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ICT as an Equalizing Agent for SMEs Competitiveness in the Global Market

By Ekakitie Emonena, Sunny

Delta State University

Abstract- Although Information and Communication Technology (ICT) provides enormous opportunities such as storing, processing, retrieving, disseminating and sharing of information, its use within SMEs in developing countries is still plagued with many problems that hinder effective and efficient management towards the achievement of competitive advantage in the global market. The idea that there is a strong relationship between the process of globalization, information and communications technology and the development of entrepreneurship has long been established in the literature and research. In this paper, the study put the discourse of ICT and the process of globalization in the context of entrepreneurial development in Sub-Saharan Africa. Through a theoretical analysis of the extant literature, the study examined the forces shaping the global economy, especially the ubiquitous impact of ICT in terms of enterprise competitiveness. Arguments proffered points to the future of SMEs and entrepreneurial firms in Sub-Saharan Africa are anchored on the development of a viable ICT infrastructure. Secondly study examines the importance of ICT in enterprise development and its role in the development and growth of SMEs. Third, the paper examines the obstacles and challenges facing the adoption of ICT among SMEs and entrepreneurial firms in Sub-Saharan Africa.”.

Keywords: *entrepreneurship, global economy, information and communications technology, SMEs, sub-saharan africa.*

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Ekakitie Emonena, Sunny

Abstract- Although Information and Communication Technology (ICT) provides enormous opportunities such as storing, processing, retrieving, disseminating and sharing of information, its use within SMEs in developing countries is still plagued with many problems that hinder effective and efficient management towards the achievement of competitive advantage in the global market. The idea that there is a strong relationship between the process of globalization, information and communications technology and the development of entrepreneurship has long been established in the literature and research. In this paper, the study put the discourse of ICT and the process of globalization in the context of entrepreneurial development in Sub-Saharan Africa. Through a theoretical analysis of the extant literature, the study examined the forces shaping the global economy, especially the ubiquitous impact of ICT in terms of enterprise competitiveness. Arguments proffered points to the future of SMEs and entrepreneurial firms in Sub-Saharan Africa are anchored on the development of a viable ICT infrastructure. Secondly study examines the importance of ICT in enterprise development and its role in the development and growth of SMEs. Third, the paper examines the obstacles and challenges facing the adoption of ICT among SMEs and entrepreneurial firms in Sub-Saharan Africa. Finally, it suggests some strategies at the disposal of governments and owner/managers of entrepreneurial firms and SMEs to enhance the competitiveness of their national economies and of individual firms respectively in the global economy.

Keywords: entrepreneurship, global economy, information and communications technology, SMEs, sub-saharan africa.

1. INTRODUCTION

Computers and related gadgets are at the backbone of Information and Communication Technology (ICT) in modern day 21st century. The impetus and revolutionary spread of ICT adoption is akin to the growth of industrial revolution in medieval Europe, in the sense that it has transformed not only manufacturing processes, but also the way business is conducted and the competitiveness of enterprises in the global economy. In modern day global economy and business transactions, advances in information technology is seen as the “life wire” of any organization both domestic and global (Ekakitie, 2009; Lal, 2007). This is because information is crucial in the eyes of organizational leaders for planning, control and

coordination of work activities, especially for firms that have gone global (Matlay & Addis, 2003; Ogbor, 2009).

The fact that IT or ICT (Information and Communications Technology) has globally struck a functional and linear relationship with corporate growth, productivity and market share increment is not in dispute. It is an open secret that latest breakthroughs in IT has brought about the use of e-mail (electronic mail), e-commerce, internet information access system with its accompanying software of Microsoft platforms which facilitates wide information sharing for greater productivity. This has given birth to what is widely known as *virtual knowledge* which means or translates into “borderless knowledge” (Sheppard & Hooton, 2006; Walsham, 2001). Fundamentally, the emergence of ICT has allowed the user access to all manner of information as desired by organizational leaders to achieve set corporate, business, functional and operational goals and objectives.

Ogbor (2009) and Ongori (2009) defined information technology as the technology which supports activities involving the creating, storing, manipulating and communicating of information, together with their related methods, management and application. It has also been seen by Lehr and Lichtenberg (1997) as a seamless integration of telecommunication, data processing and personal computing with manual business process, which support key business function, and which improves effectiveness, efficiency and quality of working life.

Thus, information networking enables information sharing, access and dissemination across short and long distances. With the advent of GSM and ISP firms, many individuals and SMEs operators share and have access to markets where information about prices and availability of products/services are needed and thus organize enterprise capacities to serve identified markets in remote areas of the global economy. It is on this basis that the world or the global economy is described as a “global village” in which electronic and other such media are “re-tribalizing society” (Nwankwo, 2008).

For forward-looking enterprises, a sense of limitless opportunities is provided with the borderless or virtual concept. ICT not only provide benefits for business success and enterprise growth but a “Tsunami” of some sort – this time crunching time and space for knowledge and exchange possibilities.

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Indeed this paper *ip so facto*, attempts a discussion of the role or importance of ICT in the development, growth and competitiveness of SMEs and entrepreneurial firms in the global economy with a focus on Sub-Saharan Africa. The paper will also examine the problems and challenges facing ICT adoption in the region and proffer solutions capable of enhancing entrepreneurial development in Sub-Saharan Africa. In addition, we will provide a discussion of how ICT could enable SMEs to achieve growth and development by synergizing capacities effectively via seizing this unique "level playing ground" provided by ICT to access viable markets with potential across the globe and compete with large corporations in the global place.

Our point of departure is that if ICT infrastructure is provided by government or transnational corporations and cost of access and use is affordable, SMEs can benefit from the trickle-down effect associated with technological diffusion in industries located in the developing world (Ogbor, 2009). The leverage this provides is the thrust of this paper. In scope, our discussion of the relationship between ICT and SMEs is limited to small and medium-size enterprises, including entrepreneurial firms in Sub-Saharan Africa. The rest part of the paper examines the following issues in the order in which they are presented: Literature review, in which we examine the meaning and importance of ICT in the global economy, ICT and the competitiveness of enterprises, the challenges and of ICT in the context of SMEs in Sub-Saharan Africa. Finally, the paper discusses the prospects of ICT in the form of suggesting ways for the development of ICT infrastructure beneficial to the growth of SMEs in the Sub-Saharan region.

II. LITERATURE REVIEW

a) *Globalization and the Global Economy*

To start with, we are moving away from a world in which national economies were once seen as relatively self-contained entities, isolated from each other by barriers to cross-border trade and investment; by distance, time zones, and language; and by national differences in government regulation, culture, political ideologies and business practices (Ogbor, 2002). And we are moving toward a world in which barriers to cross-border trade and investment are tumbling; perceived distance is shrinking due to advances in transportation and telecommunications technology; material culture is starting to look similar the world over; and national economies are merging into an interdependent global economic system. The process by which this is occurring is commonly referred to as globalization. Similarly, we will call this period "globalization era." The era of globalization is the ongoing period in which the state of a nation's economy is based on worldwide interdependence of resource

supplies, product markets, and business competition. In this book we see globalization as *a process of interaction and integration among the people, companies, and governments of different nations, a process driven by international trade and investment and aided by information technology* (Ogbor, 2009).

Although globalization is not new phenomenon and has been an historical process, the era beginning from the mid eighties has witnessed a fundamental shift in the pattern of economic development with considerable impact on entrepreneurship and its role in economic development. Various developments in the global economy have created opportunities for the growth of entrepreneurship. This is especially true for national governments and individuals who are able to seize the opportunities presented by the process of globalization. Although various developments in the global economy have created opportunities for the growth of entrepreneurship, some of these have also hindered entrepreneurial initiatives in a number of countries.

As discussed in Ogbor (2009), the major global factors driving entrepreneurial development in this era are (i) expanded cross-national cooperation and the formation of regional trade blocs; (ii) the preeminence of information technology, global communication, the Internet boom and the emergence of the World Wide Web; (iii) MNEs and the growing trend in the outsourcing of means of production by major global and multinational corporations; and (iv) the diminishing role of the nation-state. In Sub-Saharan Africa, these factors have either provided opportunities or threats in the development of indigenous entrepreneurs.

b) *Information and Communications Technology*

Information and communication technology (ICT) is a generic term covering computers, broadcasting, telecommunications, data networks and related components, which are being increasingly applied in diverse uses. It can be defined as the totality of the electronic means to collect, store, process and present information to the end-users in support of their activities, and consists of computer systems, data communication systems, knowledge systems, office systems and consumer electronics. By Information we mean any piece of data that has meaning and relevance to anyone, firm or government. Information is that substance which is communicated and it is the central pivot around which communication and the communication process revolves (Achumba 2000). The obtaining of information for decision-making is too serious a matter to be handled with levity. As society develops, mankind has evolved a means by which information is transferred from one point to the other where it is needed. The means by which this objective can be achieved has resulted in creative evolution and assemblage of scientific gadgets and equipment that

would help carry information in a faster, cheaper manner by shrinking distances.

Achumba (2000) posits that the term IT can be described as information system meant to provide information so as to aid planning and organizing. It includes the internet, e-mail and its variant, the electronic commerce (e-commerce). Again, IT has been defined as the acquisition, production and transformation, storage and transfer of data (information) by electronic means in forms such as vocal, pictorial, textural and numeric, so as to facilitate interaction between people and machine. It includes the applications and implications (social, economic and cultural) of these processes. Thus the electronic commerce is born to minimize the cumbersomeness of time, distance and space in doing business. IT has thus become a vital strategic management tool.

In management and especially its extension into global business, it can be seen that IT reduce cost and increase profitability, to enhance quality of product and services and to improve efficiency of the corporation and strengthen its competitiveness. "In the 21st century, mastery of functional information technology is a *sine qua non*" Achumba (2000). Accordingly, Harper (2001) asserts, that managing a business well is to manage its future; and to manage the future is to manage information requirement effectively. Information is required by managers in order to carry out their activities efficiently and effectively. For marketing to develop to a level that would enable it play its expected role in global business, information available to marketers and the like must be well processed, adequately and timely too. To achieve this objective, marketing requires the best of information technology to collect data, process data, analyze information which will help in building a database necessary for the development of strategic marketing policy. Hence, knowledge, information technology and strong creative business culture are seen as the essential success factor in global business (Ekakitie, 2009).

According to extant literature, investment in ICT is considered as the enabling (if not causal) factor for an effective integration into the new global order. According to Wolter and Schweri (2002) its immense advantages in overall business revenue and the cost-benefit outcome cannot be underplayed. Research outcomes reveal that both multinational and global firms aid the diffusion of ICT and the generation of innovations in the field of ICT - this is likely to go on. The expectation of researchers is that the relative demand for skilled labour especially by global firms will further increase. According to extant literature, there are several properties of ICT driving the substitution of lower skills:

- ICT allows automating routine and well-defined tasks, whereas it is much more difficult to do the same in case of more complex tasks that involve

judgement and creativity (Bresnahan, 1999; Bresnahan et al., 2002; Autor et al., 2000);

- Highly computerised systems produce large quantities of data that need high-skilled workers to get adequately utilised (Arvanitis, 2005);
- The adoption of ICT itself and its integration in the firm's productive system requires skilled workers, the more so as the use of ICT involves many uncertainties (Caroli, 2001). Whereas it is quite clear that a more intensive application of ICT increases relative demand for skilled labour as a whole, it is less obvious which category of higher skills will "profit" from this technical change.

It is no doubt a wonder the speed with which ICT generally reached modern day heights. Achumba (2000) chronicles the genealogy and facts thus:

1. During the past two and half decade, the global network of computers, telephone and television has increased its information carrying capacity a million times over.
2. Computing power is doubling about every eighteen months.
3. Today's laptop computer is many times more powerful than a US 100 million dollars mainframe computer was about twenty years ago.
4. Just twenty-five years ago, only about 50,000 computers existed in the whole world; soon there will be an estimated 450 million.
5. No communication medium has ever grown as fast as the Internet. In 1996, it had an estimated 50 million users world-wide, with the number doubling every year.
6. In 1960, a transatlantic telephone cable could only have 138 conversations simultaneously. Now a fiber - optic cable can carry 1.5 million conversations.
7. A three-minute telephone call between New York and London now costs about two US dollars. In 1930, it would have cost more than a hundred times as much in today's dollars.

c) *Digital Divide in ICT*

Generally speaking, digital divide (both local and global) refers to the distance between those with access to information and those who do not both in the global and local contexts. The digital divide is the gap between those with regular, effective access to digital technology and those without. (Ogbor, 2009) suggests that digital divide results from the socio-economic difference between communities that in turn affects their access to digital information mainly but not exclusively through the Internet.

In Sub-Saharan Africa, the digital divide is still at its most extreme where the use of information and communication technologies is still at a very early stage of development compared to other regions of the world.

Other researchers (Cayla, et al., 2005; Peters, 2003; and Sciadas, 2002) define digital divide as the unequal access to ICT. This divide examines the disparity in the diffusion of ICT between developing and developed countries, well educated and poorly educated populations or between poor and rich citizens. Peters (2003) explains that the digital divide between countries is usually measured in terms of the number of telephones, computers and internet users. Apart from the digital divides that exist between countries, analysts also describe the unequal access of ICT within countries as the domestic digital divide between the have and have not (Sciadas, 2002 as cited in Golding *et al.*, 2008).

Braun (2003, as cited in Apulu and Latham, 2009) argues that the geographic location of a country has an impact on the adoption of ICT. For example, a study conducted by Hung (2003) shows that the regional distribution of internet users in China was found to directly correspond with the disparity of different geographical areas. This implies that being located in peripheral regions where ICT infrastructure, especially broadband, is scarce or very expensive, can affect the adoption of ICT. In addition, Peters (2003) presents both practical and policy challenges, and states that the solutions that work in developed countries cannot work in developing countries, since digital divide is a complex problem. Therefore, solutions must be based on an understanding of local needs and conditions. Khan (2000) highlights the importance of understanding local needs in addressing internal digital divide and states that Africa and other parts of the world must understand and recognize the value of local knowledge while implementing ICT development projects. Andrade and Urquhart (2009) argue that the efforts to close the digital divide are not enough.

Wade (2002) further states that the digital divide represents other long-term and preexisting forms of economic and social divisions and that it is not a completely new phenomenon. Therefore, it is important to be aware of mechanisms and consequences that might be creating, perpetuating or exacerbating already existing differences between the 'haves' and 'have nots' (Rooksby and Weckert, 2004 as cited in Andrade and Urquhart, 2009; Walsham, 2001). In other words, some necessary reflection on the digital divide needs to take place at this point. The Parliamentary Office of Science and Technology (2006) reports that OECD countries have the highest access to ICT, followed by South Asian and some African countries. Sub-Saharan African countries fare worst (excepting South Africa) and Nigeria is no exception. Despite the fact that SMEs play an important role in developing countries' economies, ICT adoption is still relatively low when compared to developed countries (Kuteyi, 2009).

d) *Small and Medium Sized Enterprises (SMEs)*

It is widely recognized that SMEs are very important for economic growth and job creation in both developed and developing countries (Aris, 2006; Mutula & Brakel, 2006; Tan & Macaulay, 2007; Hazbo, Arnela & Chun-yan, 2008). Researchers argue that SMEs play a major role in poverty alleviation in developing countries and also stimulate domestic and regional economic growth in national and regional economies (Golding *et al.*, 2008; Berisha-Namani, 2009). They help to diversify economic activity and are flexible to changing market demands (Ongori, 2009).

