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Highlights

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Discovering Thoughts, Inventing Future

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Automotive Sector, Assembly Plants and Productive Articulation in Cd-Juárez, Chihuahua, Mexico - El Paso, Texas, U.S.A., Business Intervention Consequences and Challenges

By Juan José Huerta Mata & Ruth Maria Zubillaga Alva
University of Guadalajara

Summary- This article is the second of the field research carried out during 2015, in the automotive sector of Ciudad Juárez, Chihuahua. In this locality in the North of the Country, On the border with El Paso, Texas, it is one of the most economically driven and job-generating sectors in the State. The main objective of the work is to establish the characteristics of productive articulation between assembly plants in the automotive sector, the educative and government sector, as well as the coordination and relations that the supplier Plants at Level 1 (Tier1), which they maintain with the general offices in the countries of origin as well as their subsidiaries in various parts of the World.

Despite the complexity of the characteristics of this inquest for confidentiality and security issues, by the background already known that affected Cd. Juárez in previous years, it was difficult to conclude interviews with the general managers, Responsible for human resources or in charge of production of automotive suppliers, however it was possible to conduct interviews with nine companies, 7 at level One (Tier1), and 2 at level Two (Tier2), as well as a responsible for industrial and competitive policies in the State of Chihuahua.

Keywords: *automotive sector assembly plants productive articulation enterprises intervention.*

GJMBR-A Classification: *JEL Code: M10*

AUTOMOTIVESECTORASSEMBLYPLANTSANDPRODUCTIVEARTICULATIONINCDJUREZCHIHUAHUAMEXICOELPASOTEXASUSABUSINESSINTERVENTIONCONSEQUENCESANDCHALLENES

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The results allow to define the general situation that presents the automotive Sector through some of the most important assembly plants that operate in the area of Cd. Juarez-El Paso, Tx., however it is necessary to insist on obtaining information from a greater number of Companies that have an important participation of supply at national level with international impact for the implementation of greater coordination and integration among the diverse actors involved in the sector, which will allow to establish guidelines of Action and collaboration of each one of them and to provide economic projection with significant impact on the living conditions of the collaborators and consequently their families.

Keywords: automotive sector assembly plants productive articulation enterprises intervention.

I. Introduction

The research carried out on the northern border of Mexico, particularly in Ciudad Juarez-El Paso, Tx., It analyses the characteristics of the productive articulation of some Tier 1 and Tier 2 supplier companies in the automotive sector, in particular establishes the relationships between these, the education sector, government sector and other smaller companies, As well as the existing coordination with its general offices in the countries of origin and other plants in different locations of the world.

The strategic location of the automotive companies in the border line, facilitates the linkage of these organizations with the OEM´s[1], because through the warehouses and distribution centers located in El Paso, Tx, it is possible through the logistics to deliver level 1 suppliers directly to the automotive plants located in the U.S.A. or send them to the five continents, According to the dimensions and fragility of the equipment to be delivered, so this article will address the description of the type of relationships presented as well as the details of the operations that these companies carry out to fulfill its task, and to be more efficient regarding the delivery of spare parts or supplies for the assembly of automobiles in the world.

The Previous research carried out in the Central-Western region of the country, where there is an important concentration of automobile assembly plants, in the States of Aguascalientes, Guanajuato, Jalisco and San Luis Potosí, It allows to have a reference of the operation of the companies supplying with the OEM´s as well as their linkage with the educative and government sector, as well as their contribution to the local economic development and the improvement of the living conditions of the collaborators in the Automotive plants.

The research presented extends the field work that has been done already in two regions of the country, Central-West and North, it allows little by little, when traveling the country to have a clearer idea of the operation of the automotive sector, and to evaluate the advances but also the barriers that prevent a greater growth of this industry, and later to recommend to the

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[1]OEM´s Original Equipment Manufacturer, Original Equipment Manufacturer

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creators of public policies of the Federal, State and Municipal Government, education and research institutions in which way they have to intervene to achieve greater integration of the actors with the productive groupings to maximize their results and achievements.

The objectives of the research were:

1. Establish the characteristics of the productive articulation of some assembly plants in the automotive sector in Cd. Juárez, Mx.-El Paso, Tx.
2. Define the relationships of assembly plants in the automotive sector with other sectors, governmental and also educational
3. To Determine how the model of assembly plants of automotive sector contributes to Cd. Juárez, Mx-El Paso, Tx., and the benefits for collaborators and their families.

