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Highlights

An Empirical Study on Managers

Impact of Dysfunctional Leadership

Discovering Thoughts, Inventing Future

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By Riad Ahmad Mohammed Abazeed
Al-al-Bayt University

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Keywords: moral intensity, information quality, group cohesiveness, decision experience, decision quality, public institutions, jordan.

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Keywords: moral intensity, information quality, group cohesiveness, decision experience, decision quality, public institutions, jordan.

I. Introduction

Decision making has been defined as a process of two cornerstones: choice from decision alternatives and achievement of the needed results (Lunenburg, 2010). Negulescu and Doval (2014) defined quality of decision with regard to three principal drivers, which were: How and when managers make decisions and what decisions they make? According to them the first driver suggests six dimensions associated with environmental factors, strategy, ethics, empowerment, information, and feedback. The second driver is relevant to types of decision making, i.e., programmed, not programmed decisions, made on known alternatives, incomplete information, the basis of scientific methods, or intuitive or in risks. The third driver is related to situations in which managers take these decisions. Donelan et al. (2015) investigated factors affecting quality of decision making. Examples of factors they found incorporated data quality, time of decision making, and awareness of the decision. Due to the importance of decisions to the organization and its stakeholders, quality of decision making has gained great attention. Hastie and Dawes (2010) specified that decision quality should not evaluated based on decision outcomes, but on the extent to which the decision is rationale. Here, rationality refers to using available tools in circumstances in order to meet decision maker's objectives. In a study carried out by Elbanna et al. (2014), five factors were hypothesized to have an impact of quality of decision implementation; trust, participation, past performance, implementation uncertainty and speed of decision implementation. Out of these factors, implementation uncertainty and speed were negatively associated to quality of decision implementation. Factors that have an influence on decisions reported by Dietrich (2012) include past experience, individual differences, cognitive biases, belief in personal relevance and commitment.

In fact, most of the studies on this subject, a few studies, did not address public institutions. Thus, the reality of factors affecting the quality of decisions in these institutions is not yet known. Therefore, the current study aims to explore some of these factors using a sample of participants working in public institutions in Jordan. The importance of the study is that it provides the decision makers with the recommendations that can be taken to draw the policies used in decision-making and to choose decision groups and specifications required in them, which contribute to improving the quality of the decision.

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II. Literature Review and hypotheses Development

Quality of decisions was studied in the literature in terms of numerous aspects associated with factors that gave effects on this process. For instant, Jones (1991), Singhapakdi et al. (1996), Frey(2000), Barnett (2001), Paolillo and Vitell (2002), Carlson et al. (2002) and Sweeney and Costello (2009)pointed up moral intensity as an important dimension that has an influence on quality of decision making. One more vein of literature emphasized the role played by information in decision making quality (Postmeset al., 2001; Scholten et al., 2007; Negulescu and Doval, 2014 and Abumandil and Hassan, 2016). Simon (1994) suggested a direct relationship between administrative processes and decision quality, i.e., decision planning, review of subordinates' activities, expertise, and structure of authority. For the current study, four major factors were studied, which were moral intensity, information quality, group cohesiveness and decision-related experience. Moral intensity was cited in the literature as a dimension studied in the context of ethical decision making. It was used in this study due to its importance as a factor of positive decision making models that describe the actual activities done in the organization (Loe et al., 2000).

a) *Moral intensity*

Jones (1991) studied ethical decision making by individuals in organizations and showed the significance of moral intensity in the context of ethical decision making. According to the author, moral intensity refers to the severity of ethical conduct in a given circumstance and can be measured by the urgency of the situation, the certainty of the effects, moral effects of the decision maker on the events, and availability of alternatives. For this study, three dimensions were used as factors of moral intensity: social consensus, certainty of decision effects Social consensus refers to the extent to which an action is considered as right or wrong from the community, i.e., the organization members, perspective. Certainty of decision effects described the extent to which the decision results in the intended purpose such as financial gains. Finally, size of decision effects was defined as sum of benefits provided to beneficiaries. Singhapakdi et al. (1996), Frey(2000), Barnett (2001), Paolillo and Vitell (2002), Carlson et al. (2002) and Sweeney and Costello (2009) found a significant influence of moral intensity of the circumstance on decision-making process. Based on these results, it was suggested that:

H1: Moral intensity significantly and positively related to decision's quality.

b) *Information Quality*

Quality of information was one of the most important factors that have a significant impact on quality of decision making (Negulescu and Doval, 2014).Van Riel et al. (2016) illustrated that quality of information plays a little role in improvement of decision making quality. In their study on factors affecting quality of decision making, Donelan et al. (2015) recognized data quality as one factor of those have an influence on quality of decision making. Abumandil and Hassan (2016) located a significant role of data quality in decision making. Furthermore, Postmeset al., 2001 considered information sharing as a critical part that affect the quality of decision. All over, the influence of information quality on decision quality was cited by several studies (Carpenter and Westphal, 2001). Accordingly, the following hypothesis was advanced:

H2: Information Quality significantly and positively related to decision's quality.

c) *Group cohesiveness*

Group cohesiveness was defined as group members' willingness to act as a team in a response to the affective needs of the members (Dyaram and Kamalanabhan, 2005). That is, group cohesiveness refers to individual sense of sociality and attachment to a group. Decision making process led by groups was found more effective than individual decisions (Scholten et al., 2007). Lunenburg (2011) argued that group decision making process has many benefits due to the fact that these decisions were made on the basis of consensus among the group in addition to the high degree of commitment to the final decision. Using Janis's (1972) theory on group-thinking, Pitt and Nel (1990) found a positive effect of group cohesiveness on decision quality, while Mullen et al. (1994) indicated that group cohesiveness had no effect on decision quality.

H3: Group cohesiveness significantly and positively related to decision's quality.

d) *Decision Experience*

Simon (1994) regarded expertise as one of the most important factors in decision making domain. According to him, decisions that require particular skills can be made by individuals who have those skills. In the context of ethical decision making, Loe et al. (2000) stated the experience in decision making has no clear influence on decision quality. On the other hand, it was understood in other studies that experience of decision maker has an influence on decision quality (Cohen et al., 2008, Ashill and Jobber, 2013 and Ghattas et al., 2014).Therefore, It was hypothesized that:

H4: Decision experience significantly and positively related to decision's quality.

III. Methodology

a) Research model

Figure 1 shows the research model in which four hypotheses were postulated to investigate the effect of moral intensity, information quality, group cohesiveness and decision experience on decision quality.

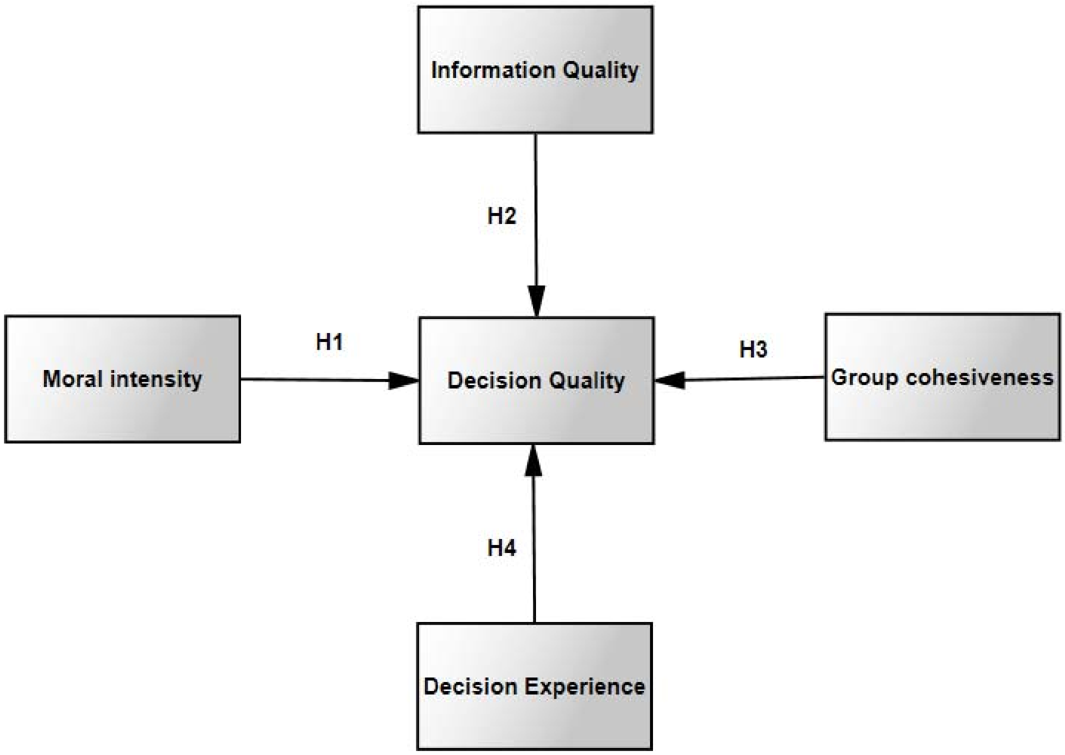

Figure 1: Research conceptual model

b) Research sample and data collection

The population of the study consisted of managers and assistant managers and authorized employees to participate in decision making in 15 public institutions in Jordan. The total number of the population was 210 participants. The sample of the study covered all the population. Therefore, 210 questionnaires were distributed on participants. A total of 179 questionnaires were returned complete with a response rate of 85.23%.

c) Measures

Moral intensity was measured based on Jones (1991) through three dimensions: social consensus, certainty of decision effects and urgency of the situation. Each dimension was measured by two items. Information quality was measured by three dimensions adopted from Scholten et al. (2007); information dissemination, information processing, and perceived sufficiency of information. Six items were used to evaluate these dimensions. Group cohesiveness was measured using three major dimensions related to interpersonal attraction, commitment to task, and group pride adopted from Mullen et al. (1994).Decision experience was assessed using 6 items based on Simon (1994) and Ashill and Jobber (2013).These items were related to personal experience represented by knowledge and skills, participation in past decisions, and job description relevance. Finally, decision quality was rated based on theoretical bases of the construct provided by Negulescu and Doval (2014), Donelan et al. (2015) and Dietrich (2012). Six items were applied to measure quality of decisions.

d) Validity and reliability

Convergent and discriminant validity were evaluated on the basis of the average variance extracted (AVE) (Spreng and Mackoy, 1996).Composite reliability and Cronbach's alpha coefficients were used to assess the reliability. The results shown in Table 1 revealed acceptable values of factor loadings of moral intensity (λ_{min} = 0.692, λ_{max} = .874), information quality (λ_{min}=0.668, λ_{max} = 0.866),group cohesiveness (λ_{min} = 0.711, λ_{max} = 0.789), and decision experience (λ_{min} = 0.557, λ_{max} = 0.846) as well as decision quality (λ_{min} = 0.634, λ_{max} = 0.742).Values of AVE confirmed a good level of convergent validity for all dimensions (Berthon et al., 2005), except decision quality (AVE $<$ 0.50). However, composite reliabilities (CR), on the other hand, were also accepted since all values were greater than 0.60 (Yang and Peterson, 2004); moral intensity (CR = 0.91), information quality (CR = 0.90), group cohesiveness (0.89), and decision experience (0.88) as well as decision quality (0.85).Additionally, Cronbach's alpha coefficients for all dimensions ranged from 0.71 to 0.816. Furthermore, the results identified that all values of the square root of the AVE, which ranged from 0.73 to 0.82, were greater than the squared correlations among variables (Kuo et al., 2009).

Table 1: Validity and reliability findings

Factors	Items	λ	λ^2	ε	AVE	CR	AVE^2	α
MI	MI1	.874	.763	.236	0.606	0.91	0.81	0.772
	MI2	.863	.744	.255				
	MI3	.772	.595	.404				
	MI4	.731	.534	.465				
	MI5	.722	.521	.478				
	MI5	.692	.478	.521				
	6	**4.65**	**3.63**	**2.36**				
IQ	IQ1	.866	.749	.250	0.611	0.90	0.82	0.737
	IQ2	.859	.737	.262				
	IQ3	.799	.638	.361				
	IQ4	.745	.555	.444				
	IQ5	.736	.541	.458				
	IQ6	.668	.446	.553				
	6	**4.67**	**3.66**	**2.32**				
GC	GC1	.789	.622	.377	0.572	0.89	0.79	0.736
	GC2	.781	.609	.390				
	GC3	.760	.577	.422				
	GC4	.753	.567	.432				
	GC5	.744	.553	.446				
	GC6	.711	.505	.494				
	6	**4.54**	**3.43**	**2.56**				
DE	DE1	.846	.715	.284	0.546	0.88	0.77	0.816
	DE2	.835	.697	.302				
	DE3	.770	.592	.407				
	DE4	.766	.586	.413				
	DE5	.618	.381	.618				
	DE6	.557	.310	.689				
	6	**4.39**	**3.28**	**2.71**				
DQ	DQ1	.742	.550	.449	0.488	0.85	0.73	0.710
	DQ2	.722	.521	.478				
	DQ3	.714	.509	.490				
	DQ4	.700	.490	.510				
	DQ5	.680	.462	.537				
	DQ6	.634	.401	.598				
	6	**4.19**	**2.93**	**3.06**				

IV. Results

a) *Covariances and correlations*

Covariances and correlations shown in Table 1 indicated that changes in group cohesiveness, information quality and moral intensity were not related to changes in decision experience (cov. = 0.037, 0.097 and -.049, P = 0.502, 0.163 and 0.278 respectively), that is, these variables were not significantly correlated (r = 0.081, 0.170, and -.132, P = 0.504, 0.195 and 0.277).