There have been many discussions over the importance of this sector to the economy although there is evidence to 'suggest that small firms do play a major role in the world economy' (Timmons, 1994) and that they constitute the bulk of enterprises in all world economies (Storey, 1994). In Nigeria, SMEs also play a significant role in terms of economic development as they provide the cornerstones on which Nigeria's economic growth and stability rests (Ojukwu, 2006). The Federal Office of Statistics reveals that about 97 percent of the entire enterprises in Nigeria are SMEs and they employ an average of 50 percent of the working population as well as contributing up to 50% to the country's industrial output (Ihua, 2009).

SMEs have been defined against various criteria such as the value of assets employed and the use of energy (Jutla, Bodorick & Dhaliwal, 2002). However, there is no universally acceptable definition of SMEs in Nigeria as it has varied over time and from organization to organization (Lal, 2007). The National Association of Small and Medium Scale Enterprises (NASME) defines a small scale enterprise as a business with less than 50 people employed by the enterprise and with an annual turnover of N100,000,000 (100 million Naira). NASME further defines a medium scale enterprise as a business with less than 100 employees and with an annual turnover of N500,000,000 (500 million Naira). Also, the Central Bank of Nigeria (CBN) and the Small and Medium Enterprises Equity Investment Scheme (SMEEIS) define SMEs as any enterprise with a maximum asset base of N200,000,000 (200 million Naira) excluding land and working capital with the number of staff employed by the enterprise expected to be not less than 10 and not more than 300 (Lal, 2007). Nevertheless, in this paper, SMEs have been defined not only based upon the number of employees and their maximum asset base, but also based on their ability to comply with the relevant regulations of the Companies and Allied Matters Act (1990) such as filing annual returns. Furthermore, the SME must be registered as a limited liability company with the Corporate Affairs Commission of Nigeria.

III. ICT, MNCS, GLOBAL CORPORATIONS AND THE GLOBAL MARKET PLACE

The process of globalization has increasingly been made possible by the instrumentality of Multinational Companies (MNCs), Transnational Companies (TNCs) and global corporations. These firms have strong IT capacities along with strong support from international financial institutions which act as catalyst to facilitate their expansion. As a result of limited resources, SMEs do not necessarily have these opportunities.

Fapounda (1996) says the globalization process describes the processes that MNCs have employed simultaneously in recent times to effect enormous changes in the practice of world business. One can posit that the MNCs supported aggressively by the home countries with a fine blend of financial, economic and political gerrymandering to ensure or create safety for these companies to operate without hindrance in any part of the globe where they choose to invest.

Globalization also refers to the rapid growth, development and transformation in MNCs operations, employing rationalization, rather than national base, to create resource center at home and using mergers, acquisition and strategic alliances abroad to create borderless markets. The process exploits modern technology (transportation, communication, markets, machines and information systems) economic of scale, stiff competition and integrated strategies to achieve low production cost, high profits and economic eminence in world business. Fapounda (1986) argues that global firms have the world as their field of operation and because of this global approach to business, terms like global markets, borderless markets, virtual knowledge, rapid technological change, global amortization of R & D, cost and global management have become popular and has now assumed the language of international business.

IV. GLOBALIZATION, ICT AND ENTREPRENEURSHIP

Several studies (e.g., Berisha-Namani, 2009; Golding, Donaldson, Tennant & Black, 2008; Eunni, Brush & Kasuganti 2007; Braun, 2003; Ogbor, 2009) argue that in national and regional economies, entrepreneurial firms, including small and medium-sized enterprises (SMEs) play an important role by sustaining domestic and regional economic growth and that they are a driving force for poverty alleviation in developing countries. In the knowledge based global economy, and especially in developing countries, the SME sector contributes largely to job creation, poverty alleviation, growth and social inclusion. The economic contribution of SMEs in Nigeria is significant; hence, SMEs are

regarded as a source of economic development (Ariyo, 1999).

Studies have also indicated that entrepreneurial firms and SMEs can increase their market reach, enhance customer service, and reduce both marketing and distribution cost with the use of ICT (Alam, Khatibi, Ahmad & Ishmail, 2007). However, there is a digital divide which shows that ICT adoptions vary between developed and developing countries, with developing countries adopting ICT at a slower rate (Golding et al., 2008). As a consequence, the benefits normally associated with ICT in terms of entrepreneurial development have not been fully realized in the context of Sub-Saharan Africa.

As noted earlier, globalization is partly driven by information and communication technology (ICT). Thus, synonymous with the era of globalization is what has been commonly referred to as "the information age", the "digital age" or "ICT revolution." The rapid spread of the use of information and communication technology (ICT) is both an outcome and a determinant of the process of globalization, which has manifested itself in accelerated movement of goods, services, factors of production and technology across national boundaries (Ogbor, 2009). This development has, in turn, impacted the growth of entrepreneurial firms, including SMEs, in many fundamental ways.

Economic globalization arises out of the interaction between market- and technology-related factors as well as economic policies at the national and international levels. Market-related factors (such as increased competition for resources, greater engagement in international trade and enhanced efforts to attract foreign direct investment) have all been assisted by technological and information-related improvements. The growing role of multinational enterprises (MNEs) and transnational corporations (TNCs) in both the production and service sectors in practically every country is the result of information technology. This has put competitive pressure on home country firms, exerting an inordinate influence on the existing pattern of specialization.

As a result of information technology, financial innovations have led to lower transaction costs and the development of new financial institutions and instruments, as well as dramatic growth in cross-border financial transactions. For example, attempt to integrate the Ghana and Nigeria Stock Exchanges in 2007 is seen as the first step to the full integration of capital markets of member countries of the West Africa Monetary Zone (Ogbor, 2009). Integration through improved information technology is seen as a necessary mechanism to facilitate transaction process through improvement in market infrastructure and the security settlement system to promote online real time payment. Through information and communication technology, the integration of the region's financial markets is also seen

as necessary for the capital market in the sub-region to fully participate in the global market.

In terms of technology-related factors, the componentization of production, facilitated by advancements in both manufacturing technologies and ICT, has led to lower costs and the dramatic shortening of economic distances. New communication technologies have facilitated the international diffusion of new production, marketing and organization technologies at low costs, allowing faster and cheaper movements of goods and services. At the same time, systematic rationalization of procedures and documentation for international trade, together with a wider and easier dissemination of prices of traded goods, has contributed to the convergence of market prices, resulting in fewer distinct markets.

In the context of the global economy, there are four dimensions of the positive impact of ICT on economic growth and the development of entrepreneurial and small and medium sized enterprises.

- First, ICT allows process innovation (new ways of doing old things), which increases productivity and creates new value added.
- Second, innovative economic activities (new ways of doing new things) may be generated.
- Third, ICT represents a new factor of production along with land, labour and capital, which can lead to economic restructuring, and
- Fourth, it represents a new means of organizing activities through its synergies with other technologies.

More specifically, the growth in ICT has had a tremendous impact on economic development, including enterprise growth and competitiveness. For example, the recent advances to smaller, faster and cheaper ICT had led to a considerable decline in the cost-to-performance ratio of its application, which raises productivity (Ogbor, 2009). The potential for growth has been expanded by the use of ICT to promote more efficient utilization of inputs such as energy, raw materials and land. Some new applications of ICT have made production processes more flexible. With the facility to pay closer attention to customer tastes and preferences, producers have increased the value added of their products, and improved their quality.

Advances in telecommunications enable enterprises, which are geographically separated, to communicate both within a country and across borders. As indicated by the Indian ICT industry, the growing decentralization and globalization of many industries provide new opportunities for developing countries to participate in regional and global economic ventures. The organizational changes and decentralization options made possible by ICT can facilitate a better spatial distribution of economic activities, especially those

industrial operations that have been centralized in large cities. Timely and detailed information about markets, point-of-sale information, and electronic linkages to clients and distributors have enhanced the capability to provide tailor-made products and services to consumers and create market niches.

Information and communication technology has revolutionized the marketing systems for widely traded standardized goods through the diffusion of market-determined prices instantaneously around the world. Entrepreneurial firms, small and medium-sized enterprises and even smaller-scale producers have the opportunity to become an integral part of the marketing chain as they can have access on a real-time basis through mobile phones, Internet etc. to the prices of their products on national and international markets. This has reduced the potential for the exploitation of these producers and enhanced their bargaining position with traders. Local traders have the means to become better equipped to compete with international trading firms, enhancing their competitiveness in marketing products as well. In this way, ICT has served as an equalizing agent of global markets and competitiveness to the benefits of entrepreneurial firms and SMEs.

New applications of ICT are profoundly changing the service sector especially in the context of small and medium-scale enterprises. In particular, the nature and structure of financial, insurance, marketing, distribution, tourism and travel businesses have been transformed by the improvements in the speed, reliability and cost of manipulating vast quantities of information related to financial, inventory and sales transactions. At the same time, providers of services, traditionally small and decentralized, are being linked nationally and globally through the use of communication technology.

In the developing countries, the application of ICT is being used to improve the economic efficiency of the banking and financial sector, both to provide services to clients more conveniently and rapidly and to permit financial intermediaries to evaluate more correctly the investment preferences of savers while managing more effectively the risks inherent in global investment portfolios.

In the medium term there is the potential for enormous economic benefits from a broader and more integrated use of ICT in socio-economic development. In the developing economies, with new forms of application becoming available at decreasing costs, there has been a shift from quantitative to qualitative growth and reinforcement of efforts to promote a better distribution of income. The impact is, however, crucially dependent on the capacity to disperse ICT capabilities across a broad range of economic activities and income groups.

V. ICT, THE PROBLEMS AND CHALLENGES OF ENTREPRENEURIAL DEVELOPMENT IN SUB-SAHARAN AFRICA

Information and communication technology, as defined earlier, is more than cell phones and Internet services. It embraces all forms and tools of modern communication technologies. Building capacity for ICT requires investments in physical infrastructure (such as fiber optic-cable), in the human capital necessary to operate these systems, and in government regulatory agencies. These investments are likely to yield economic growth and improve living standards. Unlike most parts of the global economy, African governments still face the challenge of how to make it easier for technologically-minded entrepreneurs and owners of small and medium-sized enterprises to capitalize on ICT and to build a foundation for long-term economic growth in Africa.

Apulu and Latham (2009) have suggested that in developed countries, ICT has been used to change the way businesses are conducted in order to have a strategic advantage in their various operations. However, the investment returns of ICT in developing countries have fallen short of the potential. According to Apulu and Latham (2009), researchers have attributed this problem to organizational factors, environmental factors and lack of technical skills, among others. It is also argued that that the problems in introducing ICT in developing countries can be classified into three generic categories, namely: contextual, strategic and operational. According to Apulu and Latham (2009), contextual problems are due to poor match of models of developed countries' design and applications to the developing countries context, semantic discrepancies in the wording and understanding of phenomena as well as references to different value systems and different concepts of rationality (Kunda & Brooks, 2000 cited in Apulu and Latham, 2009). Strategic problems relate to local, national and regional policy initiatives, as reflected in the institutional intervention mechanisms of influence, regulation and implementation (Kunda & Brooks, 2000), while technical and economic constraints and lack of skilled personnel are operational problems faced by developing countries. Below is a more detailed discussion of the factors affecting the use of ICT as vehicle for economic and enterprise development in Sub-Saharan Africa.

a) *Non-Availability of ICT-skilled Human Resources*

One of the problem facing the adoption of ICT in Sub-Saharan Africa in general and in SMEs in particular is the non-availability of skilled-manpower. Lack of skilled human resources has been described as a principal barrier blocking the diffusion and effective exploitation of ICT in developing countries (Hung, 2003; Imran, 2006; Lal, K. 2007; Matlay & Addis, 2003).

b) *Economic and Institutional Constraints*

Economic constraints such as the non-existence of reliable background statistical information and inadequate capital to finance ICT have been identified as another set of factors (Okot-uma, 1992 as cited in Kunda & Brooks, 2000). Several developing countries suffer from both lack of resources and limited domestic market. Some developing countries import ICT due to lack of an indigenous ICT industry. Kunda and Brooks (2000) state that scarcity of foreign currency makes developing countries depend on donor agencies for much of their ICT imports.

c) *Lack of Adequate Telecommunication Infrastructures*

Furthermore, developing countries often lack adequate telecommunication infrastructures. There is also the issue of systems infrastructure deficiency and application problem (Kunda & Brooks, 2000), and in most developing countries, there is still the problem of irregular electrical power supply. Tarafdar and Vaidya (2006) state that many firms in developing countries, including SMEs, are in the early stage of ICT adoption. The transition of SMEs in developing countries to more sophisticated levels of ICT use depends partly on the extent to which they are inclined to use these new technologies for their businesses.

d) *Organizational Culture, Attitudes and Inclination towards ICT Adoption*

The culture and attitudinal behavior of the members of an organization can effect in a fundamental way the degree to which the members of the organization are willing to adopt ICT. For example, in organizations where the prevailing attitude of employees is to maintain the status quo or they are unwilling to achieve ICT education, adopting ICT can be a daunting exercise indeed. Iacovou, et al., (1995) and Crook and Kumar (1998) suggest that the extent of ICT adoption depends on the attitude of the organization towards ICT technologies and the inclination or the propensity to deploy and use them. Hence, Tarafdar and Vaidya (2006) recommend that it is important for organizations to understand the fundamental factors behind technology adoption and the differences in organizational inclination as this would enable organizations to assess the extent to which they are inclined to develop, deploy and use technologies.

In a similar manner, Ginsberg and Venkatraman (1992, cited in Apulu and Latham, 2009). have suggested that different managers and organizations adopt different attitudes towards ICT, depending on its perceived usefulness in the context of their work. In this paper, four broad aspects that influence organizations to adopt ICT are discussed. Apulu and Latham (2009) identified the role of top management in organizational leadership, the effect of organizational culture, availability of resources and level of internet penetration

as some of the factors affecting the adoption of ICT in an organization.

Top management attitudes play a vital role towards the adoption of ICT in organizations. According to a number of studies (e.g., Grover, 1993; Crook and Kumar, 1998), an enthusiastic approach on the part of top managers can lead to the adoption of ICT. Similarly, Yap, Soh and Raman (1992) found that management involvement is crucial to ICT success in SMEs. In small businesses, decision about ICT adoption is likely to be made by the owner/manager. Thong (1999) argues that the support from the Chief Executive Officer (CEO) would positively influence the likelihood of technology adoption. The characteristics of leaders help create a positive organizational attitude towards the adoption of ICT in an SME. According to Apulu and Latham (2009), top management often provides the forward motion for the initiation of technology projects.

Available literature and research have also suggested that the core values of a firm can influence the firm towards a particular strategic alternative or technology (Tarafdar & Vaidya, 2006). In particular, their technical expertise and their attitude towards ICT can affect their company's ability and willingness to engage with ICT matters (Harindranath, Dyerson & Barnes, 2008). Apulu and Latham (2009) suggest two aspects of organizational culture that can influence the tendency to adopt ICT. Firstly, managers' experience with ICT, interactions with vendors and professional associations increases their awareness and understanding and are aspects of organizational culture which can influence the tendency to adopt ICT. Lack of awareness can also hinder SMEs from understanding the potential benefits associated with new ICT technologies capable of enhancing organizational efficiency and increase in productivity (Chibelushi and Costello, 2009).