Hypothetical Scenarios Were Suggested

H1: The productive articulation of the assembly plants of the automotive sector in Cd. Juarez, Mx.-El Paso, Tx, It is presented from the relations of these with its general offices, plants in other continents, but mainly with the OEM´s for the delivery of original spare parts or the design of new automotive applications.

H2: The relationships of assembly plants in the automotive sector with other sectors, governmental and educational, is scarce, is limited to the provision of public services or as a source of human resources at the technical and professional level, there is no real relationship of Exchange between sectors to promote development and technological innovation.

H3: The assembly plants model of automotive companies in Cd. Juárez, Mx-El Paso, Tx., does not give benefits to collaborators and their families that contribute to improve their human development and the economic growth of the localities where they live.

The research questions related to the objectives and hypothesis were:

1. What are the characteristics of some of the assembly plants in the automotive sector in Cd. Juárez, Mx.-El Paso, Tx, and how are they articulated with their general offices and automotive assemblers in other continents but especially with the OEM´s?
2. How are the assembly plants linked to the automotive sector of Cd. Juárez, Mx-El Paso, Tx. With the government Sector and the education Sector?
3. What benefits do the assembly plants in the automotive Sector give to collaborators and localities where they are particularly in Cd. Juárez, Mx-El Paso, Tx.?

II. Research Method

The research was carried out with a qualitative-exploratory approach, in the natural environment of the automotive sector in Cd. Juárez, Chihuahua; Its design is non-experimental, ethnographic-type specifically a case-to-depth study, established the operating characteristics of assembly plants and their relationship with other companies, government academic agencies and investigation. As studying the population, its sample unit is the automotive and auto parts companies in the extension of the border area of northern Mexico. To define its number, an examination of the registry of companies or databases of different sources was carried out:

Ministry of Economy of the Government of the state of Chihuahua, Asociación de Maquiladoras A.C./Índex Juárez and linkage area of the Autonomous University of Ciudad Juárez.

The elements or unit of analysis of the population are key actors of the assembly plants of the sector, managers, heads of human resources, heads of innovation and improvement.

For qualitative research with case-to-depth study design, a sample was taken at convenience with those companies that agreed to participate in the research, for which the area of linkage of the Autonomous University of Ciudad Juárez intervened, Taking into consideration existing conventions to obtain information, 10 representative companies of the sector were to this effect, Delphi, Oelav y Legget & Platt, Lear Corporation, Nidec Motor and Actuators, Federal Mogul, Johnson Control´s, Key Safety Systems and Nexteer; We used the strategy of selection of chain sampling, from networks of informants.

The data collection method was divided into three parts: (a) Obtaining secondary documentary sources by conducting a content analysis from publications related to research in the international automotive Sector database and specific studies of related organizations Directly to the automotive sector, like the Asociación Mexicana de la Industria Automotriz (AMIA), Industria Nacional de Autopartes (INA), Asociación Mexicana de Distribuidores de Automóviles (AMDA), Cluster Automotriz Nacional; (b) Visits to plants and original equipment manufacturers were carried out to know their operation, Direct observation of their processes in the facilities of the companies and automotive plants also (c) With the support of a guide, interviews were conducted in depth, consisting of questions grouped in four sections: I. General information of the plant, II. Manager's data, III. Development and relations of the plant, and IV. Innovation and technology, in total 32 questions were made.

The transcription of interviews was carried out for analysis and later as part of the results, maps of integration of the productive groupings of the automotive sector were elaborated from chains and business networks and their relations with other Organisms and their interaction with automotive plants in other countries.

III. Theoretical Framework

The essential aspects that are analyzed from the theoretical perspective are: Export assembly plants, automotive Sector, productive articulation and business intervention to later relate them to the empirical findings resulting from the field research carried out in Ciudad Juarez Chihuahua.

a) *Assembly Plants*

The assembly plants are foreign industrial plants that own, control or subcontract operations that temporarily produce imported components in Mexico that become export products. (INEGI, 1994). The export assembly industry is a group of companies or establishments that are engaged in performing some or more of the stages of the production process. The assembly activity is destined to the transformation, elaboration and repair of goods of foreign origin, imported temporarily for their later export, (INEGI, 1994). One of its main characteristics is the intensive use of labor, which generates a lot of jobs in the places where they are established.

