Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management

Entrepreneur Financial Literacy

Selection of Restaurant for Dining

Highlights

Industry to Secure Vulnerability

Constructiveness of Nominalization

Discovering Thoughts, Inventing Future

VOLUME 18 ISSUE 7 VERSION 1.0

Global Journal of Management and Business Research: A
Administration and Management

Global Journal of Management and Business Research: A
Administration and Management

Volume 18 Issue 7 (Ver. 1.0)

Open Association of Research Society

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*

Sponsors: *Open Association of Research Society*
Open Scientific Standards

Publisher's Headquarters office

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

Offset Typesetting

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

Packaging & Continental Dispatching

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

Find a correspondence nodal officer near you

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

eContacts

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

Pricing (Excluding Air Parcel Charges):

Yearly Subscription (Personal & Institutional)
250 USD (B/W) & 350 USD (Color)

Editorial Board

Global Journal of Management and Business Research

Contents of the Issue

Global Journal of Management and Business Research: A
Administration and Management
Volume 18 Issue 7 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Impact of Electronic Human Resources Management on the Organizational Learning at the Private Hospitals in the State of Qatar

By Sulieman Ibraheem Shelash Al-Hawary & Abdulrahman Awad Al-Namlan
Al al-Bayt University

Abstract- The study aimed to measure and analyzes the impact of electronic human resources management on the organizational learning at the private hospitals in Qatar State. The study population consisted of all employees in the private hospitals in the State of Qatar. The study sample included the managers, head departments and employees, the unit of analysis included on a random sample that estimated (372) respondents. To achieve the study objectives, descriptive analytical method was used through a questionnaire that used a major tool for data collection developed at the hands of elite researchers and writers in the field of the study variables. A number of statistical tools and methods were used such as Mean, Standard Deviation, and Multiple Regression.

After the analysis of the collected data and hypotheses, a number of results were reached: There was a significant impact of electronic human resources management on learning organization in hospitals in Qatar State. Based on the findings of the present study, the researcher recommends managers and decision makers of the Qatari private hospitals adapt to the rapid change in the business environment using the EHRM application system to enhance its performance and achieve competitive advantage.

Keywords: electronic human resources management, organizational learning, qatar.

GJMBR-A Classification: JEL Code: O15

IMPACTOFELECTRONICHUMANRESOURCESMANAGEMENTONTHEORGANIZATIONALLEARNINGATTHEPRIVATEHOSPITALSINTHESTATEOFQATAR

Strictly as per the compliance and regulations of:

Open Association of Research Society, USA
Research | Diversity | Ethics

Impact of Electronic Human Resources Management on the Organizational Learning at the Private Hospitals in the State of Qatar

Sulieman Ibraheem Shelash Al-Hawary α & Abdulrahman Awad Al-Namlan σ

Abstract- The study aimed to measure and analyzes the impact of electronic human resources management on the organizational learning at the private hospitals in Qatar State. The study population consisted of all employees in the private hospitals in the State of Qatar. The study sample included the managers, head departments and employees, the unit of analysis included on a random sample that estimated (372) respondents. To achieve the study objectives, descriptive analytical method was used through a questionnaire that used a major tool for data collection developed at the hands of elite researchers and writers in the field of the study variables. A number of statistical tools and methods were used such as Mean, Standard Deviation, and Multiple Regression.

After the analysis of the collected data and hypotheses, a number of results were reached: There was a significant impact of electronic human resources management on learning organization in hospitals in Qatar State. Based on the findings of the present study, the researcher recommends managers and decision makers of the Qatari private hospitals adapt to the rapid change in the business environment using the EHRM application system to enhance its performance and achieve competitive advantage.

Keywords: electronic human resources management, organizational learning, qatar.

I. Introduction

The development of technology, electronic methods and systems is one of the modern phenomena that dominate many of the world's work, and in various sciences such as management, which has led to the enhancement of employee awareness in the field of work. These developments have led to the development of new technologies for a new generation of staff, and changes in the organizational structure of the organizations. Human resources management is one of the most important functions of organizations. It carries out many tasks, activities and functions that provide efficient, qualified human resources to the current and future needs of the Organization, to enable organization to contribute in the achievement of its objectives with efficiency and effectiveness. Today, organizations face many challenges such as globalization, value chain and technological change, all due to the emergence of web-based technology, which has led to the emergence of a new concept of electronic human resources management.

Organizational learning has become a necessary requirement for business organizations to be able to cope with technological and competitive developments. Organizational learning involves the organization's ability to adapt to the evolving circumstances of its business environment, and its ability to keep pace with or surpass its competitors. It has become necessary to have a system that acts as an early warning for these organizations to predict future changes in the business environment of these organizations, making the tasks, activities, and functions of human resources management in business organizations more complex and sophisticated, and requiring a large amount of data and information that help organizations to make decisions Supports and achieves its objectives by managing its human resources optimally. Organizations need to increase the pace of organizational learning to be able to cope with the enormous changes in the contemporary business environment. To achieve this, they need to be more open and receptive to modern ideas and concepts. It also needs to adapt modern methods in training human resources and encourage innovation and creativity while doing business.

The importance of this study stems from the important role played by electronic human resources management in the success and sustainability of organizations, and the importance of the effectiveness of e-HR management in the organizational learning that may support e-HR management and enhance performance. The study also provides a scientific explanation of the impact of electronic human resources management in the organizational learning, which will help human resource decision makers in the organizations in general and in private Qatari hospitals in particular in making decisions relating to human resources optimally. Hence the idea of researchers is to study the impact of electronic human resources management in the organizational learning in private hospitals in Qatar.

Author α: Professor of Business Management, Department of Business Administration, Faculty of Finance and Business Administration, Al al-Bayt University, Mafraq, Jordan.
e-mails: dr_sliman73@aabu.edu.jo, dr_sliman@yahoo.com
Author σ: Lecturer, Ahmed Bin Mohammed Military College, Doha, Qatar. e-mail: Alnamln.qatar@hotmail.com

II. Literature Review

a) Electronic Human Resources Management

The human resources management faces major changes because of information and communication technology, one of the factors of change identified by researchers is the use of the Internet and website technology, to increase and enhance human resource management functions (Al-Hawary, 2011; Gueutal and Stone, 2005; Legnick-Hall et al., 2003; Lee, 2005). Such use of the Internet in human resources is referred to as electronic human resources management. The term gained importance alongside the concept of e-commerce in the 1990s as the organizations began using the Internet and websites for countless human resources management functions, including payroll management, staff manuals, and staff communication (Gueutal and Stone, 2005).

With the maturity of Web technologies, organizations have embraced and enthusiastically adopted many human resources management functions through the Internet. Human resources management has managed to shift human resources management to implementation primarily for both staff and managers (Al-Hawary & Metabis, 2012; Al-Hawary & Metabis, 2013; Al-Hawary et al., 2013; Al-Hawary & Shdefat, 2016; Al-Hawary & Alajmi, 2017; Al-Hawary & Nusair, 2017). They can access these functions via the web interface, typically through the organization's intranet. There are a number of abbreviations that point to the concept of HRM, such as e-HR, Virtual HRM, HR Intranet, Web-Based HR, Computer-Based HRM and HR Portals (Bondarouk & Ruël, 2009).

Foster (2010) defined E-HRM as the process that uses information technology for events and activities related to the management of HR functions and applications. This process is carried out through a computerized system consisting of databases, or linked to the internal staff-related databases, information about them, and their specific work. It is also known as an integrated system designed to provide information for decision-making (Marler, 2009). Gürol, Wolff & Berkin (2010) also referred to EHRM as a system used to acquire, store, process, analyze, retrieve, and distribute information on human resources in the organization. Human resources management is not simply a computer related to human resources programs. Although EHRM includes hardware and software, it also includes individuals, models, policies and procedures, and human resources data.

b) Practices of Electronic Human Resources Management

At the strategic level, EHRM determines human resource requirements of skills and learning, and in line with the organization's long-term plans. The objectives of EHRM are achieved through a set of transaction processing systems that form subsystems in EHRM:

- *Electronic Human Resource Planning:* Electronic human resource planning systems provide an important role in facilitating and preparing human resources forecasting plans based on the computer and the programs it contains. These plans can be prepared in the long, short and medium term. The role of electronic human resource planning systems represented by their ability to provide the necessary information (Yusoff, Ramayah & Haslindar, 2011).
- *Electronic Recruiting:* The process of recruitment includes all the practices and activities through which the organization obtains its human resources, based on the purpose of attracting these resources. With the advent of modern technology and the Internet, the traditional ways of managing the recruitment of the organizations have changed. Internet and e-mail adoption has become a requirement for the success of human resource recruitment (Erica, 2007). As a result, human resources terminology in the presence of the Internet has changed from the perspective of organizations, and individuals seeking jobs (Epstein, 2003). One of the most common nontraditional forms of recruitment is e-recruitment (Smith and Rupp, 2004), which refers to the use of the Internet to identify and attract potential employees (Breaugh & Starke, 2000). Job vacancy announcements through the Internet and online job information are also provided to applicants (Galanaki, 2002). One of the trends that is necessary for small and medium-sized organizations in the use of e-recruitment is the demographic trends of job seekers , their use of the Internet, and the financial scarcity of these firms, where their budgets are somewhat low (Thompson et al., 2008).
- *Electronic Training:* The human resources management system enhances the assessment and diagnosis of skills and competencies owned by the organization. It also helps in the preparation of development and training plans for working individuals with the possibility of distributing them, and redistributing them to jobs according to the skills they possess, and in conjunction with their qualifications, as well as to determine the time and place of training, and the final selection of the program in order to implement it and evaluate its effectiveness (Al-Hawary & Al-Kumait, 2017; Al-Lozi et al., 2018; Al-Lozi et al., 2017).
- *Electronic Performance Evaluation:* Effective performance management is a major support for both exceptional and operational management by providing time and information relevant to operations and activities within and outside the organization. These operations include many activities, including: measuring the overall

performance of the organization, tracking performance and reporting, external benchmarking, and coordination of internal improvement and development processes, finding the best partnerships and acquisitions in the organization, and achieving the principles of knowledge management. Electronic performance evaluation helps organization to sustain and motivate talent by gaining the views and ideas of those who are accomplished in the various activities of the Organization (Jarrar and Schiuma, 2007). Thus, the Organization can reduce many costs as a result of applying the principles of e-evaluation of performance.

- *Electronic Compensation System:* These systems include payroll records for anyone who works with the organization either on internal contracts or from abroad as a consultant, as well as employees on the basis of hours or any other system, tracking holidays, and also supports retirement plans for employees, health care and any other benefits or incentives for employees.

c) *Organizational Learning*

The real evolution of the concept of organizational learning in the early 1990s was by Senge (1990), who introduced the idea of adaptive learning and generative learning, adaptive learning focuses on adapting to what is happening in the organization's environment,. This type of learning helps the organization to survive, but does not provide organizational learning (Al-Hawary, 2015; Al-Azzawi and Jawad, 2010). Sun & Scott (2003) points out that this type of learning does not require much time and cost. Generative learning builds new capacities and deliberately discards past practices, and is necessary in the operational side of the organization which operating in a highly variable environment. Wijnhoven (2001) notes that what characterizes adaptive learning from generative learning is that adaptive learning relates to simple change, which is related to the first stage of the learning process, whereas the learning process is the advanced and complementary stage of the learning phase Adaptive, which works to improve the possibility of the organization to discover capabilities for the purpose of modifying behavior, and create new knowledge and experiences.

The concept of organizational learning and learning organizations is not new. It is rooted in the theories of systems and organizing (Robey and Sales, 1994). Senge (1990) defines organizational learning as "a systematic process of acquiring information, storing it in the organization's memory, then accessing and then reviewing and revising this information." Or that it expresses "the intended behavior of the organization to bring about continuous change in it through adaptive and innovative learning (Calvert et al., 1994)." Dixon (1994) defines organizational learning differently. She referred to the concept of organizational learning as more than just information acquisition, where she believed that the process in which this information existed. Organizational learning is not what organizational members know as a group of knowledge and information, but rather is the collective recruitment of individuals to impart meanings to the things around them, although this does not eliminate the importance of individual learning.

Bernard (1997) notes that organizational learning takes place through shared visions of knowledge, and common models of thinking, based on past experiences and knowledge in memory. Hegan (1998) defined organizational learning as "an ongoing process stemming from the vision of the members of the Organization. This process aims to invest the expertise and experience of the Organization, to monitor the information resulting from these experiences and experiences in the memory of the Organization, and then to review them from time to time to take advantage of them to solve the problems they face. In the context of the support of the organization's leadership in particular, and the organizational culture in general. Chen (2003) shows that the growing awareness of organizational problems, and the success in identifying these problems and their treatment by the individuals working in the organizations, reflecting on the elements and outputs of the organization itself. This vision generally includes two key elements: awareness of the problems associated with the level of knowledge in the organization, and the outcomes of this awareness based on the actions taken by the organization in dealing with these problems.

The researchers define organizational learning as: the continuous life cycle of the organization and the shared vision planned for the organization's survival within the organizational society through the organized effort and the growing awareness stemming from the knowledge and experience of the leadership of the organization and its competitive culture and its strategy of making continuous change by constantly monitoring the updated information to solve its problems to reach it and its members to the level that ensures the achievement of its policy and its future objectives with achieving the highest degree of efficiency and competition and make the right decisions and enhancing organizational performance.

d) *Dimensions of Organizational Learning*

Organizational learning consists of two dimensions:

Adaptive Learning: It is about learning subordinates in the organization the skills needed to accomplish the new work, and the work procedures that lead to the progressive development to ensure that these companies themselves to stay and continue.

Global Journal of Management and Business Research (A) Volume XVIII Issue VII Version I Year 2018

Generative Learning: It relates to learning in which subordinates are interested in trying to visualize the future of their own business, trying to design it, and requires that subordinates have a high degree of independence to experiment with good methods.

III. Research Hypotheses

Based on the above literature reviewed, the research hypothesis is:

H: Electronic Human Resources Management influence Organizational Learning at the Private Hospitals in the State of Qatar.

More Specifically

H1a: Electronic Recruiting directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1b: Electronic Training directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1c: Electronic Performance Evaluation directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

H1d: Electronic compensation system directly influences Organizational Learning at the Private Hospitals in the State of Qatar.

IV. Research Framework

Based on the study hypothesis, the theoretical model shown in Figure 1. As can be seen from the framework, the study investigates the impact of Electronic human resources management on Organizational learning at the Private Hospitals in the State of Qatar, where Electronic human resources management practices are the independent variable and are positively related to Organizational learning as the dependent variable.

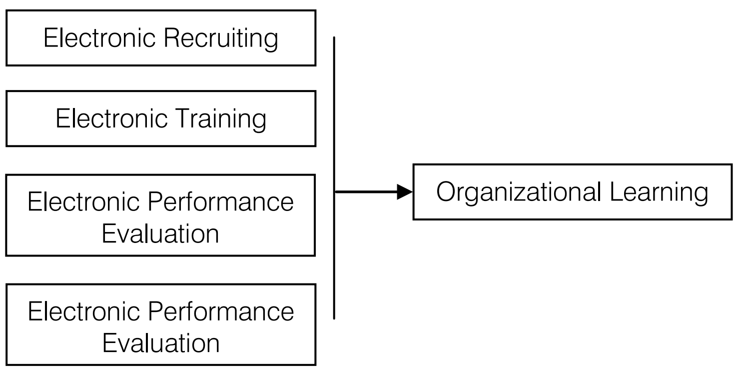


Figure 1: Theoretical Model

V. 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 (Electronic human resources management and Organizational learning).

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 Electronic human resources management adopted by the Private Hospitals in the State of Qatar adopted from previous studies, and which could possibly influence Organizational learning, using a five-point Likert scale. The following practices were focused on; Electronic Recruiting (5 statements), Electronic Training (7 statements), Electronic Performance Evaluation (5 statements), and Electronic compensation system (5 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of Organizational learning were focused on two dimensions; Adaptive Learning (7 statements), and Generative Learning (7 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. Electronic human resources management consist of Electronic Recruiting, Electronic Training, Electronic Performance Evaluation, and Electronic compensation system, were adapted from previous studies (Bondarouk, Ruel and Heijden, 2009; Moilanen, 2013; Bondarouk and Ruel, 2009; Lin, 2011). Organizational learning dimensions consist of Adaptive Learning, and Generative Learning, the most widely used measure of Organizational learning adapted from (Guechtouli and Guechtouli, 2009; Piłat, 2016; Hester van Breda-Verduijn and Marjoleine Heijboer, 2016; Farzianpour and Foroushani, 2016).

c) Sample

The study population consisted of all of the Employees working at the Private Hospitals in the State of Qatar (842 employee), a random simple sample was selected from the study population (50% of the population), a sample of 421 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (386) questionnaires retrieved. After reviewing the questionnaires show that there are (14) extremely unfit for statistical analysis, that had the study sample size (372).

Table 1: Sample Characteristics

Variable		Frequency	%
Age Group	Less than 30	95	25.54
	30-Less than 40	112	30.11
	40 Less than 50	117	31.45
	50 Years and more	48	12.90
Gender	Male	298	80.1%
	Female	74	19.9%
Educational Level	Diploma	27	7.26
	Bachelor	306	82.26
	High Studies	39	10.48

Females make (19.9 percent) of the employees on the other hand Males respondents represented (80.1 percent) of the sample. The largest group of respondents (31.45 percent) was aged 40 less than 50. The next largest group (30.11 percent) was aged 30-less than 40. Smaller groups of respondents were aged less than 30 (12.90 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents makes (82.26 percent), respondents with Diploma degrees make (7.26 percent), and respondents with high studies make (10.48 percent), the sample characteristics of the respondents represented in Table (1).

d) Reliability and Validity of the Survey Instrument

The survey instrument with 36 items was developed based on two variables Electronic human resources management as independent variables with five dimensions; Electronic Recruiting (ER1 - ER5), Electronic Training (ET6 - ET12), Electronic Performance Evaluation (EPE13 - EPE17), and Electronic compensation system (ECS18 - ECS22). Organizational learning as dependent variables with two dimensions: Adaptive Learning (AL23 - AL29), and Generative Learning (GL30 - GL36). 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 Electronic Human Resources Management

Construct and Item	Loadings	Communalities	KMO	Variance	Reliability
Electronic Recruiting (ER)			.697	55.634	0.776
ER1	0.56	0.59			
ER2	0.61	0.64			
ER3	0.62	0.65			
ER4	0.58	0.61			
ER5	0.57	0.60			
Electronic Training (ET)			.668	61.364	0.675
ET6	0.59	0.62			
ET7	0.62	0.64			
ET8	0.58	0.61			
ET9	0.66	0.70			
ET10	0.64	0.68			
ET11	0.53	0.58			
ET12	0.57	0.59			
Electronic Performance Evaluation (EPE)			.715	70.781	0.812
EPE13	0.58	0.61			
EPE14	0.62	0.65			
EPE15	0.55	0.59			
EPE16	0.54	0.58			
EPE17	0.62	0.66			
Electronic Compensation System (ECS)			.637	62.331	0.793
ECS18	0.59	0.62			
ECS19	0.62	0.67			
ECS20	0.66	0.70			
ECS21	0.64	0.68			
ECS22	0.53	0.57			

Table 3: Factor Analysis of Organizational Learning

Construct and Item	Loadings	Communalities	KMO	Variance	Reliability
Adaptive Learning (AL)			.701	69.537	0.826
AL23	0.56	0.59			
AL24	0.55	0.58			
AL25	0.60	0.64			
AL26	0.62	0.66			
AL27	0.58	0.62			
AL28	0.54	0.57			
AL29	0.52	0.55			
Generative Learning (GL)			.669	49.687	0.864
GL30	0.56	0.59			
GL31	0.55	0.58			
GL32	0.59	0.63			
GL33	0.60	0.64			
GL34	0.62	0.66			
GL35	0.66	0.71			
GL36	0.64	0.69			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Electronic human resources management, and Organizational learning 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 0.65 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 55.63 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 working at the Private Hospitals in the State of Qatar evaluate Electronic Training (with the highest mean scores, i.e. M = 3.47, SD = 0.62) to be the most dominant of Electronic human resources management and evident to a considerable extent, followed by Electronic compensation system (M = 3.26, SD = 0.65), Electronic Performance Evaluation (M = 3.21, SD = 0.59), and Electronic Recruiting (with the lowest mean scores M = 2.70, SD = 0.58). With regard to Organizational learning, working at the Private Hospitals in the State of Qatar evaluate Adaptive Learning (with the highest mean scores, i.e. M = 2.83, SD = 0.71) to be the most dominant Organizational learning dimension within their organization and evident to a considerable extent, followed by Generative Learning (with the mean scores M = 1.97, SD = 0.66).