Secondly, some organizations have cultures that support discussion of new and innovative ideas related to ICT. This has a positive influence on managers as it increases the tendency for them to develop and adopt applications with new technology (Apu & Latham, 2009). A culture that is innovative, competitive and risk-taking will be favorably inclined towards new ICT adoption (Hoffman and Klepper, 2000). In the discourses on organizational culture (Schein, 1998 and Hofstede, 1996) argue that cultural values or dimensions influence the degree to which nations and organizations are willing to take risks or adopt innovative ideas. For instance, a company with an entrepreneurial mindset is willing to invest in innovative technologies while a company with a bureaucratic culture is comfortable working in a situation that maintains the status quo (i.e., preferring paper work in the place computer files).

e) *Availability of Resources*

In most instances, firms, especially SMEs, in Sub-Saharan Africa and elsewhere in the developing countries suffer from the availability of resources needed to make the use of ICT soft- and hardware possible. The availability of resources enhances the adoption of ICT within SMEs. Factors that include the cost of ICT equipment and networks, software and re-organization are barriers to ICT adoption in most SMEs (Arendt, 2008). In many SMEs, capital resources, in addition to intangible assets such as knowledge, expertise and time, are scarce. As rightly pointed out by Apulu and Latham (2009), SME managers spend a great deal of their time trying to stretch a firm's limited resources as far as possible. Therefore, allocating scarce resources to a new initiative, such as ICT adoption, requires a serious commitment. As Ogbor (2009) has rightly pointed out, a combination of resources such as human, financial, ICT capabilities are needed for firms, including SMEs, to have competitive advantage.

f) *Internet Penetration*

During the last few years, computer access and internet penetration has increasingly grown around the world, especially in developing countries. Different reasons may explain this notable growth such as government-led computer technology initiatives, information and communication technology projects supported by international agencies and private efforts, either at the organizational level or at the individual level (Andrade & Urquhart, 2009).

Apu and Latham (2009) have shown that the growth of internet access in the world was 305.5% on average between 2000 and the first quarter of 2008. North America was the lowest with 129.6%, and Middle East the highest with 1176.8% (Miniwatts Marketing Group, 2008 as cited in Apulu and Latham, 2009). However, a closer examination of the distribution of Internet users around the globe in the context of global digital divide reveals some persistent disparities among nations and regions in the global economy. Hence, the low level of internet penetration in Africa has been a major impediment to the adoption of ICT. According to Apulu and Latham (2009), the adoption of ICT increases market reach, enhances customer service, and reduces both marketing and distribution cost. However, its adoption by SMEs in Sub-Saharan Africa has been slow due to some factors that affect ICT adoption.

In examining ICT and entrepreneurial/SMEs development in Sub-Saharan Africa, attention has increasingly been drawn to the abysmal position occupied by the region in what is generally known as the global digital divide.

Other related factors inhibiting ICT adoption in Sub-Saharan Africa, according the Jensen (2002) and the United Nations ICT Task Force (2005) include the following:

- (i) ICT growth tends to be concentrated only in big cities,
- (ii) Lack of transport networks to install ICT infrastructure,
- (iii) Low-education and “brain drain”,
- (iv) Political and economic instability, and
- (v) Capital scarcity and lack of entrepreneurship promotion. (Jensen, 2002; UN, 2005).

As a result of these constraints, information and communication technology, within the context of Sub-Saharan Africa, has not contributed to the development of entrepreneurship and SMEs compared to other regions in the global economy. One of the reasons, in addition to the above mentioned ones, has been that, not until recently, African governments have invested very little in expanding the already decaying infrastructures upon which an ICT environment can be developed.

In the context of Sub-Saharan Africa, there are other two areas of interest in terms of the challenges of information and communications technology (ICT) for the development and growth of SMEs and entrepreneurial firms. One is the problem of access to ICT and the other is how to transform that access into productive use.

g) *Problems of Access*

Although Sub-Saharan Africa has lagged behind in terms of access to ICT in what is popularly known as the global digital divide, recent developments in this area have seen Africa experiencing a significant growth in ICT investment. However, many observers have pointed out that the boom in ICT investment and connectivity has not been adequately transformed into productive use.

Digital divide, as we pointed out earlier, is a term that is often used in describing disparities in access to, and usage of, the telephone, personal computers and the Internet across demographic groups, within the same country, or between countries. As pointed out by the United Nations, the presence of a digital divide, particularly between rural communities and urban centers in Sub-Saharan Africa, directly affects the ability of small- and medium-sized enterprises to reach and compete in the larger domestic and even global markets. Compared to other regions, there is inadequate access to ICT in Sub-Saharan Africa.

There are a number of reasons for the poor access to ICT in Sub-Saharan Africa. For example, the prevalence of obsolete systems, irregular electricity and a stultifying lack of local content are partly responsible for the poor access. In addition to these problems is the burden of illiteracy in Sub-Saharan Africa, which has made access and use of ICT particularly difficult.

h) *Productive Usage of ICT*

Experience in the region indicates that availability of information and communication

technology has not been adequately transformed to productive usage. One of the reasons is the absence of enabling environment necessary for information technology to function effectively. In some cases, many potential users of ICT do not benefit from the imported information technology hardware precisely because authorities failed to create the enabling environment for the use of such technologies such as constant supply of electricity. Other problems and challenges which have made it difficult to translate the availability of ICT to productive usage in many parts of Sub-Saharan Africa are (i) the tendency to view ICT technology as a solution unto itself. Many African governments have imported ICT hard- and software only to see them decay as a result of the inability to put them into productive use; (ii) over-hyping the power of the Internet and the tendency to encourage developing countries to invest in fancy equipment they do not really need; (iii) the erroneous view that a new technology brought into a society not hitherto accustomed to its use can automatically jumpstart entrepreneurial initiative; (iv) lack of flexibility and adaptation of imported technology to fit local needs and conditions; (v) rural-urban migration, population explosion in urban cities and problems of unsustainable growth in African urban settings. This has made it possible for the over-concentration of cyber-cafes in the urban areas and the concomitant absence of it in the rural areas especially for local producers in need of such services; (vi) a disconnect and discrepancy between what Africans really needed and what technology planners and donor organizations are willing to provide; (vii) the use of ICT for unproductive social activities rather than productive reasons. These include cyber crimes, trade in and exchange pornographic materials, etc; (viii) lack of active collaboration between the public and private sectors in the development of ICT for economic growth; (ix) over-emphasizing the role of information technology without developing the human resources needed to transform the availability of such technologies into economic use or for promoting entrepreneurship; and (x) the tendency to ignore the social, institutional and other supportive organizational factors necessary to transform access to productive usage.

VI. CONCLUSION AND RECOMMENDATIONS: MAKING ICT AS AN EQUALIZING AGENT FOR ENTREPRENEURIAL DEVELOPMENT

In spite of the above difficulties, there are over 100 million cell phone users in Africa in 2006, compared to just 1 million a decade ago (Jensen, 2002). Cell phones are being used for everything from simple banking services to comparing commodity prices in different markets. Yet, for Sub-Saharan Africa to fully benefit from information and communication technologies (ICT), investment in broadband Internet

and other robust information technology is necessary. For firms in traditionally marginalized and disadvantaged areas, the Internet can be especially valuable, because it can override the distance factor and provide opportunities to connect to worldwide markets.

Several studies have suggested in the extant literature that bridging the global digital divide would benefit Sub-Saharan Africa by (i) providing better means of communication; (ii) integrating economic activities (specially Agro-business which represents 80 percent of African economic activities); (iii) making public services more efficient (usually named as E-Government, E-Health, E-education, etc.); (iv) improve infrastructure and productivity; and (v) improving democracy and participation mechanisms (Onyeiwu, 2002).

It is observed from the preceding discussion that SMEs play very important roles towards the economic growth, development and stability of several economies. SMEs play a vital role in employment generation and immensely contribute to the Gross Domestic Products (GDPs) of several countries. With reference to the case study presented above, it can be said that ICT offers SMEs a competitive edge over its competitors (for example increase in sales); hence, it is vital for governments and firms especially entrepreneurial firms and SMEs to adopt ICT.

Based on the literature review, a major factor that affects SMEs is the issue of scarce resources. SMEs are known for having limited resources. The discussion in the paper has indicated that most SMEs in Sub-Saharan Africa under invest in technology adoption due to financial constraints. On one hand, for a successful ICT deployment, SMEs in Sub-Saharan Africa are advised to seek assistance from the government especially in the area of funding. On the other, the government should provide a variety of incentives and financial support for SMEs, which would assist Nigerian SMEs to adopt ICT.

Lack of awareness is also identified in the literature review as another factor that affects SMEs' adoption of ICT. With reference to the literature review, it is clear that many SME owner-managers in Sub-Saharan Africa are not familiar with the conceptual basis and potential benefits of adopting ICT. Therefore, this paper is suggesting that the government should introduce training programmes for owner-managers of technology and the benefits of adopting ICT in their business processes. This should be done regularly at different times, allowing flexibility for SME managers to attend. In addition, the government should create awareness through the media, develop basic infrastructures and organize seminars that will encourage SMEs to adopt ICT. From the perspective of this paper, there is a need for proper dissemination of information to SMEs that will enable them identify the various requirements for managing the sector and how

to access information. By so doing, SMEs will also have proper access to information related to ICT.

Furthermore, there is an urgent need for policy makers to create an environment for ICT growth. There is a need for SMEs to have an environment that support affordability, availability and reliability of ICT. There is a need for the development and availability of ICT facilities in the region and within individual countries. The adoption of ICT among entrepreneurial firms and SMEs in Sub-Saharan Africa would not only increase SMEs turnovers but would also help to attract foreign investors. Hence, African governments are advised to introduce and promote various initiatives that will help to speed-up ICT adoption in SMEs.

African governments need to set up different agencies to consider the various problems associated with SMEs and provide an enabling environment in which ICT can realize its full potential. Governments can also help to address the challenges of awareness and infrastructure underdevelopment. In developed countries, governments have been able to prioritize the improvement of infrastructures and the upgrading of skills necessary to participate effectively in the restructuring of technology adoption. Therefore, the technological capability of SMEs in Sub-Saharan Africa needs to be further strengthened.

In addition, lack of policy/institutional framework is a problem that affects entrepreneurial firms and SMEs in Sub-Saharan Africa. Hence, it is important for policy makers to have a proper understanding of ICT adoption and how it enhances economic development. This paper suggests that ICT should be used as a strategic resource to help SMEs compete both locally and international. Sub-Saharan Africa needs to have business leaders with the mindset for a digital evolution in order to leap-frog into the knowledge economy. ICT adoption in Africa can yield significant benefits in improving the economy as it has the potential to solve many of the deep-rooted problems such as corruption. Legal infrastructure and administrative reform also need to be put in place for proper implementation of ICT oriented business processes.

The development of the SME sector requires urgent attention since ICT has become more and more important in the economic development of SMEs in many countries. The government and policy makers in Sub-Saharan Africa should develop an ICT action plan for SMEs. Taking into consideration Africa's size and potential, the rate of ICT adoption amongst SMEs is relatively low. Hence, in this digital age, Sub-Saharan Africa needs to focus on increased computer literacy and ICT professionalism. Undoubtedly, the future of Nigeria lies in the development of the SMEs, which also include its key players. No economy can grow if it does not build up SMEs. If Sub-Saharan Africa intends to compete in the global economy, then adequate

attention must be given to SMEs as the growth driver to that destination.

The adoption of ICT in Africa's entrepreneurial firms and SMEs is relatively low; hence there are still many factors that need to be considered. Based on the literature review, it is certain that the adoption of ICT would bring about enormous opportunities for entrepreneurial firms and SMEs in Sub-Saharan Africa. Thus for an SME to set itself apart from its competitors and also have a sustainable competitive advantage, there is a need to invest in ICT. It is necessary for the Nigerian government to develop a generic ICT plan that will assist Nigerian SMEs to successfully adopt ICT, and technological infrastructures should be put in place by the government to support ICT adoption. For SMEs in Sub-Saharan Africa to remain competitive or to become successful, it is important for owner-managers to understand the critical success factors related to ICT adoption. This involves the active involvement of African governments making more funds available to SMEs and putting some structures in place to ensure a successful investment. The integration of ICT in Africa's SMEs would help integrate these SMEs into the world's IT village.

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Flipped Classroom at MBA-Effective Teaching Innovation Model for Strategic Management

By Dr.(Hc). D. M. Arvind Mallik

Abstract- Purpose: Recent technological developments have given rise to blended learning classrooms. An inverted (or flipped) classroom is a specific type of blended learning design that uses technology to move lectures outside the classroom and uses learning activities to move practice with concepts inside the classroom.

Methodology: This project introduces the idea of "flipped lecturing" to a group of second-year undergraduate students of MBA. The aim of flipped lecturing is to provide much of the "content delivery" of the lecture in advance, so that the lecture hour can be devoted to more in-depth discussion, problem solving, Students were provided with online lectures in advance of their lectures.

Findings: Many of the characteristics of the flipped classroom teaching model, illustrated with some practical solutions offered to the subject Strategic Management. Pedagogical benefits of the model are highlighted along with potential challenges to its use.

Results: The result indicated that implementing Flipped classroom have potential benefits for students while they engage themselves in learning with innovative teaching pedagogy as my results.

Conclusion: The concept of student comfortability with learning activity is presented and can be developed high in light of learning environments research.

Keywords: *flipped classroom, strategic management, social media, teaching innovation, MBA.*

GJMBR-G Classification: JEL Code: L19, M19



Strictly as per the compliance and regulations of:



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I. INTRODUCTION

A teacher stands at the front of the classroom, delivering a lecture on the Strategic Management and writing on a Green board. Students are hunched over desks arranged in rows, quietly taking notes. At the end of the hour, they copy down the night's homework assignment, which consists of reading from thick textbook and answering questions at the end of the chapter. This dramatic, defining period in formation of various issues pertaining a Corporate understanding, which left questions unanswered that are as relevant today as they were then, has been reduced to a dry, familiar exercise. The teacher is acutely aware that many students do not understand the day's lessons, but does not have the time to meet with them to help during the 60-minute class period. Education today has seen a paradigm change from the past to the present day, as technology advanced the education system has its own significant change. It is acquiring knowledge and sharing it with the students, but today the source

through which students gather information is plenty and chances of misleading themselves is more.