For the first time in 1965 the program to boost industrialization of the northern border was officially approved, which consisted basically of the installation of fragments of the productive processes of American industrial companies that required an intensive use of labor. The concept of "twin plants" emerged, where a single management could manage a high-tech intensive-capital plant in the United States and an intensive-labor plant in Mexico, (Madison, 1990).

In the 80 ´s, the assembly plants recovered greatly, after two consecutive crises, That has been booming in Mexico since it is linked to the trends of the International Labor Division (CEPAL, 1996), That together with the restructuring of the urban labor market, high technology, and the emergence of a specialized flexibility are the causes of proliferation along the northern border of Mexico. The transition from the primary sector to a secondary or industrialized economy with a great deal of work and low investment, led to the involvement of the private sector and the government, allowing the creation of infrastructure and demonstrating the potential that they had for the attraction of capital for the assembly of plants.

Currently there are in several regions of the country, assembly industries grouped in specialized industrial clusters: Automotive industry, aerospace, production of molds, medical devices and machinery; Concentrated in the regions: Northeast, 198 Plants; Bajío, 142; Center, 101; y Northwest, 70, In the automotive sector, the entity with the largest amount of exporting assembly plants is Ciudad Juárez, Chihuahua, (Tovar, 2015).

b) *Automotive sector*

The automotive Sector is one of the three most important economic development around the world, followed by biotechnology, food and medicine, and the electronic sector, information and communication technologies, ( ), in Mexico's case it's the second largest industry after the food industry, (AMIA-INEGI 2016); regarding the automotive sector which sets the guidelines in the business development and technological innovation, therefore the economic spill that is generated around the assembly plants is evident propitiating better living conditions for the workers and their families as well as for the residents in the area.

The Mexican automotive industry concentrates in the central region, bajío region and in the Northern region 18 assembly Plants and basic components, suppliers level Tier1, Of the brands Kia, BMW, General Motors, Toyota, Ford, Fiat-Chrysler, Volkswagen and Honda, There are at least other five plant opening projects in the following years; In 2015 the national production reached 3 ´ 565,469 units between light and heavy vehicles; Labor costs have favored Mexico's trade and treatment agreements with other countries;80% of the cars manufactured in the national territory are destined to the international market, United States of America, Canada, Germany, Colombia and Argentina, mainly; Mexico is the seventh-largest world-class vehicle producer (AMIA, 2016); The brands with the most market share are Nissan 25.9%; General Motors, 16.8%; Volkswagen Group, 16.16%, Fiat-Chrysler, 6.8% and Toyota, 6.5%., (AMIA, 2016).

The manufacturing Clusters: Automotive and auto parts are present in at least 11 states in Mexico, (ProMéxico, 2016), With a total of 20 productive groups distributed in 14 states, among the most important are Baja California, Sonora, Chihuahua, Coahuila, San Luis Potosí, Puebla, Aguascalientes, Guanajuato, Jalisco, state of México, Morelos and Nuevo León, It performs various assembly and armoring activities also the metal casting and stamping of vehicles and engines.

Of the most successful cases is the automotive Cluster of Nuevo León, founded in 2007, as a civil association comprised of first-level T1 manufacturers, the automotive industry , academic and governmental institutions related to the industry, these seven Companies are: Amecom, Ficosa, Grupo IMSA, Metalsa, Navistar, Nemak y Vitro; Representatives of the Technological Council Of Monterrey and the Autonomous University of Nuevo León And by the Government, the secretariat of Economic Development and the Institute of Innovation and Technology transfer. (Montoya, 2014). Likewise, automotive Cluster initiatives are already in operation in the states of Guanajuato, Puebla, Baja California, State of México, Sonora, Chihuahua, Aguascalientes (restart), Morelos, San Luis Potosí and Coahuila, (INA, 2016).

Particularly in Ciudad Juarez, Chihuahua, there are 164 assembly plants, of which 42 belong to the automotive sector, mostly suppliers Tier1 and Tier2, followed by the electrical and electronic sector with 28 and 24 units respectively, table no. 1. Among the most important are Automotive Lighting, BRP de México, Bosch Sistemas Automotrices, Continental, Delphi Centro de Diseño, Eagle Otawa, Federal Mogul, Johnson Controls, Lear Manufacturing, Legget & Platt, Strattec, Tyco, Valeo, Visteon.