Table 4: Descriptive Analysis of Electronic Human Resources Management and Organizational Learning

Dimension	Mean	Standard Deviation
Electronic Human Resources Management	3.40	
Electronic Recruiting	2.70	0.58
Electronic Training	3.47	0.62
Electronic Performance Evaluation	3.21	0.59
Electronic Compensation System	3.26	0.65
Organizational learning	2.40	
Adaptive Learning	2.83	0.71
Generative Learning	1.97	0.66

VI. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational learning acts as the dependent variable and Electronic Human Resource management, as the independent variables. From the result as shown in Table (5), the regression model was statistically significant (F = 104.312; AdjR2 = .654; P = .000). The AdjR2 is 0.654, which means that 65.4 per cent of the variation in Organizational learning can be explained by Electronic Recruiting, Electronic Training, Electronic Performance Evaluation, and Electronic compensation system. The proposed model was adequate as the F-statistic = 104.312 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 Electronic human resources management and Organizational learning.

Table (5) also shows that Electronic Recruiting (ß =0.198; p<0, 05), Electronic Training (ß =0.264, p< 0.05), Electronic Performance Evaluation (ß =0.497, p< 0.05), and Electronic compensation system (ß =0.164, p< 0.05) had a significant and positive effect on Organizational learning. This provides evidence to support H1a, H1b, H1c, and H1d. Based on the ß values Electronic Performance Evaluation has the highest impact on Organizational learning followed by Electronic Training, Electronic Recruiting, and Electronic compensation system.

Table 5: Regression Summary of Electronic Human Resources Management and Organizational Learning (N=372)

Model	Standardized Coefficients	T	Sig.	Collinearity Statistics	
	ß			Tolerance	VIF
Electronic Recruiting	0.198	4.022	0.000	0.396	2.526
Electronic Training	0.264	5.543	0.006	0.564	1.773
Electronic Performance Evaluation	0.497	8.569	0.009	0.451	2.218
Electronic Compensation System	0.164	3.797	0.000	0.517	1.933

Notes: R 2 =.656; Adj. R 2 =.654; Sig. F = 0.000; F-value = 104.312; Dependent Variable, Organizational learning p < 0.05

VII. Discussion

It was found that private Qatari hospitals have an interest in electronic training, especially if there is an electronic link with some of the internationally advanced hospitals to benefit from the training of doctors or other cadres in the examined hospitals. The respondents' responses indicated that many training and development processes are carried out through electronic training; all employees' data are recorded and documented electronically, in addition to using the best methods in the training process through electronic means. Electronic training is carried out on the basis of courses; this may be due to the fact that Qatari private hospitals were not educational hospitals.

It has been shown that private Qatari hospitals achieve a degree of complementarily between the activities of HR management in private Qatari hospitals such as performance management, planning, recruitment, performance evaluation and other activities. It enhances the electronic connectivity of integration in performance and achievement, and helps in providing explanatory reports on performance and compensation; it also helps the employee to know all the details of compensation such as additional wages and rewards, and also increases the speed and accuracy in the calculation of compensation optimally.

The results of the study show that Qatari private hospital managers and employees have the ability to discuss the results of the evaluation process electronically. The employee can also evaluate himself electronically because of the link between the manager as a performance appraiser and the employee. And identify weaknesses and strength of performance every time period and all these practices enhance the integration between the manager and the superdinate, and create a natural atmosphere and organized environment not based on tension and convulsions.

The results of the study show that private Qatari hospitals in their practice of e-recruitment are based on the development of electronic models of recruitment operations. These processes enhance the transparency of recruitment and selection activities, in addition to the possibility of enhancing the success of such practices and reducing turnover rates. Through an electronic link with the site of human resources in the hospitals which enables continuous communication between the recruited, and human resources management in private hospitals country.

The researchers believes that these results may be attributed to the fact that private Qatari hospitals, through their managements, seek to take care of human resources management in order to improve the performance of their tasks and achieve their goals and objectives, but they need to make more effort in this area, This finding is also due to the fact that Qatari private hospital administrations are convinced of the importance of HR practices electronically by working on human resource practices electronically (recruitment, Training, performance evaluation, and other activities), because they have an impact on the operation of private hospitals in the State of Qatar. This result is a reflection of the importance of the staff in these hospitals in attracting distinguished human resources through the evaluation of the Qatari private hospitals applicants before they choose to work and then appointed, the private hospitals recognize the capabilities of each individual, helping them identify the actions that can be assigned to them. In view of the diversity of the tasks carried out by Qatari private hospitals, it is keen to select workers with diverse expertise, taking into consideration the recruitment and selection of workers from different age groups, both young and old.

The researchers believe that private Qatari hospitals are interested in learning and sources of access, as they collect information and data from the private hospitals departments of the country, and work hard to apply training and development, and consider it as their tasks, and give warning signals about everything that happens in the external environment, and try to deal with it positively. It works to achieve the principle of participation between the employees of the experiences they own as well as similar organization in the tasks, and these are based on the formal structure owned by companies, and enhance the flow of knowledge through it, in addition to, private hospitals works very hard to apply and activate teams in most of their operations and urges others to help if there is a mistake in working to learn from the error.

The results of the analysis show that top management in Qatari hospitals is open to listen to the ideas, suggestions and working methods of any employee. The management of these hospitals does not always encourage thinking to provide suggestions that improve working methods, and the opportunity to experiment and find the best way to achieve work, and the openness among the employees in terms of the exchange of views, and the exchange of managers among private hospitals in the country.

The results of the hypothesis indicate the importance of these dimensions (e-recruitment, e-training, e-performance assessment system and e-compensation system), indicating that Qatari hospitals follow sound methods in Recruitment, training and e-compensation. This is a strategy for private Qatari hospitals and tries to reach the organizational learning environment for the highest skills and knowledge through two types of learning (Adaptive Learning and Generative Learning) with the difference between the two types as they influenced by electronic human resources management. This result was correlated with the study of Kasapra et al. (2010) and Kumar & Idris (2006).

VIII. Recommendations

According to the study findings drawn from the study, the researchers present some recommendations to decision-makers; hope will be taken in order to enhance the desired benefits of applying EHRMS across hospital levels. The following are the main recommendations:

1. Qatari private hospitals should invest in the EHRM system because they are important in raising their performance.
2. Qatari private hospitals must adapt to the rapid change in the business environment using the

EHRM application system to enhance its performance and achieve competitive advantage.

3. Qatari private hospitals should use e-HR applications by providing all the needs and wishes of patients' services to reach a high level of satisfaction.
4. Qatari private hospitals should use e-HR applications by creating new ways to innovate in products or processes to improve the efficiency and efficiency of hospitals.
5. Human resources management the origin and essence of business in hospitals, where all functions and procedures are defined in the organization; therefore, organizations must develop and strengthen the system, and use the eHRM system to increase their performance.

References Références Referencias

1. Al-Azzawi, Najm Abdullah and Jawad, Abbas Hussein (2010), Evolution of Human Resources Management, (ED.1), Amman, Jordan: Dar Al Yazuri.
2. Al-Hawary, S. I. S (2011). Human Resource Management Practices in ZAIN Cellular Communications Company Operating in Jordan. Perspectives of Innovation in Economics and Business, 8(2), 26-34.
3. Al-Hawary, S. I. S (2015). Human Resource Management Practices as a Success Factor of Knowledge Management Implementation at Health Care Sector in Jordan. International Journal of Business and Social Science. 6(11), 83-98.
4. Al-Hawary, S. I. S. & Metabis, A. (2012) Implementation of Internal Marketing in Jordan Banks-International Journal of Data Analysis and Information-Vol. 4, No. 1, 37-53.
5. Al-Hawary, S. I. S. & Metabis, A. (2013). The impact of Internal Marketing Practices on Services Quality of Commercial Banks in Jordan. International Journal of Services and Operations Management (IJSOM). 13(3), 313-337.
6. Al-Hawary, S. I. S. Alajmi, H. M (2017). Organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait: The Impact of Human Recourses Management Practices. International Journal of Academic Research in Economics and Management Sciences, 6(1), 52-78.
7. Al-Hawary, S. I. S. and Shdefat, F. A. (2016). Impact of Human Resources Management Practices on Employees' Satisfaction A Field Study on the Rajhi Cement Factory. International Journal of Academic Research in Accounting, Finance and Management Sciences, 6(4), 274-286.
8. Al-Hawary, S. I. S. Nusair, W. K (2017). Impact of Human Resource Strategies on Perceived Organizational Support at Jordanian Public Universities. Global Journal of Management and Business Research: A Administration and Management, 17(1), 68-82.
9. Al-Hawary, S. I. S., Al-Qudah, K. A, Abutayeh, P. M. Abutayeh, S. M. Al-Zyadat, D. Y. M. (2013). The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. Interdisciplinary Journal of Contemporary Research in Business, 4(9), 811-826.
10. Al-Hawary, S. I. S, Al-Kumait, Z. H. (2017). Training programs and their impact on the employees' performance at King Hussain Bin Talal Development Area at Al-Mafraq Governate in Jordan. International Journal of Academic Research in Economics and Management Sciences. 6(1), 258-274.
11. Al-Kasabah, Yousef Salem (2013), the Performance of Employees as an Intermediary variable in the Relationship between Human Resources Management Practices and Human Resources Management: Case Study on Aqaba Container Terminal Company (ACT). Unpublished MA, Middle East University, Amman, Jordan.
12. Al-Kasabeh, Mohammed and Al-Amayan, Mahmoud and Al-Afoori, Abeer (2010), Role of Human Resource Management in the Learning Organization: Case Study of Talal Abu-Ghazaleh Group of Companies in Jordan. Jordanian Journal of Business Administration, 6 (1), 163-183.
13. Al-Lozi, M. S. Almomani, R. Z. Q & Al-Hawary, S. I. S. (2017). Impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan. Global Journal of Management and Business Research: A Administration and Management, 17(7), 15-25.
14. Al-Lozi, M. S. Almomani, R. Z. Q & Al-Hawary, S. I. S. (2018). Talent Management strategies as a critical success factor for effectiveness of Human Resources Information Systems in commercial banks working in Jordan. Global Journal of Management and Business Research: A Administration and Management, 18(1), 30-43.
15. Bagozzi, Richard, P. and Phillips, Lynn W. (1982) Representing and Testing Organizational Theories: A Holistic Construal, Johnson Graduate School of Management, Cornell University is collaborating with JSTOR to digitize, preserve and extend access to Administrative Science Quarterly.
16. Bartlett, J., Kotrlik, J. & Higgins, C. (2002). Organizational research: determining appropriate sample size survey research. Information Technology Learning and Performance Journal, 19(1), 43-51.
17. Bondarouk, T. and Ruël, H. (2009) Electronic human resource management: challenges in digital era.

The International Journal of Human Resource Management, 20(3), 505-514.

18. Bondarouk, T., Rüel, H. and van der Heijden, B. (2009). E-HRM effectiveness in a public sector organization: a multi-stakeholder perspective. The International Journal of Human Resource Management, 20(3), 578-590.
19. Bondarouk, T., Rüel, H. and van der Heijden, B. (2009). E-HRM effectiveness in a public sector organization: A multi-stakeholder perspective. The International Journal of Human Resource Management, 20(3), 578-590.
20. Breaugh, J. A. & Starke, M. 2000. Research on Employee Recruitment: So Many Studies, So Many Remaining Questions. Journal of Management, 26(3): 405-434.
21. Calvert, G., Mobley, S. and Marshell, L. (1994). Grasping the Learning Organization. Training and Development, June, pp. 38-43.
22. Chen, H. C. (2003). Cross-cultural construct validation of Learning Transfer System Inventory in Taiwan. Unpublished doctoral dissertation, Louisiana State University.
23. Comrey, A. L. (1978) 'Common methodological problem in factor analytic studies', Journal of Consulting and Clinical Psychology, Vol. 46 No. 1, pp. 648-659.
24. Dixon, N. (1994). The Organizational Learning Cycle. Maidenhead, UK: McGraw-Hill.
25. Epstein, R. & Singh, G. 2003. Internet recruiting effectiveness: Evidence from a biomedical device firm. International Journal of Human Resources Development and Management, 3(3): 16-225.
26. Farzianpour, F., Irani, A. and Foroushani, A. R. (2016) Determine the level of Organizational Learning Capability in Teaching hospitals in Bandar Abbas City-Iran, Health, 8, 24-31.
27. Foster, S. (2010). Making Sense of e-HRM: Technological Frames, Value Creation and Competitive Advantage. Thesis submitted to the University of Hertfordshire.
28. Galanaki, E. 2002. The decision to recruit online: A descriptive study. Career Development International, 7(4): 243-251.
29. Gatewood, R. D. & Field, H. S. (1990) Human Resource Selection, the Dryden Press, Chicago, IL.
30. Guechtouli, M. and Guechtouli, W. (2009). Information technologies' impact on individual learning process: the case study of a community of practice. In Bondarouk, T., Ruël, H., Guiderdoni-Jourdain, K. and Oiry, E. (2009). Handbook of research on E-Transformation and human resource management technologies: organizational outcomes and challenges. IGI Global, p. 352-364.
31. Gueutal, H. J. and Stone, D. L. (2005). The brave new world of E-HRM: Human Resource Management in the Digital Age, Jossey-Bass.
32. Gürol, Y., Wolff, A. & Berkin, E. E. (2010). E-HRM in Turkey: A Case Study. In: Encyclopedia of E-Business Development and Management in the Global Economy, 530-540. Business Science Reference. NY, USA.
33. Hair, J. F. Jr, Anderson, R. E., Tatham, R. L. and Black, W. C. (1998), Multivariate Data Analysis, 5th Ed., Prentice-Hall International, Upper Saddle River, NJ.
34. Jarrar, Yasar and Schiuma, Giovanni (2007). Measuring performance in the public sector: challenges and trends. Measuring Business Excellence, 11(4), 4-8.
35. Kumar, N. and Idris, K. (2006). An examination of educational institutions' knowledge performance: analysis, implications and outlines for future research. The Learning Organization, 13(1), 96-116.
36. Lee, I. (2005). The Evolution of E-Recruiting: A Content Analysis of Fortune 100 Career Web Sites. Journal of Electronic Commerce in Organizations, 3(3), 57-68.
37. Lengnick-Hall, M. L. & Moritz, S. (2003). The Impact of e-HR on the Human Resource Management Function. Journal of Labour Research, 24(3), 365-379.
38. Malhotra (1996). Marketing Research: An Applied Orientation, (2nd Ed.). Upper Saddle River, NJ: Prentice Hall.
39. Marler, J. H. (2009). Making human resources strategic by going to the Net: reality or myth?. The International Journal of Human Resource Management, 20(3), 515-527.
40. Moilanen, Tarja (2013). The consequences of e-HRM on line managers. Master's Thesis: Lappeenranta University of Technology.
41. Robey D. & C. Sales (1994) Designing Organizations, Burr Ridge Ill: Irwin.
42. Senge, P. (1990). The Fifth Discipline: The Art and Practice of the Learning Organization, New York: Doubleday.
43. Smith, A. D. & Rupp, W. T. 2004. Managerial challenges of e-recruiting: extending the life cycle of new economy employees. Online Information Review, 28(1): 61-74.
44. Sun, P. Y. T. & Scott, J. L. (2003). Exploring the divide - organizational learning and learning organization. Learning Organization, 10(4), 202-215.
45. Thompson, L. F., Braddy, P. W. and Wuensch, K. L. (2008) 'E-recruitment and the benefits of organizational web appeal', Computers in Human Behavior, Vol. 24, No. 5, pp. 2384-2398.
46. Wijnhoven, Fons (2001-06-01). "Acquiring Organizational Learning Norms a Contingency

Approach for Understanding Deutero Learning. Management Learning, 32(2), 181-200.

47. Yusoff, M. Y., Ramayah, T. & Haslindar, I. (2011). HR Roles and E-HRM: Some initial evidence from Malaysia. International Journal of Current Research, 33(2), 131-138.

This page is intentionally left blank

Global Journal of Management and Business Research: A
Administration and Management
Volume 18 Issue 7 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of Liquidity and Profitability on Operational Efficiency of Selected Commercial Banks in Bangladesh: A Panel Data Study

By Nazmoon Akhter
BGC Trust University

Abstract- The recent economic and financial situations of Bangladesh have an impact on the banking system, raising a question about bank's operational efficiency. Moreover, Bank's operational efficiency is getting emphasized in the competitive financial market to satisfy both shareholders and depositor. The present study has assessed the impact of liquidity and profitability on the operational efficiency of scheduled commercial banks of Bangladesh over the period from 2011 to 2016. The study has used secondary data of 30 scheduled commercial banks of Bangladesh. The quantitative research has employed panel data approach using various models like Fixed Effect Regression model with Cluster-Standard Errors and Drisc/Kraay Standard Errors models, Feasible Generalized Least Square Model and Panel Correlated Standard Error Model to provide the robust result. The study reveals that liquidity and profitability combined explain about 66.23% and 98.85% of the bank's operational efficiency under Fixed Effect Regression Model and Panel Correlated Standard Error estimator respectively. The study concludes that after maintaining minimum liquidity, the bank should utilize their customer's deposits and borrowings through making high-quality loan portfolio to ensure earnings for their shareholders.

Keywords: commercial banks, operational efficiency, liquidity, profitability.

GJMBR-A Classification: JEL Code: E59

THEIMPACTOFLIQUIDITYANDPROFITABILITYONOPERATIONALEFFICIENCYOFSELECTEDCOMMERCIALBANKSINBANGLADESHAPANELDATASTUDY

Strictly as per the compliance and regulations of:

The Impact of Liquidity and Profitability on Operational Efficiency of Selected Commercial Banks in Bangladesh: A Panel Data Study

Nazmoon Akhter

Abstract- The recent economic and financial situations of Bangladesh have an impact on the banking system, raising a question about bank's operational efficiency. Moreover, Bank's operational efficiency is getting emphasized in the competitive financial market to satisfy both shareholders and depositor. The present study has assessed the impact of liquidity and profitability on the operational efficiency of scheduled commercial banks of Bangladesh over the period from 2011 to 2016. The study has used secondary data of 30 scheduled commercial banks of Bangladesh. The quantitative research has employed panel data approach using various models like Fixed Effect Regression model with Cluster-Standard Errors and Drisc / Kraay Standard Errors models, Feasible Generalized Least Square Model and Panel Correlated Standard Error Model to provide the robust result. The study reveals that liquidity and profitability combined explain about 66.23% and 98.85% of the bank's operational efficiency under Fixed Effect Regression Model and Panel Correlated Standard Error estimator respectively. The study concludes that after maintaining minimum liquidity, the bank should utilize their customer's deposits and borrowings through making high-quality loan portfolio to ensure earnings for their shareholders.