II. BACKGROUND

Gone are the days where you use the carrot and stick method for students and making them learn. Teaching is more practical and is more fact based knowledge the art of transforming that information as knowledge to the students is important, that is where the modern education aids plays a vital role. Educators are developing ways to personalize learning, using technologies such as video, digital simulations, and computer games. However, unless the traditional teaching model is altered, technologies such as these will have limited effects. One alternative model gaining attention and advocates is called Flipped classroom. In this model, we have taken a practical approach of Strategic Management Subject been taught at MBA level where some lessons are delivered outside of the group learning space using video or other modes of delivery.

a) History

The flipped classroom concept has been around for a number of years, and it has garnered much attention from educators around the globe. We began using teacher-created video as an instructional tool in 2007, and we have since been regarded as some of the pioneers of the flipped classroom. In this article we hope to draw from our experience as educators and share some of the successes and failures we have encountered through the process of developing our flipped classrooms. As pioneers and prominent voices in the flipped classroom conversation, we are often asked to define exactly what a flipped classroom is. This has been difficult because a flipped classroom looks different in every instance. A fourth-grade teacher will implement a flipped classroom differently than a high school English teacher. A flipped classroom really starts with one simple question: What is the best use of your face-to-face class time? Since each teacher will answer that question in a different way, there is no such thing as one definition of the flipped classroom. However, some commonalities can be seen across the educational spectrum, and we refer to these commonalities as "Flipped Class 101." In Flipped Class 101 direct instruction (lecture) is delivered at home via videos that teachers either create or curate, and that which has

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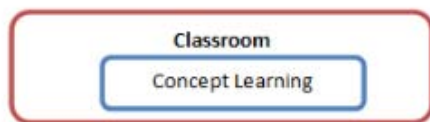
traditionally been done as homework is done in class. This flip of the time and place that lecture and homework are delivered is the most rudimentary form of the flipped class. There is value in this simple flip that has helped many teachers transform their classrooms into centers of learning and engagement. (Jon Bergmann and Aaron Sams, 2014)

b) *Meaning*

Flipped classroom is a form of blended learning in which students learn content online by watching video lectures, usually at home, and homework is done in class with teachers and students discussing and solving questions. Teacher interaction with students is more personalized-guidance instead of lecturing (Christopher Nwosis et al., 2016). Essence, “flipping the classroom” means that students gain first exposure to new material Outside of class, usually via reading or lecture videos, and then use class time to do the harder work of assimilating that knowledge, perhaps through problem solving, discussion, or debates. The flipped classroom, a teaching method that delivers lecture content to students at home through electronic means and uses class time for practical application activities, may be useful for information literacy instruction (Sara Arnold-Garza, 2014).

Suneet Singh Tuli(n.d.) refers A flipped classroom is the complete opposite of the way a traditional teaching class takes place. In the flipped model, students get their lectures at home at their convenience and do the assignments in their classroom. How is it different and how does it help? Well, it helps immensely. In a flipped model, students get desired lectures in the form of pre-recorded videos or access those that they understand better, over the internet. It eliminates redundancy and improves efficiency in

Traditional

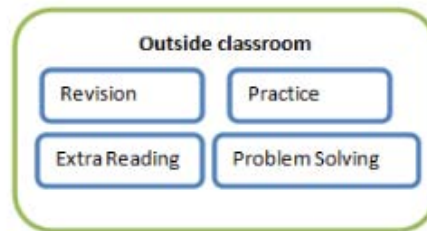


learning. The lectures are not time-bound; students can access and review the same lecture numerous times.

c) *Difference between Traditional and Flipped Classroom*

The popularity of the flipped, blended, or hybrid classroom has grown rapidly in recent years, due in part to the understanding that traditional methods of instruction are not always the most successful. Although teachers in traditional classrooms often work to differentiate lessons for students of varying levels of interest and ability, it is difficult to help every individual student find his or her way. So, whether out of curiosity or exasperation, a teacher’s first experience flipping the classroom often originates from his or her inability to help all students reach their goals (Karen Muldrow, 2013).

The framework used for explaining the flipped classroom typically focuses on reasons for not using classroom time to deliver lectures. As most commonly proposed for secondary education, the “flip” means moving lectures from the class to pre-class homework, while reserving class time for having students to do the problems and exercises that have traditionally been the domain of out-of-class assignments. Actual “Flipped Classroom” is that new ICT technologies make it easy to convert instructor lectures through digital recordings and place these online for student access outside of face-to-face class time. There is a considerable amount of critic in academic circles at all levels, focused around the flipped classroom. These appear mainly as academically-oriented newspaper articles and online webs. The definition of the flipped classroom is that events that have traditionally taken place inside the classroom now take place outside the classroom and vice versa (Lage M.J et al., 2000)

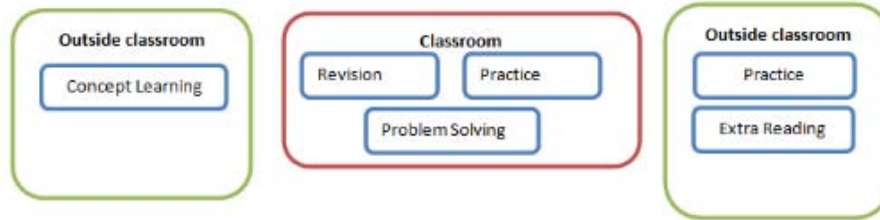


Method: Inside the classroom

Traditional classroom: Lectures, questions & answers

Flipped classroom: Practice Exercises, Problem Solving & Group-Based or Open-Ended Problem Solving

Flipped Classroom



Method: Outside the classroom

Traditional classroom: Practice Exercises & Problem Solving

Flipped classroom: Video Lectures, Closed-Ended Quizzes & Practice Exercises

III. METHODOLOGY AT MBA

Student led Flipped classroom model starts with the subject I engage, strategic Management for 3rd semester. Initially while idea popped which itself was Hercules task as I imagined it can create sense of confidence if I put in a novel concept “How to start/establish a business or company” to my students. Do not get confused with Business plan, in fact its beyond investing huge amount of money for any company rather softer side of forming a firm, at last an idea screened out from scratch. It brings me logical question on how can I break down my idea into procedural ways which can execute in the way I anticipated.

a) *Problem statement*

Flipped classroom is an active, student-centered approach that was formed to increase the quality of period within class. Generally, this approach whose applications are done mostly in Physical Sciences, also attracts the attention of educators and researchers in different disciplines recently. Flipped classroom learning which wide-spreads rapidly in the world, is not well recognized in our country (Ozdamli, Fezile & Aşıksoy, Gülsüm. (2016). To study the effectiveness of student’s performance with special reference to implementing Flip room- An Exploratory Teaching Methodology.

b) *Objectives*

1. To explain core concepts and provide examples of their relevance and use by actual companies.
2. To focus on what every student needs to know about formulating, implementing and executing business strategies in today’s market environments.
3. To teach subject by illustrating effective implementation of ICT tools to embrace valuable teaching points and spark student’s interest.

c) *Step by Step idea implementation*

1. Flipped classroom concept is exclusively for 3rd semester MBA (VTU).Karnataka State.

2. Classroom will be divided into 7-9 teams with students range of 6-8 /team (depending upon total no of students).
3. Students will be given an opportunity to own their own dream company (Product/service) of their choices as any idea should be original & should huge potential in terms of value adding to society and earn better profits.
4. Every team member should have their company designated name plate in front while they learn Strategic Management classes.
5. Ex- X student is Finance Manager at his/r firm; they should have Name plates which has their designation, acts as direct motivational factor.
6. Activity will run for 56 hours, 5 hours/week set for 3 months, starts from day one to the last working day.
7. Students need to study practically feasibility outside classroom by integrating theoretical concept which dealt in classroom.
8. While in class, students need to work constitutently with me on several aspects on understanding how to build a great company from zero.
9. Students should integrate set of instructions given by me at the end of every module into their Idea or dream company.
10. Student driven presentation will happen once 2 module completes and thus every team will get an equal opportunity at least 3-4 times in one semester to reconcile their efforts.
11. Contents used in learning includes Strategy Formulation, analyzing a Company’s External Environment, Analyzing a company’s resources and competitive position, Generic Competitive Strategies, Business Planning in different environments, Strategy Implementation and its control. This covers all 8 modules of Strategic Management syllabus prescribed by VTU.
12. To conclude the concept, mega event in department is conducted where every team will present their ideas to elite judges and winner will be announced by certifying personalized Award of Excellence will be given to all participants(Launch

pad is the event name for flipped classroom, which I have organized two time in row).

Experts argue that by using class time for student discussion, collaboration and problem solving, the traditional lecture based mode of instruction can be replaced by a more student-centered learning that is not only more effective. To penetrate the above model, I used YouTube videos which can outsmart learning habits, a simple technology with a giant scope of making a difference. Sharing information about the events and classroom information specific to strategic Management was shared via SMS (regular phone and whatsapp too) to respective student coordinator.

d) *Key Elements of the Flipped Classroom*

According to Cynthia J. Brame(2013) points out at 4 main elements which impact Flip concept and they are-

1. *Provide an opportunity for students to gain first exposure prior to class.*

The mechanism used for first exposure can vary, from simple textbook readings to lecture videos to podcasts or screen casts. For example, Grand Valley State University math professor Robert Talbert provides screen casts on class topics on his YouTube channel, while Vanderbilt computer science professor Doug Fisher provides his students video lectures prior to class (see examples here and here. These videos can be created by the instructor or found online from YouTube, the Khan Academy, MIT's OpenCourseWare, Coursera, or other similar sources.

2. *Provide an incentive for students to prepare for class.*

In all the examples cited above, students completed a task associated with their preparation....and that task was associated with points. The assignment can vary; the examples above used tasks that ranged from online quizzes to worksheets to short writing assignments, but in each case the task provided an incentive for students to come to class prepared by speaking the common language of undergraduates: points. In many cases, grading for completion rather than effort can be sufficient, particularly if class activities will provide students with the kind of feedback that grading for accuracy usually provides.

3. *Provide a mechanism to assess student understanding.*

The pre-class assignments that students complete as evidence of their preparation can also help both the instructor and the student assess understanding. If automatically graded, the quizzes can also help students pinpoint areas where they need help. Pre-class worksheets can also help focus student attention on areas with which they're struggling, and can be a departure point for class activities, while pre-class writing assignments help students clarify their thinking

about a subject, thereby producing richer in-class discussions.

4. *Provide in-class activities that focus on higher level cognitive activities.*

If the students gained basic knowledge outside of class, then they need to spend class time to promote deeper learning. Again, the activity will depend on the learning goals of the class and the culture of the discipline.

e) *Fostering Values and Ethics*

Mahatma Ghandhiji says, "Be the Change that you wish to see in the world" and yet few aspire to achieve excellence and few not. To introduce new idea, people/system resist and I am no exceptionally to face criticism from my own surroundings as I have been agitated on several fronts, discouraged by own colleagues, embarrassed by filthy words. Regardless of dishonor I strongly believed in its outcome, being Creative is not our responsibility but rather it's our inborn right to seek and shall find within us to make our life more beautiful and meaningful which actually is larger than life. My view goes beyond and I seek confidence in the direction of creating larger difference creating everlasting impressions. Students were encouraged to do mistakes often and given a fair chance to correct and move on fast. To my surprise even my students resisted my idea initially (maybe they were been influenced by external for not to participate).

IV. RESULTS AND DISCUSSION

Flipped learning, or the flipped classroom, refers to pedagogical practices that allow students to learn course contents traditionally delivered in classroom lectures prior to class, with the help of technology including but not limited to online videos (Yiran Zhao and Andrew Ho,2014).

Successfully implemented 4 times to my teaching tenure since 2011, results were stunning. Students are always stressful in given no time when they hear about examination or internals. If we observe behavioral pattern of any Students over preparation, anxiety overtakes learning rule which sometimes bounce back on their marks. Instead Flipping classroom effectively works beyond mere learning subjects which can give wings to their desire to excel. Students have felt so easy in remembering each module coupled with smart notes which they have revised even at the last moment and able to recollect the same in no minutes. They have rated flipped classroom concept learning with high respect as my average passing percentage is above 97%.

Table 1

SI No	Subject	Batch	Total No of Students	Total no of students passed	%
1	Strategic Management	2010-2012	91	88	96.70
2		2011-2013	98	97	98.98
3		2012-2014	61	57	93.44
4		2013-2015	51	51	100
				Total Passing %	97

Source- MBA Result Analysis (Form No: R/T&L/26)

Students approach to New Learning Methods is highly volatile as many prefer to keep education in a state that is similar to the one that they learned in a highly structured. Regardless of the innovative concept, faculty interest will be judged at high spirits which is to maintain challenging. Lack of class time for direct instruction as well as collaborative learning experiences is addressed with the flipped approach. It's no secret that not as much of College support for such initiative, whole heartedly.

V. CONCLUSION AND INSIGHTS

Although it is difficult to appeal to the learning styles of every student in the classroom, the inverted classroom implements a strategy of teaching that engages a wide spectrum of learners. New learning technologies make it possible for events such as lectures, which have traditionally taken place inside the classroom, to occur outside the classroom and events which possibly occurred outside the classroom to occur inside the classroom under the guidance of the instructor. The course format described in this article allows the instructor to present options that appeal to most learning styles while still maintaining control over course coverage and content (Lage M.J et al., 2000). The flipped classroom radically changed the way we taught. We were able to know our students better than ever before, and we were able to meet the educational needs of each student.((Jon Bergmann and Aaron Sams,2014).

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Human Resource Management (HRM) Practices: A Case Study on Arcadia Group, UK

By Md. Julfikar Ali & Sharmin Akter

Begum Rokeya University

Abstract- This study is related to the human resource management practices of Arcadia group United Kingdom (UK). This is descriptive in nature that covers the area of the human resource practices part of the organization. Human resource manager plays a crucial role in the screening of human resource management and finds a strategically fit resource for the organization. The Arcadia Group's line management focuses on the integration inconsistent with the personnel management system of global orientation human resource management and adjustment of keeping a pace of abilities. Recruitment system, planning growth of human resource implementation policy, legislation issues, and motivation criteria make the organization exceptionally different than the other organization strategically. The judgment of the recruitment system of Arcadia Group has been integrated with a set of actions to assist the logical steps of employing in an efficient adjustment nature. Proper communication and reward management system of this company is basically a channel of human resource management practices that adopt the database and customer relationship management system. It has been observed that the organization doing differently in strategically than the previous judgment in technical term of business development that means right people in right place through impacting the mechanism.

Keywords: HRM, efficiency, effectiveness, contemporary needs, IHRM, polycentric, geocentric.

GJMBR-G Classification: JEL Code: O15



HUMAN RESOURCE MANAGEMENT HRM PRACTICES A CASE STUDY ON ARCADIA GROUP UK

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Human Resource Management (HRM) Practices: A Case Study on Arcadia Group, UK

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I. INTRODUCTION

The business is capital intensive, where the important component of capital is to assess to ensure the growth of the strong network but also the core competencies, skills of management, capability, and capacities of administration are the thick drivers to expand the accomplishment of association benefits and the maintainability of business (Teece, 2009; Kedia, & Mukherji; Teece, 1998). To gain organizations goals, People with formally assigned roles who work together. Human resource is the main fact for all the organization (Johnson et al., 1984). It is the manager's duty to achieve the goals of the organizations with the help of assigned people. But to manage those people is always tough because employees come from the different environment so they have the different mindset. Human resource management is the process of acquiring training appraising and compensating employees, and of attending to their labor revelation and

fairness concerns. One of the essential parts of HR advancement is the help of business houses at national and universal levels. The expanding globalization and the powers driving it are presenting genuine difficulties to associations all through the world, especially to the underdeveloped nations. Only those organizations, which comprehend the new atmosphere and increasing complex competition and have the ability to provide appropriate responses to the challenges will survive and grow. Human resource management is the comprehensive terms that help to find the gap through demand and supply analysis of them to keep the track of providing right people on the right place. Human resource inspects the term to which the firms can rapidly and efficiently adjust according to the environment changes. Although the role of human resource management in innovations has generated much academic output (Teece & Pisano, 1994). This report is about to make many perspective issues from the different pipelines of human resource management at the context of Arcadia Group, UK. Arcadia Group is the clothing company of United Kingdom. They are working on the promoting the clothing business as making the outlets 2500 in UK. it is the core and most flexible issue how they handle the business as per the expectation of the customer of that concern.