Table 1: Assembly plants per sector in Ciudad Juarez

Sector	No. Companies
Aerospace	1
Automotive	42
Call Center	3
Sewing	6
Electric	28
Electronic	24
Packaging	9
Medical	11
Metal -Mechanical	9
Other (various sectors)	31
Total	164

Source: Directory AMAC-Index 2014

c) *Productive articulation*

The concept of productive articulation has received several names such as cluster, business network, production chain, supply chain among others., (Huerta, 2013), recently value chain, Sankaran and Suchitra (2006); The importance it has had in the last decade of the TWENTIETH century and the first two decades of the 21ST century, it is important that the Cluster initiatives that we find now in Europe, (Mads, 2013), They point to the importance of clusters in stimulating economic growth, such as AluCluster In Denmark and Medicon Valley In Copenhagen, Holland.

The productive articulation represents according to various authors, among them, Porter (2003) The capacity of large companies, but also medium and small to interact with other organizations in the Government and education sector, thereby creating the Concept of the Triple helix, Etkowitz, et, al. (2005), shareholders like consultants, complementary services, outsourcing and other types of integrated companies are able to obtain joint benefits in projects focused on supply, logistics, design, innovation and technology, which benefits All participants from their horizontal and vertical integration, OECD, (1994).

According to Solvell, (2003), Most productive articulation initiatives starting as Clusters are manifested in the industrial sector, with a lower presence in the agricultural, livestock, aquaculture, primary and services sectors, Maggi (2004); The creation of geographic groups in different areas of Mexico are increasing, With productive complexes in 15 States, in the north, low and central regions, mainly linked to the automotive industry actinver (2015).

d) *Context*

One of the most important norther border cities in the country is Ciudad Juárez, Chihuahua, Its proximity to El Paso Texas, U.S.A. gives it a competitive advantage to place its products on the other side of the dividing line; through its three Bridges, Americas, Santa Fe y Zaragoza, on a daily basis around 44,000 individuals pass walking or by car(Diario de Juárez, 2017), Its recognition at the national level is located as the city with the largest number of assembly plants, so it is known as the Harness Valley, the strategic sectors located in the locality are: Automotive, construction products, electronics, Metalworking, machinery, equipment and agroindustry (INADEM, 2013).

Ciudad Juárez shows that its demographic indicators place its population close to 1 ´ 600,000 inhabitants (INEGI, 2014), It is the largest city in the state of Chihuahua and the eighth largest city in Mexico; Altogether El Paso, Texas, U.S.A. and Ciudad, Juárez, Chihuahua, Mexico, make up the second largest transnational metropolitan area(cities) in Mexico and the United States with about 4 ´ 500,000 inhabitants jointly. The economy is based on the assembly plants formed by more than 345 companies, (Así estamos Juárez, 2013), Strategically located near the border bridges and fast access areas. Most production inputs are coming from the United States To take advantage of the labor cost and lower freight and logistics costs as well.

The number of companies in Ciudad Juárez are increasing year by year mainly in two sectors trade and services 16.917 and 15.918 respectively (Así estamos Juárez, 2013), With a lower percentage of sustained increase in the assembly plants; Similarly, the number of jobs generated by these companies, has had a significant decrease, in 2007 from 217.778 to 2012 with 190.031 jobs, a figure that coincides with the period of crime and violence in Ciudad Juárez.

IV. Research Results

In order to achieve a greater number of interviews with companies linked to the automotive Sector, We contacted representatives of Delphi Automotive Systems, Oelav y Legget & Platt, Lear Corporation, Nidec Motors and Actuators, Federal Mogul, Johnson Control´s, Key Safety Systems y Nexteer, table No. 2. The intervention of the area of linkage of the Autonomous University of Ciudad Juárez was relevant to facilitate the access to its facilities or to carry out interviews in depth to the directors, managers and executives of the plants, representatives of other Governmental organizations and education sectors.

The interview was supported by a question guide grouped into four sections: I. General plant Information, II. Manager data, III. Plant development and relationships, y IV. Innovation and technology, in total 32 questions.