Keywords: commercial banks, operational efficiency, liquidity, profitability.

I. Introduction

Financial institution has been experienced substantial changes around the world in recent few years. As a financial institution, banking sector faces various challenges such as technology improvement, increased competition and market movement for these substantial changes. For this reason, bank efficiency has been an important issue to remain competitive in the financial market.

In today's business world, increased competition in the financial market is putting pressure on banks to improve their earnings as well as control costs. Additionally, technological innovation, especially in the form of improvements in communication and data processing is creating opportunities for the bank and other financial institutions to raise productivity and to deliver various services through using electronic means. Thus, Bank needs to increase their efforts to balance between risk & efficiency and satisfy both shareholders and depositors through maximizing profit and ensuring capital return at any time respectively.

In the context of Bangladesh, the role of an increased banking system is crucial in fostering economic growth and development. During 2016, the number of scheduled commercial banks in Bangladesh is 46 which was 34 in 2011. Additionally, the total asset of banking systems such as Stated-owned Commercial Banks (SCBs), Private Commercial Banks (PCBs), Direct Financial Institutions (DFI) and Foreign Commercial Banks (FCBs) in Bangladesh is BDT 11626.6 billion in 2016 which is increased by 12.72% from 2015 and 98.15% from 2011. The total deposits of the bank in 2016 is BDT 8933.9 billion which was BDT 7928.6 billion in 2015 and BDT 4509.7 billion in 2011. The expenditure-income (EI) ratio of the bank is 76.33% in 2016 which is almost same as 2015 but higher than 2011 when EI ratio was 68.49%. However, the profitability of the banks has decreased which means that Return on Assets (ROA) and Return on Equity (ROE) of the banks are 0.68% and 9.4% respectively in 2016 which were 0.8% and 10.5% respectively in 2015 and 1.5% and 17% respectively in 2011. Besides, the liquidity of the banks has also declined in 2016 which is 24.9% as compared to 26.5% in 2015 and 25.4% in 2011 (Source: Bangladesh Bank Annual Report). Therefore, cost ratio of the banking sector has increased along with a decline in profitability in recent years. But Profitability is necessary for a banking institution to run its ongoing activities and for shareholders to generate a fair return (Ponce, 2011). Although profit is the reward for successful risk-taking in business, excessive or poorly managed risk can lead to losses that must endanger the safety of a bank's deposit. Henceforth, Banks must emphasize benchmark performance efficiency to ensure their stability. On the other hand, the restraint in the synchronization of cash flows and the formation of liquidity is of great importance to ensure the improvement of efficiency (Pancheva, Prof. Dr. Aleksandrina, 2014).

Efficiency measurement is the benchmark of operational sufficiency and sustainability of a financial institution in the financial sector. It helps a bank to evaluate its performance with itself and other banks locally and internationally or in the different geographical and political regions (Ahmed and Liza, 2012). The study

Author: Lecturer, Faculty of Business Administration, BGC Trust University Bangladesh, Chandanaish, Chittagong, Bangladesh.
e-mail: akhternazmoon@gmail.com

has used the financial ratio as it is a convenient and reliable tool to provide a great deal of information about a bank's financial performance especially at the time of comparing with prior periods and with other bank's performance (Oral and Yolalan 1990 and Halkos and Salamouris 2004).

A few studies have done on bank's operational efficiency, liquidity, and profitability all over the world. But such studies are not made in Bangladesh, Thus it is needed to carry out. The objective of this study is to analyze the effect of liquidity and profitability on operating efficiency to provide an insight to the manger on risk management in the banking sector.

II. Present Scenario of Operational Efficiency, Liquidity, and Profitability of Scheduled Commercial Banks in Bangladesh

a) Structure of Banking System of Scheduled Commercial Banks of Bangladesh

The following table shows the structure of banking system of scheduled commercial banks of Bangladesh.

Table 1: Structure of Banking System of Scheduled Commercial Banks of Bangladesh

Year	Number of Bank		Total Assets (Share of Total Assets)				Deposits (Share of Deposits)			
	SCBs	PCBs	SCBs (In Billions)	SCBs (In %)	PCBs (In Billions)	PCBs (In %)	SCBs (In Billions)	SCBs (In %)	PCBs (In Billions)	PCBs (In %)
2011	4	30	1629.2	27.8	3524.2	60	1235.6	27.4	2787.5	61.8
2012	4	30	1831.9	26	4371.5	62.2	1377.9	25.5	3430.7	63.6
2013	4	39	2108.5	26.4	4948.2	61.9	1631.2	26	3939.3	62.8
2014	5	39	2517.1	27.5	5787.1	63.3	1952.1	28	4449.4	63.9
2015	6	39	2839.6	27.5	6652.9	64.5	2254.8	28.44	5110.4	64.46
2016	6	40	3209.5	27.6	7560	65	2535.4	28.4	5788	64.8

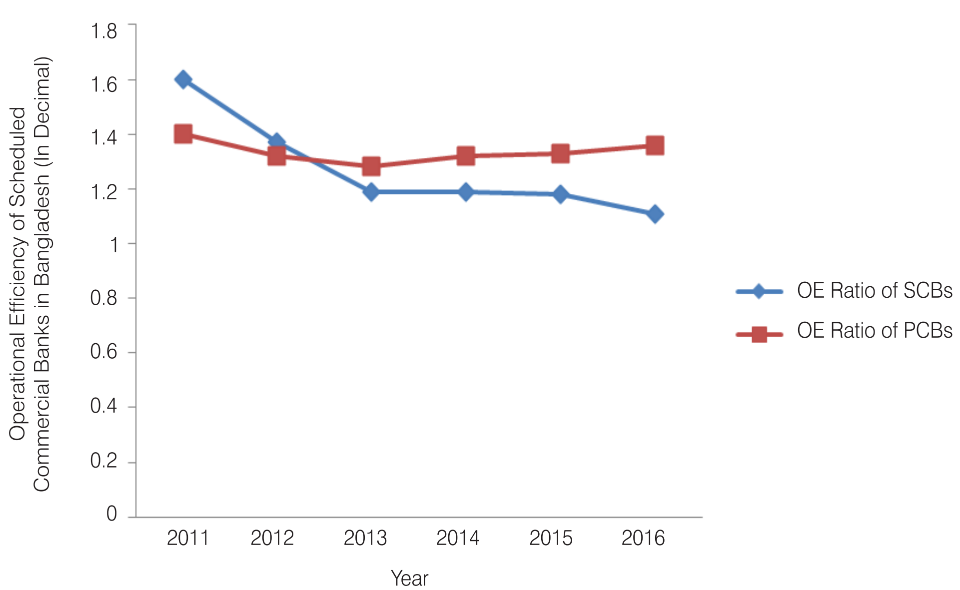
Author's Contribution

Table 1 shows that the scheduled commercial banks in Bangladesh comprise two categories-Stated-owned Commercial Banks (SCBs) and Private Commercial Banks (PCBs). One newly licensed private commercial bank has started its operation in 2016 from 2015 and 12 scheduled commercial banks to comprise of 2 SCBs and 10 PCBs are increased in 2016 as compared to 2011.

Table 1 depicts that during 2016, the SCBs held 27.60% share of the total assets which was 27.53% in 2015 and 27.8% in 2011. On the other hand, PCBs' share of the total assets increased from 64.50% in 2015 and 60% in 2011 to 65.02% in 2016. The SCBs' share in total deposits slightly decreased from 28.44% in 2015 to 28.4% in 2016. PCBs' deposits in 2016 stood at BDT 5788 billion or 64.8% of the total deposits compared to BDT 5110.4 billion or 64.5% in 2015.

b) Operational Efficiency of Scheduled Commercial Banks of Bangladesh

The following graph 01 shows the present scenario of Operational Efficiency of Scheduled Commercial Banks of Bangladesh.



Graph 1: Operational Efficiency of Scheduled Commercial Banks of Bangladesh

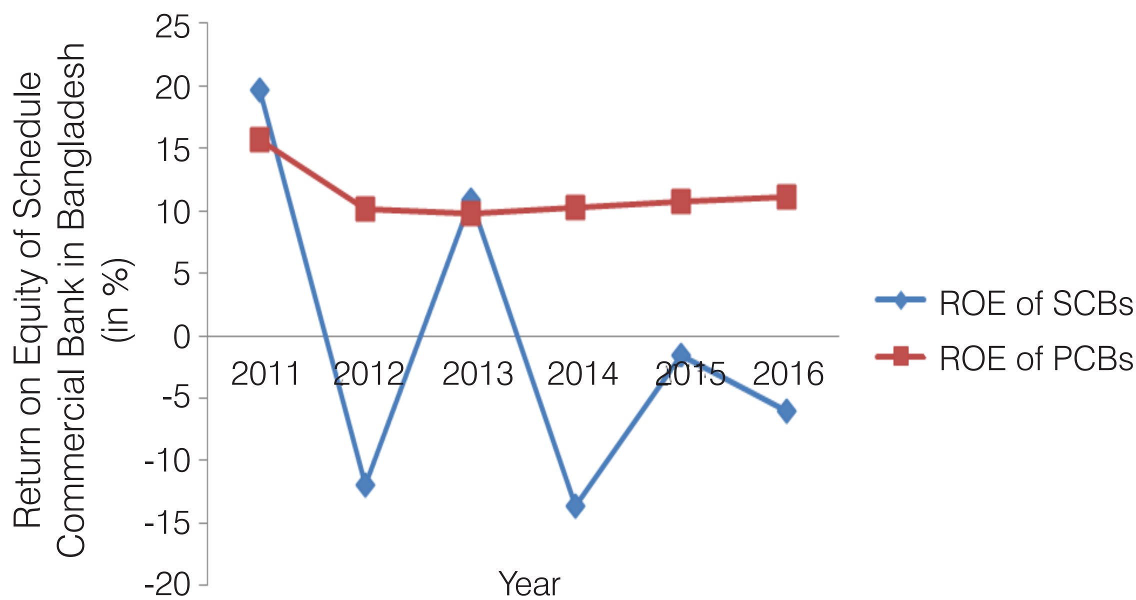
From the graph 01, it is revealing that the operational efficiency ratio of the SCBs is decreased from 1.18 in 2015 and 1.6 in 2011 to 1.11 in 2016 which could mainly be attributable to high administrative and operating expenses. In 2016, the operational efficiency ratio of PCBs is 1.33 which is increased slightly as compared to the previous year but decreased relative to 2011 (In Appendix A, Table 2).

c) Profitability of Scheduled Commercial Banks of Bangladesh

The following two graphs show the profitability of scheduled commercial banks of Bangladesh by considering two indicators like return on assets (ROA) and return on equity (ROE) ratios respectively.

Graph 2: Return on Assets of Scheduled Commercial Banks of Bangladesh

Graph 02 explains that ROA of the SCBs was negative and less than the industry average during 2012, 2014, 2015 and 2016. After 2012, ROA of PCBs has been consistently increasing (In Appendix A, Table 2).



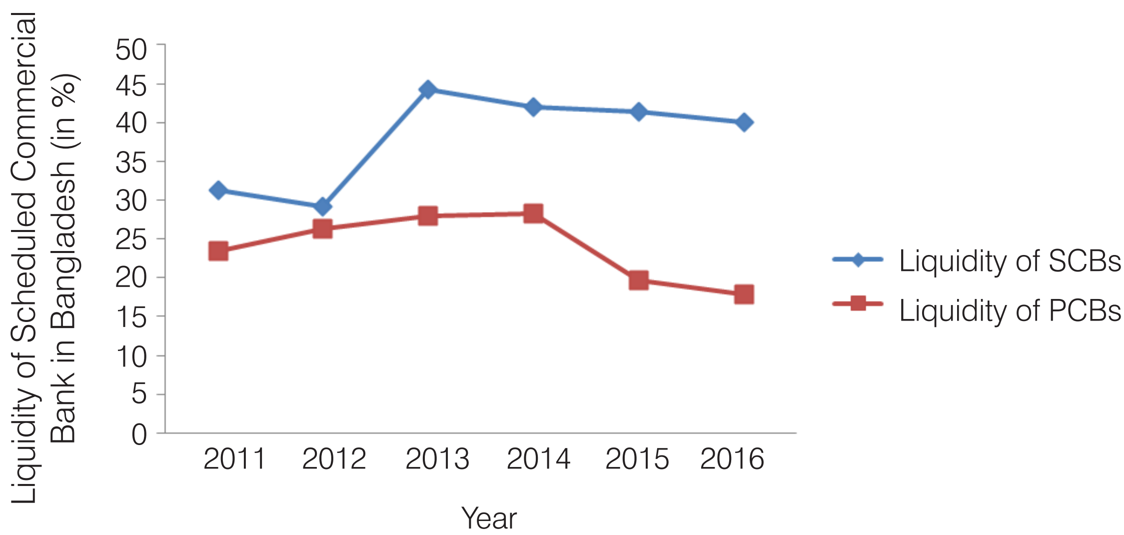
Graph 3: Return on Equity of Scheduled Commercial Banks of Bangladesh

From the graph 03, it is revealing that the ROE of SCBs stood at -6.02% in 2016, but it has deteriorated as compared to -1.47% in the last year. ROE of the PCBs increased to 11.09% in 2016 from 10.75% in 2015 (In Appendix A, Table 2).

d) Liquidity of Scheduled Commercial Banks of Bangladesh

The following graph 04 represents the present liquidity position of Scheduled Commercial Banks of Bangladesh.

Global Journal of Management and Business Research (A) Volume XVIII Issue VII Version I Year 2018



Graph 4: Liquidity of Scheduled Commercial Banks of Bangladesh

Graph 04 explains that liquidity ratio (Liquid Assets to Total Assets) of the PCBs in Bangladesh shows decreasing trend after 2014. On the other hand, SCBs liquidity ratio shows steady trend from 2013 to 2016 (In Appendix A, Table 2).

III. Literature Review

Bank's operational efficiency, liquidity, and profitability explore its real position. For that reasons, such factors have drawn the considerable attention of the researchers worldwide. Empirical studies, however, reveal a mixed result.

Eliza (2007) stated that an efficient scientific-practical approach is required to balance the organizational inputs and outputs, and with continuously functional evaluation, institutionalize the quality and efficiency. In this regard, Shawk (2008) outlines that operational efficiency is the ability to produce services and products with cost-effectively without sacrificing quality. He explains that operational efficiency occurs when the right combination of people, process, and technology come together to improve the productivity and value of any business operation while driving down the cost to a minimum level. Radic et al. (2011) analyzed cost and profit efficiency of investment banks in G7 countries and Switzerland and found that increased bank risks such as liquidity and capital risks underestimate bank's efficiency. Moreover, Brissimis et al. (2008) reveal that capital and credit risk has a negative impact on bank efficiency when high liquidity reduces bank performance.

Liquidity of a bank acts as the blood of human body that enables a bank to maintain its operational activities and to survive in the competitive market. Odunga et al. (2013) reveal that a positive relationship exists between liquidity, capital, and operational efficiency. They explained that bank should give importance to such activities that improve their liquidity and capital ratios to enhance operational efficiency. Kashyap et al. (2002) stated that bank should maintain health liquidity level as a change in macroeconomic factors such as open-market operations of central bank affect bank's liquidity position. Similarly, Fiedler et al. (2002) explained that adequate cash reserves, increased deposit base and decreased non-performing loans can generate standard liquidity level. However, Diamond and Rajan (2001) stated that bank faces difficulty such as tax avoidance occurs during low liquidity especially when government policy influences cash flows. On the other hand, Brink and Jan (2002) reveal that due to the maintenance of high cash reserve, the opportunity cost of the bank is increased indicating bank's failure to invest in some arising opportunities. In this regard, Htay and Salman (2015) focused on operational and liquidity risk disclosure practices by Malaysian listed banks and concluded that these risk disclosures are crucial for investment decision making.

According to Muya and Gathogo (2016), profitability implies the efficiency of the management in transforming the firm's resources to profits. Tariq et al. (2014) stated that profitability becomes a key factor for running the business smoothly and has a significant effect on both performance of the bank and economic development in today's competitive world. Usually, profitable firms are more efficient because of having their lower costs. Berger (1995) reveals that highly efficient firm can maximize profit relative to its competitors by maintaining its current size and pricing strategy or by reducing prices and expanding its operations. Additionally, Hussein and Ahmad (2007) reveal that efficiency levels are different among the various branches of the bank. They suggest that bank can reduce employee's expenses and other operating expenses along with an increase in the total loan portfolio by giving focus on operational improvement efforts. They also explained that interest and non-interest revenues are required to increase to improve profitability efficiency of the whole branch network. In this case, Mensi and Zouari (2010) explain that banks that operate efficiently increase their profit from their competitors.

In line with the above literature reviews, the research is made to focus more attention on the impact of liquidity and profitability on sample commercial banks in Bangladesh.

IV. Methodology

a) *Sample Design*

The sample captures annual observations of 30 scheduled commercial banks, comprises of 3 State-owned Commercial Banks and 27 Private Commercial Banks of Bangladesh (Appendix A, Table 3) over the period from 2011 to 2016. During 2011, the total scheduled commercial banks in Bangladesh were 34. Thus, the study tries to cover most of the scheduled commercial banks in Bangladesh that have available data for at least six years.

b) *Data Collection*

In the study, secondary data of the selected scheduled commercial banks in Bangladesh are used to conduct the research. Such data collect from annual reports and *web sites* of the respective banks. Additionally, various articles have been reviewed to select related variables which influence the operational efficiency of commercial banks.

c) *Variables Measurement*

i. *Dependent Variable*

In the study, the dependent variable is the operational efficiency of commercial banks which is measured in different ways in various research papers. Some authors calculate Operational Efficiency Ratio (OER) by dividing operational expense by interest and non-interest income where a decrease in the OER is desirable means that bank is generating more earnings than its spendings (Allen and Rai 1996; Yeh 1996; Halkos and Salamouris 2004). On the other hand, several types of research have used the reciprocal of the ratio (Amer 2011; Odunga 2016). The study follows the latter formula where a higher OER is desirable as it reflects the pricing and production efficiency of the bank (Table 4).

ii. *Independent Variables*

The explanatory variables in the study are bank's financial performance indicators which are considered under Bank Size, Liquidity and Profitability of the selected commercial banks as follows:

Table 4: Selected Variables

Dependent Variable		Performance Measure (Ratio)	Formula
Operational Efficiency		Operational Efficiency Ratio (OER)	[Interest Income + Non-interest Income +Securities Gains (Losses)] / [Interest Expenses + Non-interest Expenses+ Provision for Loan Loss + Taxes]
Independent Variables		**Performance Measure (Ratio)**	**Formula**
Bank Size	LTA	Log Total Assets	Natural Log of Total Assets
Liquidity	IBR	Interbank Ratio	Money Due to Other Banks / Money Due from other Banks
	LR	Loans Ratio	Net Loans / Total Assets
	NLTDB	Net Loans to Total Deposits and Borrowings	Net Loans / Total Deposits and Borrowings
	LADS	Liquid Assets to Deposits and Short-Term Funding	Liquid Assets / Deposits and Short-Term Funding
Profitability	NIM	Net Interest Margin	Net Interest Income / Earning Assets
	OOPIAA	Other Operating Income to Average Assets	Other Operating Income / Average Assets
	ROA	Return on Assets	Net Income after Tax / Total Assets
	ROE	Return on Equity	Net Income after Tax / Shareholders Funds
	REP	Recurring Earning Power	Pre-Provision Income / Average Total Assets

Authors' Contribution

d) *Mode of Data Analysis*

The study follows panel data approach where it runs initially descriptive statistics, correlation matrix and test of multicollinearity. Then, the study selects Fixed Effect Regression Model by performing Hausman test. After that it performs three post-estimation tests for verifying heteroskedasticity, autocorrelation, and cross-sectional independence. Then Fixed Effect Regression Model with Cluster Robust Standard Errors and Drisc and Kraay Standard Errors are performed to get the robust and significant variables that affect the operational efficiency of commercial banks in Bangladesh as Fixed Effect Regression Model has heteroskedasticity, autocorrelation, and cross-sectional dependence problems in the study. Further, two other models like Feasible Generalized Least Square and Panel Correlated Standard Error estimators are performed to get a robust model to represent the impact of liquidity and profitability on the operational efficiency of selected commercial banks. Here, Statistical software STATA 12 is used to perform all tests and models.