Table 2: Covariances and correlations among independent variables

Cov.			Estimate	S.E.	t	P	R	P
GC	< -- >	DE	.037	.055	.67	.502	.081	.504
IQ	< -- >	DE	.097	.069	1.39	.163	.170	.195
IQ	< -- >	GC	.219	.081	2.70	.007	.345	.003
MI	< -- >	GC	.158	.054	2.94	.003	.379	.001
MI	< -- >	IQ	.153	.065	2.34	.019	.294	.014
MI	< -- >	DE	-.049	.045	-1.08	.278	-.132	.277
t-value is significant at the 0.05 level								
Correlation (R) is significant at the 0.01level (2 tailed)								

On the other hand, the results in Table 2 confirmed that changes in information quality and moral intensity were related to changes in group cohesiveness (cov. = 0.219 and 0.158, P = 0.007 and 0.003). Basically, these variables were significantly correlated (r = 0.345 and 379, P = 0.003 and 0.001). Finally, the change in moral intensity was associated to the change in information quality (cov. = 0.153, P = 0.019). In other words, moral intensity and information quality were significantly and positively associated (r = 0.249, P = 0.014).

Table 3 demonstrated regression weights among independent and dependent variables. It was revealed that all independent variables have a significant effects on decision quality. Particularly, the results showed that moral intensity (ß = 0.129, C.R. = 2.42, P = 0.015), information quality (ß = 0.195, C.R. = 5.67, P = 0.000), group cohesiveness (ß = 0.215, C.R. = 4.93, P = 0.000), and decision experience (ß = 0..172, C.R. = 3.81, P = 0.000) were all have significant effects on decision quality.

b) Regression analysis

Table 3: Regression weights among independent and dependent variables

Variables			Estimate	S.E.	C.R.	P
DQ	←	MI	.129	.053	2.42	.015
DQ	←	IQ	.195	.034	5.67	.000
DQ	←	GC	.215	.044	4.93	.000
DQ	←	ED	.172	.045	3.81	.000

Figure 2 displayed the final model that represents the graphical paths among variables. According to the figure, group cohesiveness was ranked first in terms of its effect on decision quality, followed by information quality, decision experience and finally moral intensity.

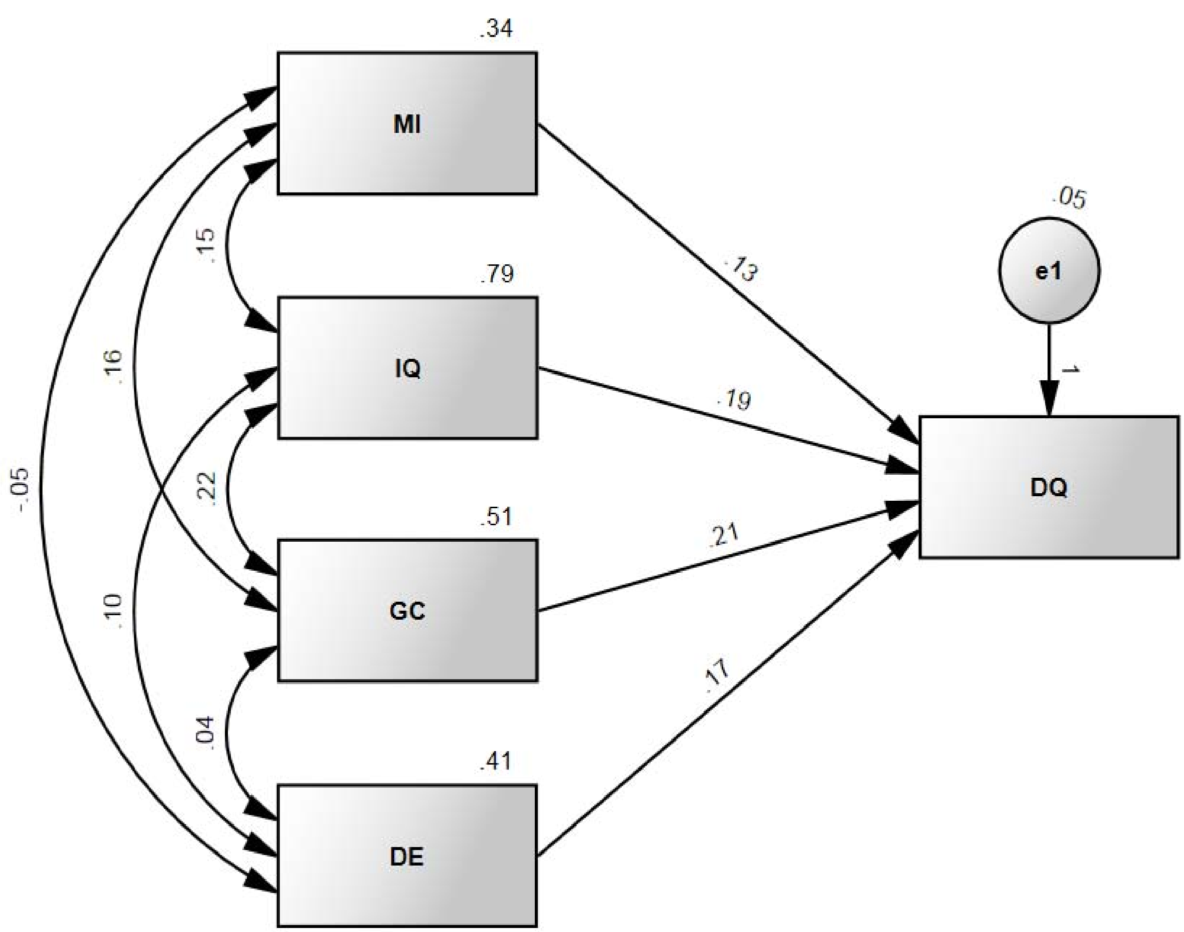

Figure 2: Path analysis results

V. Discussion and Conclusion

The aim of this study was to explore factors affecting decision quality in public institutions in Irbid governorate in Jordan. Based on the literature, four factors were identified and studies in terms of their relationship with decision quality. These factors were moral intensity, information quality, group cohesiveness, and decision experience. In relation to the objective of the study, the results confirmed that moral intensity, information quality, group cohesiveness, and decision quality have a significant impact on decision quality.

Moral intensity was measured in this study by social consensus, certainty of decision effects, and size of decision effects. Each of these factors has its own influence on decision quality. Social consensus identified the extent to which a decision is accepted form the perspective of organization's members. Members of the organization, whether participated in decision-making or not, do not agree on wrong decisions because wrong decisions hurt the organization and the staff. Especially, these organizations are public and the impact of decisions is reflected on society as a whole. Hence, it is clear that the moral aspect of the decisions requires that decisions should be moral and within the collective agreement. Otherwise, the effect will be negative on the quality of the decision. Moreover, certainty of decision effects assumes that the decision-making process leads to a decision that achieves the goal that the organization is seeking to achieve. For example, if the objective is to improve the quality of service provided to the local population in a given area, the decision to be taken must lead to this goal. If this is not the case, the decision is not of good quality. Size of decision effects presumes that a good decision is the one that provide beneficiaries with relevant benefits. The positive effect of moral intensity on decision quality as found in the current study was also cited in previous studies, either directly or indirectly (Jones, 1991; Singhapakdi et al., 1996; Frey,2000;Barnett, 2001;Paolillo and Vitell, 2002;Carlson et al., 2002 and Sweeney and Costello, 2009).

Information is one of the most vital elements for decision makers. Therefore, the quality of information as measured by information dissemination, information processing, and perceived sufficiency of information, has a significant effect on decision quality. Of course, the lack of access to information that is necessary for decision-making is a challenge to the decision maker and leads to poor decision quality. If the information is available, but being processed in an inappropriate manner also leads to poor decision quality. As well as the fact that access to inappropriate information does not benefit the decision-maker and adversely affect the quality of the decision. Similar results were echoed in the literature (Postmeset al., 2001; Scholten et al., 2007; Negulescu and Doval, 2014 and Abumandil and Hassan, 2016).In terms of the coherence of the decision group, the results of the present study showed that this variable affects the quality of the decision. This result was agreed with some previous studies (Pitt and Nel, 1990; Dyaram and Kamalanabhan, 2005; Scholten et al., 2007 and Lunenburg, 2011).This finding can be explained by the fact that the cohesion of the decision-making group that describes the group's desire to act as an integrated group of cognitive, emotional and social aspects influences the quality of the decision, because this sense of group cohesion means no conflict between the group members. This naturally affects the acceptance of the decision because it is a collective decision as well as the commitment by everyone towards the implementation of the decision.

Finally, the results of the study showed that the experience related to the decision, whether it means the availability of knowledge and skill in how to make decisions or experience, which means the exercise of previous decisions by the decision-maker to or at least the awareness of previous decisions, is in fact has an effect on the quality of the decision. This results was in agreement with numerous previous studies (Simon, 1994; Loe et al., 2000; Cohen et al., 2008; Ashill and Jobber, 2013 and Ghattas et al., 2014). Given these results, it was concluded that the decision-making process requires a lot of elements. It is not just a qualified individual with an experience in decision-making but also takes into consideration many factors such as collective agreement on decisions, the degree of certainty of the effects of decisions, the extent of benefits to their beneficiaries, access to appropriate information, proper processing of information, in the light of a harmony between the decision group, experience in the current decision-making process, and awareness of previous decisions implications.

VI. Recommendations and Limitations

In the light of the findings of the study, it was recommended to focus on the ethical aspects, the quality of information, the cohesion of the decision group, and the availability of expertise among the decision makers with current and previous decisions because these factors have a direct impact on the quality of the decision. The variables of this study were measured by different dimensions. However, other dimensions should be used in order to gain a more understandings of the theoretical foundations of the constructs. For instant, moral intensity in this study was assessed by three dimensions; additional dimensions can be used such as the ethical effect of the decision maker on the events to measure the same variable. Furthermore, additional factors that have an effect on decision should be added to the current model. The data used in this study were collected from participants from 15 public organizations, therefore, a larger sample of participants is recommended in order to gain a more understanding of factors affecting decision quality in public institutions in Irbid governorate in Jordan.

VII. Future Research Directions

In a study conducted by Scholten et al. (2007), the authors marked the importance of decision maker preferences as a critical factor that affects the quality of decisions. Therefore, future studies should consider this factor to ensure deep understanding of real factors affecting decision making quality. On the other hand, the focus of numerous studies was on the integration between decision making process and information technologies such as knowledge management applications (Courtney, 2001); hence future research should investigate new factors like decision support systems and its effect on decision quality.

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The Concept and Implementation of Kaizen in an Organization

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THECONCEPTANDIMPLEMENTATIONOFKAIZENINANORGANIZATION

Strictly as per the compliance and regulations of:

The Concept and Implementation of Kaizen in an Organization

Lubna Rahman Lina [α] & Hafiz Ullah [σ]

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I. Introduction

Some types of change inevitably need a key project; meaning months of hard work, big budgets and upheaval. But, often undervalued, an alternative or complementary approach to improving systems, processes and so on, is through more subtle, ongoing changes and continuous improvements. Once a new foremost change has happened, perhaps a new system or structure put in place, is everything perfect? Will the new processes stay set in stone until the next major change in a few years? Almost certainly not. With the continuation of such attitude, gradual decline in benefits has occurred after the initial step improvement, as inefficiencies and bad practice crept in. There is always room to make small improvements, challenge the status quo, and tune processes and practice on an everyday basis. Any employee with his/her colleagues probably does this week in, week out without calling it "change" or even "continuous improvement". They're already getting real benefits from the intuitive approach to continuous improvement. And over time, all of these incremental changes add up and make a significant positive impact on the team as well as the organization. One approach to continuous improvement is called kaizen. It originated in Japan, and the word translates to mean change (kai) for good (zen).

The philosophical belief that potential improvement of everything is the foundation of kaizen: Some organizations look at a process and see that it's running fine; Organizations that follow the principle of Kaizen perceive a process that can be improved. This means that nothing ever comprehend as a status quo – there are continuous efforts to recover which result in small, often unnoticeable, changes over time. These incremental changes add up to substantial changes over the longer term, without having to go through any radical innovation. It can be a much gentler and employee-friendly way to institute the changes that must occur as a business grows and adapts to its changing environment [1].

Its history begins after World War II when Toyota first implemented in a group of workers performing the same or similar work, who meet regularly to identify, analyze and solve work-related problems in its production process. This revolutionary concept became very popular in Japan in the 1950s and the term kaizen became famous around the world through the works of Masaaki Imai.

When Kaizen is applied as an action plan through a consistent and sustained program of successful Kaizen events, it teaches employees to think differently about their work. In other words, consistent application of Kaizen as an action plan creates tremendous long-term value by developing the culture that is necessary for truly beneficial continuous improvement [2].

Kaizen is a system that involves everyone – upper management to the cleaning team. Everyone is encouraged to come up with small improvement suggestions on a regular basis [3]. The concept of Kaizen focuses on improving the work environment of an organization in step by step upgrading the process and eliminating wastes. The review indicates that the application of Kaizen promises to reduction/elimination of wastes and improves process efficiency.

Usually, a consumer will want a product or service which is the best quality with the lowest price and available when they want it. Failure of the market leader in meeting this demand will pave the way for the competitors. This is why a business must continually improve to maintain their market share, not wait until they lose their position and then make panic reactions to gain back what they have lost.