Table 2: Companies investigated in the automotive Sector of Cd. Juarez, Chihuahua

No.	Company	Equiptment	Person interviewed	Job position	Tenure of the company	University	Career
1	Delphi Automotive systems	Sistemas electrónicos y de seguridad, tren motriz, sistemas térmicos	Francisco J. Sánchez A.	Dirección de Relaciones de Gobierno Operaciones México	18 años	U.A.CH.	Ingeniero Industrial
2	Oelav (Valeo)	Limpiabrisas, Sistemas de enfriamiento	José Manuel Bautista Avila	Gerente de desarrollo organizacional	8 años	U.A.C.J.	Lic. Rel. Industriales
3	Legget & Platt	Aplicaciones de control remoto y electrónicos para asientos	Elizabeth Saenz Córcega	Gerente de Recursos Humanos	10 años	U.A..C.J.	Lic. Admon. Empresas
4	Lear Corporation	Arneses eléctricos, vestiduras. Esqueleto del asiento	Juan Manuel Padilla	Gerente Regional de Entrenamiento y Desarrollo de Personal	15 años	I.T.C.J.	Ingeniería Industrial Eléctrica
5	Johnson Controls	Vestiduras automotrices	Jorge Leopoldo Jiménez Terrazas	Gerente de operaciones	17 años	U.A.C.J.	Ingeniería Industrial y de Sistemas
	Johnson Controls	Vestiduras automotrices (área de innovación y mejora)	José Ramón Ceniceros Escobedo	Gerente Regional de Ingeniería Hardware y Software	18 años	I.T.C.J.	Ingeniería Industrial Maestría Ingeniería Admva.
6	Nidec Motors & Actuators	Motores eléctricos. Frenos ABS, vidrios eléctricos, motores transmisión	Ernesto Ortiz	Superintendente de cadena de suministro	10 años	U.A.CJ. U.A.CH. I.T.CJ U.A.CH.	Lic. Admón. Pública Mtría. Comercio Internal. Mtría. Admón
7	Nexteer	Columna de dirección automotriz	Karla Orozco	Jefe de Desarrollo Organizacional	3 años	U.A.C.J.	Lic. en Admon. Empresas
8	Federal Mogul	Arneses eléctricos, limpiabrisas y frenos	Guadalupe Porras	Gerente de Recursos Humanos	5 años		Contador Privado
9	Key Safety Systems	Bolsas de aire	Jorge Fernández	Gerente de planta	3 años	I.T.CJ	Ingeniería Industrial

Source: own elaboration, field research interviews, 2015

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a) Automotive assembly plants sector

From the interviews made to executives of the assembly plants in the automotive sector it was possible to establish their general characteristics, as well as the level of productive articulation that they present with other business organizations or with their Branch offices all over the world. The following results are:

*b) Lear Corporation / Automotive Seating & E-Systems**

Company of North American origin, ranked number 154 in the world, It designs and manufactures world-class products, was founded in 1917 in Detroit, Michigan as an American manufacturer of metallic products, began repairing radios, commercial and automotive appliances, they founded Motorola and created an aeronautics division (Lear Jet); in the 70´sthis company introduces the seat division, unlike others, over time they have been decreasing some seat parts and eliminated welding; In the 80´s the division is incorporated just in time; Currently Lear Corporation has a team of 150.000 employees in 243 locations in 37 countries worldwide, with general offices in Southfield, Michigan.

Particularly in Mexico There are 10 garment plants, 7 harnesses and electronics plants, 9 just in time plants, 8 metal plants and 3 leather plants, a total of 37 plants in 12 Mexican States, Representing 60% of all employees of the company, in the Cd. Juárez Plant, there are about 30.000, that are engaged in the elaboration of electrical harnesses and garments for cars, with five divisions: Metals (Seat skeleton, rails and mechanisms); leather (Level luxor and prime), Garments, recent acquisition of Eagle Ottawa, 2015; Harnesses and electronics, (Boards, computers, central and audio systems); and Just in time (Area that keeps track of directly supplying the production line of seats to the assembler) It is located in the plants of Nissan, Aguascalientes, GMC San Luis Potosí, VW in Puebla and GMC Guanajuato.

Lear Corporation has plants in Asia, China and India, and in Europe FIAT and Renault, all of them deliver directly to the OEM, figure no. 1. The Cd. Juárez plant works with backward integration strategies to provide cable, fabrics and leather for seating, the only material that is purchased out of the country is the steel that comes from Asia, because the quality is greater than Mexican steel, In addition to its billing characteristics and response level.