The estimating equation of the Fixed Effect Regression Model took the following form;

$$y_{it} = a_{itk} + \sum_{i=1}^{30} \sum_{t=1}^{6} B_{itk} X_{itk} + \epsilon_{itk}$$

Where,

t = 1… 6 (Time in years)

i = 1…30 (Number of banks)

k = 1…n (Combination of explanatory variables)

y_{it} = Bank's Operational Efficiency (OE)

a_{itk} = The alpha constant

B_{itk} = Coefficient of bank financial indicators

X_{itk} = Bank financial indicators

ϵ_{itk} = Estimation error

i. *Cluster Robust Standard Errors (CRSEs)*

Cluster Robust Standard Errors (CRSEs) (Roger 1993) is the modification procedure of White's (1980) robust error that altering the White "sandwich estimator" to allow for dependence between observations inside a group. Through CRSEs, misspecification problems can be determined which are not explained by adjusting the variance-covariance matrix (Hardin and Hilbe, 2003, pp. 33-34).

ii. *Driscoll and Kraay (1998) Standard Errors (DKSEs)*

Driscoll and Kraay (1998) Standard Errors (DKSEs) is a nonparametric technique used to estimate standard error where the residual of the model is assumed to be heteroskedastic, auto-correlated up to some lag and possibly correlated the groups (panels). This technique provides robust standard error to the model having heteroskedasticity problem with cross-sectional and temporal dependence (Driscoll and Kraay 1998).

iii. *Feasible Generalized Least Square (FGLS) Model*

Feasible Generalized Least Square (FGLS) model assumes that the regression errors of the model suffer from autocorrelation and heteroskedasticity problem. This model can correct panel heteroskedasticity and also consider autocorrelation and contemporaneous correlation (Beck and Katz, 1995).

iv. *Panel Correlated Standard Error (PCSE) Model*

Panel Correlated Standard Error (PCSE) Model is the modification procedure of Feasible Generalized Least Square which is robust against cross-sectional heteroskedasticity and autocorrelation (Beck and Katz, 1995).

V. Discussion of Findings

a) Descriptive Analysis

The following Table 5 shows the descriptive statistics of the selected variables of scheduled commercial banks in Bangladesh.

Table 5: Descriptive Statistics

Descriptive Statistics					
Variable	Obs	Mean	Std. Dev.	Min	Max
OE	180	1.124058	0.086385	0.71432	1.767872
LTA	180	25.95143	0.516428	24.93716	27.42935
IBR	180	16.42795	117.6427	0	1568.532
LR	180	0.645991	0.099874	0.064276	1
NLTDB	180	0.839246	0.323073	0.533367	3.157008
LADS	180	0.174264	0.125417	-0.00563	1.055367
NIM	180	0.031138	0.028071	-0.00786	0.186033
OOPIAA	180	0.003605	0.002454	0.000386	0.015342
ROA	180	0.011106	0.009217	-0.0492	0.07
ROE	180	0.105025	0.215057	-2.5994	0.3009
REP	180	0.035792	0.011404	-0.00544	0.101087

Author's Contribution

Table 5 shows that the average result of OE is 1.124058 with a minimum ratio of 0.71432 and a maximum ratio of 1.767872 which explains that the selected commercial banks are in good position to cover its all operating expenses from its revenue and still able to make earnings for its shareholders. The average rate of IBR and LADS ratios are 164.28% and 17.42% respectively which explain that the selected commercial banks maintain proper liquidity to return capital to its depositors at any time. Additionally, the average rate of LR and NLTDB ratios are 64.60% and 83.92% respectively which indicate that the selected banks can collect funds from its depositors and transform the funds into investment to earn a profit. Further, Table 5 depicts that the average return of ROA is 1.11% with a minimum ratio of -4.9% and a maximum ratio of 7% which explains that the management efficiency has low trend during the study period. Again, the ROE is 10.50% on average which means that the selected commercial banks can earn more than the prevailed market rates for their owners during the study period.

b) Correlation Analysis

Pair-wise correlation coefficients are measured to find out the relationship between the selected variables (Table 6). The correlation result shows that net loans to total deposits and borrowings, other operating income to average assets, return on assets and return on equity ratios have the positive and significant correlation with operational efficiency. On the other hand, a log of total assets, interbank ratio, liquid assets to total deposits and short-term funding, net loans to total deposits and borrowings, net interest margin and recurring earning power ratios have the insignificant relationship with operational efficiency of the selected commercial banks.

Table 6: Correlation Analysis

Correlation Analysis											
	OE	LTA	IBR	LR	NLT DB	LAD S	NIM	OOP IAA	ROA	ROE	REP
OE	1										
LTA	-0.0931	1									
IBR	-0.0132	0.0565	1								
LR	0.0356	-0.3087***	0.0626	1							
NLT DB	0.1956***	-0.0033	0.0255	-0.066	1						
LAD S	0.0028	-0.0943	0.0248	-0.2906***	0.7618***	1					
NIM	0.0703	-0.1326*	0.0061	0.2168***	-0.0321	-0.1155	1				
OOP IAA	0.1777**	-0.2079***	-0.0185	-0.0421	-0.0652	0.0395	0.4753***	1			
ROA	0.5784***	-0.274***	-0.0214	0.2116***	-0.0726	-0.0621	0.1592**	0.2671***	1		
ROE	0.5178***	-0.1843**	-0.0027	0.132*	-0.0089	0.0094	0.0889	0.1093	0.6661**	1	
REP	0.4107	-0.006	-0.0456	0.0487	-0.0892	-0.1556	0.1536	0.1546	0.2111	0.0345	1

*Significance: * = $p < 0.10$, **= $p < 0.05$, *** = $p < 0.01$*

Author's Computation

c) Test of Multicollinearity

In the study, Variance Inflation Factor analysis (VIF) is performed to find out the correlation between explanatory variables and exclude the variables having correlation ≥ 0.80 (Kennedy 2003) and VIF > 5 (Amer et al 2011). The result shows that there is no multicollinearity among the selected variables as correlation < 0.80 (Table 6) and VIF < 5 as follows (Table 7):

Table 7: Test of Multicollinearity

Multicollinearity Test		
Variable	VIF	1/VIF
LADS	3.17	0.315308
NLTDB	2.75	0.363366
ROA	2.15	0.465649
ROE	1.86	0.538125
OOPIAA	1.53	0.654211
LR	1.49	0.670447
NIM	1.44	0.696197
LTA	1.31	0.762308
REP	1.12	0.894442
IBR	1.02	0.983231
Mean VIF	1.78	

Author's Calculations

d) Hausman Test

Hausman specification test is performed to examine whether to use Fixed Effect Regression Model or Random Effect Regression Model. From Table 8, the result ($\chi 2 = 45.2$, $p = 0.000$) suggests that the fixed effect model is appropriate (Hausman, J.A. 1978).

Table 8: Hausman Test

Hausman Test				
	---- Coefficients ----			
	(b)	(B)	(b-B)	Sqrt (diag(V_b-V_B))
	Fixed	Random	Difference	S.E.
LTA	-0.021062	-0.0042097	-0.0168523	0.0159277
IBR	-5.70E-06	0.0000145	-0.0000202	0.0000133
LR	-0.1289669	-0.1396878	0.0107208	0.0424937
NLTDB	0.1934325	0.1525369	0.0408956	0.0380148
LADS	-0.299755	-0.2956323	-0.0041228	0.0570025
NIM	0.3858974	-0.3264674	0.7123648	0.6327847
OOPIAA	3.811555	3.388882	0.4226739	2.640311
ROA	3.053595	3.200051	-0.1464554	0.3621714
ROE	0.161948	0.1221126	0.0398354	0.0109378
REP	2.354385	2.441394	-0.0870092	0.4251907
b = consistent under Ho and Ha; obtained from xtreg				
B = inconsistent under Ha, efficient under Ho; obtained from xtreg				
Test: Ho: difference in coefficients not systematic				
chi2(9) = (b-B)'[(V_b-V_B)^(-1)](b-B)				
= 45.2				
Prob>chi2 = 0.0000				

Author's Contribution

e) Test of cross - sectional independence, autocorrelation, and heteroskedasticity

To examine the standard OLS assumptions for panel data in the study, three post-estimation tests are performed for cross-sectional independence, autocorrelation, and heteroskedasticity as follows:

Table 9: Test of Cross-sectional Independence, Autocorrelation, and Heteroskedasticity

Cross-sectional Independence Test (Pesaran's Test)	Autocorrelation Test (Wooldridge Test in Panel Data)	Group wise Heteroskedasticity Test (Modified Wald Test in Fixed Effect Regression Model)
Pesaran's test of cross-sectional independence = 3.239	H0: no first-order autocorrelation	H0: sigma(i)^2 = sigma^2 for all i
Average absolute value of the off-diagonal elements = 0.411	F(1, 29) = 13.016	chi2 (30) = 6537.92
Probability (Pr) = 0.0012	Prob > F = 0.0011	Prob>chi2 = 0.0000

Author's Calculations

The study observes from Table 9 that the residual errors suffer from cross-sectional independence, autocorrelated, and heteroskedastic problems, as the probability of all tests is less than 0.05.

f) Empirical Models and Results

The study performs five models for panel date analysis to get robust results, influence the operational efficiency of the selected commercial banks where Model 1 indicates only Fixed Effect Regression Model (FE), Model 2 indicates Fixed Effect Regression Model with Cluster Robust Standard Errors (CRSEs), Model 3 indicates Driscoll-Kraay Standard Errors (DKSEs) and Model 4 and 5 indicate Feasible Generalized Least Square and Panel Correlated Standard Error respectively. The results of these models are showing in the following table 10:

Table 10: Empirical Models

Variable	Empirical Models				
OE	FE	CRSEs	DKSEs	FGLS	PCSE
LTA	-0.021062 (0.018433)	-0.021062 (0.015622)	-0.021062 (0.013045)	-0.00335 (0.028393)	-0.0079982 (0.0122225)
IBR	-5.70E-06 (3.82E-05)	-5.70E-06 (5.83E-06)	-5.70E-06 (7.53E-06)	-3.43E-06 (1.55E-05)	-2.88E-06 (0.0000168)
LR	-0.1289669 (0.066502*)	-0.1289669 (0.067684*)	-0.1289669 (0.088761)	-0.31392 (0.158217**)	-0.1110156 (0.0457661**)
NLTDB	0.1934325 (0.043664***)	0.1934325 (0.022429***)	0.1934325 (0.080408*)	0.189179 (0.041823***)	0.1656169 (0.0378706***)
LADS	-0.299755 (0.082328***)	-0.299755 (0.214478)	-0.299755 (0.134459*)	-0.4721 (0.130403***)	-0.3437596 (0.0976793***)
NIM	0.3858974 (0.657508)	0.3858974 (1.009182)	0.3858974 (0.502886)	1.63185 (1.053695)	-0.3758223 (0.1582313)
OOPIAA	3.811555 (3.378186)	3.811555 (3.620924)	3.811555 (1.920971)	-0.94322 (6.755855)	4.401648 (2.830049)
ROA	3.053595 (0.757335***)	3.053595 (2.69356)	3.053595 (2.409975)	2.018998 (1.062023*)	2.804988 (1.012655***)
ROE	0.161948 (0.028684***)	0.161948 (0.073333**)	0.161948 (0.067806*)	0.193889 (0.039004***)	0.1590961 (0.0426204***)
REP	2.354385 (0.575528***)	2.354385 (1.159173*)	2.354385 (0.704727**)	1.209938 (0.726113*)	2.69821 (0.5428807***)
_cons	1.483004 (0.504338***)	1.483004 (0.43849***)	1.483004 (0.369744)	1.232063 (0.81337)	1.176417 (0.3309579***)
F Value	F(10, 140) = 27.46***	F(10, 29) = 673.27***	F(10, 5) = 110.93***		
Maximum lag			2		
Wald chi2 (10)				239.95***	199.98***
R-squared	0.6623	0.6623	0.6623		0.9885

Note: Number of Observations=180, Number of Groups=30, Time Periods=6, Observations per Group = 6.
Under FGLS and PCSE:
Estimated covariances = 465, Estimated autocorrelations = 30, Estimated coefficients = 11, Panels: heteroskedastic with cross-sectional correlation, Correlation: panel-specific AR (1).
*Significance: * = p < 0.10, **= p < 0.05, *** = p < 0.01.*

Author's Contribution

Table 10 reveals that the fixed effect regression model explains 66.23% and PCSEs explains 98.85% of variations in operational efficiency of the selected commercial banks in Bangladesh. Further, NLTDB, ROE, and REP are positively significant under all models, and LR and LADS are negatively significant under Model 1, 2, 4, 5 and Model 1,3,4,5 respectively. Moreover, ROA is positively significant under model 1, 4, 5. On the other hand, LTA, IBR, NIM, and OOPIAA ratios are insignificant with OE. In the study, some independent variables are significant in explaining variations in operational efficiency of the selected commercial banks which are discussed below under various heads:

i. *Liquidity and Operational Efficiency*

Table 10 shows a negative relationship between LR and OE which explains that bank has less liquidity risk as high LR causes liquidity risk for banks (Soedarto, M. 2004). Again, Net loans to Total Deposits and Borrowings (NLTDB) ratio as a liquidity ratio explains that bank's ability to collect funds as deposits and borrowings and distribute it to third parties in the form of credit. Table 10 shows that there is a positive relationship between NLTDB and OE which indicates that providing loans from deposits and borrowings increases bank's operational efficiency that is supported by Mishin and Eakins (2012) explain that conversion of deposits into loans can improve efficiency in transforming assets into liabilities. Another significant liquidity ratio is liquid assets to total deposits and short-term funding which shows negative correlation with operational efficiency, implies that bank's income generating capacity decreases with increase in the liquid assets. In this regard, Kwan (2002) stated that increased liquidity position of the bank becomes more costly as it includes additional transportation cost, storage and protection cost and labor cost. Thus the three significant ratios suggest that bank's liquidity should be controlled and managed without ignoring bank's investment opportunities.

ii. *Profitability and Operational Efficiency*

Table 10 highlights that as profitability ROE, ROA, and REP ratios have positive relation with operational efficiency. The positive relationship between ROE and operational efficiency implies that banks focus on generating more profit to satisfy their shareholders. Other significant profitability ratios with OE in the study are ROA and REP that explain that commercial banks should invest in resources to increase their earnings that would boost their operational efficiency. In this case, Das and Ghosh (2006) stated that Banks with higher profitability attract customers, increase deposits and lendings and are efficient in intermediation activities.

iii. *Proposed Model*

A model is proposed to identify the influence of liquidity and profitability on the operational efficiency of commercial banks by the findings in the study. The model will assist bank managers to analyze and take necessary steps to minimize bank's risk exposure to improve the operational efficiency of commercial banks. Of the variables which are considered significant and consistent under three empirical models to the minimum in this study have been established as accepted model. The proposed model is as follows in Table 11:

Table 11: Proposed Model

Bank's Financial Indicators	Variables (Significant ≥ Three Empirical Models)	Name of the Model
Liquidity	LR	FE + CRSEs + FGLS + PCSE
	NLTDB	FE + CRSEs + DKSEs + FGLS + PCSE
	LADS	FE + DKSEs + FGLS + PCSE
Profitability	ROA	FE + FGLS + PCSE
	ROE	FE + CRSEs + DKSEs + FGLS + PCSE
	REP	FE + CRSEs + DKSEs + FGLS + PCSE

Author's Contribution

Table 11 reveals that banks should give attention to LR, NLTDB, and LADS ratios under liquidity and ROE, ROA, and REP ratios under profitability to ensure operational efficiency. The study explains that after maintaining the minimum requirement of liquid assets, the bank should use their customer's deposits and borrowings for investment and lending purposes to increase their operational efficiency and earnings.

VI. Conclusion

Commercial banks' contribution toward fostering economic growth and development is of great importance in the competitive business world. As increased banks and non-bank financial institutions raise stiff competition in Bangladesh, Bank's operational efficiency with liquidity and profitability is getting emphasized. The study focuses more attention on operational efficiency and some crucial factors like liquidity and profitability of selected scheduled commercial banks of Bangladesh to ensure the stability of banking system in the competitive market.

The analysis of the study implies that the efficient commercial banks exist in Bangladesh as the average operational efficiency of the selected commercial banks is 1.124058 with standard deviation is 0.086385. The empirical results of the study indicate that liquidity and profitability combined explain about 66.23% and 98.85% of the bank's operating efficiency under Fixed Effect Regression Model and Panel Correlated Standard Error Model respectively. From the study, it is revealed that bank's operational efficiency is not affected by bank size, especially in term of its assets. Moreover, the study explains that after maintaining minimum liquidity, banks are motivated to follow high-quality lending policy and ensure proper utilization of their customer's deposits and borrowings through making high-quality loan portfolio to ensure earnings for their shareholders.

Here, the study gives importance to liquidity and profitability to determine operational efficiency of commercial banks. Hence, an integrated model can be developed in the further research which will show a complete picture of bank's operational efficiency by considering many other factors like capital adequacy, credit risk, asset quality, GDP, inflation rate, board of director's composition, auditor's role, skill and qualification of employee, value of collateral.

References Références Referencias

1. Ahmed, Md. S. & Liza, F. F. (2013). Efficiency of Commercial Banks in Bangladesh-A Data Envelopment Analysis. European Journal of Economics, Finance and Administrative Sciences, Issue 56, January, 2013.
2. Allen, L & Rai A. (1996). Operational Efficiency in Banking: An International Comparison. Journal of Banking & Finance, 20(4): 655-672.
3. Amer, H., M, Moustafa W. & Eldomiaty T. (2011). Determinants of Operating Efficiency for Lowly and Highly Competitive Banks in Egypt. Cambridge Business & Economics Conference ISBN: 978097 4211428.
4. Bangladesh Bank Annual Report (From 2011 to 2016).