II. METHODOLOGY

This study is based on the secondary data and the study is typically descriptive in nature. The whole study has been executed on the basis of the context of human resource management of Arcadia Group, UK. The casual analysis touches the sides of human resource practices in many terms. The secondary data has been collected from the different magazine, published articles, annual report, websites, blogs etc.

Objectives:

- To analyze and justify the different contexts of human resource practices of Arcadia Group.
- To find the influential factors of human resource management practices circumstances of Arcadia group from different contextual viewpoints.

III. LITERATURE REVIEW

In the digital age and knowledge, the economy has shaped heavy changes in the corporate world

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(Arthur, 1996). Organizations are now facing tough rivalries in the dynamic, ambiguous, transmuting and complex environment, achieve competitive advantage and even forth survival, firms heavily depend on their ability to adapt and respond to the environment, flexibility and introduction capability of new idea and products (Zhou, & Wu, 2010). A company that follows creative and innovative strategies should have employees who carry kind of entrepreneurial and innovative behaviors important thunder stand properly what act makes individuals at the workplace to behave innovatively and how they can shape that type of behaviors (Huy, 2002; Mintrom, 2000). Human resource management is believed to be strongly embedded in business strategies to effectively support (Gratton & Truss, 2003). Another emerging that starts producing research interest in Human resource management is human resource management, because it enables the changing, uncertain and diverse requirement in both internal and external environments (Wright & Snell, 1998; Huselid, et. Al., 1997). Human resource management is considered to be a very important aspect of the attributes of employees (skills, abilities, attributes, and behaviors) according to changing environmental conditions (Wright, at al., 1994; Lado & Wilson, 1994). Basically, Human resource management employees are encouraged to utilize and assimilate new and knowledge from the environment and are given adjustments in the structures, employment modes and plans of incentives and training (Armstrong & Taylor, 2014; Lengnick-Hall & Lengnick-Hall, C, 2002). Although role of human resource management innovations has generated much academic output and some also have test edit empirically but yet those studies have not clear what kind of HR practices makes organization innovative (Wright et al., 2001; Adams & Phelps, 2006). The study basic purpose of the study is the different context of human resource practices of Arcadia Group innovative work behaviors and firm innovativeness to gather. In addition to empirical analyses is the effectiveness of the organ nidation's HR behaviors.

IV. CONTEXTUAL ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES OF ARCADIA GROUP

Arcadia Group Ltd. is a British multinational company. The headquarter of this company in London, United Kingdom. It owns the street retailing cloth in many locations of UK. It has more than 2,500 outlets up the UK and many departments and more than hundred franchise in some of others countries. The type of this organization private and retail in nature. This is the founder in 2002. Sir Philip Green is the Chairman of the organization and Ian Grabiner is the CEO. Paul Budge is the Finance Director. It is the company that owned by

Taveta Investment. There are 22,000 numbers of employees work as for the needed base of the organization. The current operation summary is Burton, Dorothy Perkins, Evans, Miss Selfridge, Outfit-out-of-town stores carrying various brands, not a clothing brand in its own right, Tammy-sold within BHS and Outfit, no standalone stores, Topman, Topshop, Wallis etc. It was founded by 18-year-old Lithuanian immigrant Montague Burton in Chesterfield in 1903 as The Cross-Tailoring Company. The initial operation type was men's clothing manufacturer, tailoring, and retailing operation established the creation for the current Burton Menswear chain. The current headquarter moved on this place 1910 then change the name to Burton by the time the First World War broke out in 1914. The company listed on the London stock exchange on 1929 that had the 300 stores, mills and factories. This organization now working on the business on the perspective term of contemporary business in holistic business concept. From the top level to lower level of business operation this organization working reputed mania at the global context.

Human resource management is the process to fit the right people in the right position. There are no comprise about their perspective clue what the organization wants to in future. So keep in this as the strategically game plan they need to search the right people to do the right things as the fundamental purpose besides this it tries to reach the organization in right goal achievement to employee the skills and well-adapted workforce, proving the training required for them also looking the touch of motivating issues. It is really a question for the organization how they satisfice the employees by better evaluation it makes the desire to find the factors of statistics and ensuring the quality life of the employees, basically the prime objective is to hire right people to gain the organizational objective timely and strategically. Arcadia Group in united kingdom is doing their retailing clothe business as to how much skillful people there need in accord to the demand.

Function means is the core-centric action of anything that shows the major executive areas of working. Human resource management is the process that assesses the people as per the consistent with the organization's demand to reach the organization at the right position. The works of human resource management start from the planning to hire of right people through the formulate study of demand and supply gap. After that by matching with the organization goals maximization there requires to assess the staffing plan there includes job analysis, job describing and job specification. Their basic component is to set up the criteria of skill judgments. After employing the people, the organization takes the actions through the performance evaluation to measure the right training

requires for. After that how the organization keeps the right people in right place is all about the motivation and encouraging issues of employee development. So, to say employees are the key people so organization plausible tries to find the right the exact thing to meet for them. Ensuring the commitment that turns into the good relation take the organization into the final steep to reach of the organization. At last the organization evaluates the overall situation on the deepening on evaluating of human resource management report. Arcadia Group does the function by the formative way of human resource activates about their conclusive issues of management.

a) *Human Resource Management of Arcadia*

In the Arcadia group Ltd.'s HRM is owned by Line managers as a means of fostering integration. These systems are also called Personnel Management. Now, these personnel management changes in the context of HRM Personnel Management. HRM personal management is a principally administrative record-keeping function that intends to establish and maintain even-handed terms and conditions of employment, while human resource management puts together the traditional personnel management functions to shared goals and strategies and performs additional people-centered executive developmental actions. In the Arcadia group's capacity of personnel, management includes functional actions such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labor law compliance, training administration, and related tasks. Human resources management incorporates every one of these exercises in addition to authoritative formative exercises, for example, heading, motivation, mounting hierarchical culture, correspondence of shared qualities and comparable. Human resource managements keep unapproachable from focal hierarchical exercises, works autonomously, and adopts a receptive strategy to changes in corporate objectives or methodology. Human resource management keeps integrated with Arcadia group's strategy. This takes a proactive approach to align the workforce. This task is the help to achieve goals.

b) *Functional context, Recruitment and Planning Growth*

The companies HR Department have some functions. There has a major aim of inspiring and encouraging the employees to prove their determination and add value to the company. There are five main functions of HRM; Human Resource Management recruitment, motivation, planning growth, implementing HR policies and establishing fair work culture.

The Arcadia Group is Selecting the perfect people from a large pool of applicants is an incredible responsibility. This fascinates an intense feeling of

perceptiveness while filtering through stores up of uses that come the organization's way. After the short listing process is over, the HR Department called for interviews. These companies HR managers have to assess the candidate on different levels, right from their educational qualifications and capacity, to their character qualities. They take various techniques for evaluation to zero in on the right people for the job. HR department checks a candidate's background for the recruit the company. A company's most major asset is Human resource. For better employee performance and to ensure that each employee tries hard to utilize their optimum capacity HR team execute training programs. This should be possible by empowering communication among the representatives that outcomes in a solid sharing of thoughts and build up a decent workplace. Additionally, representatives must be urged to be more proactive with regards to formulating approaches to build the yield.

c) *Global effect and context of Human Resource Management*

Now, Global is changes and technological advanced. It is affected the process leads to innovation, changes in the nature of work, new occupational categories and change of the form of organization. Human resources development takes the position of significance. According to the World Bank, there are three main components of economic growth, they are as follows: Human Capital, Physical Capital, and Natural Capital. All the organization uses most of the human resource. Most of 64% of human capital is used in any organization. And 16% is physical capital and rest than 20 % is natural capital. Arcadia group is the fashion-oriented company so they use most of the 80% of human capital or resource. So, Arcadia group must consider the designing and implementation of effective HR policies as an essential investment in the HR community and not an expenditure. HR development and improvements in order to achieve sustained economic growth and profit of the company. Human resources are of great importance for the Arcadia group. The increasing globalization and the forces driving it are posing serious challenges to organizations throughout the world. One of the very important aspects of human resources development is the support of business houses at national and international levels. Only these organizations, which understand the new environment and growing complex competition and have the ability to provide appropriate responses to the challenges will survive.

d) *Human Resource Implementation policy and Implications*

They have to implement various employee welfare schemes for their different levels of the employee. Policies are employee welfare funds,

maternity/paternity leave, health service, transportation facility, emergency leave, flexible working time, work-from-home options, insurance schemes, recreational activities, etc. Human resource department control promotions, transfers or expulsion of services. The overall performance of the individual is the basis of promotion of Arcadia group. The human resource department also cares about the good working environment with suitable compensation.

e) *Work culture, Employment legislation and motivation issues*

The HR Department needs to ensure that separation of any sort does not exist in the association. The representatives and individuals from the administration ought to be made mindful of the possible enemy of segregation strategies. They need to make sure that each individual working for the association is treated on a reasonable and equivalent approach. Employment legislation addresses the legal rights of staff and employers. Employment legislation is vital as a result of it elucidates the rights of each the leader and also the staff. It provides them, with the correct channels, to follow just in case their rights are disgraced. It'll conjointly facilitate to encourage equality within the geographical point and discourage the pattern. For improving performance motivation is compulsory. Basically, motivation comes from monetary form. For appropriate rewarding system HR Department evaluates employee's performance. Equities, bonuses, increments, awards, complimentary vacations and flexible working hours are the rewards. Through motivational programs arcadia groups HR, teams try to build a strong bonding between the organization and the employees.

f) *Cost issues of Human Resource Management and implementation procedure*

Most companies of the major sectors of expense are the cost of human resource management. On Arcadia group basically, HRM expenses are employee's salaries, cost of requirement processes, cost of training, cost bonus, cost of health care and other services. Besides this company auditor, remuneration, director's remuneration, pension cost. In the Arcadia group every year paid a huge amount to the staff. As we know that basic motivation is monetary form. If the staff does not get salaries there, bonuses than they will be demotivated. For that reason, the Arcadia group provide remuneration and bonus on the basis of the performance of the staff. In the Arcadia, the group has two types of staff. Some staff works part-time, and some workers are full time. Recent year staff cost is £389,980,000 which include wages and salaries of £354,674,000 and social security cost of £24,315,000 and another pension cost of £10,991,000. The maximum of staff cost is going through the wages and salaries.

This is all most 90 % of total salaries. Arcadia Group business increasing day by day so their human resource also increases so their total cost on staff also increases. Arcadia Group takes advanced technology so they need fewer portions of people. After using updated technology, they require the single person in place of 2-4 people. So, they are able to reduce salary and cost. Though their business size is increasing but their staff amount is reducing because of using advanced technology. In 2015 their total number of employees was 28,115 in the retail position but in the very next year, their total number of the employee in the retail position is 26,582. It reduces all most 7%. And the same time in the had office increases very little number employee for using modern technology. But overall staff cost reduces by a great margin. Director remuneration is another sector of cost on human resource for Arcadia group. Because the Arcadia groups business is increasing day by day the director's responsibility is increased. They have to increase the remuneration of the director by two to 5% every year. In the recent year, director remuneration cost is £4,222,000. Every year at least one-third of directors have to retire. They get retirement benefit, and appointment of new directors have some cost. To motivate properly arcadia group gives some bonus. The bonus is given according to performance. If the bonus is not given according to on the basis of their performance than an employee whose performance is better will become demotivated. There are two types of bonus given by the Arcadia group are the festival bonus and performance bonus. Festival bonus is given in the Christmas, and performance bonus is given in two times in the June and December. The company gives 30 % of performance bonus on staff performance and all employee gain 30% of the festival bonus. Basically, staff get the salary and wages for the time they work but they have been paid for the time they didn't work. They get sick leave, maternity leave. At the time of leave, they get the remuneration on time. The employee also gets retirement benefit in form of pension. In every year the Arcadia group provide £10,990,000 for the pension. They also provide some bonds of equivalent currency. Every year the company is expenses 2% of the income for the pension. Arcadia group also paid to the auditor remuneration. Every year £115 is paid to the auditor. And the company also paid his pension, tax service, etc. the auditor's total remuneration is £3,000,000 every year.

g) *Recruitment and Selection process*

Recruitment is the process of the integrated set of actions to that assist then organization fills the requires people on the other hand selection defines the justifying throughout logical steps of employing. From both since there, it is regarded the strength and weakness issues of the organization but the question is how organization meet the situation on timely. A better

analysis of the human resource department helps to find the strong zone and the weakness zone of the recruitment process. Arcadia Group is typically an organization of UK retailer of clothing 2500 outlets of business in many locations. It is seen that the internal and external recruitment issues in any organization. This organization follows the consistency basis of recruitment. This company follows the internal recruitment their expertise is the high issues to tackle the situation as per the marketing channel on the other when channels issues of retailing less important their external drives turn good.

This company follows that strategy.

Some strengths of the Internal Recruitment:

- Helps to maintain the channel of follows.
- Expertise retention helps to solve the critical problems.
- Helps to use the talent management taking the talent pools of skills.

Some Weakness: of the Internal Recruitment:

- New talent pools hamper the creation of new challenges.
- Interrupt the strong channel follows.
- Retailing is all about the integration and adaption it makes less affectivity.

Some strong points of external looking of this organization:

- When they feel necessary to launch a new market.
- When they relax to adapt to the new environment in retailing.
- When they develop the new market in the new environment.