95% of the Steel is obtained by import, and 5% from Nuevo León, Coahuila and Tamaulipas, Entities with the highest level of concentration in the metal-mechanic sector; The Saltillo plant Works Steel for example the base for car seats, On the other hand, Cd. Juárez manufactures garments and electric harnesses because of their experience in manufacturing, the latter considered a safety article due to the standards demanded by the automotive plants, the staff has gained experience and speed as they produce high quality products, table no. 3.

The staff of the Cd. Juárez plant is considered as skilled and very productive workforce as it has developed a sense of urgency, due to the speed with which it is necessary to deliver the product to the other side of the border.

Source: http://www.lear.com/Site/Contact/Global-Locations.aspx,2017

Figure 1: Global Location Lear Corporation Plants

* *Table 3:* Basic Information Sheet Lear Corporation	
Presence in Mexico: Aguascalientes, Apodaca, Arteaga, Ascensión, Chihuahua, Cuautitlán, Fresnillo, Hermosillo, Huamantla, Cd. de México, Cd. Juárez, Coahuila, Cuernavaca, El Salto, Estado de México, Guanajuato, León, Monclova, Morelos, Nuevo Casas Grandes, Panzacola, Piedras Negras, Puebla, Ramos Arizpe, Saltillo, San Felipe, San Luis Potosí, Silao, Toluca, Torreón, Villa Ahumada. 37 Lear Corporation plants in México	Presencia a nivel mundial: Alemania Argentina, Australia, Bélgica, Brasil, Canadá, Checoslovaquia, China, Corea del Sur, E.UA., Eslovaquia, España, Filipinas, Francia, Holanda, Honduras, Hungría, India, Indonesia, Italia, Japón, Macedonia, Malasia, Marruecos, México, Moldova, Polonia, Reino Unido, República Dominicana, Rumania, Rusia, Serbia, Singapur, Sudafrica, Suiza, Tailandia, Vietnam.
+ 90, 000 Employees in Mexico + 150,000 world wide	Divisions: Metals, leather, garments, harnesses and electronics and just in time.
2,000 Engineers	Lear Automotive Customers: Don Fang, Rolls Royce, Porsche, Ferrari, Jaguar, Manindra, Mercedes Benz, Ford, Chrysler, BMW, Renault, General Motors, Volkswagen, Toyota, Nissan, Honda, Kia, Hyundai
Source: Self-elaboration from field research 2015	

Lear Corporation's productive articulation begins with the hiring of the collaborators who join the company, There are two trade unions CROC and CTM, who are involved in the staffing process, the job representations elect the applicants who wish to interview and later with the company finally decide who is staying to work in the plant.

Another form of articulation is carried out with public Government agencies, practically in all the regions where Lear is present in Mexico, it makes agreements with the Governments of the States to acquire the benefits of the region, to obtain Preferential taxes or low costs in the land that the company buys to install their plants, starting from a win-win situation, since they are generating jobs and economic spill for the region.

Lear Corporation's plants are incorporated into the Asociación Mexicana de la Industria Maquiladora Index Throughout the country, in the case of Ciudad Juárez there is a very close relationship. This is a non-profit grouping; it Represents effectively and with professionalism the assembly industry, Through quality actions and services. Currently has about 200 companies representing a wide variety of areas related to the assembly industry, its main function is to be aware of demands and requests of the authorities, according to the needs of the Industry.

One of the activities that adds value to the company's functions is innovation and technology Which Is Developed in the leather Division, automating some of the processes of plants and metals in the robotized activities where employees do not intervene. All the innovation and technology activities are part of the corporate in Michigan, U.S.A. and from there it is derived to each division and plant. Its corporate offices are located on Mexico City. The organizational structure of the company at the international level is based on divisions and Vice-Presidents for the divisions and doubles its organization in the case of the Mexican Republic.

The Articulation that is done to meet the supply chain incorporates U.S. and Asian fabric suppliers; Metals from Asia; leather from South America (Argentina); cable from Asia and the USA; los Mexican suppliers provide basic raw materials such as bags and canisters. The mechanical metal industry of Cd. Juárez, provides electrical harnesses for the boards.

Mexico has very good quality products and services, but regarding price it is not competitive. 70% of the products produced by the plant are left in the country for the original automotive equipment plants for OEM´s and 30% is exported. In El Paso, Tx. U.S.A., Lear has a temporary distribution center to send to other countries.