5. Beck, N. and Katz, J. N. (1995). What to Do (and Not to Do) with Time-Series Cross-Section Data. American Political Science Review, 89(3): 634-647.
6. Berger, A. N. (1995). The Profit-Structure Relationship in Banking: Tests of Market Power and Efficient Structure Hypotheses. Journal of Money, Credit and Banking, 27: 404-431.
7. Brink, G. F. & Jan, V. D. (2002). Operational Risk: The new challenge of Banks, Palgrave Publishers, Ltd., New York, NY, USA.
8. Brissimis, S. N., Delis, M. D. & Papanikolaou, N. I. (2008). Exploring the nexus between banking sector reform and performance: Evidence from newly acceded EU countries. Journal of Banking & Finance 32(12): 2674-2683.
9. Das, A. & Gosh, S. (2006). Financial deregulation and efficiency: An empirical analysis of Indian Banks during the post reform period. Review of Financial Economics, 15(3): 193-221.
10. Diamond, D. W. & Rajan, R. G. (2001). Banks and liquidity. The American Economic Review, 91(2): 422-425.
11. Driscoll, J. & Kraay, A. (1998). Consistent Covariance Matrix Estimation with Spatially Dependent Panel Data. The Review of Economics and Statistics, 80(4): 549-560.
12. Elisa, L. and Luca, R. (2007). Bank efficiency and Banking sector development the case of Italy. Applied Mathematics, working paper series, working paper No. 5/2007, February 2007.
13. Fiedler, R., Brown, K., & Moloney, J. (2002). Liquidity risk: what lessons can be learnt from the crisis in Japan's banking system? Balance Sheet, 10(1): 38-42.
14. Halkos, G. E. & Salamouris, S. D. (2004). Efficiency measurement of the Greek Commercial Banks with the use of financial ratios: a data envelopment analysis approach. Management Accounting Research, 15(2): 201-224.
15. Hausman, J. A. (1978). Specification tests in econometrics. Econometrica 46(6): 1251-1271.
16. Htay, S. & Salman, S. (2015). Operational and Liquidity risk Information disclosure practices by Malaysian Listed Banks. International Business Management, 9(1): 60-64.
17. Hussein, A. H. A. & Ahmad, M. L. (2007). Evaluating the operational and profitability efficiency of a UAE-based Commercial Bank. Journal of Financial Services Marketing, 11(4): 333-348.
18. Kashyap, A. K., Rajan, R., & Stein, J. C. (2002). Banks as liquidity providers: An explanation for the coexistence of lending and deposit-taking. The Journal of Finance, 57(1):33-73.
19. Kennedy, P. A Guide to Economics, 5th ed., MIT Press, Cambridge, MA, 2003.
20. Kwan, S. H. (2002). Operating performance of Banks among Asian Economics: An International and Time Series Comparison. Working Papers 132002, Hong Kong Institute for Monetary Research.
21. Mensi, S. & Zouari, A. (2010). Efficient Structure versus Market Power: Theories and Empirical Evidence. International Journal of Economics and Finance, 2(4): 151-166.
22. Mishkin, F. S. and Eakins, S. G. (2012). Financial Markets and Institutions. 7th Ed. Essex. Pearson Education Ltd.
23. Muya, T. W. and Gathogo, G. (2016). Effect of Working Capital Management on the Profitability of Manufacturing Firms in Nakuru Town, Kenya. International Journal of Economics, Commerce and Management, IV (4): 1082-1105.
24. Odunga, R. M., Nyangweso, P. M., Carter, D. A. & Mwarumba, M. (2013). Credit Risk, Capital Adequacy and Operating Efficiency of Commercial Banks in Kenya. International Journal of Business and Management Invention, 2 (9): 6-12.
25. Odunga, R. M. (2016). Specific Performance Indicators, Market Share and Operating Efficiency for Commercial Banks in Kenya. International Journal of Finance and Accounting, 5(3): 135-145.
26. Oral, M. & Yolalan, R. (1990). An Empirical Study on Measuring Operating Efficiency and Profitability of Bank Branches. European Journal of Operational Research, 46: 282-294.
27. Pancheva, Prof. Dr. A. (2014). Determinant of the bank's operating efficiency. Journal of University of Economics-Verna, 74-75.
28. Ponce, A. T. (2011). What Determines the Profitability of Banks? Evidence from Spain. Pablo de Olavide University.
29. Radic, N., Fiordelisi, F. & Girardone, C. (2012). Efficiency and risk-taking in pre-crisis investment banks. Journal Financial Services Research, 41(1-2): 81-101.
30. Rogers, W. (1994). Regression Standard Errors in Clustered Samples. Stata Technical Bulletin, 3(13): 19-23.
31. Shawk. (2008). Operational Efficiency a Brand Point Management Perspective, http://www.schawk.com.
32. Soedarto, M. (2004). Factor that affects distribution rural credit bank [BPR (rural bank) case study in work area bank Indonesia Semarang]. Thesis. Magister Management Study Program Diponegoro University, Semarang.
33. Tariq, W., Muhammad, U., Haseeb, Z. I. A. & Imran A. (2014). Determinants of Commercial Banks Profitability: Empirical Evidence from Pakistan. International Journal of Accounting and Financial Reporting, 4 (2): 1-22.

34. White, H. (1980). A heteroskedasticity-consistent covariance matrix estimator and a direct test for heteroskedasticity. Econometrica, 48: 817-838.
35. Yeh, Q. J. (1996). The Application of Data Envelopment Analysis in Conjunction with Financial Ratios for Bank Performance Evaluation. Journal of the Operational Research Society, 47: 980-988.

Appendix: A

Table 2: Operational Efficiency, Liquidity and Profitability of Scheduled Commercial Banks of Bangladesh

Year		2011	2012	2013	2014	2015	2016
Operational Efficiency Ratio (In Decimal)	SCBs	1.6	1.37	1.19	1.19	1.18	1.11
	PCBs	1.4	1.32	1.28	1.32	1.33	1.36
Return on Asset (ROA) (In %)	SCBs	1.3	-0.6	0.6	-0.6	-0.04	-0.16
	PCBs	1.6	0.9	1	1	1	1.03
Return on Equity (ROE) (In %)	SCBs	19.7	-11.9	10.9	-13.6	-1.5	-6
	PCBs	15.7	10.2	9.8	10.3	10.8	11.1
Liquidity (In %)	SCBs	31.3	29.2	44.3	42	41.4	40
	PCBs	23.5	26.3	28	28.2	19.7	17.8

Source: Bangladesh Bank Annual Report (From 2011 to 2016)

Table 3: Name of Selected Scheduled Commercial Banks in Bangladesh

Name of Selected Commercial Banks	Name of Selected Commercial Banks
AB Bank	Mutual Trust Bank Limited
Bank Asia	National Bank Limited
Islami Bank Bangladesh Limited	Prime Bank Limited
Jamuna Bank	Eastern Bank Limited
The City Bank Limited	International Finance Investment and Commerce Bank Limited (IFIC)
Southeast Bank Limited	Janata Bank Limited
Premier Bank	Uttara Bank Limited
Social Islami Bank Limited	Standard Bank Limited
Dutch Bangla Bank Limited	NCC Bank Limited
ONE Bank Limited	Al-Arafah Islami Bank Limited
United Commercial Bank	Trust Bank
Exim Bank	Pubali Bank Limited
Brac Bank Limited	Shahjalal Islami Bank Limited
Dhaka Bank Limited	Agrani Bank
Mercantile Bank Limited	Rupali Bank

Author's Survey

Global Journal of Management and Business Research (A) Volume XVIII Issue VII Version I Year 2018

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 7 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Corporate Social Responsibility of Bangladeshi Garment Industry to Secure Future Vulnerability on Workers Retired Life

By Md. Enamul Islam, Mst. Nilufar Yasmin & Muhammad Farooq
Limkokwing University of Creative Technology

Abstract- Nowadays Bangladeshi Multinational Companies are actively engaged in Corporate Social Responsibility. However, most of the activities are confined to earn publicity and positive political image only. External Corporate Social Activities are very popular in the corporate world. An unholy competition is prevailing among the giant Multinational companies to show off their activities. Business conglomerates do not pay much attention for the workers after retirement benefit. This study was conducted to measure the impact of Corporate Social Responsibility on the reduction of workers vulnerability after retirement for Bangladeshi Garment Industries. A total of 98 usable questionnaires gathered from 11 Multinational Companies (MNC) in Bangladesh. Outcomes of correlation analysis show that there is a statistically significant relationship between internal Corporate Social Responsibilities and protected retired life of Garments workers. Findings also suggest that when MNCs takes interest and carry out social responsibility than it enhances high productivity, greater teamwork, and high organizational commitment.

Keywords: corporate social responsibility (CSR), bangladeshi garment industry, employee benefit after retirement, bangladesh.

GJMBR-A Classification: JEL Code: M14

CORPORATESOCIALRESPONSIBILITYOFBANGLADESHIGARMENTINDUSTRYTOSECUREFUTUREVULNERABILITYONWORKERSRETIREDLIFE

Strictly as per the compliance and regulations of:

Corporate Social Responsibility of Bangladeshi Garment Industry to Secure Future Vulnerability on Workers Retired Life

Md. Enamul Islam [α], Mst. Nilufar Yasmin [σ] & Muhammad Farooq [ρ]

Abstract- Nowadays Bangladeshi Multinational Companies are actively engaged in Corporate Social Responsibility. However, most of the activities are confined to earn publicity and positive political image only. External Corporate Social Activities are very popular in the corporate world. An unholy competition is prevailing among the giant Multinational companies to show off their activities. Business conglomerates do not pay much attention for the workers after retirement benefit. This study was conducted to measure the impact of Corporate Social Responsibility on the reduction of workers vulnerability after retirement for Bangladeshi Garment Industries. A total of 98 usable questionnaires gathered from 11 Multinational Companies (MNC) in Bangladesh. Outcomes of correlation analysis show that there is a statistically significant relationship between internal Corporate Social Responsibilities and protected retired life of Garments workers. Findings also suggest that when MNCs takes interest and carry out social responsibility than it enhances high productivity, greater teamwork, and high organizational commitment.

Keywords: corporate social responsibility (CSR), bangladeshi garment industry, employee benefit after retirement, bangladesh.

I. Introduction

The definition of CSR remains a debatable issue to the scholars, academia, businesses, and society. The concept of CSR is promoted for decades and is commonly employed by corporations globally. CSR is a business arrangement that enables the production and distribution of wealth for the betterment of its stakeholders. It is propagated through integration of ethical systems and sustainable management practices. Bangladesh at the age of 48 years after its independence has grown massively in industrialization over the past decade. Giant corporations have already accepted and started implementing the western culture of human resource management among their business. Business organization has the ethical and social responsibility to conduct their activities following the norms and customs of the country where operating. CSR involves many activities like working in partnership with local communities, developing relationships with employees, social work, customer's satisfaction, activities for environmental conservation, and sustainability development (Ismail, 2009). The responsibility of business in society has been argued in economic literature for a long time. CSR means, every business has moral obligation to society for contributing some portion of their profit for social, environmental, and economic advancement.

Of late Bangladeshi garment industries have started various types of CSR program to promote business. However, those are basically to earn so-called name and fame for the farm itself. CSR activities in Bangladesh have little effect on to the workers retired life (Ferdousi and Ahmed, 1996). CSR activities are usually confined to only some charity, distribution of clothing, subscription to the education fund, organizing the cultural program, contribution to local clubs, etc. Fortunately, some visible CSR activities are noticed around the country. However, a little is done to ensure the future wellbeing of the workers. Moreover, the debates on the role of the farm in society might be taking place at the micro level as well. In the context of Bangladesh CSR could be opening up questions regarding the concern of work for employees. Maximum workers or employees in garments industries come from underprivileged background, and the literate percentage is very negligible. Poverty alleviation, healthcare, education, charity activates, cultural enrichment, youth development, women empowerment, patronizing sports, and music, etc are common area of interest for local conglomerate. These are external CSR activities. On the other hand employee's benevolent fund, pre-retirement training, child care center, the rehabilitation center for injured workers, loan facilities, etc. are known as internal CSR activities (Masud and Hossain, 2012).

The entrepreneurs of garments industries have a psychological believe that CSR activities should and only be done to show off and gain political support. On the other hand, although Bangladesh Garment Manufacturer Association has a moral and ethical responsibility to ensure that the farms always participate in CSR program, but are often observed being neglected. Not much is done to ensure that workers in the garment industries have a secure life even after they retire. Usually, in garment industries, 80 percent labours join for the work without any formal or informal training or education (Ishita Roy, Amit Kumar Sarker and

*Author α σ ρ: Ph.D Scholar, Limkokwing University of Creative Technology, Cyberjaya, Selangor 63000, Malaysia.
e-mail: enamul1530@gmail.com*

Swapna Chowdhury, 2017). The worker starts the job at the minimum wages and continues to do so until the next salaries increment session which usually comes as a result of revolt and possessions. There is not much of formal or informal training organized for the workers. The owners earn a handsome amount of profit while the conditions of the poor workers remain as it is. Their total incomes are spent for a daily expense and hardly have any scope to save some money. There are some industries where they even do not have any option of workers benevolent fund. It means that the workers go bare hand on retirement or upon termination. If some portion of the profit could be spending for the wellbeing of workers to secure their future life than workers engagement would have been better and productivity could have a more rising trend.

II. Literature Review

Bangladeshi banking sector performs most significant and observed CSR activities. Almost 45% commercial and public bank often carries out CSR program. But mostly external activities are performed by them. Only 15% of banks have the provision of spending money for the wellbeing of their employees. Mostly public banks have the provision of workers benevolent fund and future job security fund (Masud and Hossain, 2012).

Alam, Hoque, and Hosen (2010) have studied CSR practice of Grameen Phone Ltd.'s and found that they have given maximum attention to the welfare of their employee and customers. Although they have maximum show off type CSR activities yet they also gave some consideration to internal CSR. Employees are found happy with the effort taken by this multinational company (MNC).

Ferdous (2015) have studied four public banks of Bangladesh. He has found that there is an increased trend of spending money by these four state-owned banks. He also mentioned that all these four banks have equal importance to ensure a secure life for their employees. Bangladesh, as a third world state has lots of complications. The government frequently discovers themselves helpless while it approaches the solution of these difficulties. Corporate proprietors of the state are measured as a wealthy unit of the society; therefore they can donate more profoundly in the direction of the improvement. CSR has become a standard of generally legitimate corporate effort, and the acceptance of it is rising gradually (Abdullah et al., 2013).

The "Rana Plaza" one of a Dhaka factory collapse in April 2013 becomes the talk of the garment industry around the world. It is not the first time that garment factories hit the news with fatal happenings due to safety violations. In many cases, such catastrophic events open discussion to other problems on the work floor, like negligence of labour rights, abuse, discrimination, and underpayment. The shock about the many deaths or people violated is followed up by a mass critique on brand firms that often source in low wage countries like Bangladesh and India. The growth of global value chains led to calls for a new kind of responsibility. The increased significance of brands and corporate status in increasingly consumption-oriented world made companies more vulnerable to publicity and keener to develop their reputation as 'responsible.' The CSR is just a strategic necessity for public acceptance, and for generating more profits. (Bode, 2013).

III. Research Methodology

a) Research Design

The research design for this study was a descriptive survey through the questionnaire. The purpose of using descriptive survey was to collect detailed and information that describes present phenomenon. A survey instrument was developed to collect data for the study. The primary data was collected through this form of questionnaire and was hand delivered to the target employees. The questions were filled by the participating employees and were returned. After that, the results were further analysed using descriptive statistical analysis method to find out how the internal CSR activities affect their performance. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of CSR activities of Garment Industries to reduce vulnerability of workers on employee's security of future life.

b) Target Population

A population refers to the aggregate of all cases that conform to some designated set of specifications. The target population was employees with different designation and experience. A total of 98 respondents were chosen, and they were provided with the questionnaire. Their answers were collected as primary data. Afterwards, these data were analysed to get an overall idea regarding the impact of CSR activities of Garment Industries to condense vulnerability of workers retired life. (Table 1)

Table 1: Target Population

Factory	Frequency	Number of Employees Interview
Palmal Group	1	10
NAZ Bd Ltd	1	9
Desh Bangla Group	1	10
MB Fashion	1	11
Royters Garments	1	11
Bishash Group	1	8
Abdul Monem Ltd	1	10
Mir Aktar Ltd	1	11
Opex Garments	1	9
Yellow Fabrics	1	9
Hanif Spinning Mills	1	10
Total		98

c) *Sampling Design and Size*

A sample of about 98 people was selected from the target population, based on their designation and experience level. The sampling was done using stratified random sampling method, in which the population is divided into groups based on factors that may influence the effect of CSR activities of Garment Industries to condense workers vulnerability during retired life. The advantages of stratified random sampling include minimizing sample selection bias and ensuring that samples are selected methodically. Out of 98 samples, 55 were female, and 45 were male. Figure 1 shows a pie chart view.

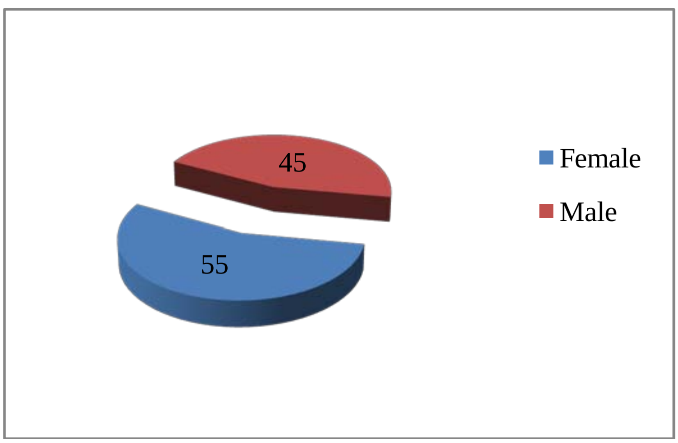


Figure 1: Male and Female sample participation

d) *Research Objectives*

This study aims to achieve the following three objectives:

1. To determine the present state of CSR of Bangladesh Garment Industries.
2. To identify the impact of CSR on employee satisfaction.
3. To identify how CSR will safeguard the retired life of employees.

IV. Data Analysis and Interpretation

The researchers have used SPSS (Statistical Package for the Social Scientists) as a data management and statistical analysis tool which has a very versatile data processing capability. Before analyzing data, the background information on the employees at a different level has been considered in details. It is assumed that it will be helpful to understand the range of area covered. Among the 98 people, 56.12%, i.e., 55 individuals were female and 45.91%, i.e., 45 individuals were male. Out of 98 samples, 39 individuals are of age 21-30 years, 23 individuals are of age 31-40 years, 21 individuals are of age 41-50 years, and 15 individuals are of age 51-60 years.

Table 2: Number of CSR activities of Last Three years

Factory Name	Frequency	Number of CSR Activates Carried out in last three years
Palmal Group	1	2
NAZ Bd Ltd	1	1
Desh Bangla Group	1	4
MB Fashion	1	3
Royters Garments	1	6
Bishash Group	1	2
Abdul Monem Ltd	1	4
Mir Aktar Ltd	1	3
Opex Garments	1	1
Yellow Fabrics	1	3
Hanif Spinning Mills	1	2
Total	1	31

An effort was taken to collect the information of CSR activities carried out in last three Years. A total of 31 CSR activities were carried out by these 11 Garment industries (see Table 2). Mostly they donate some money to the Prime minister's relief fund, contribution to some local clubs and NGOs that run educational institutions. Few examples of internal CSR are establishment of child care center, a donation to injured workers, yearly picnic, and cultural program for the workers.

Pearson's Product Moment Correlation statistical procedure is used to test the nature and the strength of a relationship between effort of internal CSR activities and employee's retirement life benefit. The magnitude and strength of relationship between these two are ($r = 0.68$; $p < 0.05$) (See Table 3). This result shows that there is a high correlation between effort taken for internal CSR and security of workers life after retirement. It indicates, the higher the level of CSR activities performed for the workers benefit, the higher was the level of productivity as well.