The focus here is to show how can incorporate kaizen event into company kaizen program - the companies that undertake a Kaizen philosophy place an emphasis on the processes – on the 'how' of achieving the required results. A process emphasis goes beyond designing effective processes; it requires the teams to understand why a process works, whether it can be modified or replicated somewhere else in the company and how it can be improved.

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The philosophy, concept, and tools of kaizen have been adopted not only in Japanese firms but also in many multinational corporations in the US and Europe. Many studies note that in both Japan and abroad (especially in the cases of American and European companies), leadership is the single most important factor for successful implementation of kaizen [4] [5]. This implies that it is possible to apply kaizen in countries with different socio-cultural contexts, but that application must be conducted under proper leadership and with adjustments that reflect the uniqueness of the targeted society.

II. Literature Review

a) *Review of Literature Related to Kaizen Concept*

According to Imai (1986), Kaizen is a continuous improvement (CI) process involving everyone, managers and workers alike. Broadly defined, Kaizen is a strategy to include concepts, systems, and tools within the bigger picture of leadership involving and people culture, all driven by the customer [4].

Suzaki (1987) explains that CI is a philosophy widely practiced in manufacturing and quality circles. As the name implies, it relies on the idea that there is no end to make a process better [6].

Wickens (1990) describes the contribution of teamwork to make the concept of Kaizen [7].

Teian (1992) describes that Kaizen is more than just a means of improvement because it represent the daily struggles occurring in the workplace and the manner in which these struggles are overcome [8].

Hammer et al. (1993) explain that Kaizen generates process-oriented thinking since processes must be improved before better results are obtained [9].

Womack and Jones (1996) refer to Kaizen as a lean thinking and lay out a systematic approach to help organizations systematically to reduce waste [10].

Imai (1997) describes that the improvement can be divided into Kaizen and innovation [11].

Kaizen signifies small improvements as a result of ongoing efforts. Innovation involves a drastic improvement as a result of large investment of resources in new technology or equipment.

b) *Review of Literature Related to Case Studies*

The case studies are the essential means to check the effectiveness of Kaizen philosophy in different fields of applications, especially in manufacturing industries. Many researchers have performed case studies to cover a wide range of benefits like increased productivity, improved quality, reduced cost, improved safety, and faster deliveries, etc. [12].

Jayaraman et al. (1995) demonstrate the application of the CI in simulation model development which presents several techniques that can be used to build the accurate and efficient model of systems that include one or more transfer machines and long conveyors. The simulation analysis helps to predict optimal combinations of operation times, material handling speeds, buffer sizes, preventive maintenance, breakdown schedules; and a considerable cost saving has been obtained [13].

Radharamanan et al. (1996) apply Kaizen technique to a small-sized custom-made furniture industry. The main purpose is to progress the product with higher quality, lower cost and higher productivity to meet customer requirements. The main aim is to develop the product with higher quality, lower price, and higher productivity to meet customer requirements [14].

Sheridan (1997) has applied Kaizen events to Allied Signal Inc., jet engine manufacturing industry to overcome the difficulties like low production rates and great floor space requirements [15].

Erlandson et al. (1998) apply Kaizen tool, i.e., poka-yoke on fuel-fitter assembly. The fixture shows considerable variation in the assembly process [16].

Savolainen (1999) has conducted two case studies including a medium sized metal industry and other larger group in the construction and concrete industry. The main aim of the studies is to increase the understanding of the processes and dynamics of CI implementation. The focus is placed on how these companies are renewed through the embedding of quality related management ideology [17].

Lee (2000) has conducted a case study at Nichols Foods manufacturing food products. The study describes how the company values have improved the work environment for the employees and motivated them to achieve excellence and how the Kaizen program has implemented in this company using 5S technique and team training [18].

c) *Review of Literature Related to Surveys*

Surveys are the actual means to check the performance of different Kaizen practices, determining the extent of use of these practices and to check how the industries are deploying various Kaizen practices to achieve their goals. Gibb and Davies (1990) have identified and highlighted the success factor for CI and innovative strategy in Australian Small to Medium Enterprises (SMEs), the importance of market orientation and effective strategic formulation in successful SMEs [19]. Soderquist (1996) investigate CI and innovation practices in French SMEs. They examine the drivers for change and the short- and long-term goals, the sources of innovation and the nature of innovative management in French SMEs [20].

Based on the survey in a small-scale manufacturing company, Irane and Sharp (1997) suggest that in the employees' heart, the CI strategy should ingrain as a belief. The ideal situation of CI strategy is its integration with the corporate culture [21].

Hongming et al. (2000) survey Chinese companies and find that not all companies that have carried out CI activities achieve desired results. It has a significant impact on companies, where CI implementation requires adequate input on company capital human resource and organizational activities. In the organizational structure, it is a challenge for companies' business principles and operations methods [22].

Gonsalves (2002) performs a survey on the effect of ERP and CI on the performance in 500 manufacturing companies. He concludes that CI implementation has a positive influence on BPR execution. Integrated CI and BPR have positive effects on the company's performance [23].

III. The Methodology of Kaizen

Different fields like engineering, manufacturing, management and other supporting processes in the organization can use standard methodology of Kaizen. The practice of Kaizen is illustrated in following Fig. 1.

Fig. 1: Methodology of Kaizen

Kaizen will help in teaching people how they can perform tasks in a rapid way through experiments, and this will lead to identify & reduce/eliminate wastes in the process, and the selected practice can be improved.

a) Kaizen Toolbox

The two significant features of kaizen are incremental and continuous improvement and involvement of the entire workforce in that process. The workforce, even workers, need to participate in producing small but frequent changes by making suggestions for improvement in both manner and product. Beyond that, the logical structure of the concept of kaizen, the precise relationship among its tools, and concrete measures and sequences adopted on the factory floor are difficult to pin down since there are many different schools of teaching that emphasize diverse aspects and tools of kaizen relative to others. Even among excellent companies, Toyota's way is different from Honda's way, and the Panasonic philosophy is quite distinct from Canon's. According to Masaaki Imai, who introduced kaizen to the international audience with his seminal book, Kaizen: The Key to Japan's Competitive Success, kaizen is an umbrella concept for a large number of Japanese business practices [4] [11]. It could even a matter of argument that, like Zen Buddhism, it is not just a management technique but a philosophy which instructs how a human should conduct his or her life. Kaizen focuses on the way people approach work. It shows how management and workers can change their mindset together to improve their productivity. As Edwards C. Johnson III, CEO of Fidelity Investments, puts it, while there are many strategies for management success, kaizen is different since it helps to focus in a very straightforward way on how people conduct their work [11].

Research defines that for implementation of Kaizen no standard technique/instruments are necessary. There are a large number of related and often overlapping components that belong to the kaizen toolkit. The Kaizen Toolbox contains various tools related to Kaizen are as following:

5 Why Technique: This technique enables a profound discussion about the causes of a problem, which is a very crucial step towards identifying solutions, based on what diverse persons bring forward. This technique is invented in the 1930"s by Toyota Founder Kiichiro Toyoda's father Sakichi and made popular in the 1970s by the Toyota Production System; the 5 Whys strategy involves looking at any problem and asking: "Why?" and "What caused this problem?" By asking the question "Why" you can separate the symptoms from the causes of a problem. This is critical as symptoms often mask the causes of problems. Fig.2 expresses an example of finding root cause by 5 Why Technique [24].

Fig. 2: 5 Why Technique

5S (Workplace Organization): 5S is a technique that results in a well-organized workplace complete with visual controls and order. It's an environment that has "a place for everything and everything in its place when you need it." The 5S's stands for 5 Japanese words that constitute good housekeeping. Roughly translated they are;

- Sort (Seiri)
- Set in order (Seiton)
- Shine (Seiso)
- Standardize (Seiketsu)
- Sustain (Shitsuke)

Fig. 3 explains the concept of 5S [25]

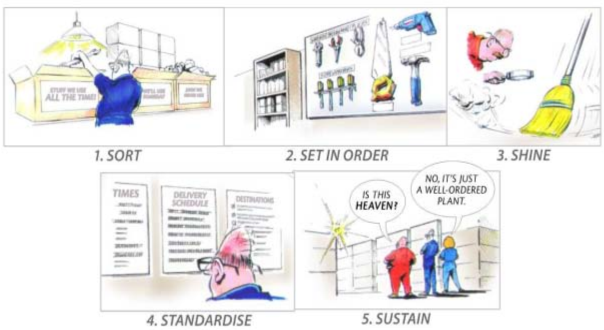

Fig. 3: 5S (Workplace Organization)

Elimination of 7 Wastes (Muda): The simplest way to describe waste is as "Something that adds no Value." Customers would not be happy to pay for any action that does not add value to what they want and nor should we be. Fig. 4 describes the classification of 7 Wastes (Muda) [26].

Fig. 4: 7 Wastes (Muda)

7 QC Tools: Fig.5 describes 7 QC Tools.

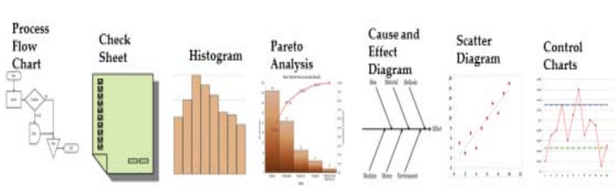

Fig. 5: 7 QC Tools

Jidoka (Autonomation): It means "Intelligent automation" or "automation with a human touch" [27].

PDCA Cycle: The PDCA Cycle is a checklist of the four stages which one must go through to get from 'problem-faced' to 'problem-solved.' The four phases are Plan-Do-Check-Act, and they are carried out in the cycle illustrated below (Fig.6) [28].

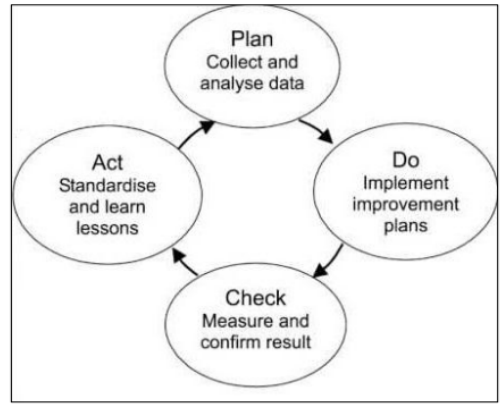

Fig.6: The PDCA Cycle

Poka-Yoke: Poka Yoke or Mistake proofing is a simple technique that developed out of the Toyota Production system through Jidoka and Autonomation. It is a simple and often inexpensive device that prevents defects from being made or highlights a fault so that it is not passed to the next operation [29].

IV. The Company Kaizen Program

Increasing competition in the global market, the rapid development of technology and growing customer orientation are just a few examples of the challenges a company has to deal with nowadays to survive. During the last decade, there has been a growing interest in the concept of continuous improvement (CI) as a means of coping with this upheaval and as a way towards improving business performance. Deming (1986) adopted the concept of CI as his first quality principle through plan-do-check-act (PDCA) cycles. Imai (1986) even argues that CI is part of Japanese culture, where it is known as kaizen – meaning improvement and defined as a "company-wide process of focused and sustained incremental improvement" [30].

This philosophy of continual improvement emphasizes the importance of involving employees at every level of the organization. This philosophy assumes that our everyday life should focus on constant improvement efforts. This is so natural and obvious to many world-class organizations that they sometimes forget that they already possess it. Integration of kaizen into normal day-to-day activities with the focus on eliminating wastes, creating standards, and having a clean, organized workplace. Improvements made through kaizen are generally small and subtle; however, their results over time can be huge and long-lasting. Manufacturers should constantly think about the possible places of improvements. The success of kaizen comes from its people and their actions, not from new pieces of equipment and machinery. American management almost worships this idea of buying innovation and using the latest and greatest in management techniques. This type of mentality will not promote a sense of continuous improvement like kaizen can [31].

Kaizen is neither a "flavor of the month" nor a "fly by night" idea, and will not disappear simply because management or engineers are not comfortable with change. Change is displayed by actions, not by words. A company's kaizen program can deliver change to the production floor and become the policy for sustaining effective change as well as continuing future improvements. To stay competitive in today's global economy, manufacturers must operate by necessary policies that encourage and embrace change and promote commitment to continuous improvement. Companies that choose not to do this will fall behind those that follow enhancement and excellence.

Operators and production supervisors will initially resist the concept of kaizen and kaizen events. Management should expect this reaction and prepare them by demonstrating their commitment, dedication, and enthusiasm to its philosophies and the positive results that it will generate. They must remember that for constant change strong will, commitment, and persistence is compulsory. Top management must be firmly committed to the kaizen philosophy to train and convince employees of its benefits. Humans naturally fear change, especially after becoming comfortable in established routines, and breaking old practices and their attachments to them is a challenge that is necessary before and after implementation of process.

Dedication and commitment to change is essential and should be addressed on the production floor first. A company with well defines support departments but poorly run, and inefficient assembly lines or other manufacturing processes cannot hope to be competitive in today's market.

In short, if a company wants to drive towards success and profitability, becoming a world-class organization, set the vision, commits, and dedicates the company to develop a long-term, comprehensive kaizen program. Following are the processes through which kaizen can be implemented into an organization [31].

a) Kaizen Events

A kaizen event is different from kaizen as a philosophy. Kaizen events are sometimes referred to as rapid improvement events. Kaizen events involve small groups of individuals on the company that are brought together to address a particular area of the company. Unlike the usual day-to-day kaizen activities, a well thought out kaizen program encompassing monthly kaizen events can reap widespread rewards for the organization.