In Ciudad Juarez There are agreements with all the public universities As an example Universidad Autónoma de Ciudad Juárez (U.A.C.J.), Universidad Autónoma de Chihuahua (U.A.CH.), Universidad Tecnológica de Ciudad Juárez (U.T.C.J.), Instituto Tecnológico de Ciudad Juárez, and Private universities such as TecMilenio y ITESM, depending on the region, agreements are made with local universities, both public and private, to make technological linkages for specific projects and professional practices, not incorporate research professors for the development of innovation and technology projects.

*c) Nidec Motors & Actuators**

It's a global leading Japanese company, dedicated to manufacture small engines for computers, recorders and compact disc equipment for the automotive industry and other sectors, created in 1923, and supplier of the automotive sector since 1927 with control systems for steering wheels, in 1950 it also started Business with the German automotive industry.

Currently Nidec attends six product lines: 1. Small motors for ABS brake Systems; 2. Sunroof and electric windows, Door Compressors, steering wheels and truck stirrups, 3. Car Heating and A/C cooling systems, 4. Motorized and automated seating systems; 5. Transmissions, clutch, torque management; 6 motors for Coffee machines , office, garage doors and window-opening systems, Automated roll-up shutters and health care systems. Some of their important customers are Apple, Nintendo e IBM.

The Company has a strategic alliance with Lear Corporation for the manufacture of seat engines according to the specifications requested by Lear's customers, It also has an alliance with Continental for the manufacture of engines that are shipped to their plants in Mexico and Frankfurt Germany; In the case of sunroofs, they are delivered to plants in Michigan, Georgia, Mexico, China, Korea, Slovakia and the Netherlands.

In Ciudad Juarez, Mexico Has two Plants With a single manager, that serves to the U.S. and Canadian market; Worldwide Nidec has plants in Germany, Poland, China and Spain, specifically related to the automotive sector. Although in Mexico Nidec only has plants in Monterrey, Reynosa and Chihuahua where they manufacture engines for other sectors not related to the automotive products, table no. 4.

**Table 4:* Basic information Sheet Nidec Motors & Actuators

Presence in Mexico: Ciudad Juarez Chihuahua (2 Plants)	Worldwide: Germany, China, E.UA., Slovakia, Spain, France, Japan, Mexico, Poland.
+ 650 Employees in Mexico	6 Product lines: 1) Brakes, 2) sunroof and electric windows, 3) Heating and air conditioning, 4) clutch and transmissions, 6)Engines for other office, workshop and home applications
	Important Customers: -World-Famous automotive Brands - Apple, Nintendo, IBM

Source: Self-elaboration from field research 2015

The Supply Chain is integrated depending on the application or the engine to be manufactured, most of its suppliers are international,30% from Germany, Italy, Poland, Slovenia and Spain; For brake and seating applications, 55% from Asian, China, Japan, Hong Kong, and South Korea, And the remaining 15% are suppliers of U.S.A. (4), Canada (4), Mexico (4) and Honduras.

They suply about 4000 numbers of parts, 50% are active, the remaining ones are services employed when the life of a car ends. Automotive companies must continue to sell the product for 10, 15 or 20 years.

The majority of the customers collect the materials in the warehouse of "El Paso, Tx, U.S.A., Where the Nidec distribution center is located, only in case of Benright, Holland and Continental in Germany, which require sunroof engines, they pay for transportation.

There Are some national suppliers, Copper-Monterrey, N.L., Coils- Irapuato, Guanajuato., Bearings-Toluca, Edo. de México.

The distribution of the personnel is about 650 workers in production and within all the shifts in both plants of Cd. Juarez, they don't have a union.

Only 7% of the production is for national consumption, 93% is delivered to other plants worldwide. A long-term plan of the company is to develop national suppliers since that means a lower delivery time, Lower inventory and streamline the rotation of raw materials and inputs for production by eliminating or minimizing the stored materials, However, quality standards impede this plan by the requirement of certification, despite the fact that companies are not willing to pay for it.

There are some agreements with the Universidad Autónoma de Ciudad Juárez (UACJ) y el Instituto Tecnológico de Estudios Superiores de Monterrey campus Cd. Juárez (ITESM) In the engineering areas to perform specific work and professional practices.

There is currently No Research and Development in the plants of Nidec Cd. Juárez, since it's been done in Japan for some years, In Germany there is another Research and Development center, The latest developments that have emerged from these centers are for sunroof safety.