Table 3: Pearson's Product Moment Correlation

	Mean	S. D.	r	p
Benevolent Fund	2.88	.42	0.68	0.00*
Saving Scheme	3.86	.66	0,46	0.00*
Pre-Retirement Training	3.95	0.64	0.47	0.00*
Loan Facilities	3.41	.44	0.45	0.00*
Career Enhancement Program	2.56	.48	0.46	0.00*

More than 90% respondent opined that their business organization benevolent fund and loan facilities have a direct impact on their retired life. 95% said that a loan facility during their working life would assist them for house building and supply a handsome amount of capital for business. While only 25% agreed that pre-retirement training would secure their future. A large number of workers at garment industries comes from a poor illiterate family and have less interest in training (Table 4).

Table 4: Respondents perception of internal CSR of their industries

Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Benevolent Fund	90%	3%	5%	2%	0%
Saving Scheme	56%	15%	14%	10%	5%
Pre-Retirement Training	25%	10%	10%	20%	35%
Loan Facilities	95%	0%	2%	0%	3%
Career Enhancement Program	70%	5%	13%	9%	3%

V. Conclusion

CSR activities have been incorporated and widely accepted and praised by the business community and general consumers of Bangladesh as well. Very often Bangladeshi MNCs engaged themselves in external CSR activities. The government of Bangladesh in its labour law act 2006 has included the compulsory participation of CSR for the MNCs operating in the country. However, it is one of the talks in the business community that most of the CSR activities are carried out for publicity only. The researchers found that internal CSR activities enhance productivity, organizational commitment and safeguard employee's future life to a great extent. This study is one of a beginner approach of this kind. The researchers hope that prominent and reputed researches will come up in future to study this subject into more details. Limitation in fund, time and scope has affected the researchers to go for more detail study.

References Références Referencias

1. Abdullah, A. M. et al. (2013) 'Corporate Social Responsibility Practices in Garments sector of Bangladesh, A Study of Multinational Garments, CSR view in Dhaka EPZ', Developing Country Studies, 3(5), pp. 27-38.
2. Alam, S., Hoque, S. M. S. and Hosen, M. Z. (2010) 'Corporate Social Responsibility (CSR) of MNCs in Bangladesh: A case study on Grameen Phone Ltd', Journal of Potuakhali University of Science and Technology, July (13), pp. 1-11. Available at: https://www.basis.org.bd/csr_reports/CSR of MNCs in Bangladesh. A Case study of Grameen Phone Ltd.%5D. pdf.
3. Bode, N. (2013) 'Global Actors, Local Governance: Corporate Social Responsibility in the Indian', Cultural Anthropology and Development sociology, 2(11), pp. 1-28. doi: 10.330.
4. Ferdous, J. (2015) 'Corporate Social Responsibility Practices in Bangladesh: An assessment of four state-owned commercial banks', International Journal of Business, Economics and Law, 8(2), pp. 36-41. Available at: http://timesfoundation.indiatimes.com/ articleshow/4662536.cms.
5. Ferdousi, F. and Ahmed, A. (1996) 'An Investigation of Manufacturing Performance Improvement through Lean Production: A Study on Bangladeshi Garment Firms', 4(9), pp. 106-116.
6. Ishita Roy, Amit Kumar Sarker and Swapna Chowdhury (2017) 'Corporate Social Responsibility Practices in Bangladesh: A Statistical Analysis on State-Owned & Private Commercial Banks', Economics World, 5(4), pp. 322-332. doi: 10.17265/2328-7144/2017.04.005.
7. Ismail, M. (2009) 'Corporate Social Responsibility and Its Role in Community Development: an International Perspective', The Journal of International Social Research, 2(9), pp. 199-209.
8. Masud, M. A. K. and Hossain, M. S. (2012) 'Corporate Social Responsibility Reporting Practices in Bangladesh: A Study of Selected Private Commercial Banks', IOSR Journal of Business and Management (IOSR-JBM), 6(2), pp. 42-47. doi: 10.1108/17471110910977276.

This page is intentionally left blank

Global Journal of Management and Business Research: A
Administration and Management
Volume 18 Issue 7 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Factors Influencing the Selection of Restaurant for Dining in Dhaka City of Bangladesh

By Nazrul Islam, Mohitul Ameen Ahmed Mustafi, Md. Sazzad Ahmed, Md. Mamunur Rashid, Md Abrar Ul Kabir & Toufiq Nazrul

Uttara University

Abstract- Eating outside the home became a new trend nowadays in Dhaka city of Bangladesh, and that has an impact on the restaurant industry of Dhaka. This is due to the increase in income and the changes in tastes and preference of the city dwellers. Hence, this study has been designed to identify the factors influencing the selection of restaurants by the Dhaka city dwellers. Both primary and secondary data were used to conduct this study. A structured questionnaire having five-point scale, one having strongly disagreed and five having strongly agreed used to conduct the survey. The data were analyzed using both descriptive and inferential statistics. Descriptive statistics were sued to descriptive the restaurants, and the variables of Dhaka city and inferential statistics were used to identify the relationship between the factors influencing the selection of the restaurants and the overall selection decision of the restaurant customers. Results show that the restaurant customers are influenced by five factors such as customer service, availability of variety and junk foods, maintenance of privacy, the brand name of the restaurant, and availability of ready-made food in Dhaka.

Keywords: *customer service, availability of variety of foods, maintenance of privacy, brand name of the restaurant, availability of ready-made food.*

GJMBR-A Classification: *JEL Code: M00*

FACTORSINFLUENCINGTHESELECTIONOFRESTAURANTFORDININGINDHAKACITYOFBANGLADESH

Strictly as per the compliance and regulations of:

Factors Influencing the Selection of Restaurant for Dining in Dhaka City of Bangladesh

Nazrul Islam [α], Mohitul Ameen Ahmed Mustafi [σ], Md. Sazzad Ahmed [ρ], Md. Mamunur Rashid [Ѡ], Md. Abrar Ul Kabir [¥] & Toufiq Nazrul [§]

Abstract- Eating outside the home became a new trend nowadays in Dhaka city of Bangladesh, and that has an impact on the restaurant industry of Dhaka. This is due to the increase in income and the changes in tastes and preference of the city dwellers. Hence, this study has been designed to identify the factors influencing the selection of restaurants by the Dhaka city dwellers. Both primary and secondary data were used to conduct this study. A structured questionnaire having five-point scale, one having strongly disagreed and five having strongly agreed used to conduct the survey. The data were analyzed using both descriptive and inferential statistics. Descriptive statistics were sued to descriptive the restaurants, and the variables of Dhaka city and inferential statistics were used to identify the relationship between the factors influencing the selection of the restaurants and the overall selection decision of the restaurant customers. Results show that the restaurant customers are influenced by five factors such as customer service, availability of variety and junk foods, maintenance of privacy, the brand name of the restaurant, and availability of ready-made food in Dhaka. Factors like customer service, maintenance of privacy, the brand name of the restaurant, and availability of ready-made food are found significant for selecting the restaurant of Dhaka dwellers for dining at the restaurants. This study also identified that the availability of a variety of foods is not the determinant for selecting a restaurant by the customers of Dhaka. This study suggests that the restaurants doing business in Dhaka City should focus on the factors like customers' service, maintenance of privacy, brand name, and availability of ready-made foods for obtaining more customers in their restaurants for the growth and development in future.

Keywords: customer service, availability of variety of foods, maintenance of privacy, brand name of the restaurant, availability of ready-made food.

I. Introduction

Bangladesh is a densely populated country in the world. Presently, there are about 170 million people living in this country of which 20 million are living in Dhaka city-the capital of the country. The country's outstanding economic growth is evidenced by the growing GDP of 6 to7 percent, and inflation has remained stable at 7 percent despite frequent supply chain disruption. This significant growth has brought in a massive change in the composition of the country's workforce which is evidenced by the rise of the middle consumer class. As an emerging economy, consumers' disposable income and personal savings are experiencing a positive momentum that has induced them to go out of their house with families and friends and spend money in the restaurants for dinning. Although world-famous franchises like KFC, Pizza Hut and Nando's have already entered into Bangladesh, most of the restaurants are local and Bangladeshi owned. Bangladesh government also formulated laws for the restaurants that define restaurant as a business establishment where 30 or more people can be served food. In addition to that, the development of information technology and media, especially young professionals, businessmen, families, and students are provoked to hang out with friends, families and colleagues in the restaurants like developed societies. Hence, this business is growing very fast in Dhaka city of Bangladesh.

Observations show that there are some factors that influence the selection of the restaurants for dining in Dhaka city. A study on customer hospitality shows that the most significant factors affecting the customer hospitality of fast food industry in Bangladesh are greetings, sitting arrangement, and the service speed of the restaurants (Ashraf, Harun, Md., Fayez Ahmed and Maniruzzaman, 2013). These salutations are directly concerned with the culture of Bangladeshi people. As most of the people of Dhaka city are middle-income group, the price of the food in the restaurant is also very important factor in selecting the restaurant for dining. Study on young customer shows that affordable price of the menu, service quality and restaurant ambiance are important factors which make the young consumers to prefer the fast food at the restaurants (Medina Kabir Tamanna, 2016). For this reason, the selection of low priced restaurants is dominant among the respondents for their regular food. Hence, restaurant entrepreneurs should consider the factors along with quality and price of food to exploit the opportunities of utilizing the prospects of the restaurant (Abdul Latif, Shamima Yeasmin, Mazharul Islam and Afjal Hossain Jony, 2015). Selection of restaurant is also dependent on the prompt service, physical environment, food quality, pricing (Ayesha Tabassum and Tasnuva Rahman, 2012). Studies show that the consumers give most importance on brand reputation of the food item followed by

Author α σ: School of Business, Uttara University, Dhaka, Bangladesh. e-mails: nazrulku@gmail.com, mustafi559@gmail.com
Author ρ Ѡ ¥: Bangladesh University of Professionals, Mirpur, Dhaka, Bangladesh. e-mail: sazzad4017@gmail.com
Author §: Augustana University, Sioux Falls, South Dakota, USA. e-mail: tnazrul15@ole.augie.edu

nearness to receive and accessibility, similarity of taste with previous experience, cost and quality of the food, discount and taste, cleanliness and hygiene, salesmanship and decoration, fat and cholesterol level, and self-service factors (Nazrul Islam & G. M. Shafayet Ullah, 2010).

The selection of the restaurant is, sometimes, influenced by age, gender difference and income of the customers. The study shows that there is a strong relationship between consumer perception and behavior in selecting a restaurant when age, gender, and income play a mediating role in selecting the restaurants. Also, it is also found that consumers' age differences have the highest influence on their behavior of choosing a restaurant (Muhammad Sabbir Rahman, 2012). The selection of the restaurant often depends on the satisfaction and prior experience of the customers. The Study shows that the customer satisfaction is a direct antecedent to trust, but indirect to commitment (Dev Jani Heesup Han, 2011).

There are some customers, who are very much health conscious. They focus on health-related aspects found that the reasons for choosing a restaurant with concern health issues differed according to consumers' knowledge of health issues, annual income level, the budget for dining out, and weight concern (Choi, J., & Zhao, J., 2010). People who don't live in Dhaka city, have some other point to consider to select their restaurants for dining. Research shows that the travelers give importance on cleanliness, food quality, and friendliness of the staff as most important factors for the selection of the restaurant (Tripp, Carolyn, Karen R. Greathouse, Carol W. Shanklin, and Mary B. Gregoire, 1995). As customer satisfaction is concerned with the selection of restaurant for dining, satisfaction is an important point to the customers. Research shows that the customer satisfaction was influenced most by the responsiveness of the Frontline employees, followed by price and food quality (in that order). Physical design and appearance of the restaurant did not have a significant effect (Saad Andaleeb, S., & Conway, C., 2006). Restaurant customers also consider the food quality, service quality, restaurant environment, and perception of price fairness that has an impact of the customer satisfaction (Haghighi, M., Dorosti, A., Rahnama, A., & Hoseinpour, A., 2012). The food provided (quality, taste) in the restaurant has to impact on the selection of restaurant. Sometimes, prior positive experience, a clean production/service environment, and hospitable service are additional factors that most strongly influenced restaurant choice (Duarte Alonso, A., O'neill, M., Liu, Y., & O'Shea, M., 2013). The Study identified three sources of customers' satisfaction with restaurant services: (i) positive emotions, (ii) perceived service quality and (iii) negative emotions. Positive emotions have more impact on customers' satisfaction than negative emotions. Also, emotions mediate the impact of perceived service quality on dining satisfaction. Finally, satisfaction has a significant impact on recommendation, customer loyalty and willingness to pay more (Ladhari, R., Brun, I., & Morales, M., 2008). The Study also shows that multiple components of consumption emotions significantly affected customer satisfaction, and satisfaction mediated the effect of emotion factors on revisit intention (Han, H., Back, K. J., & Barrett, B., 2009). Restaurant location is another factor for selecting the restaurant for dining (Edwards, J. S., Meiselman, H. L., Edwards, A., & Lesher, L., 2003).

However, some factors influence the selection of the restaurant of the Dhaka city dwellers. Hence, this study aims to identify the factors influencing the selection of restaurants by the Dhaka city dwellers.

II. Research Methods

This study used both primary and secondary data. Primary data were collected from the interview of 325 workers from 29 restaurants located in Banani, Uttara, Dhanmondi and, Mohammadpur of Dhaka city. A structured questionnaire with 23 items was used to collect the data. The secondary data were also collected from the journals, periodicals, annual reports of Bangladesh Hotel and Restaurant Association (BHRA), etc.

a) Data Collection

In collecting data, a group of MBA students of Bangladesh University of Professionals was used. They were given adequate training with the items on the questionnaire and supervised closely to conduct interviews with the people ate at the restaurants. The sample respondents were selected by using the convenience sampling method. After the collection of data, incomplete, and biased, and or abnormally answered data were discarded through a thorough scrutinizing process. The reliability of 23 items in the questionnaire has been tested by using SPSS software, and the Alpha Coefficient was identified as 0.815 which is at the acceptable limit as per Nunnally (1967 & 1978).

b) Participants and Procedures

This study administered a survey instrument to justify the theoretical framework and apply it to identify the perception of the restaurant customers regarding he factors for which they have selected the restaurant. Participants in the study were the customers of the restaurants located in the prime spot of Dhaka City. A total of 325 restaurant customers participated in this survey. Participation in the study was voluntary. The details of the participants are explained in Table 1. Unless otherwise indicated, a 5-point response scale was used, ranging from 1 = strongly disagree to 5 = strongly agree.

Table 1: Distribution of the Restaurant Customers Interviewed

Sl. No.	Location of the Restaurant	Number of Customers Interviewed	Percentage
1.	Banani	65	20.00
2.	Uttara	102	31.38
3.	Dhanmondi	77	23.69
4.	Mohammadpur	81	24.93
	Total	325	100.00

c) *Normality of Data*

According to Tabachnick and Fidell (2001), the value of skewness and kurtosis statistic lies between -4 to +4 that is deemed to be acceptable. Table 2 shows that all the data met the acceptable range indicating the normal distribution of data.

Table 2: Normality the Information

	N	Skewness	Kurtosis
Ques_1	325	0.12	-0.94
Ques_2	325	0.02	-0.88
Ques_3	325	0.21	-0.60
Ques_4	325	-0.15	-0.68
Ques_5	325	-0.20	-0.88
Ques_6	325	-0.44	-0.34
Ques_7	325	0.03	-0.99
Ques_8	325	0.28	-0.95
Ques_9	325	0.23	-1.11
Ques_10	325	0.32	-0.98
Ques_11	325	-0.09	-1.25
Ques_12	325	-1.04	1.44
Ques_13	325	-0.83	0.84
Ques_14	325	-0.60	0.13
Ques_15	325	-0.61	0.16
Ques_16	325	-0.60	0.05
Ques_17	325	-0.46	-0.44
Ques_18	325	-0.66	0.48
Ques_19	325	-0.54	0.30
Ques_20	325	-0.77	0.68
Ques_21	325	-0.89	0.97
Ques_22	325	-0.73	0.62
Ques_23	325	-0.80	0.67

d) *Analytical Tools*

Both descriptive and inferential statistics were used to analyze the data. Descriptive statistics like mean, standard deviation, a simple percentage was used to describe the situation of the restaurants of Dhaka City of Bangladesh. Along with descriptive statistics[1], inferential statistical[2] techniques such as, Factor Analysis and Multiple Regression Analysis were used to analyze the data. A Principal Component Analysis (PCA) with an Orthogonal Rotation (Varimax)[3] using the SPSS (Statistical Package for Social Sciences) was performed on the survey data. Multiple Regression Analysis[4] was run to identify the relationships between the dependent and independent variables of the model. Inferential statistics like Factor Analysis (FA) was used to separate the factors related to the selection of the restaurant for dining. Multiple Regression Analysis (MRA) was used to identify the significant factors from the factors identified through factor analysis. Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were also conducted to identify the significant factors concerning the selections of the restaurant for dining. The overall selection of the restaurant customers was also identified in this analysis.

e) *Initial Reliability Analysis*

To analyze the reliability of the model, this study used the Cronbach's alpha coefficient value. Table 4 shows all Cronbach's alpha values of different factors that are above 0.60 cutoff values as suggested by Nunnally and Berstein (1994).

f) *Discriminant Validity*

For checking the discriminant validity, we followed Fornell Larcker's (1981) criterion that compares the AVE value with corresponding correlation values with other variables. The square-root value of AVE needs to be greater than the corresponding correlation values with other variables (Hair et al., 2014). The Discriminant Validity of the factors is shown in Table 3.

[1] Descriptive statistics includes statistical procedures that we use to describe the population we are studying. The data could be collected from either a sample or a population, but the results help us organize and describe data. Descriptive statistics can only be used to describe the group that is being studying. That is, the results cannot be generalized to any larger group.

[2] Inferential statistics is concerned with making predictions or inferences about a population from observations and analyses of a sample. That is, we can take the results of an analysis using a sample and can generalize it to the larger population that the sample represents.

[3] Varimax rotation is an orthogonal rotation of the factor axes to maximize the variance of the squared loadings of a factor (column) on all the variables (rows) in a factor matrix, which has the effect of differentiating the original variables by extracted factor. Each factor will tend to have either large or small loadings of any particular variable. A varimax solution yields results which make it as easy as possible to identify each variable with a single factor. This is the most common rotation option.

[4] In statistics, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'Criterion Variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Table 3: Discriminant Validity

Factors	Descriptive Statistics		Correlations				
	Mean	SD	1	2	3	4	5
1. Customer Service	3.01	1.01	0.77				
2. Availability of variety & junk food	3.14	0.84	.475	0.71			
3. Maintenance of Privacy	3.92	0.71	.171	.165	0.71		
4. Brand Name	3.74	0.7	.165	.140	.346	0.71	
5. Availability of ready-made food	3.53	0.75	0.06	.123	.289	.277	0.73

g) The Coefficient of Determination

The analysis shows that the R square value of the model is 42.40%. That means all five independent factors like customer service, availability of variety & junk food, maintenance of privacy, brand name, availability of ready-made foods explained 42.40% of the variance in the overall selection of the restaurant eaters for dining in Dhaka city.

III. Results and Discussions

In this section, results of Exploratory Factor Analysis, results of Confirmatory Factor Analysis, and the results of Structural Equation Modeling are reported.

a) Results of Exploratory Factor Analysis (EFA)

To assess the EFA, four commonly used assumption was followed (Hair et al., 1998; Field, 2000): sampling adequacy (Kaisers-Mayesolkin, measure greater than 0.5); the minimum eigen value for each factor to be one; considering the sample size, factor loading of 0.50 for each item was considered as the threshold for retaining items to ensure greater confidence; and varimax rotation was used since it is good general approach that simplifies the interpretation of factors (Field, 2000).