Many organizations utilize kaizen events but still cannot create a culture that embraces change, and many improvement efforts fall short of their cultural and financial goals. The reason behind this is that the company did not have a program or policy in place to keep the employees involved, accountable, and more importantly, wanting more. Kaizen events can become a nuisance to employees if the proceedings are unorganized and under management that does not believe in their cause. Organization must set clear targets to guide everyone and make sure to provide leadership for all kaizen activities directed towards achieving those targets. Real kaizen strategy at work requires closely supervised implementation.

For conducting kaizen events, top management must devise a long-term strategy and provide the tools necessary for the kaizen teams to be having a final destination. Kaizen events are most effective when everybody works to achieve that vision.

b) Kaizen Program

Here are the key ingredients in establishing the company kaizen program.

- Create and Communicate the Vision.
- Establish the Kaizen Champion.
- Communication Boards and Newsletters.

c) Kaizen Governing Committee

Another vital element of the kaizen program is establishing a committee of employees to help schedule and watch over the monthly kaizen events that will take place. This kaizen governing committee is responsible for ensuring the success of the kaizen teams and helping to clear any obstacles or constraints that would impede the improvement efforts. It is the responsibility of the kaizen champion to ensure that the hands-on work during kaizen events is getting done. If there is any issue that needs management resolution, then the kaizen governing committee must resolve them. Kaizen governing committee members should include:

- The kaizen champion
- The plant manager
- The production manager
- The engineering manager
- The materials manager
- The quality manager
- The facilities/ safety manager
- The human resources manager

Due to varying staff, a company may not have people in all of these positions. This is an ideal situation; one has to adjust accordingly.

d) Kaizen Team Selection

One of the fundamental aspects of kaizen is the participation of employees from all levels of the organization. Many companies fail to recognize the importance of utilizing production operators in making decisions. The kaizen program should be an ongoing corporate practice so that at some point every employee in the company has been on a kaizen event, including

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plant managers and presidents. However, one should create a kaizen team selection criterion that identifies the significant job titles to ensure a successful kaizen event. As mentioned before, when establishing the kaizen governing committee, the company size may not allow having the ideal team. The goal of the group is to implement 5S, standard work, reduce waste, and create visual management. Based on these key kaizen philosophies, the team should involve the following members:

- Team Leader
- Team Members
- Process Engineer
- Quality Engineer
- Facilities/ Maintenance Personnel
- Materials Handler
- Line Operators
- Management

e) Kaizen Monthly Meeting

A company that runs a well thought out, structured meeting will find that more work gets done on time. Never let meeting take up too much time, and always stay focused on the subject at hand. The kaizen monthly meeting should take place once a month on a recurring basis. For instance, schedule kaizen meetings every second Tuesday of the month. This allows the committee members to schedule their other responsibilities so they do not forget a meeting. It is a good rule of thumb to advertise the meeting in the company newsletter, acting as a friendly reminder for everyone in the plant. The kaizen monthly meeting should be broken into following agendas:

Part 1: Discussion of open action items

Part 2: Discussion of the last event's results

Part 3: Planning upcoming events.

f) Training and Accountability

Before conducting kaizen events, all employees in the company will need some knowledge and understanding of basic lean philosophies and terminology. As kaizen events are scheduled and teams are selected, training should occur. Kaizen governing committee should be trained first and then the team of employees selected for the first arranged kaizen event. Lean management begins kaizen with the assembly line and the line operators. But, at some point, the company will require all employees to participate in a kaizen event, and they all will need this training.

g) Moving Forward

First successful kaizen event will feel great. This sense of accomplishment should be a great catalyst for future improvement efforts. Now is the time to get refocused and begin the next phase of improving the operations of the company. Kaizen should become a way of working, and continually improving upon what the kaizen team has done is the next step. It helps create a foundation for other improvement efforts that should be ongoing in the facility [31].

V. Results Achieved Through Implementation of Kaizen

a) How Companies Used Kaizen Successfully

Kaizen is a concept that many people and companies know to be successful. However, those new to this idea may be curious about how exactly it has worked in the past. There are a few specific companies that are well-known for using Kaizen to achieve much better production results as follows:

Toyota is renowned as one of the leaders in using Kaizen. In 1999 at one U.S. plant, 7,000 Toyota employees submitted over 75,000 suggestions, of which they had implemented 99%. These continual small improvements add up to foremost benefits. With every employee looking for ways to make improvements, you can expect results such as [3]:

- Kaizen reduces waste in areas such as inventory, waiting times, transportation, worker motion, employee skills, over-production, excess quality and in processes.
- Kaizen improves space utilization, product quality, use of capital, communications, and production capacity and employee retention.
- Kaizen provides immediate results. Instead of focusing on large capital intensive improvements.

Great Western Bank is a U.S. bank that has been around for decades. According to ArgusLeader.com, opening a checking account at Great Western used to take 34 steps. Thanks to Kaizen, this has been reduced to 24. Great Western Bank uses Kaizen to analyze its processes and provide a better service for their customers. They have also been able to work on internal processes, reducing the amount of money they spend on ordering office supplies. Great Western Bank shows how Kaizen can be used to improve internal as well as external processes.

The Ford Motor Company focused on efficient processes and was able to recover from rough times during the Great Recession of the late 2000s to lead the company back to success; in 2014, Ford announced that they would be creating over 5,000 jobs in the United States.

Herman Miller is an American office furniture company that is best known for producing the Aeron chair. Business magazine Fast Company reported back in 2012 that Herman Miller had adopted Kaizen and enjoyed a resulting 500% increase in productivity and 1,000% increase in quality since 1998. Their Aeron chairs, which used to take 82 seconds to come off the line, can now be produced in just 17 seconds.

Lockheed Martin is a well-known aerospace technology company that does a tremendous amount of business with the United States government. Lockheed Martin's use of Kaizen shows how the concept can help industries launch a new product or service.

Gujarat is one of the most significant states in the country of India, the world's largest democracy. In late 2012, the Kaizen Institute of India reported that the Education Department of the Gujarat government commissioned two weeks of Kaizen training for more than 80 employees, as an attempt to improve the functionality of its public sector. This is a great example of how Kaizen can help government and municipal organizations, not just private companies.

Coin Dispenser Manufacturer Company had a variety of production problems, all resulting from the poor assembly line and workstation design. After implementing kaizen, Floor space, Travel distance, Throughput time and Scrap/month decreased by 32%, 28%, 43%, and 68% respectively. Above all, productivity increased by 19%. Their hard work and their investment of only US dollars 10,000 to implement the kaizen program and hold kaizen events resulted in a cost savings of nearly US dollars 1.8 million at the end of the year. [32].

Copeland Corporation, manufacturer of air conditioning and refrigeration reciprocating compressors began adopting an adaption of Kaizen and lean manufacturing the early 1990s. Since then productivity has doubled, and there has been a 33% reduction in manufacturing floor space. Also, time per unit is 35% less than before [33].

Haque et al. (2014) implements different S of the 5S system on different occasions on the RMG industry in Bangladesh and results 54.67m2 saving space. This saving space resulted in an additional cost savings of 4,735.95 US dollars or 37,887.6 Taka [34].

Mr. Meles Zenawi Asres, the Honorable Prime Minister of Ethiopia, requested Japan International Cooperation Agency (JICA) to continuously assist the dissemination of Kaizen to private enterprises including both large and medium enterprises (LMEs) and micro and small enterprises (MSEs) in Ethiopia. The Kaizen Project duration was from October 2009 to May 2011. The pilot project brought various positive results to pilot companies qualitatively and quantitatively. The progress and achievements of the Project were:

Qualitative results

- Clean working environment created;
- Teamwork and motivation of workers developed;
- Health and occupational safety of workers improved;
- Lower level workers accustomed to suggesting improvement ideas to management decisions – Increased Employee Participation; and
- Knowledge obtained on how to meet quick delivery and to reduce costs.

Quantitative results

- Monetary impact
  - o By Reducing costs (a) Ethiopian Birr (ETB) 10,000 per month and (b) ETB78,000 per annum.
  - o By generating additional income of ETB1.2 million per year.
  - o By just decreasing down time ETB204,000 per day.
  - o By rectifying raw materials defect used for manufacturing ETB2.4 million.
  - o By identifying, repairing and reusing of usable machines & equipment worth of ETB3.25 million.
- Non-Monetary impact
  - o Increasing labor productivity, by reducing time loss for searching tools on average 50%.
  - o Reduction of floor space around 50%.
  - o Defect ratio improvement in the range of 50 to 70%.
  - o Lead time improved in the range of 16 to 90%.
  - o Labor saved from 15 to 90%.

Quantitative results comprise of monetary impact and non-monetary impact. The monetary impact is ETB 500,000 per company on average, although it ranges from ETB 10,000 to ETB 3,259,000, depending on the size of the company and its sector characteristics. The average of ETB 500,000 is a large amount of money for an Ethiopian company, which has 10 to 50 employees.

The crucial success factors identified concerning some companies are:

- Management's positive attitude towards KAIZEN including management's strong commitment; and
- Good management-employee relationship where trust and empowerment is ingrained in the management practice, including management's willingness to communicate with employees and train them.

By contrast, in some cases expected results not achieved. The factors behind them are:

- lack of management commitment to KAIZEN as revealed by personnel changes that neglect the KAIZEN efforts or by management priority on production volume and inattention to quality; and
- Management problems that jeopardize the company's operation as a viable going concern [35].

b) Reasons behind Failure of Kaizen

Chris A. Ortiz provides a great example of an organization that struggled to implement lean manufacturing but did not experience the desired success.

One of the reasons for kaizen failure is that a company is not fully committed to making kaizen the cornerstone of their strategy. Kaizen isn't just a set of tools for implementation: it is a long-term mind-set in

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which every single employee is committed to making things better. If in an organization with one or more of the following features attempting to implement kaizen without changing, then there is a high possibility of kaizen implementation failure.

- Kaizen as a short-term project
- Overemphasis on tying kaizen to KPIs
- Implemented in a heavily bureaucratic organization
- Management pays lip service to kaizen
- Where training on kaizen is inadequate
- Where management does not support kaizen initiatives.

Kaizen is about everyone improving everything, not just a group doing all the work. Kaizen is all about making things better in the long run and improving your profits and processes. It is a strategy that needs to be implemented now, for the future [36].

VI. Conclusion and Future Research

a) Conclusion

Here both the success stories and failures of kaizen program in organizations are discussed. For an organization to realize the exact benefits of Kaizen, it should form a long-term strategy, which admits that by involving employees in making their processes better and implementing kaizen tools appropriately.

Finally, Kaizen is not a new word in this competitive marketplace. It is very popular term for improvement in a company, or a tool or methodology for problem solving. The basis of the Japanese Kaizen is the never-ending quest for continuously pinpointing problems and providing solutions. Implementing Kaizen may become easier with a continuous effort of the employees, besides identification of critical factors which may cause the failure of a kaizen program is essential to thrive.

The Kaizen principles presume a practical approach and low costs of improvement. The base of Kaizen management system is on the continuous loss reduction by means of methods that do not rely on investments, but on the improvement of the processes and the employees' performance. According to the Kaizen principles, we must be sure that, when we take action, our action will go on in the best possible way and is not merely an intermediate action to generate a temporary result.

b) Future Research

From the literature, one can conclude that there is a great literature available on Kaizen philosophy, which gives a broad view of past practices and researches carried out across the globe. Kaizen is widely accepted philosophy in manufacturing industries and also more research work is required in this field, but the authors feel that Kaizen philosophy can also applicable to different areas like business, service, commerce, etc. Thus a great scope of research is available for new researchers in this field. So more research is necessary which could improve the awareness aspects, as these factors are highly imperative for the success of the Kaizen philosophy in most of the manufacturing industries across the world.

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Work Related Stress and Employee Commitment at Delta State Polytechnic, Ogwashi Uku, Delta State of Nigeria

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Abstract- The purpose of this study is to investigate the level of stress in Delta State Polytechnic, Ogwashi Uku as well as to establish the link between work stress and the three dimensions of employee commitment among the 256 permanent teaching staff of the Polytechnic. For this purpose, structured questionnaires were randomly sampled on 120 teaching staff of the polytechnic, out of which 110 were duly completed and returned. Results from the research questionnaires were analyzed using descriptive and regression analysis. The findings reveal that work stress is negatively related to all the three types of commitment, namely, affective, normative and continuance, which is in line with the existing literature. The result of this investigation gives an implication that teaching staff with low job stress will be more committed than those with a high level of stress. This therefore, underscores the relevance of managing stress by reducing workload and role conflict and increasing lecturer's autonomy. The paper offers practical suggestions of how the school management can reduce the level of stress among its teaching staff.

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Strictly as per the compliance and regulations of:

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Abstract- The purpose of this study is to investigate the level of stress in Delta State Polytechnic, Ogwashi Uku as well as to establish the link between work stress and the three dimensions of employee commitment among the 256 permanent teaching staff of the Polytechnic. For this purpose, structured questionnaires were randomly sampled on 120 teaching staff of the polytechnic, out of which 110 were duly completed and returned. Results from the research questionnaires were analyzed using descriptive and regression analysis. The findings reveal that work stress is negatively related to all the three types of commitment, namely, affective, normative and continuance, which is in line with the existing literature. The result of this investigation gives an implication that teaching staff with low job stress will be more committed than those with a high level of stress. This therefore, underscores the relevance of managing stress by reducing workload and role conflict and increasing lecturer's autonomy. The paper offers practical suggestions of how the school management can reduce the level of stress among its teaching staff. This will in no small measure improve lecturers commitment and ultimately improve their performance at work towards raising the standard of the school graduates.