Some weak points of external looking of this organization:

- It turns the relationship gap.
- It makes interruption follow change with the customer.

h) Evaluation of effectiveness of an organization's HR practices

To raise the profitability of the organization the Human resource management of Arcadia Group adopts the typical functions of human resource management so-called the strategies of improving a system of the business. It is prevailing that their approaches of Arcadia groups follow some of regulatory way. Arcadia Group is the cloth retailing that dealing the businesses by taking 22,000 employees. So, keep in touch the blows of business terms through the departmentalization of business in many locations. It maintains the software base evaluation system employee management. By this way the organization taking the swift and hasty benefits of business management. Making the integration of business setting packing the better reward system. Efficiency shows the right way of doing something

placed on the right track. On the other hand, effectiveness shows the goals-oriented result of the organization done in the right thing. Arcadia Group dealing the efficiency issues by considering the skills abilities issues sometimes touched KSA'S terms of the business. They set the departmental goals by employing the skillful people with matching the objectivity of the organization that voles from the mission and vision in corporate business level. There is a dealing about the 22,000 people in many markets the Arcadia Group care the innovative consistency mania as per the maturity of the market. The Arcadia Group all the time is looking for innovative retain the market in the overall sense of business. They hired the innovative seeking people depending on situational issues. In the management level, they hired the market congenial people to the strategical point view of retailing business in the marker. The head of the company Sir Philip Green (Chairman) tries to set up the skillful manager to meet the strategical business units to ensure the place of a lucrative sense of business. The whole channel of the HRM practices of Arcadia Group follows a channel of business their employee is the main business part by adopting the database and customer relationship management this organization makes a bound of business execution that really the condimental term of the business uniting all department. Employee expectation in measurement sense gets inattention to meet through this channel management. By the effective caring of the human resource practices, it is estimated that between 150 and 300 stores could be shut and replaced with new locations or integrated/combined stores (Arcadia mulls, 2017) by expanding the new innovation of retailing business. Employee relations (such as adversarial, traditional, partnership and power sharing (i.e. labor unions) with respect to influencing HRM decision-making such as discipline, grievances, and redundancy. It's the obligatory term of the of the business is to keep the better relationship with the employee's relationship because employees are the key term of the organization in any sense of the business. Participatory type of management helps to do the factual issues in the effectiveness of the organization. Sharing and caring term of the business play the flexible role of the human resource practices of the business management process. It is the role of management to give the strategy to maintain the good relationship with the employee. Traditional partnership and power-sharing are the core term that explains the decision-making process in the pragmatic sense. It is seen that Arcadia Group follows the participatory way of business management through the business planning in a particular case of retailing business. By observing the actualities of the business there found the importance of keeping employee relationship are the following:

- o It helps to make the business execution easier, it is the business that in department wise running because the whole operation of the business is running by integrating the many units so strategically they look at keen.
- o To avoid the conflict issues in the cognitive sense there follows the whistleblowing practices of conflict management, is followed to take the confliction issues of the employee. It helps to take the problem as the issues of management as the part of decision making. The manager is the positions that responsibility to care the subordinate's issues from many angels of. So, to make the clear transparent accountability of the business that makes the congenial supervision of the management.
- o In business the intra and inter sense of business confliction arising from the organization culture management that is caste and ritual facts to handle so as per the consistency supervision and protection of human rights their strategically business unit boost the point to resolve, Arcadia business policy doing their job on that floor of the business.
- o Database management system of the Arcadia group takes the flavor of advantages of maintain the turnover and turn in cases that make the employees requirements of the organization and redundancy level. The quantitative investigating helps to ensure the good relationship and keep the pace of business just in time, just on time factors of the organization. After that the unrest situation keep under control of the manager, it only possible by the proper caring of relationship furthermore vertical and horizontal integration of the business communication keep fit the arising queries and getting solution in real term of the business. Though Collective bargaining agent sometime play the pivotal role to execute the grievances issues of the employees on the other hand trade union are the big and foremost driver that makes negation to employees and employer relationship.at that context they perform the regulatory duties so called the legalization of the role that comes from the rules and procedure of that country. Arcadia Group 's employees are kept in touch the negotiation issues in accord with the trade union though there has little comprehension of activities in that scenario of the agreement.

V. FINDINGS AND CONCLUSION

Human resource management is very important for every company. But to manage the human resource is always complex. Because Staff team members are

coming from the different environment and culture. To satisfy and maintain all of the workers at a time is always tough. In Arcadia, group workers are more educated and skilled. So, it's easy to maintain them. New generation worker is totally different from the old generation works this is the era where old generation worker is been retired and the new staff is from the new generation. So, to attract new generation staff of Arcadia group has to offer differently than the previous offer. To control new generation workers is also totally different from control old generation. So, Arcadia group has to adobe with the change of generation. Now technology is advanced and it's updated all the time. So, Arcadia group has to take updated technology to stay in the competitive market. So, they have to train human resource in such a way so that their work can easily adobe with advanced technology. For Arcadia group using modern technology is always important because it is a fashion-oriented organization. Using modern technology not only reduce their cost but also increase the efficiency and effectiveness of the organization. Human resource management is the terms of hiring the right people in right place after that caring the people in the right way as per the consistency of organizational goals. The skills and abilities of the employees are the intellectual resources of the organization. The purpose of the present study is to empirically examine the impact of compensation management, employee development and organizational citizenship behavior on organizational performance of Arcadia Group Ltd in the UK. Top level management should realize the importance of keeping employee relationship and the importance of harmonies relationship for the effectiveness of the organization. Times have now changed, it is hoped that a sizable budget share will go to the development of the HR community. If the HR department is developed, the company must be developed(Schmieding, 1992; Kotter, 2012; Dyer & Holder,1987).

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Diffusion of Digital Payment System in Rural India

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Abstract- Rural sector in India is home to 66% of the nation's populace which is currently 870 million individuals. Rural India has noteworthy effect on the financial advancement of the nation, and with the developing changes of ICT entrance, and users among rural regions will constitute about portion of all internet users in India in 2020. Considering the advantages like straightforwardness in exchanges, scope for diminishing parallel economy and enhancing the simplicity of business, it is exceptionally fundamental that the change towards digital payment, even in the rural economy is enabled. The present study revolves around digital payment systems in rural areas of South India. The intention of the research is to determine the benefits of digital payments and its influence on the rural sector of India. The study conducted convenient sampling survey with selected number of respondents in rural part of Southern India. The paper presents conceptual framework for better understanding of the concept and uses SEM as the research tool for obtaining Good Fit Model.

Keywords: *digital payments, rural sector, economy.*

GJMBR-G Classification: *JEL Code: O10*



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R. Pradheep Balaji ^α & Dr. T Vijayakumar ^σ

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I. INTRODUCTION

According to Sagayarani (2018), Digital Payment is a payment method which is made through advanced modes. In Digital Payment, payee and payer both utilize advanced modes to receive as well as send money and is also referred to as electronic payment. Digital payments do not involve cash transactions. Every one of the exchanges in digital payment is made through web transactions. It is a moment and advantageous approach to make payments. Demonetization made gigantic opportunity for development of digital payment across India, including the rural sectors. It garbed the prospect to grow across various industries and tremendous increase in market share. Demonetization has displayed a special stage for choosing digital payment as another option to money for consumers of India.

Some of the modes of digital payment accessible in India including rural sectors are:

- Credit cards & Debit cards
- Electronic cash
- UPI (United Payments Interface)
- USSD (Unstructured Supplementary Service Data)
- AEPS (Aadhaar Enabled Payment System)
- Online or mobile wallets

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Easy to use: People in rural areas consider digital payment over cash as it is easy to use. There is a consistency between a progression and encounters, qualities, and buyers' needs. A vital part of similarity for rural people to embrace digital payment techniques is the adaptability of these frameworks with the goal that they can be effortlessly incorporated into buyers' day by day lives. Digital payment strategies are observed to be most advantageous for making payments for online shopping, mobile games and movie tickets (Mallat, 2007). Therefore, it is understood that digital payment in rural areas are convenient and easy to use when compared to hard cash.

Secured Transaction: Protocols such as SSL and SET are used to ensure safety of online transactions. The presentation of mobile payments has raised a few security issues such as cloning a gadget, application malware and theft of identity. Then again the gadget itself can likewise help include additional layers of security in the installment like tokenization, Sim cardvalidation, patterns of location and authentication of user inclusive of validation of fingerprint (Roy, 2018). Hence, the framework of digital payment need to take after an effective security convention that must guarantee a high security for online exchanges with a specific end goal to be generally acknowledged as a payment process all over the world.

Saves time and money: Purchases that are independent of place and time, avoidance of line, increased accessibility of payment tools and cash complement. Discounts and cash-back are being offered by the vast majority of the players alongside giving disconnected wallet that benefits the rural people. For instance, Mobikwik is a mobile wallet scheme that allows consumers to directly add cash to MobiKwik wallet that helps people from smaller towns in saving money (Kumar, 2017). Thus, the method of digital payment is advantageous among people who sell or purchase products in and around rural areas of India.

Benefits of Digital Payment: To boost the move towards a cashless economy, the Government has introduced various discounts and complimentary gifts on digital payments. The confirmations all through the world demonstrate the positive advantages of cashless economy. The change to cashless means would require higher proficiency, unwavering quality and security so as

to make it as an empowering stage for business (Gangopadhyay, 2009). These statements imply that digital payment will help the Indian economy generously which will additionally contribute emphatically to the GDP of the nation.

a) *Influence of digital payment in rural sector of India*

The absence of trust among consumers and security issue is a major hindrance to adopt e-commerce in India. Buyers require privacy, confirmation, information trustworthiness, and non-disavowal as key prerequisites for making secure installments over the web. The progress to a cashless economy has its own focal points and impediments from various measurements. It is extensively announced to get positive advancement and give extensive variety of advantages to every one of the players in the economy. A cashless economy implies a decrease in the volume of money exchange and in the meantime gives a way to check down assessment equivocal practices (Siau et al, 2004). These likewise conquer any hindrance from parallel economy and get straightforwardness exchange and business.

II. REVIEW OF LITERATURE

Literature review is intended to obtain quintessence of the subject under study. The chapter includes the theories developed by various scholars and writers in order to gain a complete outcome.

Ravi (2017) stated that the second era comprised of enormous names, for example, MasterCard, Visa and other lenders and leading banks. Nevertheless, the absence of adaptability in use did not make them fruitful. The third-age digital payment framework in the present day fills in as an appeal as they dealt with the before issues. Today it has turned out to be one of the significant developments of the 21st century acquiring consistency over the globe.

Khurana (2017) mentioned that the progress to a cashless economy has its own particular points of interest and burdens from various measurements. It is comprehensively broadcasted to get positive improvement and give extensive variety of advantages to every one of the players in the economy. One of the essential explanations behind this is to control the course of money as real piece of it is charged to be static in nature and stacked through unscrupulous means.

Ali et al (2017) explained that the present period is going into another pace in system of payment by utilizing digital method loaded up with coupons and offers. In this busy world individuals have no time to relax then paying their telephones, power bill, insurance, shopping and so on is a tedious work. Digital payment brings the solution to resolve these issues by paying online instantly rather than standing in long queues. Individuals are utilizing this application in their cell

phones in higher rate thus completing their works simpler.

Objectives of the Research

- To provide an overview of digital payments in rural sector in India.
- To find out the benefits of Digital payments among rural people of India.
- To analyze the influence of digital payments in rural India.

III. RESEARCH METHODOLOGY

This investigation is completed to gauge the status, potential and significance cashless economy in the nation. The examination centers on broad investigation in view of primary as well as secondary information. The information has been gathered using previous researches, e-books, journals and research articles. The examination will be led with target to discover the degree towards cashless exchange.

a) *Research Tool*

The paper has used Structural Equation Modeling (SEM) as its research tool.

b) *Design Sample*

This examination depends on essential information that has been gathered using structured questionnaire. A total of 369 respondents were chosen from rural areas of South India to conduct a survey about the influence of digital payments in the rural sector.

c) *Hypothesis*

H_{01} Benefits of digital payment has positive impact on Easy to use factor

H_{02} Benefits of digital payment has positive impact on Secured Transaction factor

H_{03} Benefits of digital payment has positive impact on Saves time & Money factor

H_{04} Influence of digital payment has positive impact on Benefits of digital payment factor

IV. ANALYSIS AND INTERPRETATION

The study presents the analysis of data gathered from people belonging to rural sector of Southern India. The information obtained on digital payments from these respondents are grouped accordingly to present a significant analysis. A conceptual framework provides a clear picture of the research topic. Structural Equation Model explains the relationship between the multiple variables involved in the study.

a) Conceptual Frame Work

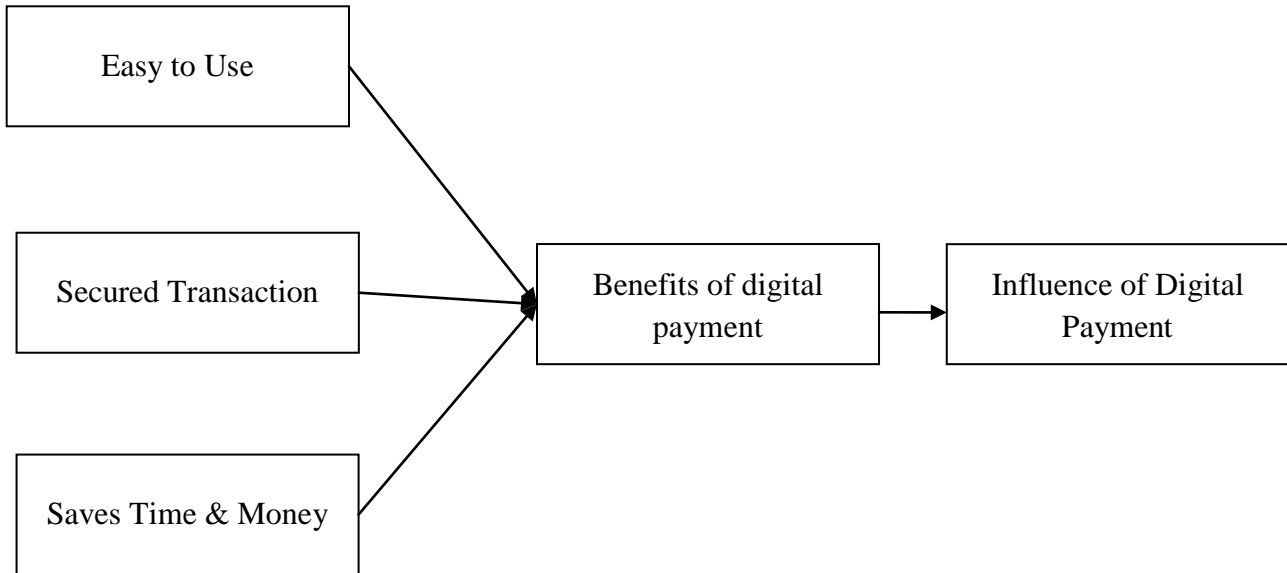


Figure 1

b) Structural Equation Modelling (Sem)

Structural equation modeling is a multivariate statistical analysis technique that is used to analyze

structural relationships. This method is preferred by the researcher because it estimates the multiple and interrelated dependence in a single analysis.

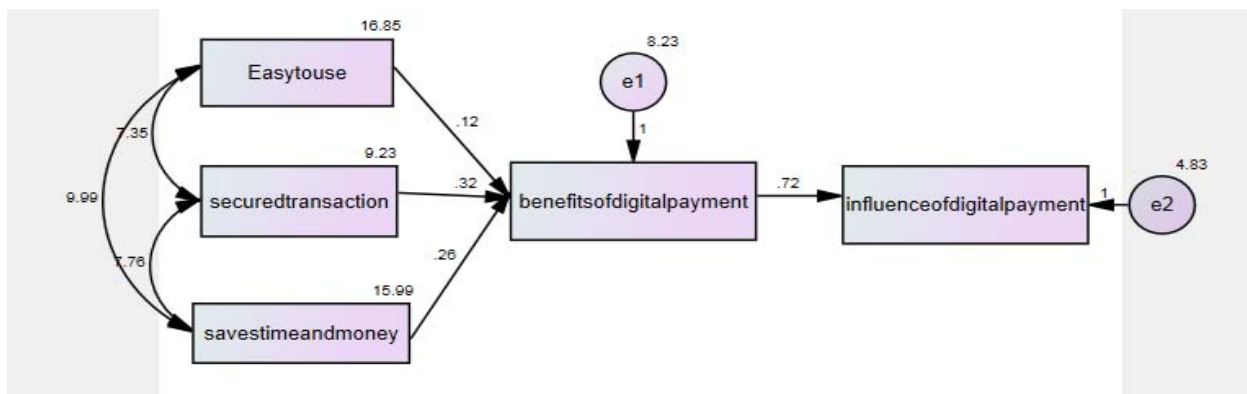


Figure 2

Source: Primary Data

Major Model Fit Indices Summary

Parameters	Acceptable values for Good Fit	Research Model Values
GFI	>0.9	0.931
AGFI	>0.9	0.917
CFI	>0.9	0.924
RMSEA	<0.06	0.000
RMR	<0.08	0.04

Interpretation:

The Goodness of Fit index (GFI) value was 0.931, Adjusted Goodness of Fit Index (AGFI) value was 0.917 and Comparative Fit index (CFI) value was 0.924. All these values were greater than 0.9 indicating a very good fit. It was found that Root Mean Score Error of Approximation (RMSEA) value was 0.00 (lesser than 0.06) and Root Mean Square Residual (RMR) value was 0.04 (lesser than 0.08).

c) Discussion

The above table result shows that the model fit is good for the research analysis.

d) Limitations of Research

1. Few respondents were unaware of the thriving change of India moving towards cashless economy and hence they were restrictive in answering questions.
2. The research cannot be used in any other parts of India as the study is limited only to rural sector of South India.