Table 4 shows that the result of results of exploratory factor analysis. Hair et al. (2010) suggested that factor analysis can be performed when Kaiser-Meyer-Olkin (KMO) Test and Bartlett's test of Sphericity are significant. An index of Kaiser's measures of sampling adequacy (overall MSA= 0.841) and Bartlett's Test of Sphericity χ^2 (p=0.000) suggested that factor analysis is appropriate for analyzing our data. After examining the pattern matrix of the EFA, the study found that all items had loadings greater than 0.5. Our result indicated that factor analysis is appropriate. After confirming research constructs, principal components analysis and the varimax rotation method were specifically used to extract factors 23 items. Hair et al. (2010) recommend that each item factors loading must be more than 0.50 values are considered highly significant. Based on eigen value greater than 1, a five-factor model that explains 64.17% of the total variance has been developed. As a whole, 22 items were grouped into five different factors like customer service, availability of variety & junk food, maintenance of privacy, brand name, availability of readymade food by the analysis. The EFA result also showed 0.583 as the lowest and 0.865 as the highest factor loadings of the variables. The result of factor analysis showed that all the factors are acceptable for further analysis.

Table 4: Results of Exploratory Factor Analysis

Factors and the Variables Related to the Selection of Restaurant for Dining in Dhaka		Factors 1	2	3	4	5
Customer Service, Alpha=0.85, AVE=0.59, CR=0.85						
Customer Service	Cleanliness of the restaurant is well maintained.	.865				
	Waiter's behavior of this restaurant is good.	.846				
	Foods are always available in this restaurant.	.796				
	This restaurant is not crowded.	.743				
Availability of Variety of Food, Alpha=0.80, AVE=0.50, CR=0.80						
Availability of variety & junk food	The Variety of the food is available here.		.821			
	Junk food is available here.		.812			
	The Space of this restaurant is adequate		.682			
	Quality of food is good in this restaurant.		.624			
Maintenance of the Privacy, Alpha=0.735, AVE=0.50, CR=0.72						
Maintenance of Privacy	Privacy is maintained in this restaurant.			.826		
	Queue in the restaurant is less.			.768		
	Restaurant environment is alright for me.			.765		
	Location of the restaurant is convenient.			.583		
Brand Name of the Restaurant, Alpha=0.68, AVE=0.50, CR=0.70						
Brand Name	Brand name of the restaurant is high.				.794	
	Spending money in this restaurant is not waste of money.				.744	
	Price of the food is affordable.				.718	
Availability of Ready-Made Food, Alpha=0.704, AVE=0.54, CR=0.70						
Availability of Ready-Made Food	Ready-made foods are available here.					.790
	Foods of this restaurant are not harmful for health.					.696
	Service of the people of this restaurant is quick.					.690
Total		4.66	2.94	1.46	1.27	1.22
% of Variance		25.90	16.35	8.08	7.07	6.77
Cumulative %		25.90	42.25	50.33	57.40	64.17

a. Rotation converged in 6 iterations.

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

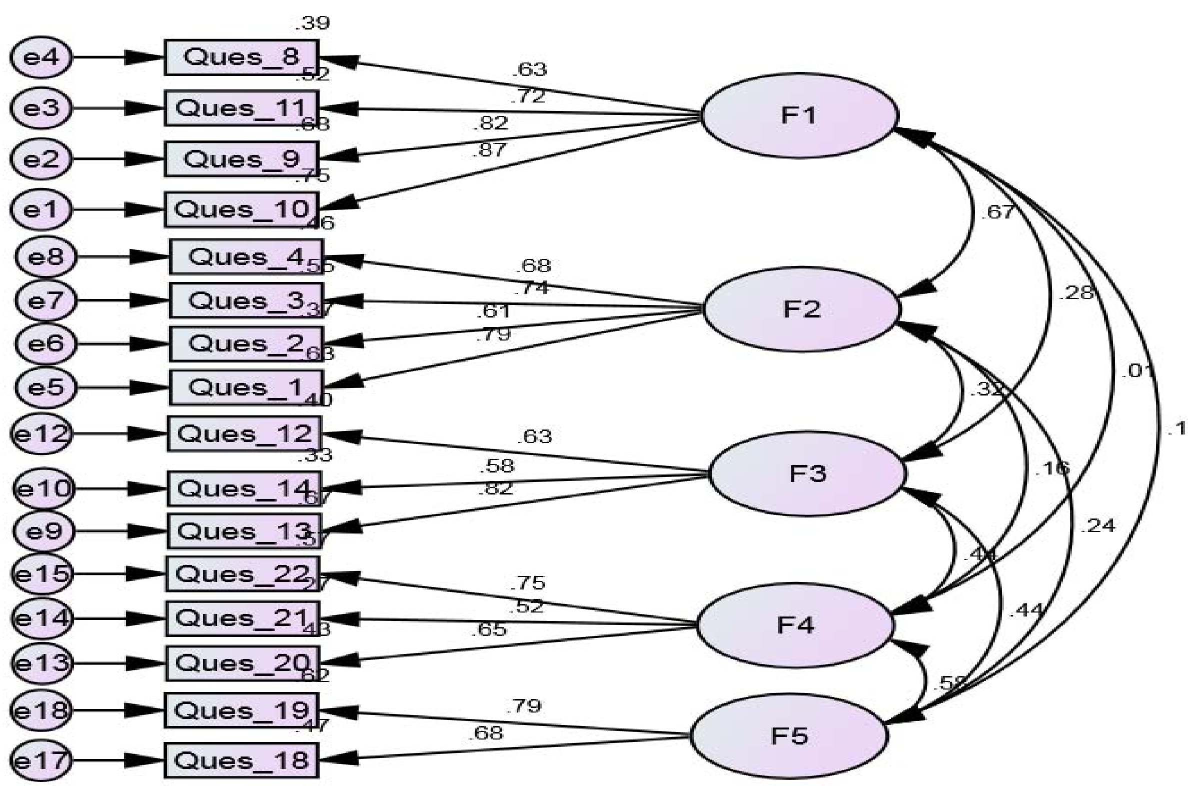
b) Results of Confirmatory Factor Analysis (CFA)

CFA was utilized to confirm the unidimensionality of measurement that resulted from the EFA. The $\chi2/df$ for this model was 2.501 that was smaller than the three recommended by Marsh and Hocevar (1985). Other fit indexes also showed a good fit for the measurement model. The GFI is 0.918 which was greater than the recommended value of 0.90 (Joreskog & Sorbom (1984). Moreover, the adjusted goodness of fit index (AGFI) is 0.881, which was greater than the 0.90 recommended by Anderson and Gerbig (1984). Furthermore, the non-incremental fit index, such as the comparative fit index (CFI) is 0.921 that was exceeding the recommended cut-off level of 0.90 (Bentler, 1990). Finally, the root means square error of approximation (RMSEA) was 0.068, which also was greater than the suggested a good fit to the data (Browne & Cudeck, 1993). The summary result is shown in table 3. The fit indices showed a good model fit to the data. The other model fit indices were IFI = 0.922, TLI = 0.899, SRMR = 0.05, and RMR = 0.063 (Table 5 & Figure 1).

Table 5: Model Fit Indices and their Acceptable Thresholds

Goodness of Fit Indices	Value	Level of Acceptance	Reference
Chi-square/df	2.501	< 5.0	Marsh and Hocevar (1985)
CFI	0.921	>0.90	Bentler (1990)
RMR	0.063	<0.08	Hu & Bentler (1998)
GFI	0.918	>0.90	Joreskog & Sorbom (1993)
AGFI	0.881	>0.85	Anderson and Gerbig (1984)
IFI	0.922	>0.90	Bollen, K. A. (1989)
TLI	0.899	>0.90	Bentler and Bonett (1980)
RMSEA	0.068	<0.08	Browne & Cudeck (1993)
SRMR	0.05	<0.05	Hu and Bentler (1999)

In sum, the measurement model exhibited a fairly good fit for the data collected. The measurement model was further assessed for construct reliability and validity. Construct reliability can be interpreted as the resultant coefficient that is similar to that of Cronbach's alpha, except that it also takes into account the actual factor loadings rather than assuming each item to be equally weighted in the composite load determination. The construct reliability for all factors is above 0.70 in the measurement model exceeded 0.70, which identified as an acceptable threshold (Hair et al. 1998).



Note: F1=Customer Service, F2=Availability of variety & junk food, F3= Maintenance of privacy, F4=Brand name, F5=Availability ready-made food.

Figure 1: Confirmatory Factor Analysis of the Constructs

c) *Results of Structural Model*

A multivariate analysis technique like covariance-based structural equation modeling was used to identify the significant relationship between overall selection of restaurant and the factors identified through different factors like customer service, availability of variety & junk food, maintenance of privacy, brand name, availability of ready-made foods.

Table 6 lists the structural parameter estimates and the hypothesis testing results. This study examines the impact of customer service, availability of variety & junk food, maintenance of privacy, brand name, availability of ready-made food on the overall selection of restaurant. The Path diagram (Figure 2) revealed that the overall restaurant selection was positively affected by customer service (β =.191, p=.007), Maintenance of privacy (β =.196, p=.033), Brand name (β =.743, p=0.000) and availability of ready-made food (β =-.330, p=.005). Hence, the results showed the support for H1 and H3, H4, H5.

Table 6: Results of Structural Relationships

Factors	Estimate	S.E.	C.R.	P	Sig.
Overall←Customer Service	.191	.071	2.702	.007	Significant
Overall←Availability of variety & junk food	.146	.088	1.662	.097	Not Significant
Overall←Maintenance of privacy	.196	.092	2.137	.033	Significant
Overall←Brand name	.743	.129	5.745	.000	Significant
Overall←Availability of ready-made food	-.330	.117	-2.816	.005	Significant

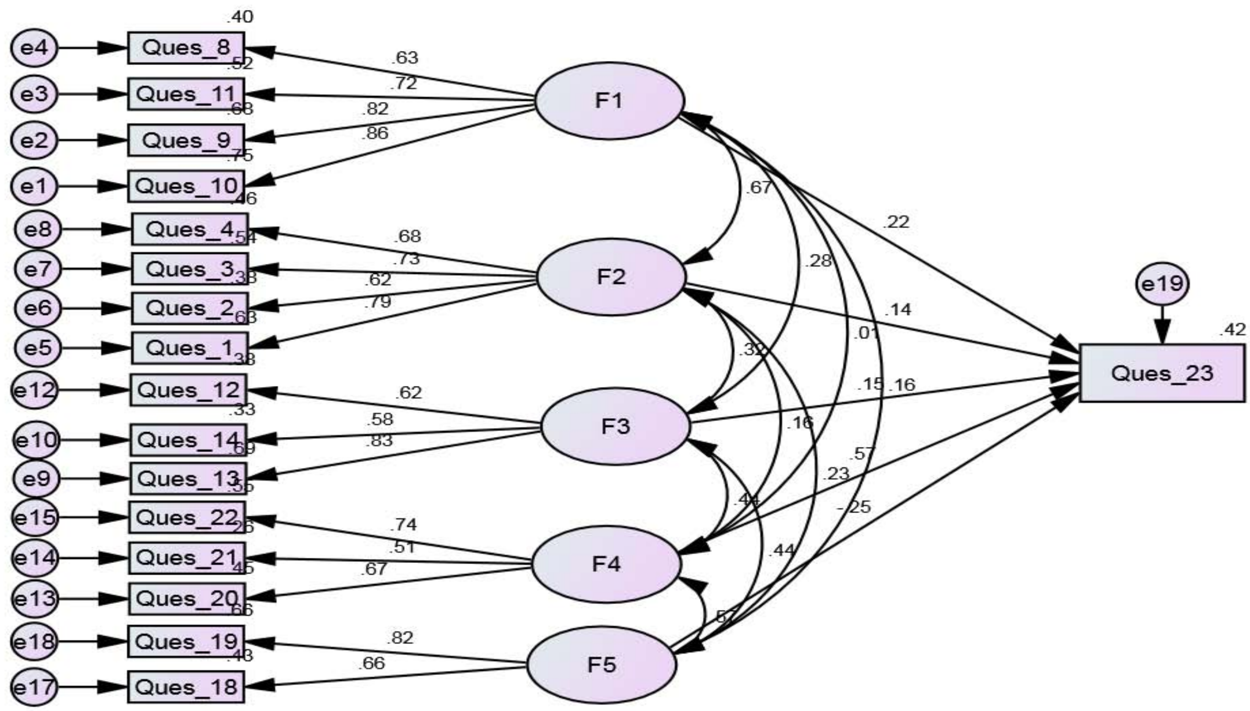


Figure 2: Path Model

IV. Conclusions and Recommendations

This study identified six factors through exploratory factor analysis that influence the selection of the restaurant for dining in Dhaka city of Bangladesh. The factors are customer service, availability of variety & junk food, maintenance of privacy, brand name, availability of readymade food. These factors are confirmed by the confirmatory factor analysis.

The analysis also supported that the factors such as customer service, maintenance of privacy, brand name, availability of readymade food have significant relationships with the overall selection of the restaurant for dining. In Dhaka, people prefer hospitality by culture. Hence, they are provided good services at the time of dining they become motivated to it. Privacy also matters to the people of Bangladesh when they eat at the restaurant. When this privacy is ensured, people naturally like it and select the restaurant for dining. Restaurant eaters also prefer availability of readymade food items in the restaurant. They would like to go to the same restaurant if the long run repeatedly in they find readymade foods are served in shortest possible time. Brand name also matters to the restaurant eaters of Dhaka city of Bangladesh. This study also identified that the restaurant eaters of Dhaka city do not give importance to the availability of variety & junk food for selecting the restaurant for dinning. The reasons might be attributed to the health consciousness of the people. Restaurant eaters also feel that the food they will take will not be junk food of health hazardous in the long run. However, there is an ample scope to identify more factors for the selection of restaurant for dinning in Dhaka city in further research by taking more samples and the constructs under consideration.

References

1. Abdul Latif, Shamima Yeasmin, Mazharul Islam and Afjal Hossain Jony. (2015). Habit of Eating out by Professionals of Bangladesh- A Way to Save Time & Efforts for More Productive Works. International Journal of Advances in Management and Economics, Vol. 4, Issue 6, PP. 106-113.
2. Anderson, J. C., & Gerbing, D. W. (1984). The effect of sampling error on convergence, improper solutions, and goodness - of - fit indices for

maximum likelihood confirmatory factor analysis. Psychometrika, 49(2), 155-173.
3. Ashraf, Harun, Md., Fayez Ahmed & Maniruzzaman. (2013). Customer Hospitality: The Case of Fast Food Industry in Bangladesh. World Journal of Social Sciences, Vol. 3. No. 6. November 2013 Issue. Pp. 88-104.
4. Ayesha Tabassum and Tasnuva Rahman. (2012). Differences in Consumer Attitude towards Selective Fast Food Restaurants in Bangladesh: An Implication of Multi-Attribute Attitude Model. World Review of Business Research, Vol. 2. No. 3. May 2012. PP. 12-27.
5. Bentler, P. M. (1990). Comparative Fit Indexes in Structural Models. Psychological Bulletin, 107(2), 238-246.
6. Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. Psychological Bulletin, 88(3), 588.
7. Bollen, K. A. (1989). A new incremental fit index for general structural equation models. Sociological Methods & Research, 17(3), 303-316.
8. Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. Sage focuses editions, 154, 136-136.
9. Choi, J., & Zhao, J. (2010). Factors influencing restaurant selection in south Florida: Is health issue one of the factors influencing consumers' behavior when selecting a restaurant? Journal of Foodservice Business Research, 13(3), 237-251.
10. Dev Jani & Heesup Han. (2011). investigating the key factors affecting behavioral intentions: Evidence from a full-service restaurant setting, International Journal of Contemporary Hospitality Management, Vol. 23 Issue: 7, pp.1000-1018.
11. Duarte Alonso, A., O'neill, M., Liu, Y., & O'shea, M. (2013). Factors driving consumer restaurant choice: An exploratory study from the Southeastern United States. Journal of Hospitality Marketing & Management, 22(5), 547-567.
12. Edwards, J. S., Meiselman, H. L., Edwards, A., & Lesher, L. (2003). The influence of eating location on the acceptability of identically prepared foods. Food Quality and Preference, 14(8), 647-652.
13. Haghighi, M., Dorosti, A., Rahnama, A., & Hoseinpour, A. (2012). Evaluation of factors affecting customer loyalty in the restaurant industry. African Journal of Business Management, 6(14), 5039.
14. Han, H., Back, K. J., & Barrett, B. (2009). Influencing factors on restaurant customers' revisit intention: The roles of emotions and switching barriers. International Journal of Hospitality Management, 28(4), 563-572.
15. Hu, L. T., & Bentler, P. M. (1998). Fit Indices in Covariance Structure Modeling: Sensitivity to under parameterized Model Misspecification. Psychological Methods, 3(4,424-453).
16. Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural equation modeling: A multidisciplinary journal, 6(1), 1-55.
17. Jöreskog, K. G., & Sörbom, D. (1993). LISREL 8: Structural equation modeling with the SIMPLIS command language. Scientific Software International.
18. Ladhari, R., Brun, I., & Morales, M. (2008). Determinants of dining satisfaction and post-dining behavioral intentions. International Journal of Hospitality Management, 27(4), 563-573.
19. Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First-and higher order factor models and their invariance across groups. Psychological Bulletin, 97(3), 562.
20. Marsh, H. W., & Hocevar, D. (1985). Application of Confirmatory Factor Analysis to the Study of Self-concept. Psychological Bulletin, 97(3), 562-582.
21. Mehdina Kabir Tamanna, (2016). Consumers' Interest in Fast Food Items- A Study on Sylhet City of Bangladesh. The International Journal of Business & Management, Vol. 4 Issue 3, PP. 315-320.
22. Muhammad Sabbir Rahman, (2012) "Dynamics of consumers' perception, demographic characteristics and consumers' behavior towards selection of a restaurant: an exploratory study on Dhaka city consumers", Business Strategy Series, Vol. 13 Issue: 2, pp. 75-88.
23. Nazrul Islam & G. M. Shafayet Ullah, (2010). Factors Affecting Consumers' Preferences on Fast Food Items in Bangladesh. The Journal of Applied Business Research, July/August 2010 Volume 26, Number 4.
24. Nunnally, J. C. (1967), Psychometric Theory (1st ed.). New York: McGraw-Hill.
25. Nunnally, J. C. (1978), Introduction to Psychological Measurement. New York: McGraw-Hill.
26. Saad Andaleeb, S., & Conway, C. (2006). Customer satisfaction in the restaurant industry: an examination of the transaction-specific model. Journal of services marketing, 20(1), 3-11.
27. Tabachnick, B. G., & Fidell, L. S. (2001). Cleaning up your act: Screening data prior to analysis. Using multivariate statistics, 5, 61-116.
28. Tripp, C., Great house, K. R., Shanklin, C. W., & Gregoire, M. B. (1995). Factors influencing restaurant selection by travelers who stop at visitor information centers. Journal of Travel & Tourism Marketing, 4(2), 41-50.

Global Journal of Management and Business Research (A) Volume XVIII Issue VII Version I Year 2018

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 7 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

On Non-Arbitrariness and Constructiveness of Nominalization in Business Discourse

By Fanyu Mao
Jiangxi University of Finance and Economics

Abstract- The paper is based on the grammatical metaphor in systemic functional grammar and multi-stratification social semiotics of language, and explores the generative mechanism, categories and features of nominalization in business discourse. We can conclude that nominalization originates from a rank shift in the course of grammatical metaphor. The choice of nominalization is non-arbitrary, for it connects with the communicative purpose of speakers. Nominalization is a source of reconstructing human experiences, a process of the reconstruction of new meaning. At the same time, nominalization can push the development of theme and information, contributing to the construction of discourse meaning, revealing non-arbitrariness and constructiveness of nominalization in business discourse.

