the career ladder in accordance with the standards of justice. Accordingly, all activities, transactions, measures, and procedures which include their content these characteristics, which must be included within the scope of the disclosure of the social performance of corporations in the area of workers' rights.

3) The Criterion of an Appropriate Environment

The term of working environment refers to the location in which a particular task is completed. The working environment includes the actual location of the work, as well as the surrounding environment of the workplace (external environment). The ideal work environment includes the physical aspects such as the location of work, lighting, ventilation, furnishing and daily cleanliness of the place and other facilities such as restrooms, bathrooms etc., also includes intimate human relations at work, the friendly relation between workers, and workers and leaders. The work environment includes everything that surrounds the individual in his work and affects his behavior and performance, and his inclination towards his work, the group that works with it, his/her management and the project to which he/she belongs. When we look at the number of hours per day, that they are spent in our businesses, whether governmental or private, we will realize, that we spend many hours in working compared to what we spend in our homes without counting the hours of sleep. Therefore, it will be necessary to have a healthy, attractive, positive and friendly work environment, through which the employee, whatever his\her job and responsibilities, can do his/her best, and can offer his/her all skills and expertise. The working environment in order to be appropriate, it must achieve job satisfaction for workers in their organizations. The ideal environment for any employee is his\her sense of belonging to the place where he\she works, and his sense that, that place is part of it, he\she is a member in the working family, this makes him\her feel reassured and satisfied with the place where he\she works and he\she will give the place maximum productivity. Improvement of the work environment is very necessary and positively influential in the morale of the workers, their attitudes and behavior, which in turn affect their productivity. The group of facilities and services enjoyed by the worker in the workplace to run his/her work in a way that motivates him and increases his desire to work with high productivity leads to achieve the maximum possible goals of the project. This standard refers to all activities, transactions, measures, and procedures that contribute to improving the working environment, whether material or moral, which contribute directly or indirectly to increase the productivity of the worker and achieve the highest degree of loyalty to the job "loyalty of employees to their organizations in which they work." Accordingly, all activities, transactions, measures, and procedures that include these characteristics must be included within the scope of the disclosure of the social performance of corporations in the area of workers' rights.

4) The Criterion of Protection

Occupational safety and health is a field that is concerned with the preservation of human health and safety, by providing safe working environments free from the causes of accidents, injuries or occupational diseases. Occupational safety is also defined as a set of procedures and protective needs that are taken to ensure the safety and health of workers while they are at work. Occupational safety is also defined as the protection of workers from work-related injuries. Occupational health is defined as the absence/freedom of workers from physical or psychiatric illness related to work. The safe environment is the working environment that has the necessary conditions to provide safety and health for workers. Providing a safe and risk-free work environment at the industrial corporation and upgrading the efficiency of the means of prevention will undoubtedly reduce injuries and occupational diseases and protect workers from accidents , thus reducing the number of work hours lost as a result of absence due to illness or injury, as well as reducing the costs of treatment , rehabilitation and compensations for occupational diseases and injuries, which will reflect on improving and increasing the level of work performance and strengthening the economic strength of the state. In the modern era, corporations have become concerned with protecting workers from work injuries and diseases and spend a lot of money to achieve this purpose due to the importance of this issue and its seriousness. Corporations consider this attention part of their social responsibility towards employees and workers that must be adhered to according to a deliberate strategy. Accordingly, all activities, transactions, measures and procedures that contain in their content the protection of workers and employees from injuries and occupational diseases, and the provision of a safe working environment should be included within the scope of corporate social responsibility in the area of workers' rights and lists of disclosure of the social performance of corporations in this area.

5) The Criterion of Development

Training has an effective and great role in developing individuals to increase their productivity. It provides them with information that helps them achieve their goals and develop their skills and abilities. It also has a major role in modifying behavior, trends and attitudes, due to the information and ideas acquired by the individual that make him/her change his/her behavior for the better. Training and raising the efficiency of workers are one of the methods that will increase the level of knowledge of workers in order to manage their work in a productive manner, and not only that, where training contributes to increasing the level of employee loyalty to his/her corporation, it gives him/her a sense of his/her importance in achieving its goals and success and not just that he/she is an employee. Training means transferring of workers and employees from the state of ignorance to the state of knowledge and improving the level of performance, and that is why corporations spend a lot of money in this area. Therefore, all activities, transactions and procedures that contain in their content the development of workers and employees to move them from the state of ignorance to the state of knowledge should be included within the scope of corporate social responsibility in the area of employees rights and lists of disclosure of the social performance of corporations in this area.