Keywords: autonomy; affective commitment; continuance commitment; normative commitment; work stress; workload.

I. Introduction

The fast changing business environment and tough global competition has made it extremely difficult for modern organizations to function at their optimum capacity (Gul, 2015). Employee commitment is one of the most research topics in organizational behavior and it is therefore considered a sine qua non for the effective boost of the productivity of all organization members (Amstrong, 2005). In other words, organizational leaders are devising various means and strategies aimed at increasing the commitment of their employees in order to boost their performances as well as their value chain. This is based on the fact that employee commitment has become one of the keys used by organization to sustain the success of all organizational outcomes as well as a tool of competitive advantage in a highly competitive business terrain. It has also been noted that the effect of downsizing has made it imperative for the few ones that are left to remain loyal and committed to their organizations; otherwise they will be shown the way out. This point is buttressed by a report by Business Week, on July 16, 2001, as cited in (Robbins, & Judge, 2009:12) which indicates that 54 percent of US employees feel overworked, 55 percent are overwhelmed by workload, 59 percent claim they do not have time for reflection, 56 percent says the time is not enough to complete their allocated tasks, while 45 percent says their jobs require too much multi tasking. Employees have different types of attitude regarding the job they do and the attitude to a reasonable extent, affect their behaviours at work and also determine how committed they are towards their work in particular and their organization in general. Employees' commitment connotes the degree to which an employee identifies with an organization and is committed to its goals and wishes to maintain membership of that organization (Igbinowanhia, 2011).

Furthermore, Health and Safety Executive has identified stress, as one of the main reported illnesses and other researchers have also pinpointed that stress that is related to work overload and conflict between office and home is closely linked to the risk of disease and ill health (HSE, 2001). It is also because of its impacts on organizational performance that it is a growing concern for organizational leaders.

Mullins (2007) explains that stress is one of the most pressing problems facing European companies and a major cause of adverse influences on the quality of work life and employee performance. No wonder The Health and Safety Executive (HSE) posits that intense stress can lead to mental and physical ill health such as depression, nervous breakdown, and other heart related illnesses. According to Fairbrother and Warn (2003) job stress has a strong and adverse relationship with job satisfaction and organizational commitment and can cause high employee withdrawal behavior and absenteeism. In fact, Khatibi, Asadi and Hamidi (2009) reveal that job stress and organizational commitment are negatively associated.

Stress is a special area that has been receiving increased attention in such areas as occupational health and industrial/organizational psychology in the last three decades due to consumers increased requirement for service enhancement and generalized product benefit satisfaction (Swanepoel, 2001). Stress has been

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conceptualized by Tsui, & Ajala, (2007) as the adverse reaction people have due to too much pressure in accomplishing their tasks. In the opinion of Omolara (2008), work related stress is an adverse mental and physical reaction which occurs in an individual which make them incapable of coping with the requirement of their tasks. Stress has both physical and psychological effect of employees.

Gharib, Jamil, Ahmad, and Ghouse (2016) wrote on the impact of stress on performance of academic staff of Dhofar University. They discovered that the level of stress was between low and medium and consequently, their performances at work were high. They also discovered that workload which is a major cause of job stress is positively correlated with performance. However, role conflict as a single variable has a negative impact on performance. In the same thinking, Li, Lui, Yuan, and Ju (2017) using structural equation model were able to discover that there is a negative significant correlations between occupational stress and both affective and continuance commitment when they conducted a study on the link between university faculties' job stress and organizational commitment in China. In fact, it is believed that stress is a major cause of absenteeism, aggravated organizational accidents, high rate of employee turnover, and high medical bills by organizations (Wahab, 2010). Job stress have been discovered to adversely affect individual employees by deepening unproductive work behaviour (Chraif, 2010) less than average performances at workplace (Pitariu, Radu & Chraif, 2009) and by extension, the organization as a whole (Ahmad, & Roslan, 2016). Health and Safety Executive (HSE) reported in November, 2012 that out of the over 27 million days that was lost in 2012, 10.4 million were due to work-related stress (Newcombe, 2012). It is in view of the aforementioned that management of organizations, including academic institutions, must find a way of minimizing stress.

Some organizations design jobs which places a much unrealistic demands on employees. Most of the demands cannot be matched with the employee's knowledge, skills and abilities. This often times places a high level of stress on the employee and may lead to job mobility, emotional burnout, poor work performance, and poor interpersonal relationship with other staff (Manshor, Rodrigue, & Chong, 2003). Work related stress has been linked to some factors such as role conflict, work over-load and lack of autonomy (Bashir & Ramay, 2010). This papers aims at establishing the relationship between organizational stress and employee commitment by looking at the work overload, role conflict and lack of autonomy as the antecedent of work related stress and the three dimensions of employee commitment: affective, continuous and normative. According to Riketta (2002), there is a modest positive relationship between organizational commitment and productivity. A recent review of 27 studies suggests that the relationship between organizational commitment and performance is very strong for new employees and it appears weaker for more experienced workers (Robbins, & Judge, 2009).

II. Significance of the Study

Studies have concluded that a significant proportion of stress experienced by academics is likely to emanate from the competing demands of career and family life, and long working hours (Sprcinelli & Gregory, 2007). Tertiary education teaching has traditionally been regarded as a low stress occupation. Although the remunerations are poor compared to their counterparts in the industries, academics have been envied because they enjoyed tenure, light work load, flexibility, 'perk' such as overseas trips for study and/or conference purposes and the freedom to pursue their own research interests. During the past fifteen to twenty years many of these advantages seems to have been eroded in Nigerian Polytechnics. Academic salaries have fallen in real terms in relation to current economic crises. There have been reported and unreported case of excessive workload placed on academic staff of Delta State Polytechnic, especially during examination periods.

During examinations, some students threaten lecturers who try to make them comply to examination rules and regulation. This is because there is no adequate security during such examinations. Lecturers are always mandated to set questions, supervise examination, mark and collate results within a very short period. This has resulted in making some lecturers choked up with responsibilities at some point in time and almost free at other period. Lecturers in Nigeria Polytechnics are expected to perform at very high level in the area of curriculum without the basic facilities for teaching, learning and research. Though the expectation is commendable, it is not always possible for lecturers to competently manage the diverse needs of students with the resource disabilities presently on ground in Nigerian Polytechnics without stress. Some lecturers do not even have an office and have to operate at home. In that case they only go to school when they have lectures. This situation needs to be addressed if Nigeria will advance technologically in this millennium and produce graduates that will be able to compete favourably with their counterparts anywhere in the world. The choked period gives them a lot of stress and most times reduce their commitment to the school. It is on the basis of the above that I undertake to study the level of work related stress in the Delta State Polytechnic, Ogwashi Uku. The study is also to determine the extent of the relationship between work stress and employee commitment at Delta State Polytechnic, Ogwashi Uku. The result of the study will help management of Delta State Polytechnic in planning their academic calendar as well as in allocation of courses to lecturers. The outcome can as well be applied to other Polytechnics in Nigeria.

III. Conceptual Review

a) Job Stress

According to Bashir and Ramay (2010), stress is the unfavourable reaction people have in connection to too much pressures or other type of demands placed on them both within the internal and external environment. From the foregoing, it is important to note that stress is not generally negative, because it has some positive implications when it is effectively managed. That is why Bashir and Ramay (2010) opines that stress do have some positive effect on employees of any organization up to a certain level where the employee can cope with. A little measure of stress is natural because nothing will ever get done without it (Engineering Employers Federation, 2001). This cannot be a perfect truth as most innovations were not created under stressful conditions. Furthermore, it is important at this point to distinguish clearly pressure from stress. In my opinion, there is no stress that is positive. Once it is called stress, it becomes dysfunctional. However, what is positive is moderate pressure. When pressure passes that moderate level, it becomes stress and from there, it carries its negative connotation.

b) Dimensions of work related stress

i. *Workload*

Workload refers to the concentration of huge amount of tasks, on an employee (Ali, Raheem, Nawaz & Imamuddin, 2014). This happens when individuals are unable to cope with tasks allocated to them (Idris, 2011). Workload arises when individuals are expected to do more than the available resources vis a vis time, and human or mental capabilities (Ammar, 2006).

ii. *Role Conflict*

When role requirements of an individual are irreconcilable, it creates a conflict. It can also occur when an individual faces many contradictory job assignments. It is a serious situation, because commitment to the role requirement makes it difficult to contribute adequately to the demands of job (Seller & Damas, 2002). Role conflict can be defined as when individuals perform different roles that conflict with one another.

iii. *Autonomy*

Autonomy is the extent to which employees are allowed to use their discretion in scheduling their work processes and procedure that will facilitate the achievement of a better performance. In the aspect of lecturing, teaching staff are expected to score high on autonomy because the methods of teaching and transmission of knowledge to students are independently determined by each lecturer. However, every other roles involving administration is being governed by administrative bureaucracy. According to Management Today (2006), a relative degree of autonomy has been found to be positively linked to job satisfaction, which invariably leads to employee commitment.

The extent to which different individuals react to stress differs according to their distinct personal characteristics such as life styles, emotional stability, economic status, life events; appraisal of the stressor, socio-demographic and occupational factors (Rollinson, 2005).

c) Other Potential Causes of Work related Stress

There are four major factors that are potential cause of job stress: Environmental factors; organizational factors, personal factors; and individual differences (Cooper & Payne, 1978). Economic uncertainty is a situation where people become anxious as a result of a contracting or depressing economy. People express fears and anxiety for fear of losing their jobs. Political uncertainty emanate when people become anxious as a result of a potential change in political leadership. It is indeed a common phenomenon in Nigeria that most employment in public institutions as politically influenced. It becomes a matter of anxiety for employees who are loyal to a particular political leadership when there is a potential change in leadership. Technological dynamism is another potential cause of stress among employees. As technology changes, some employees are seeing themselves as becoming jobless. Technological changes are therefore a major treat to many employees and these cause the stress. This may be due to the fact that some employees may not be able to learn at the speed of technological changes. Jobs that are designed to give the employee some measure of freedom will not cause as much stress as those that are low in terms of autonomy. Furthermore, jobs that have a lot of task varieties will pose less stress than those that are score low on task varieties. Furthermore, automated working environment will pose a lesser challenge in terms of stress than those tasks that are done manually. Research has found out that working in an overcrowded environment can lead to stress and distress (Glomb, Kammeyer-Muller & Rotundo, 2004). Furthermore, role conflict is another cause of stress because it creates too much expectation that will be difficult to meet. Role overload occurs when the employee is expected to do more than the time permits. For example, when lecturers are giving a deadline to mark and submit examination results within a time limit that appears too short to reconcile. Role ambiguity is created when employee job expectations are not clearly spelt out for him or her to understand. In other words, the employee is not very sure of what is expected of him or her. Personal factors include family pressures, economic problems and individual unique personality characteristics. In Nigeria for instance, where a lot is placed on an average Nigerian worker who has a lot of dependants. There is hardly any Nigerian worker that is not over stretching his or income on family demand or on extended family requirements. That is why research has it that most job stress symptoms actually had their origin from the individual personal characteristics. In other words, most stress at work is not job induced; rather they originate from the individual personal requirements or demands (Nelson, & Sutton, 1990). Furthermore, marital challenges may also account for some major job stress challenges in Nigerian organizations. Single parents find it harder to cope with the challenges of bringing up their children in a more responsible way.

On individual differences, it is important to note that people are different. Even identical twins have their distinct personal individual characteristics that make each different from the other. That is why some people can thrive of a moderate level of stress while others find it extremely difficult to cope even at a very minute stress level. Social support, perception, job experience and personality have been identified as one of the moderating variable on the relationship between potential stress condition and employee reaction to it (Robbins, & Judge, 2009). The way and manner individuals give meanings to things in their environment differs. Some may perceive a management action as a threat, while some may view it as an opportunity for them to expand their horizon. Moreover, social support through interpersonal helping from colleagues helps to reduce stress. There are other minor causes of stress like unclear job description, inability to get things done on time either due to lack of knowledge, poor time management, lack of interpersonal relationship and poor and ineffective communication (Michac, 2009).

d) Employee Commitment

Employee commitment remains a vital issue to be considered in academic institutions because with the presence of committed employees, absenteeism, delays and displacements and other negative behaviours that hamper productivity will be reduced if not completely eliminated (Alipour & Kamaee, 2015). Commitment is that thing that makes an employee to like the job he or she is doing and be willing to put in more efforts (Bashaw & Grant, 2004). Employee commitment is considered to be a psychological immersion of an individual with his place of work through a proper identification or personal alignment with the goals and objective of the organization (Dolan, Tzafrir & Baruch, 2005). Gbadamosi (2010) defines employee commitment as an individual attitude towards the organization and the individual acceptance of the goals of the organization as well as his readiness to exert more positive energy on behalf of the organization. Okpara and Wynn (2008) posit that employees' commitment is an employee disposition to subscribe the goals and missions of the organization and be eager to remain with that organization. Employee commitment has both positive and negative implications. An over committed employee may become overzealous which can result to dysfunctional behaviors leading to poor performances (Mowday, Porter, & Steers, 2002). There is also a situation where an employee may be committed to his job, without being committed to the organization. Arokiasamy and Nagappan argue that for the fact that employee commitment directly affect the quality of output of university lecturers, concerted effort must be made in treating it as an important factor by university management (As cited in (Zhuwao, Setati, Rachidi , & Ukpere, 2015).