Keywords: grammatical metaphor, nominalization, generative mechanism, non - arbitrariness, constructiveness.

GJMBR-A Classification: JEL Code: M10

ONNONARBITRARINESSANDCONSTRUCTIVENESSOFNOMINALIZATIONINBUSINESSDISCOURSE

On Non-Arbitrariness and Constructiveness of Nominalization in Business Discourse

Fanyu Mao

Jiangxi University of Finance and Economics

Abstract- The paper is based on the grammatical metaphor in systemic functional grammar and multi-stratification social semiotics of language, and explores the generative mechanism, categories and features of nominalization in business discourse. We can conclude that nominalization originates from a rank shift in the course of grammatical metaphor. The choice of nominalization is non-arbitrary, for it connects with the communicative purpose of speakers. Nominalization is a source of reconstructing human experiences, a process of the reconstruction of new meaning. At the same time, nominalization can push the development of theme and information, contributing to the construction of discourse meaning, revealing non-arbitrariness and constructiveness of nominalization in business discourse.

Keywords: grammatical metaphor, nominalization, generative mechanism, non - arbitrariness, constructiveness.

I. Introduction

Nominalization is a common linguistic phenomenon in English, and it is the way to achieve grammatical metaphor. Nominalization is the use of nouns to embody 'processes' or 'features' that would have in verbs or adjectives (Halliday, 1994). Different schools of linguistics have given degrees of attention to nominalization (Fan Wenfang et al., 2003; Liu Guohui et al., 2004; Zhu Yongsheng, 2006). Such three linguistic schools as Analytic Syntax, Transformative Generative Grammar, and Systemic Functional Grammar have conducted systematic research on nominalizations. According to Transformative Generative Grammar, nominalization is a structure produced by a series of mental operations, reflects the characteristics of the deep structure, and makes a classification of nominalization. But Chomsky thinks that nominalization cannot be viewed as a set of fixed rules, and claims that nominalization should only be interpreted lexically (Bauer, 1983: 75-81). Cognitive linguistics holds that nominalization is a process of highlighting concepts, and it is a matter of turning dynamic actions into static ones. Systemic functional grammar studies nouns in grammatical metaphors and treats nominalization as a common approach to conversion from a congruent form to a non-congruent one. "It is through a noun to reflect the process of an event or characteristics of things that would have been embodied by verbs or adjectives." (Halliday, 1994: 352). The grammatical metaphor raises the research of nominalization to the discourse level, but the discussion of nominalization in systemic functional grammar is still within the linguistic system. It fails to study the nominalization from the actual linguistic environment and thus cannot reveal the nature of the nominalization phenomenon.

II. Generation Mechanism of Nominalization

According to the viewpoint of systemic functional linguistics, language is a social semiotic system composed of the semantic lever, lexico-grammatical lever, and phonological lever. There is a "realization" relationship between the various levels, that is, the lexico-grammar realizes semantic levers, and speech lexico-grammar. Systemic functional linguistics believes that form is the embodiment of meaning, but there is no one-to-one relationship between form and meaning, that is, many different lexico-grammatical forms can realize the same meaning. The following table shows the contrast of meaning and realization relationship between the congruent and metaphorical one in the transitivity system:

Meaning	Realization	
	Congruent Form	Metaphorical Form
Process	Verbal Phrases	Noun Phrases
Participants	Noun Phrases	Verbal Phrases
Environment	Adverbs Phrases, Prepositional Phrases	Noun Phrases, Adjective Phrases
Features	Adjective Phrases	Noun Phrases
Relationship	Conjunctions	Nouns Phrases, Verb Phrases, Prepositional Phrases

Author: e-mail: 1397904832@qq.com

components by prepositional phrases, and the logical relationships by conjunctions. However, there are tensions between different levels of language. Nominalization can release pressure on semantic potential and is the primary means of conversion to non-congruent form. Halliday divided the semantics into three levels, namely "sequence," "figure" and "components." Figures are semantic expressions of events, and figures that represent several events constitute a sequence, which is represented by clause groups. The rank theory allows for a downward "rank shift." In a noun structure, we use nouns and noun phrases to replace a clause or clause complex in the congruent form. Therefore, "rank shift" is an important content of nominalization. E.g.:

(1a) The driver drove the bus too fast down the hill, so the brakes failed.

(1b) The driver's over-rapid downhill driving of the bus caused brake failure.

The (1a) sentence is a congruent form and (1b) shifts the two clauses of (1a) down to two noun phrase structures by nominalization. After "degradation" occurs, the units at the level of clauses are shifted downwards to the units at the level of words, causing the reclassification of the word classes. Grammatical metaphors can almost transform other semantic functions into entities, i.e., the materialization of meaning. Halliday has made the following illustrations of the path of various semantics into entities:

Relater → circumstance → process → quality → entity

Halliday also pointed out that the process of shifting the above types of semantics to nominalization is a process from left to right, which is also a downward shift process.

III. Types of Nominalization

a) The Nominalization of the Process

The metaphor process involves a downward shift of rank, that is, a phrase in the metaphorical expression realizes the "meaning" of a noun that is implemented by a clause in a congruent form. This rank shift involves the transfer of functions and parts of speech. We nominalize the processes into things, and the participants into noun modifiers. For example:

(2a) We won't formally extend the time.

(2b) Formal extensions of the time are not possible.

We use the noun "extension" to replace the verb "extend" that implements the material process and the participant "the time" becomes the post-modifier. Similarly, we nominalize verbs that implement mental processes, existential processes, etc. and these processes become the head of a noun structure. For example:

(3) Jane saw the stars. (Psychological Process)

We can change the above sentence into a noun phrase "Jane's sight of the stars".

(4) There exists a sharp difference between the two sides. (Existential Process)

Similarly sentence (4) becomes a noun phrase "the existence of a sharp difference between the two sides".

b) Nominalization of Characteristics and Properties

In the congruent forms, we represent the characteristics of things with adjectives, and in non-congruent form, we use nouns to embody them. That is, the speaker considers the characteristics as things, such as (5b), (6b):

(5a) She was not hungry to be free.

(5b) She was not born with hunger to be free.

(6a) They were narrow-minded, and I don't like it.

(6b) I don't like their narrow-mindedness.

From the above pairs of sentences, the nominalization of these things will change from a feature to an environment component, such as "hunger" in (5b), or directly into a participant, such as the "narrow-mindedness" in (6b), and the carriers of some features become the modifiers of the participants, such as "they" in (6a) becoming "their" in (6b), thereby weakening the importance of carrier in the information structure of clauses.

c) Nominalization of Relational Components

The relational component refers to the component that interprets the "logical-semantic relationship between two processes" (Halliday, 2007: 73). We display semantic columns composed of two semantic entities with certain logical relations in compound sentences in a congruent expression. In the process of metaphors, the relational components are most likely to shift from the congruent to metaphorical form. We materialize conjunctions with prepositions, verbs, adjectives, and nouns. E.g.:

(7a) He was absent from the meeting because his wife was ill.

(7b) The cause of his absence from the meeting was the illness of his wife.

The noun phrase "the cause of" in (7b) is to show the meaning of the conjunction "because" in example (7a) expressing the cause-effect relationship between the subordinate clause and the main clause. Relational words include not only single conjunctive but also complex conjunctive structures, such as:

(8a) We went by air so that we could get there in time.

(8b) The purpose of our going by air was getting there in time.

In (8a), the subordinate conjunctive structure "so that" changes into a noun "purpose" in (8b).

d) Nominalization of Environmental Components

We generally express the environmental components in the congruent expression of the clause with prepositional phrases or adverbs, and regard the environmental component as "the process of parasitism on a process" (Halliday, 1994: 151). The prepositional qualities mainly determine the main process realized by the predicate verb in the auxiliary clause. Such as:

(9) They disappeared at the same time.

We can change the sentence (9) into a noun phrase "the concurrence of their disappearances".

In (9a), the time-aligned environmental component "at the same time" changes into a noun "concurrence and the main process "disappeared" into "disappearances." After we nominalize the minor process and the main process respectively, the head of the noun structure is the nominalization of the small process, and the post-modifier is the nominalization of the main process, and we connect them with the conjunction "of." In addition to the use of prepositional phrases, we can also express environmental elements with adverbs. E.g.:

(10) Programs to train people will take longer.

We can change the above sentence into "The extension of the duration of training programs."

In (10), we change the environmental component "longer" into the "extension" and the main process into the "duration."

IV. Non-Arbitrariness of Nominalization

Halliday believes that we associate meaning with each level of language (Zhu Yongsheng, Yan Shiqing, 2000: 96). The grammatical metaphor itself is a meaningful choice. The choice of metaphorical expressions further increases the semantic features (Halliday, 1994: 342). Therefore, grammatical metaphors are rearranged between different language levels, remapping the meaning onto the lexico-grammatical level (Hu Zhuanglin, 2000: 92). The essence of nominalization is "the same signified, different signifiers" (Halliday, 1996; Zhu Yongsheng, Yan Shiqing, 2000: 100). The series of semantic changes caused by nominalization in grammatical form indicates that the choice of "signifier" itself is not arbitrary in itself, and it is related to the intended purpose of the language user. The meaning of processes, attributes, etc. after we transform them into nouns, has undergone certain changes. Some information is missing after we convert them into entities (Halliday, 1994: 353). For example, the participants, tone, and modality related to the "process" are omitted, making the meaning objective and concise.

The users determine the widespread application of nominalization in business discourse due to the characteristics of Business English. Using nouns can keep the same amount of information at the same time, keeping the simple features of business texts. The nominalization of verbs can avoid factors such as tense, tone, and modality, making the entire discourse appear objective, formal, and polite according to the users' intention. Let's understand the non-arbitrariness of nominalization metaphor in business discourse from several examples below.

(11) The owners insist that planned expansion of the premises will ease these pressures by increasing capacity and reducing production cycles. (Williams Ann, 2002: 122).

In this sentence, the subject-verb structure should have been formed by the verb "expand" and its participants. To be more concise and clearer, the speaker uses the nominalization "planned expansion," which is in line with the economic principles of business discourse.

(12a) After they consider the premises and consult amicably, the two parties agree to enter into the contract.

(12b) In consideration of the premises, the two parties, through amicable consultations, agree to enter into this contract.

The original subject "the two parties" is missing due to the nominalization of the verbs "consider" and "consult" in (12a). The object "the premises" has become a post-modifier of "consideration" after its nominalization. The adverbial "amicably" has become the modifier of the nominalization "consultation." Due to the loss of the component of the actor, it is free from human factors, thus, leading to increased objectivity. The structure of nominalization makes the text more objective by hiding the actor.

At the same time, business people mostly would like to show politeness in business communication, and it is an essential feature of business discourse. It is often the key to facilitating trade. Therefore, polite language plays a crucial role in the exchange of business information. Compared with the verb structure, the noun structure appears to be more euphemistic and we frequently use it as a polite expression.

(13) We appreciate the time you took to let the US know of the error, and we sincerely apologize for your disappointment at not finding the sale item at the price that was advertised by mistake in last Sunday's newspaper.

In (13), it uses the qualitative nominalization structure "your disappointment at not finding the sale item at the price that was advertised by mistake in last Sunday's newspaper" to replace the verbal structure in the natural form. The purpose of business is to persuade the other party to accept their ideas and take appropriate measures. Therefore, when the topic is

Global Journal of Management and Business Research (A) Volume XVIII Issue VII Version I Year 2018

beneficial to the other party, the logical subject of the clause is usually "you," otherwise, it is "we" or the topic itself. In this case, it avoids the tone of accusation, makes the tone friendly and facilitates acceptance. In this sentence, the choice of the noun phrase "your disappointment" shows the sincerity of the speaker and fully expresses the proper courtesy.

V. Constructiveness of Nominalization

Halliday & Matthiessen (1999) integrated the working mechanism of metaphor into the lexico-grammatical system. It can not only discover the connection between the semantic features of the different categories contained in the metaphor but also link the individual metaphorical phenomenon with the meaning potential of the whole language, analyze its lexico-grammatical system and interpret human experiences and construct some abstract ideas or ideological mechanisms in social reality. Halliday believes that the expression of human experiences in the form of language is in itself a metaphorical process (Halliday, 1994: 343).

Constructivism believes that people can use the language not only to represent the world but also to construct the world. The process of creating meaning in the cognitive world is not simply a process of reflecting the world but one of designing meaning in interaction with the world in which we play an active role. Tan Wanjun (2014) believes that the discourse itself is constructive. As a necessary resource that constitutes discourse, nominalization of course also has the capacity of discourse construction. Halliday (1996: 10) once pointed out that although this nominalization reduced the original rank, it made the written text complicated, but it facilitated the unfolding and cohesion of discourses. Martin (1993) specifically mentioned that "we use grammatical metaphors as a tool for the composition of the discourse through the development of the theme structure and information structure of the discourse." In the two discourse metaphors of metaphorical theme and metaphorical new information, nominalization is an essential way of realization. From the textual function, we divide the clauses into theme and rhyme. The former is the starting point of the information, and the latter is its development. The information unit of clauses includes known information and new information. In the business discourse, the process of the previous clause is packaged as a noun phrase and serves as the theme of the latter one, followed by the rhyme. We transfer the information focus to the new one. The transfer of information through the nominalization draws readers' attention to the new information. The textual meaning constructed through nominalization contributes to the thematic progression of texts and information development, enhancing their cohesiveness.

After we nominalize a process into an entity, the original dynamic state becomes a static one. The event may or may not happen, and the nominalization gives people the impression that something has happened or existed, which affects the pragmatic presupposition in communication. E.g.:

(14) Your Goods promptly will be considerably appreciated.

In (14), the pragmatic presupposition adopted in the noun structure is "your paying promptly", which is a given fact. If you use the phrase "If you pay promptly," instead of giving people a feeling of a given fact, it shows that this matter still has room for discussion. Nominalization is used here instead of a clause to convey to the reader a message that will become a given fact. This expression changes the pragmatic presupposition in communication. The designation not only gives specific information but also indirectly realizes the purpose of the communicator.

We establish the "theme---rhyme" link to achieve the cohesive function of nominalization in business discourse, which gives the thematic position of a clause an alternative way of expression to avoid monotony. At the same time, nominalization as the theme makes the original process more prominent, and achieves the effects of thematization and foregrounding. For example,

(15) Our director will be visiting Beijing in two weeks, and we think it would be better to discuss this with him. Follow our discussion, and we have decided to offer you an appointment as our sole agent.

The "discussion" in (15) is not only the acceptance of the meaning of the verb "discuss" in the previous sentence but also the theme of the next sentence. It serves as a good anaphora and coherence while also achieving the communicative purpose of highlighting the subject and attracting attention. Li Yuling (2016) believes that nominalization plays a significant role in the transfer of information focus and the smooth transition between sentences.

VI. Summary

Nominalization is, in essence, a mutual interaction between grammar and meaning and is a semantic phenomenon. Using nominalization, we can increase the information density, and conceal their subjective intentions and attitudes, and satisfy the communicative purpose of the communicators can be satisfied. Therefore, the choice of nominalization is not arbitrary. Moreover, nominalization can promote the development of theme and information, facilitate the expansion and cohesion of discourse, and contribute to the construction of discourse meaning. Based on the above analysis of nominalization, we can be see that nominalization plays a fundamental communicative role in the design of business discourse. It makes the text more concise, objective, polite, and cohesive. We have a wide use of nominalization in various formal texts. Understanding the classification and features of nominalization helps business activity participants accurately express and communicate in business interactions. Grasping the nominalization helps to analyze and comprehend the communicative function of business discourses, helps us to master the characteristics of business discourses and improves the effectiveness and appropriateness of language use in business discourses.

References Références Referencias

1. Bauer, Laurie. English Word-formation [M]. Cambridge: CUP, 1983.
2. Halliday, M. A. K. An Introduction to Functional Grammar [M]. London: Edward Arnold, 1994.
3. Halliday, M. A. K. & J. R. Martin. Writing Science: Literacy and Discursive Power [M]. London and Washington, DC: Falmer, 1993.
4. Halliday, M. A. K. & C. M. I. M. Matthiessen. Construing Experience through Expression [M]. New York: Continuum, 1999.
5. Halliday, M. A. K. The Language of Science [M]. Beijing: Peking University Press, 2007.
6. Thompson, Geoff. Introducing Functional Grammar [M]. Arnold: London, 1996.
7. Fan Wenfang. On the English Nominalization of Three Schools [J]. Foreign Language Research, 2003 (3).
8. Hu Zhanlin. On the Halliday Model of Grammatical Metaphor [J]. Foreign Language Teaching and Research, 2000(2).
9. Liu Guohui, Lu Jianru. On Nominalization of Foreign Mainstream Linguistics [J]. Foreign Languages and Foreign Languages Teaching 2004 (4).
10. Zhu Yongsheng, Yan Shiqing. Theories and Contributions of Grammatical Metaphor Theory [J]. Foreign Language Teaching and Research, 2000(2)
11. Zhu Yongsheng. Nominalization, Verbalization and Grammatical Metaphor [J]. Foreign Language Teaching and Research, 2006(2).
12. Williams Anne, Lloyd-Jones Catrin, Wood Lan, PASS Cambridge BEC Higher [M]. Beijing: Economic Science Press, 2002.
13. Tan Wanjun. On Discourse Construction Function of Nominalization [J]. Modern Communication, 2014 (12).
14. Li Yuling. Nominalization and Its Metafunction in Abstracts of Academic Journal Papers [J]. Jilin University, 2016.

Global Journals Guidelines Handbook 2018

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSBA" title to individuals. The 'FARSBA' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.

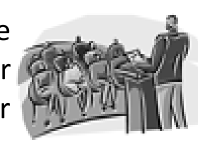
- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSBA or William Walldroff, M.S., FARSBA.

FARSBA accrediting is an honor. It authenticates your research activities. After recognition as FARSBA, you can add 'FARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSBA designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSBA title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.

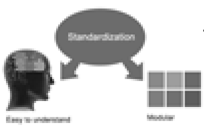


You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

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

The FARSBA can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.

The FARSBA members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSBA member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

The FARSBA is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSBA can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSBA member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

The ' MARSBA ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.

The “MARSBA” is a dignified ornament which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., MARSBA or William Walldroff, M.S., MARSBA.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.

MARSBA designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSBA, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.

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

The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.

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

It is mandatory to read all terms and conditions carefully.

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

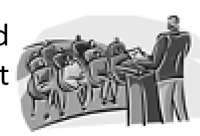
Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

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

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

The Institute will be entitled to following benefits:

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



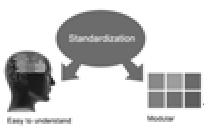
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

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

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

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

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



After nomination of your institution as “Institutional Fellow” and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.

The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

"

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

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

Copyright

During submission of the manuscript, the author is confirming an exclusive license agreement with Global Journals which gives Global Journals the authority to reproduce, reuse, and republish authors' research. We also believe in flexible copyright terms where copyright may remain with authors/employers/institutions as well. Contact your editor after acceptance to choose your copyright policy. You may follow this form for copyright transfers.

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

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

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

Title page:

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

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

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

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

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

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

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

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

Methods:

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

Approach:

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

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

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

Results:

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

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

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

Content:

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

What to stay away from:

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

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

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

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

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

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

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

Index

save our planet

Global Journal of Management and Business Research

Visit us on the Web at www.GlobalJournals.org | www.JournalofBusiness.Org
or email us at helpdesk@globaljournals.org

ISSN 9755853