6) The Criterion of Improving Quality of Life

Corporations are no longer limited to paying the customary rights of employees such as salaries, where salaries are no longer the only incentive to gain the loyalty of employees. In fact, at present, almost all corporations incur additional expenditures to earn workers' loyalty to ensure that their objectives are achieved in competitive markets. Corporations have become aware of the importance of taking into account the close relationship between employees and their families. The attention is no longer focused solely on workers, but rather includes their families to gain the highest level of employee loyalty towards their corporations. In fact, in our modern era, corporations have become committed to providing economic support to workers and their families(direct support and indirect support such as economic savings), to achieve invisible goals. As is known, the economic support provided to workers and their families will contribute to the achievement a measure of happiness and welfare for them and their families, and thus contributes to maximizing their loyalty level to their corporations, this is the desired purpose. All activities, transactions, measures and procedures that contribute to improving the quality of life of employees and their families should be included in the list of disclosure of the social performance of corporations in the area of workers' rights and within the scope of corporate social responsibility in this area.

7) The Criterion of Additional Rights Due to Sex

Attaining equality between women and men and eliminating all forms of discrimination against women are fundamental human rights and United Nations values (UN,2014:1). Women have many prerogatives, one of which is to earn a living with dignity. This right is guaranteed by international human rights conventions and compacts based on the principle of recognition of the fundamental rights of all persons. In modern times, women have fully gained their rights to the work. Women have a different special nature than men. That nature imposed a set of additional prerogatives for working women, which must be adhered to by corporations. All laws in most countries of the world have been granted to working women all the rights consistent with their nature as a female. Working women have the right to marry, to be pregnant and to have access to health care during pregnancyand related leave. Also, as one of the rights of working women is to obtain jobs commensurate with their physical capacity as a woman. The working woman has enjoyed all the rights that men receive in business organizations, as well as some additional rights imposed by the nature of women as females. This standard refers to all the extra rights that a working woman receives as a result of her nature as a female and her physical ability, which should be indicated in the lists and reports of the disclosure of the social performance of corporations in the area of workers' rights, which should be included within the scope of corporate social responsibility in this area.

VI. Conclusion

This study classified activities, transactions, measures, and procedures established and adopted or expected to be followed by the corporations into homogeneous groups in an unprecedented manner, that are characterized by specific characteristics and common purposes, through which a set of sub-areas is derived from the main area(area of workers' rights). Also, through these characteristics, the researcher concluded a set of criteria for discriminating between activities, transactions, measures and procedures which should be included in the lists and disclosure reports of social performance in the area of workers' rights and the other that must be excluded.

Through the classification proposed in this study, the state of confusion related to understanding the role of CSR in the area of workers' rights can be removed. The proposed classification will contribute to an understanding of the role of CSR towards workers and their families in a more accurate and comprehensive manner. As well as, the content of this initiative can be used as an indicative guide by corporations for descriptive\non-quantitative or quantitative disclosure of their social performance.

Appendix

A statement of how to classify activities, transactions, measures, and procedures in force and expected to be followed by corporations to achieve comprehensive disclosure "Quantitative and Descriptive" in the field of workers' rights Quantitative disclosure should be supported by descriptive disclosure.