Meyer, Allen and Smith (1993) further identified three distinct dimensions of organizational commitment. Affective commitment refers to an emotional attachment which an employee has towards the organization where he or she works and at the same time, has a strong belief in its values. There are a lot of reasons why an employee may have such kind of emotional attachment. The most important is a liking in the system of administration or the culture of the organization. It may not however, mean that the employee is satisfied with the job he is doing. According to Allen and Meyer (2000), affective commitment happens when the employee stays in the organization because he is willing to stay. This is in line with Dixit and Bhati (2012) description which says that affective commitment is seen as a relative strength of an individual employee identification with and involvement with a particular organization. That is why Herscovitch and Meyer (2002) posits that an individual with an affective commitment believes in the goals and values of the organization, put in maximum efforts towards achieving those goals and intend to stay with the organization. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for such organizations (Ahmad & Roslan, 2016).

Continuance commitment is when employee stays in the organization where he works because of the perceived economic benefits or remaining with the organization compared to leaving it. There are many reasons why this can happen. An employee has consciously examined the external environment and discovers that he will not get a job as pleasant as the place he works. For example, an employee may be committed to his employers because he is well paid, not because he likes the work, but because he is fully aware that he will not be able to get another job that will pay him that much. Continuance commitment reveals the deliberation on outcomes of action whether to remain in an organization or to leave. The cost associated with leaving the organization includes loss of attractive fringe benefits, wastage of time, disruption of personal relationships, loss of pension benefits and loss of status

(Dixit & Bhati, 2012). When an employee thinks and considers the benefits that will elude him when he leaves the organization, he or she will be forced to remain with the organization. According to Somers (1995), continuance commitment can further be divided into two: high sacrifice continuance commitment, which is the personal sacrifices associated with leaving ones current employer; and low alternative continuance commitment, which he describes as limited opportunities for another employment is the external environment. An employed man married to an unemployed woman is bound to have continuance commitment because he knows that he cannot leave his present employment when his wife is presently unemployed.

Normative commitment is when an employee stays with an organization because he or she is morally or ethically bound to do so. A good example is when an employee just developed a new project which has cost the organization a huge sum of money. The employee will be morally bound to stay with the organization because he knows that leaving the organization will make the organization lose the investment. Normative commitment is the state in which an employee feels responsible to stay in an organization. Another good example is an employee who has been sponsored through school by the organization. It will be morally and ethically wrong for the employee to leave the organization after enjoying such scholarship. When something like this happens, the employee sees it as his moral duty to reciprocate this gesture by remaining with the organization and contribute to that organization. According to Igbinowanhia (2011), normative commitment is value-laden where similarity between employee values and organizational values take prominence.

IV. Research Methodology

This study is targeted at the teaching staff of Delta State Polytechnic Ogwashi - Uku. The population of study is the two hundred and fifty six permanent teaching staff of the polytechnic. The conceptual scope rests on three antecedents of work related stress: work overload, role ambiguity and lack of autonomy. The study also dwells on the dimensions of affective commitment, normative commitment and continuance commitment. The study covers the period between July and October, 2018. The operationalisation of employee commitment was with The Employee Commitment Survey that was developed by Meyer and Allen (2004) with a slight modification. Job Stress Scale (Crank, Regoli, Hewitt & Calberson, 1995) was used to measure the frequency with which employees were bothered by stressful occurrences. It contains five subscales that assess the extent of occupational stress due to job responsibilities, quality concerns, role conflict, job vs. non-job conflict and workload.

V. Research Design

This study adopted the survey research design whereby data was collected from only permanent academic staff of Delta state Polytechnic, Ogwashi Uku through the administration of questionnaires. This survey design is chosen by the researcher because it is relatively inexpensive to conduct and can accommodate large samples. Furthermore, many questions can be asked, yet flexibility in the analysis is feasible and a high degree of reliability is assured (Agbonifoh, & Yomere, 1999). Finally, the use of questionnaires is generally recommended because it facilitates comparison of themes.

a) *Sources of data and Data Collection*

The data for this study was collected using the questionnaire administered on 120 randomly selected teaching staff of Delta State Polytechnic, Ogwashi Uku. Out of the 120 questionnaires administered, 110 was duly completed and returned for analysis. This shows a response rate of 92 percent.

b) *Reliability of Research Instrument*

According to Zeller and Carmines (1979) the reliability of a research instrument is the degree to which the researcher can sufficiently depend on the data captured through employed to gather information for the study. It can also be defined as the degree to which an instrument produces similar outcomes when it is repeated. In carrying out the reliability test for this study, 20 questionnaires were administered to lecturers at Delta State Polytechnic, Ozoro, Delta State. This is another Polytechnic owned by Delta State Government. The data generated were subjected to a reliability test to determine its reliability. The result of the test using Cronbach Alpha method is 0.87.

VI. Data Analysis

Data was analyzed using both descriptive and inferential statistics

a) *Level of Job Stress*

These findings gave answer to research question one which is to examine the respondents' level of job stress. Table 1 shows the overall respondents' level of job stress. Based on the findings, majority of the respondents, that is 61.8% (n=68) reported of having high job stress while 29.1% (n=32) reported of having moderate job stress. Only 10 respondents, representing 9.1 % claimed that they experience low level of stress. This result indicates that less than 50 percent of the participants actually enjoy their job, judging from the angle of stress. The mean score for the level of job stress was 12.742 with the standard deviation of 3.126.

Table 1: Overall Level of Job Related Stress

Stress level	Frequency (N)	Percentage %	Mean	Standard Error
High	68	61.8		
Moderate	32	29.1	12.742	3.126
Low	10	9.1		
Total	110	100.0		

Source: Author

Table 2 reveals the respondents' level of affective commitment. 39 respondent corresponding to 35% of the respondent are low in terms of affective commitment dimension of organizational commitment. 71 respondents, corresponding to 65 % have low affective commitment. A little over half (53.1%, n=139) of the respondents were categorized in low level and followed by 46.9% (n=123) in high level. The mean score for affective commitment in this study was 25.386 with the standard deviation of 1.847. The minimum score for level of affective commitment was 21 while the maximum score was 27. The analysis is shown in Table 2 below.

Table 2: Employee level of Affective Commitment

Level of affective commitment	Frequency	Percentage	Mean	Standard deviation
High	39	35		
Low	71	65	25.386	1.765
Total	110	100.0		

Min: 21
Max: 29

Source: Author

The result of continuance commitment reveals that 42 respondents scored high on continuance commitment. This number represents 38.2% of the respondents, while 68 respondents representing 61.8 % scored low on continuance commitment. The mean score for the continuance commitment dimension in this study was 27.437, with the standard deviation of 1.921. The minimum score for level of continuance commitment was 21 while the maximum score was 32. The analysis is shown in Table 3 below:

Table 3: Employee Level of Continuance Commitment

Level of continuance commitment	Frequency	Percentage	Mean	Standard deviation
High	42	38.2		
Low	68	61.8	27.437	1.921
total	110	100.0		

Min: 21
Max: 32

Source: Author, 2018

In the dimension of normative commitment, 25.45% (n=28) of the respondents were categorized in high level while 74.55% (n=82) in are at low level. The mean score for normative commitment in this study was 27.321 with the standard deviation 1.932. The minimum score for level of subjective happiness was 18 while maximum score scored by the respondent was 34. The analysis is displayed in Table 4 below:

Table 4: Employee level of Normative Commitment

Level of normative commitment	Frequency	Percentage	Mean	Standard deviation
High	28	25.45		
Low	82	74.55	27.321	1.861
Total	110	100.0		

Min: 19
Max: 36

Source: Author, 2018

b) *Relationship Between Job Stress and Employee commitment*

These findings answer to the second objective of the study, which is to determine the relationship between job stress and organizational commitment. The correlation for all variables included in this study is presented in Table 5. The findings revealed that job stress were significantly related to organizational commitment of the respondents. As shown in Table 5, job stress was found to have a negative association with affective commitment (r=-.319, p=.000), continuance commitment (r=-.242, p=.010) and normative commitment (r=-.269, p=.000). This result is consistent with prior research suggesting that the higher stress experienced in work place by the workers, the lower will be their commitment to the organization Sue, 2004; Tytherleigh, Webb, Cooper, & Rickens, 2005); Velnampy, & Aravinthan, 2013; Nart & Batur, 2014). The result is displayed in table 5 below:

Table 5: Relationship Between Works related Stress and Employee Commitment

Variable	Affective commitment	Continuance commitment	Normative commitment
γ	-.319*	-.242*	-.269*
p	.000	.01	.000

*$p \leq .05$

VII. Conclusion and Recommendations

Work related stress has been proven to have a significant negative relationship with employee commitment of teaching staff of Delta state Polytechnic, Ogwashi-Uku. The implication of the statement therefore is that concerted should be made to reduce the level of stress on the teaching staff of Delta State Polytechnic, Ogwashi-Uku, and by extension, all other institutions of higher learning in Nigeria that operate on the same horizon. More so, staff should not be pushed to do more with fewer resources at their disposal, expecting them to do more than the resources at their disposal can do. This is more so with the head of departments who are not given the financial resources to run their departments. This in no small measure adds to the stress level of departmental heads. Increasing the span of control have been found to account for why most heads of departments are under extreme pressures which account for most of the causes of work stress. Staff should be trained on the need to build and develop extra role behaviour by trying to encourage and assist colleagues when the need arises. In fact, emphasis should be placed on team as against individual accomplishments. It is on this basis that there should a kind of interpersonal helping among colleagues. Furthermore, there should be a free flow of communication among staff. Information is very important when it comes to the flow of work, and that is why management should encourage both horizontal and vertical dissemination of information. Finally, the issue of cultism was indirectly mentioned, howbeit, not significantly related to employee commitment. Some teaching staff is of the opinion that security should be beefed up in the school especially during examination. They claimed that some notorious students do harass them during examination, thereby marring the reliability of the examination in testing the competencies of the students. These activities therefore hinder them from performing to their optimum, thereby leading to a high level of stress. The findings lend support to the existing literature that for organizations to make progress and stand the trend of competitiveness, the human resources must exhibit more than their normal job roles by imbibing the spirit of extra role behaviour which is associated with highly commitment employees. Organizational commitment level shows how long the employee tends to stay in the organization. Lower commitment level among employee shows that the employee will leave the organization soon. Therefore, employers will need to strive hard by removing those issues that bring about stress within the organization. School management can use the results of this study as evidence to be considered in planning to reduce the causes of job stress and increase the level of commitment in employees. It is hoped that this research will contribute a great deal towards a better and ideal policies pertaining to organizational management, as well as good guidance in manpower planning and development of workforce.

VIII. Limitations of the Study

Firstly, due to the cross-sectional nature of the data retrieved, the conclusion about the direction of effects regarding to the relationship between job stress and organizational commitment among teaching staff of Delta State Polytechnic, Ogwashi Uku, and therefore may not be adequately generalised to other institutions. Secondly, the study sample are academic staff of Delta state Polytechnic, Ogwashi Uku, with the exclusion of Adhoc teaching staff which have almost the same strengths like the permanent teaching staff, so non academic staff were not included. This will restrict the generalizability of the findings. Thirdly, data was collected during the second semester examination. This is a period where lecturers are keenly involved in examination supervision, marking and compilation of results. This may affect the result of the studies because there are indications that at some of other times, the pressure of work or the workload may not be as heavy as it is during examination periods. We hope future researchers to do more studies about additional variables that related to job stress factors as job demand, job control and job support, work life balance etc and to apply the studies in other fields.

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Investigating the Relationship between Service Quality, Customer Satisfaction and Customer Loyalty in Hotel Industry: Bangladesh Perspective

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Abstract- This paper attempts to reveal the relationship between service quality, customer satisfaction and customer loyalty of the hotel sector in Bangladesh. A total of one hundred native and international tourists are selected for this study. The self-employed form survey was used to gather information from the respondents by using SERVQUAL model. Data has been analyzed by using SPSS version-22. The relationship between the variables was studied by applying Pearson Correlation analysis. Results indicate that a significant relationship exist between service quality attributes and customer satisfaction. Results conjointly revealed that service quality results in satisfying customers and customers' satisfaction results in customer loyalty. Hotel managers should offer better services to their customers for gaining competitive advantage, and it will facilitate them to guide the market with efficiency.

Keywords: service quality, customer satisfaction, customer loyalty, hotel.

GJMBR-A Classification: JEL Code: M19

INVESTIGATINGTHERELATIONSHIPBETWEENSERVICEQUALITYCUSTOMERSATISFACTIONANDCUSTOMERLOYALTYINHOTELINDUSTRYBANGLADESHPERSPECTIVE

Strictly as per the compliance and regulations of:

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Md. Alauddin [α], Syed Md. Hasib Ahsan[σ], Dr. Mohammad Masrurul Mowla [ρ], Md. Mahmudul Islam [Ѡ] & Md. Musharof Hossain[¥]

Abstract- This paper attempts to reveal the relationship between service quality, customer satisfaction and customer loyalty of the hotel sector in Bangladesh. A total of one hundred native and international tourists are selected for this study. The self-employed form survey was used to gather information from the respondents by using SERVQUAL model. Data has been analyzed by using SPSS version-22. The relationship between the variables was studied by applying Pearson Correlation analysis. Results indicate that a significant relationship exist between service quality attributes and customer satisfaction. Results conjointly revealed that service quality results in satisfying customers and customers' satisfaction results in customer loyalty. Hotel managers should offer better services to their customers for gaining competitive advantage, and it will facilitate them to guide the market with efficiency.