V. RECOMMENDATION

- It is important and necessary to create awareness over the rural areas in relation with cashless payments.
- Few people will even now require help to see how to introduce and utilize the system of digital payment. In spite of the fact that it would be unthinkable for any nation to wind up a cashless economy in the short measure of time since, it is certainly something the nation can anticipate.
- Lessen the exchange charges over the advanced installments and reduce transactions through cash.
- Digital payment needs to find a way to defeat delay in payment processing.

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VI. CONCLUSION

Government's decision to drive towards digital payments has introduced another period of digitalization in India. Digitalization is not only a piece of our lives any longer but it is a priority of life. Our future would be defined according to the digital economy and its apparatus impacting the social system and thus, how it shapes those developing devices. It involves expanding mindfulness in rural sectors. Enhanced arrangements as far as UPIs, mobile payments and digital transactions with more anchored highlights, simplicity of exchanges and diminished cost of dealing with the payments through digital mode could prompt more potential improvements and supporting in enhanced states of computerized installments preparing in rural areas.

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Safety and Health Management and Organizational Productivity

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Imo State University

Abstract- This study reports the result from the study of safety and health management and organizational productivity in the aluminum sector of Owerri, Imo State. A 16 item questionnaire was used to elicit responses from 40 respondents purposefully sampled by those who have the background of the study. Both descriptive and inferential statistics (T-Test) were used to analyze the data from the survey. The study established the relationship between safety and health policy and operating cost on the one hand and safety and health training on the other hand. The two tested hypotheses were statistically significant at 5% level. The study recommends that there is a need in making sure that Safety and Health management is accorded top priority in organizational activities as health is wealth.

GJMBR-G Classification: JEL Code: D24



Strictly as per the compliance and regulations of:



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Safety and Health Management and Organizational Productivity

Agwamba Adolphus Chibuzor ^α, Onwudiwe Uju Jovita ^σ, Ugwuegbu Charles Onyemachi ^ρ
& Opara Darlington Osondu ^ω

Abstract- This study reports the result from the study of safety and health management and organizational productivity in the aluminum sector of Owerri, Imo State. A 16 item questionnaire was used to elicit responses from 40 respondents purposefully sampled by those who have the background of the study. Both descriptive and inferential statistics (T-Test) were used to analyze the data from the survey. The study established the relationship between safety and health policy and operating cost on the one hand and safety and health training on the other hand. The two tested hypotheses were statistically significant at 5% level. The study recommends that *there is a need in making sure that Safety and Health management is accorded top priority in organizational activities as health is wealth.*

I. INTRODUCTION

a) Background of the Study

In this competitive era where employees' are now being viewed as assets, the implementation of an effective safety and health management system by an organization becomes sacrosanct in reducing the number and severity of workplace injuries and illnesses, thus resulting in lower accident-related costs. The quality of the workplace environment (organic solvent, temperature, noise, illumination etc.) has an important impact on the level of employees' motivation, performance, and organizational productivity, hence, the incorporation of human factor in the design of a production system should be of almost importance to an organization.

One of the best ways of reducing workplace hazards and injuries in an organization is having an exhaustive, anticipatory safety and health management system. A safety and health management system as defined by the Occupational Safety and Health Association (OSHA) is a proactive, collaborative process to find and fix workplace hazards before employees are injured or become ill. An implemented safety and health management system will no doubt protect workers, curtail accident-related costs, minimize employees' absenteeism and turnover, increase overall productivity, and improve employees' morale.

Base on industrial accident related report across all sectors of the Nigeria economy, one can say that Nigeria workers have become more proneness to accidents ranging from minor to deadly, as some have

lost their lives right in the line of duty, while some have lost vital organs, therefore rendered permanently incapacitated. The issue of safety and health at the workplace which once occupied a significant place in the programme and plan of employers is now treated with levity. One such case that could not be forgotten in a hurry was the fire incident that razed a plastic factory in Ikorodu, Lagos in 2002 when many workers were roasted to death at night because the Chinese owners of the company locked the workers in the factory and went to sleep at their highly secured residence guarded by policemen (Wogu, 2011).

Still on the issue, according to occupational fatality data from NCPOSH(2016), Nigeria recorded 238 fatalities across different sectors of the economy within the last three (3) years, with the start year being 2014. From the available records NCPOSH (2016), the year 2015 recorded the highest number of work-related fatalities (2014-2015, 30, 117, & 91). Through its incident notification process, the reported occupational accidents/injuries recorded amounted to 3461 from the period of 2014-2016 (956, 1500, & 1005 respectively).

Moving from the shores of national to global, the International Labour Organization (ILO, 2015) estimates, every year over 2.3 million women and men die at work from an occupational injury or disease. Over 350,000 deaths are due to fatal accidents, and almost 2 million deaths are due to inevitable work-related ill-health. Also, over 313 million workers are involved in non-fatal occupational accidents causing critical injuries and absences from work. The ILO also estimates that 160 million cases of non-fatal work-related diseases occur annually. These estimates imply that everyday approximately 6,400 people die from occupational accidents or ailment and that 860,000 people are injured on the job. Furthermore, as appraisal shows, work-related diseases represent the prime cause of death at work, killing almost six times more workers than can be anticipated. The above data highlights the need for a new prevention paradigm of work place safety and health.

It is a true fact that productivity has been an indispensable support for organizational success story. Reason is that occupational health and safety has some economic implications ranging from medical cost of treatment which in some cases are borne by the

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company, working time lost by employees', the amount of compensation payable to mention but a few which will affect both the financial and non-financial performance of a corporate organization.

The aluminum industry is considered to be among the most hazardous industry for employees. Employees' working in this sector are exposed a whole lot of peril which include the use of chemicals, intricate machines and working tools, smell, noise, factory waste, unguarded machinery, poor fire precautionary act and most at times, working under duress for high productivity.

b) Statement of the Problem

Some organizations don't give the protection of their workforce the priority it deserves due to defect of awareness, capacity, and motivation, or limited staff resources. In recent years some workers have temporarily or permanently been disabled by work-related accidents as a result of inadequate safety knowledge on handling machines and equipment, neglecting to follow a simple procedure in accomplishing task or management not providing the right safety standards and resources for employees.

The non-accordance of importance to employees' protection will have negative impact on the organization as employees will not be motivated to do their best on the job that triggers performance. Thus, resources that would have been used to develop staff, given as incentives or expanding the business operations would be used in paying for the medical bills, the employment of ephemeral workers, settlement of restitution and court related issues which also has its effect on the organization's productivity.

Although Management and employees are making efforts to ensure safety in the workplace, accidents in the workplace keep on increasing which indicate the work environment is still unsafe. It is on this penchant that this study chose to examine the relationship between health and safety management and organizational productivity in Aluminum Industry

operating in Owerri, Imo State Nigeria and how it can boost the higher productivity of an organization.

c) Research Objectives

The key objective of this study is to investigate the relationship between safety and health management and organizational productivity. The specific goals are to;

- Investigate how safety and health policy of an organization can reduce operating cost.
- Evaluate the relationship between safety and health training and employees' productivity.

d) Research Question

- To what extent has safety and health policy of an organization reduced the operating cost of an organization?
- How has safety and health training improved employees' productivity?

e) Research Hypotheses

H_{01} : Safety and health policy of an organization does not significantly reduce organizational operating cost.

H_{02} : Safety and health training does not significantly increase employees' productivity.

II. REVIEW OF RELATED LITERATURE

a) The Concept of Safety and Health Management

According to the Occupational Safety and Health Association (OSHA), "a safety and health management system is a proactive, collaborative process to find and fix workplace hazards before employees are injured or become ill. The numerous benefits accruable for implementing safety and health management systems they include workers' protection, saving an organization money in terms of medical and compensation, and in all, making an organization's hazard-specific programs more effective and efficient."

Below is Occupational Accident/Injury Data in Nigeria as reported by NCPOSH (2016).

Table 2.1: Occupational Fatality Data

Year	Total Number of Reported Fatalities
2014	30
2015	117
2016 (January – September)	91
Total	238

Occupational fatality data (Source: NCPOSH, 2016)

From the table above, Nigeria recorded 238 fatalities across different sectors of the economy within the last three (3) years, with the start year being 2014. From available records, the year 2015 recorded the highest number of work-related fatalities.

Table 2.2: Registered Occupational Accidents/Injuries

Through its incident notification process, the reported occupational accidents/injuries recorded are summarized in the Table below.

S/N	Month Notification Was Received	Total No. of Reported Accidents/Injuries
1	2014	956
2	2015	1500
3	2016	1005
Total		3461

Reported occupational accidents trend (Source: NCPOSH, 2016)

Since 2014, a total number of 3461 reported occupational accidents /injuries across different sectors of the economy have been recorded in the country, with the peak year also being the year 2015 (NCPOSH, 2016).

Table 2.3: Occupational Accident/Injury Classification by Type of Industry and Disablement (2014 – September 2016)

S/N	Type of Industry/Sector	Registered No. of Occupational Accidents/Injuries	Percentage Composition	Recorded Number of Disablement
1	Construction	1358	39.24	83
2	Manufacturing	338	9.77	80
3	Maritime	155	4.48	5
4	Electricity and Power	100	2.89	1
5	Financial Institution	81	2.34	Nil
6	Education	36	1.04	Nil
7	Hospitality	29	0.84	4
8	Oil and Gas	24	0.69	Nil
9	Transportation	22	0.64	Nil
10	Medical and Pharmaceutical	21	0.61	1
11	Agriculture	15	0.43	Nil
12	Aviation	11	0.32	Nil
13	ICT and Telecom	9	0.26	Nil
14	Others	1262	36.46	137
	Total	3,461	100	311

Occupational accident by Sector (Source: NCPOSH, 2016)

From the NCPOSH report, the construction industry recorded the highest number of work-related accidents/injuries, accounting for over 39% of the total figures with the ICT and Telecom industry recording the least contribution of 0.26%. It is pertinent to note that "Others" category reported the second highest contribution but had the highest recorded number of disability recorded.

Underreporting of accidents to the OSH Department of the Ministry of Labour and Employment appears high in comparison to the number of accident reports sent to the NSITF and could be partly attributed due to perceptions, on the part of most employers; reviewing such strategic information may subject them to punitive measures from the enforcement authorities. On the other hand, a lot of employees' disclose the occurrence of accidents to the NSITF because of the motivation for compensation as enshrined in the

Employee Compensation Scheme (NCPOSH, (2016 and FMLPID, 2016).

b) Components of an Effective Safety and Health Management Program

According to OSHA, quoted by Jeffrey,(2015) in convergence training.

A good safety and health management program has four components:

- Management leadership and employee involvement
- Analysis of worksite to identify hazards
- Hazard prevention and control to protect workers from obstacle
- Safety and health training

The above procedures have to be in place for the system to work. If just one piece of the system is broken or absent, the entire system will suffer as a result (Jeffrey,2015).

a. *Management Leadership and Employee Involvement*

Without leadership from management, the safety and health program is doomed to fail. Management provides a motivating force and, equally importantly, resources for the program. Management must genuinely consider the health and safety of workers to be a core value of the company, and this concern for safety and health must be demonstrated in all actions of the company (Jeffrey,2015). Eg if security is expensive, try an accident.

For sustaining organizational productivity, management at all level together with the employees must be committed in creating safety and health management culture. There is no side that can do it on their own, thus having an integrated system were everybody in the organization are safety conscious is important for system sustainability. According to OSHA, here are some ways for management to demonstrate its commitment and for workers to be involved:

- Executives should write a company safety and health policy.
- The safety and health programme should be posted in public for all employees to see.
- Employees should be included in creating policy on safety and health issues.
- Both sides (management & line-workers) should play an active role in safety activities.
- Such an organization should hold meetings that focus on employee health and safety.
- All members of management and rank-and-file workers should follow all safety and health rules.
- Time, effort, and money should be invested in the safety and health program—it doesn't happen on its own.

b. *Analysis of Worksite to Identify Hazards*

The second necessary component of a safety and health management program is an ongoing process of analyzing the workplace to identify hazards. The purpose of this is to identify hazards in the workplace so they can later be eliminated or controlled. The worksite hazard analysis begins with a comprehensive, baseline hazard survey followed by a periodic updates that should be performed (Jeffrey,2015). A baseline hazard survey can be achieved when a firm becomes aware of the hazards that exist in its internal environment, hence creating a system for employees to report such hazards.

c. *Hazard Prevention and Control to Protect Workers*

Jeffrey (2015) believed that once a firm's safety and health management program has been put in place, it will be important to continually analyze the work area to keep hazards in check and keep workers safe. Hazard prevention and control entails the following Jeffrey (2015):

- Inspecting and maintaining of equipment thoroughly and on a regular basis.
- Making sure that all hazard identification and correction procedures are in place.
- Continuous review of the work environment and work practices to control or prevent workplace hazards.

d. *Safety and Health Training*

Looking at the era we are, safety and health training is now vital to every work place practice hence becoming effective when it's incorporated into a company's overall training in performance and compliance requirements and job practices. It then means that the materials covered in a company's health and safety training and the methods of training presentation should reflect the unique needs and characteristics of the company's workforce. For a result-oriented training programm, it becomes crucial to perform a *needs analysis* early in the process. OSHA suggests you follow these five principles of effective health and safety training Jeffrey (2015):

- Employees should understand the purpose of the skill acquisition
- Organize information, so the training is most effective
- Employees should be allowed be to immediately practice and apply such new skills and knowledge after acquitted.
- As employees practice, provide helpful feedback
- Provide training in a variety of methods

c) *Safety & Health Management and Organizational Productivity*

Productivity is what people can produce at a given period with the least effort and resources. It is also a ratio that measures how well an organization put resources into goods and services. Muchemedzi and Charamba, (2006), view occupational health and safety as a science concerned with health in its relation to work or working environment. Oxenburgh et al., (2004), intimated that the health and safety of all employees are closely linked to the company's productivity in all workplaces. In most cases, occupational health safety is amply measured by negative outcomes such as workplace injury and illness but these measures have a shortfall, for instance, a low incidence of injury does not necessarily mean that adequate safety systems and controls are in place (Health and Safety Executives, 2006).

According to Gunderson (2002) a number of researchers have been developing performance indicators to measure the impacts of a range of workplace practices on firm-level performance. Examples include gross or net sales per worker, the ratio of physical input to output, and the scrap rate and uptime for production equipment. The choice of the

outcome variable is constrained by the data available for the firms or industries under study (Stainer and Stainer, 2000).