Items of Quantitative Disclosure: The cost of the advertising in all available and most popular means for vacancies Paid vacation weekend. Paid sick leave. Annual paid leave. Paid emergency vacation. Paid marriage vacation. Paid Hajj Vacation for Muslims. For overtime" increase in salaries resulting from overtime." High salaries should be paid for evening and night shifts. Accommodation and daily subsistence allowance (compensation " work assignments require a temporary residence outside the family in other cities and regions. "Hazard premium "hazardous occupations allowance." Payment of subscriptions of the social security for employees (in Libya, corporations and staff contribute to the payment of those subscriptions, for the benefit of staff, according to the Libyan social Security Act.). Compensation of workers as a result of work injuries or occupational diseases. Air conditioning at work- places. Daily cleaning of workplaces "offices/squares/toilets etc.." Lighting is suitable at work-places. Furnishing offices and workplaces with all equipment and tools. Supporting programs and activities of social solidarity among employees. Providing meals and drinks to employees. Support annual meetings of workers. Medical insurance for workers. Treatment of work injuries. A Pharmacy, and Ambulance and Emergency Unit in the workplace" costs." Indicative/ Steering plates (Do not approach/Do not touch/Danger/To the right/ to the left etc.). Special places for smoking" costs. "Periodic medical examination of workers "especially in hazardous occupations." Security & Safety Equipment (Fire Extinguishers/Water Hoses Systems etc.). Preventing noise pollution within the workplaces" costs ". Providing the clothing suitable for the nature of the work (shoes/gloves/masks/headcoverings/anti-radiation glass -es etc.). Providing the manual equipment to ensure the professional safety of workers while performing their duties (nippers/Cutters etc. Paid Study and research Vacation. Full time for study purpose" Paid." Supporting the participation of workers in international scientific conferences. Sending workers to training courses abroad" costs." Sending workers for postgraduate studies abroad" costs."Sending workers to local courses in English language, computer and other specializations related to work" costs." Payment of the cost of study in the evening for employees. Personal advances without interest "in installments are convenient." Subsidies for workers. The distribution of part of the profits to employees "as an incentive for them." Family allowance for "wife and children". War bonus (allowance)/ Housing allowance/A cost of living allowance. Encouraging financial incentives "Economic support for workers." Medical insurance for the families of workers "wife, children and parents." Prepaid salaries. Financial support for tourist trips for workers and their families. Establishment of the cultural , social and sports clubs for workers and their families. Support the celebrations of workers and their families on national and religious holidays. Buses to transport workers from and to the workplaces. Housing loans for employees. Nursery school for workers' children. Suitable accommodation for workers. Pay electricity, water and telephone bills on behalf of employees. Cars for managers and department heads for public and private use. Paying the costs of maintaining the cars of managers and heads of departments in addition to fuel, oil and washing. Mobile phones for managers and department heads with recharging service. Allowing employees to use corporation phones for special purposes such as home calls. Salaries of families of martyrs and missing persons in wars. Subsidies for families of workers in the event of natural disasters. Pregnancy and maternity" Birth "paid leave. Paid wages for breastfeeding hours" The practice of motherhood at work."Comfortable work during pregnancy

Items of Descriptive Disclosure: Advertising in all available and most popular means for vacancies. Determining the admission requirements for employment in the advertisement. Defining the employee's duties and rights accurately in the advertisement. Non-monopoly of human minds offered in the labor market." Giving the announcement enough time to prepare for all tests. Passing the tests and personal interviews as fair criteria for obtaining the job. Non-employment of children and illegal immigrants. Equal opportunities for both sexes" for men and women." Non-employment of women in jobs that are not commensurate with their physical abilities. Not to employ those accused of criminal cases unless they have been rehabilitated. Taking into account "psychological and physical" aspects of the applicants. The anti-racial discrimination "by race, sex or religion. "Fair employment opportunities for oppressed minorities in societies. Advertising the results of the selection in the means of advertising. Not to withdraw workers from other companies by unfair means. Daily working hours do not exceed reasonable limits. Fair salaries that correspond to the effort and standard of living in the country. Taking into account breaks during work. Promotions according to efficiency standards. Honoring outstanding and creative workers at work. Participation of workers in decision-making. Freedom to belong to trade unions, human rights organizations ,and environmental protection organizations. Allowing the establishment of associations and trade union federations defending workers' rights at work. Elimination of all forms of forced or compulsory labor. The Elimination of all forms of racial discrimination and the manifestations of slavery and exploitation. Contributing to resolving personal disputes and creating a spirit of love among employees. Prevention of harassment and ill-treatment at the workplace. Places to rest. Adherence to WHO guidelines and recommendations on hazardous occupations. Indicative/ Steering plates (Do not approach /Do not touch /Danger/To the right/to the left etc). Special places for smoking. Emergency exits (channels for the exit of workers in case of emergency, such as fires/ earthquakes etc). Study and research Vacation or without remuneration, while retaining the post. Full time for study purpose" without remuneration." Adopting employees' ideas and their scientific proposals. The practice of motherhood at work." Comfortable work during pregnancy.

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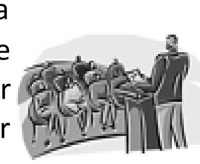

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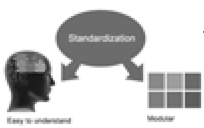

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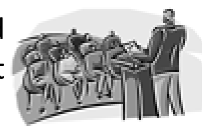

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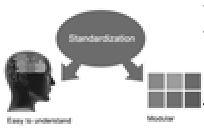

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Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer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

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- 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.
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- • 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.

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

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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.

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Plagiarism is not acceptable in Global Journals submissions at all.

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- Findings
- Writings
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- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
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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.

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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.

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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.

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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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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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