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I. Introduction

In modern business, service quality is playing a vital role in satisfying the customers. Customers will be delighted if they get proper service. In that case, hotel businessmen should ensure service quality. These sectors are the most potential sectors in today's business, and it is going to become more challenging as well. A satisfied customer is an issue in these business sectors to gain a competitive advantage. The people involved in service businesses in the hotel industry are trying to render the best services by upgrading the level of service quality and performance. Identifying customers need this will help the hoteliers to deliver better service. (Juwaheer & Ross, 2003) stated that hotel operators are now emphasizing more on the quality standard to meet the basic needs and expectations of the clients and once customers' requirements are identified and hotel operators are capable to fulfill their customers' needs and wants.

It is noted that satisfying the customer should be one of the prime goals by delivering better service to the clients. If the hotel businessmen can do it, they will be able to manage their business successfully. To meet the competitions, all service organizations should try and provide the best quality services to their customers. Service has become the most significant components for securing a strong position in the marketplace. Many countries are trying to internment this market by following new strategies and policies. Bangladesh is not an exception from this. This country is full of natural beauty. There are many sightseeing spots in this country which includes the hills, mountains, beach, etc. Another tourist attraction spot is Coxsbazar beach which is the largest sandy beach in the world. This study has been done based on this city. It is considered as a tourism capital city in Bangladesh. Many foreigners come to visit this beach every year, and it is increasing day by day. Similarly, there are many people from our country, who tour from one place to another place for enjoying this beach. If we consider the meaning of hotel in the dictionary, a hotel is a building where you pay for sleeping and eating meals (Cambridge dictionary).

Sheela (2002) defined hotel is the place where the tourist stops being the traveler and become a guest. A good quality hotel can attract many customers by providing better quality service. They can offer a variety of items that must ensure quality. Moreover, the hotel is measured as an industry whose prime aim is also to make profits for the hoteliers. This sector is being considered as service sector industry. For developing the tourism sectors, the hotel industry can play an important role locally and internationally. For attracting a large number of customers, hoteliers should provide more innovative facilities for their clients. The success of this sector is totally depending on better service quality which will help them to satisfy the clients.

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II. Literature Review

a) Service Quality

According to Gilbert & Veloutsou (2006), service quality has been considered as one of the significant aspects for the organization's success because of its proximity with customer satisfaction notably in the service industry. Moreover, for gaining better excellence in the field of hospitality business, businessmen & women who are involved in this business must concentrate on quality service. It can differentiate from one to another. It is also regarded as an element for the hotel industry's success and performance (Min, Min & Chung, 2002).

Quality of service has been thought to have an absolute impact on customers' gratification, the tendency towards the repeat purchase behavior and ensuring the company's long-term profit as well. (Wilkins, Meerilees & Herington, 2007). Continuous communication with personnel and an analysis of service encounters are mandatory for ensuring the better service quality of an organization (Prayuhda & Harsanto, 2014).

Parasuraman et al. (1988) defined service quality as the capability of the organization to comply with customer expectation. Lewis and Booms (1983) viewed service quality as an analogy between expectations and performance. Kotler (2003) defined, a service is any activity or benefit that one party can offer to another that is essentially intangible and doesn't result in the ownership of anything. It may also be outlined as an offer that is intangibly provided by one party to another party in exchange for money. (Solomon, 2009).

Quality explains as the combination of features of goods or services that promise to satisfy the stated or implied needs of customers. (Kotler et al., 2002). Parasuraman et al. (1988) developed the "SERVQUAL model" to measure service quality along five dimensions such as "reliability, tangible, responsiveness, assurance, and empathy". This model welcomes and the most popular in the service industry. Most of the researchers used this model to identify the gap between customer expectation and customer perception and basically it is used how to ensure better service quality. In addition to this, other researches also confirmed that "SERVQUAL instrument" is noteworthy in the tourism industry (Fick and Ritchie, 1991; Shaikh and Khan, 2011).

Though this model can be applied in many industries, it is also criticized on several grounds. (Cronin and Taylor, 1992). However, all researchers do not unanimously accept this model to measure service quality.

b) Customer Satisfaction

Satisfaction is an assessment or evaluation that is done by the customers. (Oliver, 1980). As Kotler (2000) outlined that satisfaction may be a person's feelings of enjoyment or disappointment ensuing from comparison a product's perceived performance (or outcome) regarding to his or her expectation.

Oliver (1981) contended that satisfaction is the emotional reaction to a specific product/service experience, and these emotional reactions come from disconfirmation of a consumer's perceived performance of product or service and his or her expectations of performance.

c) Customer Loyalty

It is a complicated concept. According to Dekimpe et al. (1997), all customer loyalty research may be classified as behavioral (customers' loyalty is determined to refer to purchase behavior pursued by the customer, which is observed for a certain time period). Caruana (2002) argues that behavior is a full expression of loyalty to the brand and not just thoughts.

It is considered as a tool for customer relationship management. Loyal customers are a vital part for any organization. Oxford lexicon defines loyalty as a state of faithful commitment. Pearson (1996), Defined customer loyalty as the mindset of the customers who hold favorable attitudes toward a company, commit to repurchase the company's product/service, and recommend the product/service to others.

Rahman, et al. (2010) terminated that identifying the perceptions of consumers, the scale of service quality, and their relative importance for customers for every specific section of the hotel business would positively facilitate managers within the challenge of accelerating customer satisfaction. Tabassum, et al. (2012) disclosed that perception concerning service quality varies considerably among the tourists visited within the hotels of Cox's Bazaar supported the variations in their gender and education and the service quality of traveler hotels varies among tourists from the different occupation in regarding reliability, responsiveness, and sympathy. The service quality conjointly varies among tourists from totally different people regarding responsibility.

Mazumder & Hasan (2014) noted that service quality is required to measure their perceptions. The outcomes showed that the customer's satisfaction levels towards the hotel sectors aren't satisfactory between local hotel guests and guests from foreign countries. A paper like this one can facilitate to debate needed amendment required in these sectors. Farhana & Islam (2011) our findings reveal that the link of customers attributes connected perception, quality and worth connected perception and convenience connected perception with financial gain, age and overall client service for victuals restaurants and quality and worth connected perception is influenced by financial gain and it absolutely was conjointly found that there's a relationship of attributes connected perception and quality and worth connected perception with overall client service.

III. Theoretical Framework

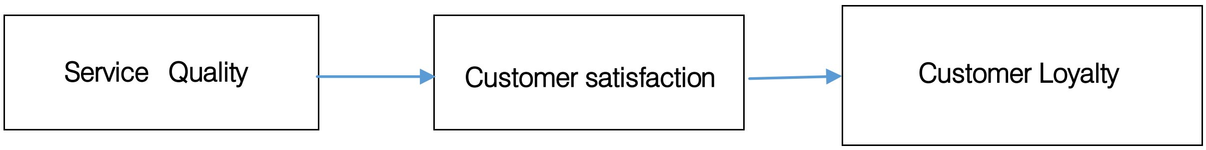

Figure 1

IV. Purposes of the Study

The prime objective of this research is to investigate the relationship between service quality, customer satisfaction and customer loyalty of hotel industry in Bangladesh.

Considering the above objectives of the study, the following working hypotheses have been developed and tested:

H_1: There is an association between service quality (SQ), customer satisfaction (CS) and customer loyalty (CL) in the hotel industry.

V. Research Methodology

The survey was prepared on the basis of researchers such as Parasuraman et al., (1985), who identified five dimensions of service quality: tangible (equipment, written material, personnel, and appearance of physical facilities), reliability (ability to deliver promised service and accurately), responsiveness (willingness to help customers and providing prompt services), assurance (Knowledge and ability of employees to inspire trust and confidence), and empathy (Caring and providing individual attention to each customer). Parasuraman et al., (1985) indicates that service quality consists of eleven dimensions: reliability, competence, responsiveness, access, courtesy, communication, credibility, security, competence, tangibles, and understanding of customer.

a) *Research Approach*

Data has been collected from both primary and secondary sources. Structured questionnaire was considered for collecting primary data which was divided under two heads i.e. demographics i. e., & service quality. Initially, respondents were questioned to disclose their characteristics, and in the final part, respondents were asked to evaluate the parameters of service quality, customer satisfaction and customer loyalty on a 5 point scale.

b) *Sampling and Sample size*

The size of the sample was 100 & Convenience sampling method was adopted for sampling.

c) *Reliability*

Reliability of the items has been used using by Cronbach's alpha. We have used three variables in this study named as Customer Service Quality, Customer Loyalty and Customer Satisfaction. Cronbach's alpha value was over 0.70 for all the variables, which shows there is good reliability in the item of the variables (Sekaran and Bougie, 2010).

Table 1: Reliability Statistics Overall

Cronbach's Alpha	Number of Items
.89	22

d) *Analytical Tools*

For analysis and interpretation of this study, Arithmetic mean, standard deviation, Coefficient of correlation & regression analysis have been applied.

Table 2: Socio-Demographic Characteristics of respondents, Sample size (n) =100

Particulars	Classification	Frequency	Percentage
Gender	Male	70	70
	Female	30	30
Education	Higher Secondary	35	35
	Graduate	45	45
	Post Graduate	20	20
Age group	Below 22 years	45	45
	23- 32 years	25	25
	33- 42 years	15	15
	43- 52 years	10	5
	Above 52 years	10	10
Marital Status	Single	60	60
	Married	40	40
Income level (Per month)	< Tk.30000	40	40
	Tk.30001-Tk.60000	20	20
	Tk.60001-Tk.90000	20	20
	>Tk. 90000	20	20
Nationality	National	90	90
	Foreigner	10	10
Profession/Occupation	Business	25	25
	Service holders	20	20
	Teacher	10	10
	Doctor	5	5
	Student	25	25
	Government officer	10	10
	Others	5	5

Source: Calculated by researcher

From table 2, it is observed that demographics and socio-economic features of respondents were categorized according to their gender, age, marital status, nationality, monthly income & profession. From the above table, it is shown that 70% are male and 30% are female among the respondents. Most of the respondent's age is below 22, and their percentage is 45 and 25% of respondents age are between 23 and 32 years. 15% of respondent's age is 33-42, and 52 and above belongs only 10%. It is also exposed from the table that 60% of the respondents are single and rests of them are married, and their percentage is 40. 40% of the respondent's income levels per month are less than Tk. 30000 and 20% of the respondent's income level per month Tk.60001- Tk.90000. Among the tourists 90% of them are Bangladeshi, and rests of them are the foreigner. Majority of the respondents are students and businessmen, and their percentage is 25. 20% of them are service holders. Rests of them are teachers, doctors, Government officials, and their percentage is 10, 5, and 10. Only 5% of the respondents are involved in other activities.

VI. Correlation

Pearson Correlation has been used to recognize the interrelationship between variables. From the interpretation, it shows that "positive values of correlation coefficient" designate that if one variable increases cause a rise in other variable and if one variable decreases cause a decline in the other variables. From table 3, Significance value (2-tailed) is found 0.00. It shows that value for correlation coefficient is 0.774 which is for Service Quality and Customer Satisfaction that shows a high positive correlation between them and again the correlation coefficient value is found 0.696 for Service Quality and Customer Loyalty which is moderately correlated and value for correlation coefficient is 0.577 for customer satisfaction and customer loyalty. From the below table, it can be said that there is a positive relationship between the constructs.

Table 3

		Customer Service Quality (SQ)	Customer Loyalty(CL)	Customer Satisfaction(CS)
SQ	Pearson Correlation	1	.696**	.774**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
CL	Pearson Correlation	.696**	1	.577**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
CS	Pearson Correlation	.774**	.577**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776[a]	.602	.594	.40588	2.011

a. *Predictors: (Constant), SQ, CS*

b. *Dependent Variable: CL*

VII. Regression

Another tool we have used is the "regression analysis" which was also used to quantify the point of the relationship between service quality and Customer Loyalty and between customer loyalty and Customer satisfaction. Quality of service and customer satisfaction was taken as independent variables on the other hand customer loyalty were booked as the dependent variable in regression analysis. From table 4, Durbin-Watson value is 2.011 which show there is no autocorrelation between the constructs. From the above table 4, it was also seen that there is a high positive correlation between service quality and customer satisfaction and customer loyalty and the value of adjusted R2 is 0.594 for Service quality which shows that 59.4 percent change in Customer Loyalty is due to Quality Services, and Customer Satisfaction and Standard Error of estimate is 0.40 which shows that 40 percent of change in Customer Loyalty is due to other factors". Again from table 5, it shows that the fitted regression model is the most highly significant.

Table 5

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.145	2	12.072	73.283	.000[b]
	Residual	15.979	97	.165		
	Total	40.124	99			

a. *Dependent Variable: Customer Loyalty*

b. *Predictors: (Constant), Customer Service Quality, Customer Satisfaction*

VIII. Conclusion & Recommendation

Results show that there's a positive relationship between service quality and customer satisfaction that ascertains H1 is accepted and it's additionally tested that 60 % of the increase in customer loyalty is attributable to service quality and customer satisfaction. Therefore, it is often said that service quality plays a significant role to satisfy the customers and hotel managers ought to give superior services to their clients for gaining competitive advantage, and it'll facilitate them to guide the market with efficiency. Moreover, employees of the hotels should give proper concentration to customers and should be willing to help their clients. Furthermore, employees of the hotel should be given special training to behave courteously with every customer. Hoteliers should adopt new policy and strategy so that they can serve the customers effectively and efficiently.

IX. Limitation

This study encompasses a few ranges of issues solely only in Chittagong have been chosen for this study that doesn't expose the whole situation of the hotel sector in Bangladesh. We tend to used convenience sampling techniques i.e., a hundred purposively wherever sample size wasn't massive. The paper has engaged the SERVQUAL instrument (Parasuraman, Zeithaml, and Berry, 1985) to live the service quality of hotels. This model isn't additionally out of criticism (Cronin and Taylor, 1992).