Muchemedzi and Charamba, (2006) explain that accidents do not arise from a single cause but from a combination of factors which act simultaneously. A potentially unsafe condition does not cause an accident until someone is exposed to it. Accidents are caused by the result of unsafe acts or practices (the human element that results from poor attitudes, physical conditions and lack of knowledge or skills to enable one to work safely). They are also caused by the result of unsafe conditions of equipment or materials.

Koopman, (2001) states that accidents bring pain and suffering to the worker and his family. When it results in permanent disability, the consequences are disastrous for both the victim and the company. The victim loses his earning capacity and ability to enjoy a normal active life, and the society and company are deprived of his/her skill and contribution to production. The 1969 Frank Bird Accident Ratio study on causes of accidents found out that 88% of accidents are caused by unsafe acts of persons, 10% are caused by unsafe mechanical or physical conditions and the remaining 2% are unpreventable.

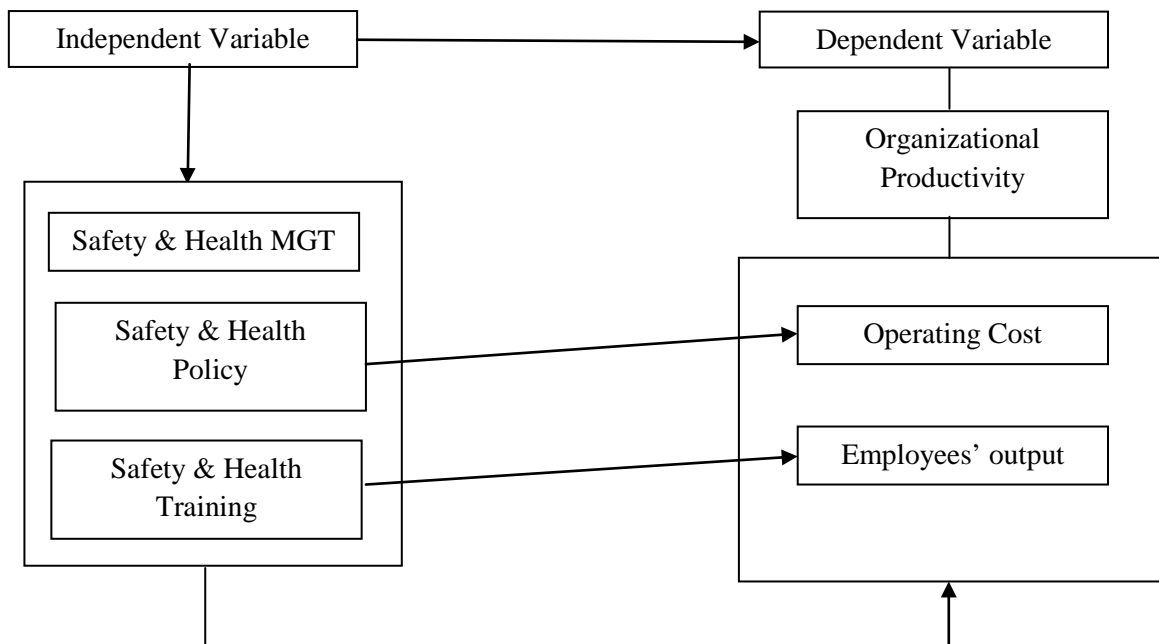
According to McCunney, (2001) the primary beneficial impact of occupational health and safety on productivity is reduced absenteeism. McCunney, (2001), demonstrates that the health risks and failure of employees to participate in fitness and health promotion programmes are associated with higher rates of employee absenteeism. There is need for much emphasis on the employers' participation in ensuring that health and safety programmes and policies are in

existence. If these health and safety practices are set, it is more likely that the worker participates in order to preserve his/her life. However, absenteeism may be encountered but may be completely neither unjustified on medical grounds nor attributable to unsafe conditions or hazardous events in the workplace. It is difficult to demonstrate conclusively the extent to which business prosperity benefits from good health and safety or on the contrary, to say that prosperous businesses have good health and safety because they are able to afford it (Health and Safety Executive, 2006).

The Health and Safety Executive, (2006) argue that there is clearly a vicious circle in that, a healthy and happy workforce is more productive, leading to increased investment in health and safety to reduce accidents, which in turn leads to further productivity gains. The Health and Safety Executive, (2006) further explains that genuine productivity gains can be realized by those businesses that invest in high performance health and safety practices. However, the Health and Safety Executive, (2006) also recognizes the need to have a positive attitude by many organisations if they are to move on from simply attaining minimum legal compliance toward implementing the best practice of health and safety. For those organisations that make the transition, the rewards are well worth the effort. In other words, when an organisation is committed to health and safety best practice and implements it in a properly managed manner.

d) Operational Framework

The above discussion on the relationship between safety and health management and organizational productivity led to following prepositions visualized in the model below.



Source: Researcher's Operational Model, 2018

Fig. 1: Operational Model

e) *Empirical Analyses on Safety and Safety*

There is evidence that providing a healthy and safe working environment has the potential to increase labour productivity and in turn increase organizational profits. It is also evident that there are certain requirements needed to ensure the success of health and safety intervention and subsequent increase in productivity. Such requirements include a good level of cooperation between the management and employees and the working environment in which employees are engaged to work, training of employees' on safety issues, and an organization having a safety and health policy.

A number of researches have been conducted in the manufacturing industry, construction industry, service industry, petroleum and plastics, and electronics.

Yankson (2012) studied the effect of health and safety standards on productivity. The objective was to identify the health and safety standards in Ghana Rubber Estates Limited, to determine the effect of health and safety standards on employees' productivity, to determine employees' level of understanding of health and safety policies, to assess the attitude of management towards the health and safety of employees and to identify challenges of the implementation of health and safety standards in the organization. The study was limited to the management and production staff of Ghana Rubber Estates Limited. Research questionnaire and interview guide were developed and distributed to a sample of 120 workers comprising of both production staff as well as management. Responses received were from the entire sample. The study revealed that employees' productivity is influence by management safety practices and safety programmes, management attitude towards health and safety, investigation of accidents, supervisors' safety, and training of employees on safety standards held in the organisation. It also revealed that health and safety standards if managed effectively have a positive impact on productivity.

III. RESEARCH METHODOLOGY

a) *Research Design*

The descriptive survey design was the researchers view, the most appropriate and helpful in determining the perception and attitude of respondents on the variables studied.

b) *Study Population*

For the purpose of this study, the target population comprised of management, supervisors/line managers and factory operation staff of Vinal Aluminum Product Nig. Ltd and Aify Global Aluminum Company Ltd. 40 selected staff comprising 25 for Vinal Aluminum and 15 for Aify Global.

c) *Sampling Procedure*

A purposeful sampling technique was used for the study. Management staff were purposively selected because they are the decision making body regarding health and safety.

d) *Data Collection*

The researcher applied primary data (questionnaire) in order to describe the real condition of the safety practices and safety improvement. At the same time, secondary data in this research were also used to affirm primary data collected.

Data collected were analyzed using frequencies and percentages tables. T- Test Statistic was used in testing the hypotheses with the aid of statistical Package for Service Solution (SPSS) version 16.0 was used to analyze and interpret the data collected from respondents.

IV. ANALYSIS AND DISCUSSION

a) *What is the safety standards put in place in the organization ?*

The research question sought the views of employees on the safety standards that have been put in place at their organisations. The objective was to identify the safety standard in the organisations. It sought the views on availability of safety policy, health and safety unit, job safety procedure handbook and risk assessment in the organisations. The views elicited from respondents have been presented in Table 4.1.1.

Table 4.1.1: Employees awareness of safety procedure

Statement		Yes	No	Total
		N (%)	N (%)	N (%)
1	Does your company have a safety policy?	37(92.5)	3(7.5)	40 (100)
2	Does the organisation have a written health and safety policy that includes programmes and procedures for environmental, health, safety (EHS) and working conditions?	40 (100)	0	40 (100)
3	Is the organisation's written health and safety policy or programs available to all employees?	35 (87.5)	5(12.5)	40 (100)
4	Are you aware of any accidents/ diseases that had occurred in your company for the past 12 months?	34 (85)	5 (15)	40 (100)
5	Does the organisation have procedures for employees for reporting pains or other diseases in relation to the job processes?	3(7.5)	37(92.5)	40 (100)
6	Does the organisation have an accident book or similar accident record system?	28 (70)	12 (30)	40 (100)

Source: Field data, 2018

b) *How health and safety management affects productivity*

The research question sought the views of employees and management on how health and safety standards have affected their productivity. The objective was to determine the effect of health and safety on

organizational productivity in both companies. It sought the views on adequate and comfortable working environment, physical conditions, sufficiently equipped for typical operational and implementation of the health and safety act. Frequencies of respondents were calculated to aid interpretation of the responses.

Table 4.1.6: Safety & Management and productivity (N 40)

s/n	Statements	Mean	Std. Deviation
1	Implementation of health and safety act in the organisation will make employees feel safe	4.1750	1.03497
2	Adequate and comfortable working environment as well as safety practices will affect employees' productivity positively	3.8750	1.24422
3	The practice of health and safety will protect employees from injuries and illness there reducing the rate of absenteeism	3.7750	1.27073
4	To enhance productivity, Job-specific health and safety training/education must be provided to all employees prior to starting a new job.	4.1750	1.03497
5	Favorable environmental conditions (less noise, suitable temperature etc) provided at the work place will increase employees' productivity at work	3.8250	1.25856
6	Health and safety standards affects productivity	3.9250	1.18511
7	All employees are given the opportunity to voice out health and safety opinions/concerns	4.1000	1.08131
8	Cost of compensation payments or fines resulting from legal action can be minimized via safety and health practices.	4.1250	1.04237
9	Cost of medical treatment can be minimized by adopting practices	3.7750	1.36790
10	Safety and health management increases employees' morale and turnover.	4.1250	1.09046

SPSS OUTPUT (Strongly agree, Agree, Undecided, Disagree, Strongly disagree)

Also, Table 4.1.6 indicates that all items show reasonable mean score with good standard deviation.

c) *Test of Hypotheses*

H_{01} : Safety and health policy of an organization does not significantly reduced organizational operating cost. The above hypothesis was tested using the mean of question 3, 7, 8 & 9.

Table 4.1.7: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Effect of safety and health policy on organization's operating cost	4	3.9400	.19647	.09823

SPSS OUTPUT

Table 4.1.8: One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effect of safety and health policy on organization's operating cost	40.108	3	0.000	3.94000	3.6274	4.2526

SPSS OUTPUT

As can be seen in Table 4.1.7 & 4.1.8, there is a strong and significant relationship between safety and health policy as dimension of safety and health management and operating cost as a dimension of organizational productivity. However, the evidence in Table 4.1.7 & 4.1.8 shows that there is a strong and significant influence of safety and health policy on organizational operating cost. The earlier hypothesis one stated in this study is not supported by statistical evidence as can be seen in Table 4.1.7 & 4.1.8. Safety

and health policy with operating cost is strong and significant with a T value (t_{cal}) of 40.108 which greater than the T tab of 3.183 at 0.005 level of significant. Also the P-value of 0.000 is less than 0.005 so we reject the null hypothesis and accept the alternative which state that Safety and health policy of an organization has significantly reduced organizational operating cost.

H_{02} : Safety and health training does not significantly improve employees' productivity.

Table 4.1.9: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Effect of safety and health training on employees' output	6	4.0117	.15943	.06509

SPSS OUTPUT

Table 4.1.10: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effect of safety and health training on employees' output	61.637	5	.000	4.01167	3.8444	4.1790

SPSS OUTPUT

As can be seen in Table 4.1.9 & 4.1.10, there is a strong and significant relationship between safety and health training as dimension of safety and health management and employees' output as a dimension of organizational productivity. However, the evidence in Table 4.1.9 & 4.1.10 shows that there is a strong and significant influence of safety and health training on employees' output. The earlier hypothesis two stated in this study is not supported by statistical evidence as can be seen in Table 4.1.9 & 4.1.10. Safety and health

training with employees' output is strong and significant with a T value (t_{cal}) of 61.637 which is greater than the T tab of 2.571 at 0.005 level of significant. Also the P-value of 0.000 is less than 0.005 so we reject the null hypothesis and accept the alternative which state that Safety and health training of an organization has significantly increased employees' output.

The above findings were consistent with the study of Yankson (2012) who studied the effect of health and safety standards on productivity. The study

revealed that employees' productivity is influenced by management safety practices and safety programmes, management attitude towards health and safety, investigation of accidents, supervisors' safety, and training of employees on safety standards held in the organisation. It also revealed that health and safety standards if managed effectively have a positive impact on productivity.

V. CONCLUSION

The alarming rate of the industrial accidents especially in the construction and manufacturing sectors, and the general lethargy of the employers in addressing the issue recently set researchers on a course to find a way to reduce the rate of industrial accidents through preventive measures as well as to create awareness on the rights of victims of industrial accidents. Safety of employees is primarily important at any workplace be it the manufacturing, construction, utility, educational institution or hospital. The importance of safety at work place cannot be over simplified. Labour productivity measures the extent to which labour is efficiently used. From the study, it can also be deduced that according priority to the health and safety of the worker is the best means to the boost productivity. Therefore, if an organisation does not adequately invest in the competence of its labour force, in modernizing its plants and factories or in improving the efficiency of its operations, it would affect the organisation. Adaptation of safety measures, policies and procedures not only ensure safety of life of the employee and fellow workers but also their family dependents.

The findings of the study have shown that organizational productivity in the Aluminum industry is influenced positively by good management of safety practices and safety programmes/policies, good management attitude towards health and safety, and training of employees on safety standards in the organisation. Therefore all stakeholders should play active roles accordingly in measuring safety compliance and continuous improvement in integrated safety management systems.

VI. RECOMMENDATIONS

From the findings and conclusions of the study, the following recommendations are made.

- i. *There is need in making sure that management's Role in Safety and Health is apparent to Workers.* Reason is that if workers don't see management's involvement in safety and health, and the importance management places on safety and health, things will go sour quickly. It then means that management should be involved in and actively participates in the safety and health committee, meetings.
- ii. *Employees should be involved in Safety and Health Management.* This is because the rank-and-file workers are the ones who interact most closely with health and safety hazards. As a result, they have the most to win from an effective health and safety training program. Also, workers are more likely to participate in a program they helped to create. On the flip-side, they're less likely to participate if they feel it's a "top-down" approach.
- iii. *There should be an Employee Hazard Reporting System* that will allow employees who may be uncomfortable reporting a hazard one way to do it another. This can be done through Supervisor chain of command, Safety and health committee member or even Suggestion box.
- iv. The need for for a HSE officer to be engaged in an organization for the enforcement and compliance of policies and periodical review and test running of policies can not be over emphasized.

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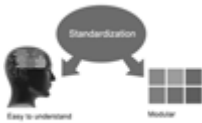
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One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" 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 through which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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



Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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



Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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



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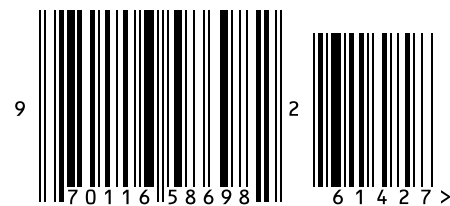
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