X. Scope for Further Future Research

There are certain factors that have an effect on customer loyalty that may be enclosed for future researchers. Moreover, future study may be conducted with a bigger sample size so results may be comprehensive to an outsized population to live the amount of service quality. This study has been meted out solely in Chittagong and Dhaka. Therefore, the more research may be conducted in several different cities in Bangladesh which may decide a much better result for developing this sector in Bangladesh.

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Impact of Dysfunctional Leadership on Organizational Performance

By Ozgur Savas

Abstract- Academic and business literature mostly focuses on the positive traits of the leadership. Even though, there is a surge in the number of research papers published on negative leadership behaviors, there is a gap in literature providing a review of the impact of dysfunctional (or toxic) leadership practices on organizational culture and performance. In this paper, we are defining the key behavioral traits of dysfunctional leaders, categorise them into authoritarian, narcissist, abusive, unpredictable, Machiavellian leadership styles, and provide an overview of the potential impacts that can be observed in organizational behavior and results.

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I. Introduction

Unleashing the secrets of being a successful leader has always been a favourite topic among researchers and managers within the business communities. There is extensive amount of research available about the positive leadership styles and also characteristics. Shelves in the bookstores are full of books containing hints and tips of successful leadership; often focusing on the qualities and behaviors of good leaders and managers. Even though some scholars argue that such theories are to blame for existence and rise of immoral and greedy management practices today(Ghoshal, 2005); there is no shortage on the demand and interest for studies in this area of research, and publications.

In recent years, we have seen a surge in the studies investigating negative leadership behaviors and practices, instead of traditional focus on positive behaviors of leaders to achieve the desirable outcomes(van Fleet & Griffin, 2006). Scandals like Enron (BBC, 2002), Tyco (NBC, 2005), Freddie-Mac (New York Times, 2003) or AIG (Bloomberg, 2005) clearly showed the consequences of bad management practices employed in businesses. Similarly, 2008 financial crisis, from which the world is still trying to recover, is considered to be a result of mismanagement of top corporations, especially in the financial industry (The Guardian, 2011). All these scandals and crisis pulled the attention of the researchers into investigating dysfunctional management practices.

By definition, *dysfunction* is an abnormality or impairment in the function of a system (Oxford, 2015). In the context of organizations, it refers to the situations, where an organization does not operate within the normal levels of output and produces, often unexpectedly, lower quality or quantity of products or services.

Dysfunctional behavior is defined as "*any behavior that brings harm, or is intended to bring harm, to an organization, its employees, or stakeholders.*" (Giacalone & Greenberg, 1997; quoted in van Fleet & Griffin, 2006).A leadership style employing such features is called a dysfunctional leadership. Dysfunctional leadership is also called toxic or destructive leadership in the area of research. Lipman-Blumen (2005) describes such leaders as *"those individuals who, by virtue of their destructive behaviors and their dysfunctional personal qualities or characteristics, inflict serious and enduring harm on the individuals, groups, organizations, communities and even the nations that they lead"*. One of the best definitions of destructive (dysfunctional or toxic) leadership is given as *"the systematic and repeated behavior by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates"*(Einarsenet al., 2007).It is estimated that around 8-10% of all leaders are toxic (Ulmer, 2012; quoted in Whipple, 2012).

The behavioral set of a toxic leader is also often referred as the "dark-side of leadership" (Conger, 1990). There are a lot of behaviors or practices that can be observed as part of the dark side. Gabriel (2013) states *authoritarianism* and *narcissism* as the most common types of dysfunctional leadership. Other scholars also add, *abusive supervision (Tepper, 2000)*, and *unpredictability (Schmidt, 2008)* to the classification. Before, we go on explaining those, I would like to add also *Machiavellianism* as a commonly observed toxic leadership behavior to the list.

- *Authoritarianism* is a behavior often associated with tyrants like Hitler, or Stalin. However it is not limited to the area of politics, and commonly observed in the business environment. Authoritarian leaders command and tell other people what to do, and often how to do it. They offer to employees, limited autonomy and space for personal creativity. They tend to lead the organizations in a rigid hierarchical structure, with no flexibility. They are usually quick tempered, with little tolerance to failure. They demand absolute obedience from subordinates and penalize the ones acting otherwise. They do not

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manage on the floor with limited direct interactions with subordinates in lower ranks. Due to this, they lack input from the employees and they make quick decisions with often incomplete or inaccurate information, only shared with their small circle of trust. Authoritarian leaders lead an organization by fear instead of influence and inspiration. An organization with an authoritarian leader, demonstrates a culture of force, fear, rigidity, lack of flexibility and intolerance to failure. Interestingly, authoritarian leaders often reach to a wide, loyal, supporter group, due to psychological needs for a "father figure" (Gabriel, 2013). Even though short term wins are often observed due to quick actions taken, in the long run, authoritarian leaders often dismantle the organizations, lose the talent, and make the company worse off.

- *Narcissism* is considered to be one of the most offensive forms of non-pathological human behavior (Paulhus & Williams, 2002). As narcissists have huge admire for their selves, they show little attention or attribute little value to opinions of others. They may be blinded by their self imposed glamour and egocentricity, and may lose touch with others and the reality. Narcissist leaders *"are generally motivated by their needs for power and admiration rather than empathetic concern for the constituents and institutions they lead"* (Rosenthal & Pittinsky, 2006). They may act as "Pyrrhic Victors" as Conger (1990) explains in "The Dark Side of Leadership" as they believe in their vision over anything else; they may consume excessive resources under a deluded perception of achievement created by an initial success. Under the supervision of a narcissistic leader, organizations demonstrate an excessive focus on creativity and glamour with lack of execution and results (Gabriel, 2013). As narcissist behavior is driven by the pervasive negative feelings to oneself, they constantly take credit of others' successes and blame others in failures (Campbell et al., 2004; quoted in Rosenthal & Pittinsky, 2006). This conflict between internal and external self, makes them highly defensive and intolerant to even smallest mistakes, and trigger extreme reactions (Rosenthal & Pittinsky, 2006).Narcissists cannot empathize with others; which is considered a serious leadership flaw. There are many studies that show the connection between the ability to empathize, and intelligence and cognitive abilities of a leader (Kellett et al., 2002; quoted in Rosenthal & Pittinsky, 2006). Even though there are scholars argue that narcissism can be useful in leadership (Deluga, 1997; quoted in Schmidt, 2008); and some argue that there are good and bad examples of narcissist leaders; and draw similarity between narcissist and charismatic leaders (Post, 1993), majority view it far more than an extreme form of self–esteem and consider it harmful or potentially dangerous.
- *Abusive supervision* is defined as "*subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact"* (Tepper, 2000). Even though Tepper described it as a form of authoritarian behavior, and is often preferred by authoritarian leaders, abusive behavior can also be displayed in a subtle form as bullying, retaliation, or injustice.
- *Unpredictability* of a leader can be a reason for stress and discomfort among the employees. Most of the research on the dysfunctional leadership area assumes a leader to act in a certain way consistently, even if it is a toxic behavior (Schmidt, 2008). However, in reality, some leaders swing between the moods and behavioral traits inconsistently, making it very difficult for subordinates to prepare and react in certain ways. Inconsistent messages delivered by a dysfunctional leader, create ambiguity and confusion. It becomes difficult to prioritize tasks and eventually organization starts operating in suboptimal efficiency.
- *Machiavellianism* is also considered as part of the "dark triad" of personality (Paulhus & Williams, 2002). It is described as *"aggressive, manipulative, exploiting and devious moves in order to achieve personal or organizational objectives"* (Calhoon, 1969; quoted in Hunt & Chonko, 1984).For a Machiavellian leader, *"the ends justify the means"* (Deluga, 2001); as such they pursue achieving their goals at all expenses, even if they include a variety of immoral, unethical or illegal ways. They show little or no care in rules, traditions or practices, if they divert them out of their way to achieve their goal. Aforementioned scandals include numerous examples of such dysfunctional leadership practices. Machiavellian leaders can also often show authoritarian and narcissist behaviors.

Values and vision of a leader is reflected into the culture of an organization (Trice, 1988 cited in van Fleet & Griffin, 2006). Organizational culture is the identity that holds the organization as a single entity against external forces; it represents the values, goals and purposes of an organization (Goffee and Jones, 1996). Organizational culture evolves over time and shapes the behavior of existing and new members of an organization(van Fleet & Griffin, 2006). Goldman (2009) says that toxic leaders represent an example of *"perpetuating dark side hubris and narcissism"* that impacts the organization negatively. Such organizations become dysfunctional by being less efficient, under performing and less effective relative to their peers (Balthazardet al., 2006).

Tavanti (2011) argues that an organizational culture that has heavy focus on results, without any attention on progress to get there, actually encourages dysfunctional leadership behaviors. In order to prevent such behavior in an organization, he recommends changing the performance evaluation criteria of a leader from being based on achievement of financial targets, to a combination of the results and quality of interaction with their subordinates and stakeholders.

It is important to spot dysfunctional behavior of a leader as early as possible, before discontent and toxicity is spread to the organization. Such leadership behavior may show some earlier signs, such as; inadequate attention to employees, driving an agenda of self-interest and declining organizational climate due to conflicts in relations (Reed, 2008). If that's not done, consequences of dysfunctional leadership can be huge, even well beyond the organization and the firm itself.

Dysfunctional leaders tend to be distant and disconnected from their organizations. They are not very visible and accessible by their subordinates. They rely on their close circle of managers and consultants in making decisions and lose their connection with reality. Lack of input from the employee floor, brings about difficulties in capturing customer needs, issues and priorities. In a dysfunctional organization, employees do not share their opinion with freedom and confidence. They do not take risk or initiative, due to fear of retaliation. Avoidance of taking risk, limits the innovation and creativity. Especially in a fast-changing industry like technology or finance, this may create stagnation, and delay in adapting changing trends.

Dysfunctional leaders are usually very demanding and they do not like to hear failure. As achieving results are highly valued, a culture of egocentric self-promotion, artificial success and conversations with hidden agendas, is created. People start claiming on others' successes and fight to step on each others' shoulders to climb the corporate ladder. This diffuses corruption, greed, collusion, internal competition, acute malice and hostility into the organization. Equality and fairness disappears. In 1998, top management partner of the former accounting firm Arthur Andersen, Steve Samek, introduced the 2X rule, mandating each partner to generate 2-times the revenue from businesses outside their primary the scope of work (Wall Street Journal, 2002); this created intense pressure in the organization for malicious activities and no wonder resulted in scandals like Enron.

In a dysfunctional organization, subordinates feel oppressed, constantly under threat, emotionally drained, and not valued. Intense pressure triggers internal conflicts and creates an unhealthy working environment with lack of trust and collaboration among members. In his famous and widely adopted organizational leadership book *"Five Dysfunctions of a Team"* Lencioni (2002) argues, if trust is not established among the employees of an organization, it demonstrates itself with absence of healthy conflict and commitment and results with lack of accountability and results. As such, in his famous pyramid of dysfunctional teams, he puts absence of trust as the foundation of the pyramid. This simple and effective model is proven to be very popular among the leadership communities for many years (Figure 1).

ß

Figure 1: Pyramid of dysfunctional teams (Lencioni, 2002)

There are many other researchers who investigated the importance of trust in high performing organizations. Successful leaders (transformational and charismatic) build a trust bond with their subordinates (Kirkpatrick & Locke, 1996, Podsakoffet al., 1990; quoted in Dirks & Ferrin, 2002). To build trust, along with ability; benevolence and integrity should be displayed(Mayer et al., 1995); both of which might be non-existent in a toxic leader.

Leaders, not only can be a source of toxicity, but also effective leadership can help organization deal with the damaging levels of it (Frost, 2003). Dysfunctional organizations need guidance, coaching, and close attention of a good leader to correct themselves. However, a dysfunctional leader may turn a blind eye, or may be completely oblivious to what's happening in the organization. When that happens, followers of a dysfunctional leader feel deceived and misguided; they disengage, take minimum responsibility and avoid accountability. Such organizations do not fail only in results, but they eventually lose their unity, dissolve and drive away talented individuals.

In conclusion, there are many studies conducted about dysfunctional leadership behaviors and their impacts on the organizations. A leader shapes the culture of an organization. Dysfunctional leadership styles (authoritarian, narcissist, abusive, unpredictable, Machiavellian), may prove to be effective in the short term and may create some quick results, however in the long run, they disrupt the organization negatively and change the culture for the worse. Organizations with toxic cultures would have very little to offer to the talent, required to drive results and growth. As a result, they cannot survive in a competitive market environment. It is crucial for an organization to spot the signs of dysfunction as early as possible, and take action to mitigate such consequences.

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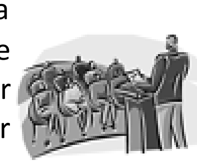

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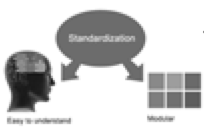

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The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials.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

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

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

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

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

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

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

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

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

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

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

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

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

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

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

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

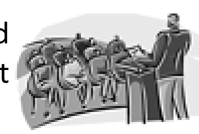
Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

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

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

The Institute will be entitled to following benefits:

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



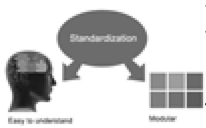
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

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

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

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

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



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

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

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

"

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

Copyright

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

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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

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