*d) Federal Mogul**

American company founded in 1899, Sells and distributes a broad portfolio of products through the most recognized brands of the global aftermarket, Caters to OEM´s vehicle manufacturers, with products that include brake system components, Chassis, windshields and other vehicle components.

Federal Mogul has plants in Germany, China, Portugal, Brazil and U.S. with corporate offices in Michigan, also 10 plants in Mexico, (3) in Cd. Juárez, Aguascalientes (1), Puebla (2), Naucalpan (1), Tlalnepantla (1), Tlaquepaque (1), Tepotzotlán (1)

Integrated by two divisions: a) Tren Motriz (power train), pistons, sealant, protection systems, Bearings, Ignition, Rings and Coatings, Valve Seats and Guides; b) Autoparts (Motorparts), breaks, Chassis, windshields, Accessory Market Components. The most recognized brands are Abex, Anco Atlas, Beru, Carter, Champion, Fel-Pro, Ferodo, FD Diesel, Moog, National, Sealed Power, $TS_{TM,}$ Wagner, See table No. 5.

In Cd. Juárez is integrated in three business segments, windshields, Harnesses and brakes all three of the corporate power train. These are considered in three Plants, Federal Mogul Lighting, belongs to Power train, And the other two plants to Mogul Packs, y Lighting focuses on harnesses for car lights.

There Is A permanent interaction between the human resources directors of U.S. and Mexico, which they are considered Tier 2 suppliers, to end the completion of harnesses since they deliver to Automotive Lighting and Lear Corporation. Locally they distribute their products to Mexico City and Puebla. They Have about 1800 employees in their three Cd. Juárez manufacturing plants, table no. 5.

They have agreements with the Universidad Autónoma de Ciudad Juárez (UACJ), For professional practices with formal agreements, some of the students can be contracted in a definitive or temporary manner.

** Table 5:* Basic information Sheet Federal Mogul

Presence in Mexico: Ciudad Juarez Chihuahua (3 plants), Aguascalientes Puebla, Naucalpan, Tlalnepantla, Tlaquepaque, Tepotzotlán	Worldwide: Germany, China, Portugal, Brazil and the U.S.A.
+ 6, 000 Employees in Mexico	a) Tren Motriz (power train), Pistons, sealant, protection systems, bearings, ignition, rings and liners, seats and valve guides; b) Autoparts (Motorparts), breaks, chassis, windshield, aftermarket components.
The most recognized brands belonging to Motorparts are: Abex, Anco Atlas, Beru, Carter, Champion, Fel-Pro, Ferodo, FD Diesel, Moog, National, Sealed Power, $TS_{TM,}$ Wagner.	

Source: Self-elaboration from field research 2015

*e) Johnson Control´s**

Leading American Company in the automotive industry and other sectors, building efficiency, automotive batteries and energy storage, seats and garments for the automotive industry, It has more than 120.000 employees in 150 countries within the six continents, The general offices are located in Milwaukee, Wisconsin; In Mexico they have (7) plants, Puebla, Saltillo, Monclova and (4) in Cd. Dedicated to self-propelled garments and one of them to provide service to their products, 100% of the production is delivered to the U.S. and Canada. Puebla delivers garments to VW and Audi, for its different car versions, as well as a design center for cutting and sewing.

The Annual production is estimated to be around 4500 vehicles per day for 240 working days, it means that about 1 ´ 080,000 garments done per year for these cars; 95% of the production is for Export and the other 5% is National. In each of the plants They have 67 employees-salary or administrative personnel, 169 indirect employees and approximately 2700 direct employees, It is considered one of the best companies in the sector for wages and benefits for workers; There are permanent policies to increase the salary based on each worker's career plan and on permanent training.

Its supply Chain is composed mainly of leather suppliers in Guanajuato and Saltillo, it's a very low percentage, 90% from the U.S. and 10% from Japan.

They have a warehouse in El Paso, Texas, U.S.A., The Company has patents on registered hardware and software, 35% in Mexico and the rest in other parts of the world, table No. 6.

There Is An occasional link with the Government of the State of Chihuahua in Innovation and Technology projects For the development of ideas or products, and also Universities like the Autónoma de Ciudad Juárez (U.A.C.J) and the Instituto Tecnológico de Ciudad Juárez (I.T.C.J.)For the realization of professional practices, they elect young people who dominate English because 65% of them are hired.

Table 6: Johnson Control´s Basic information Sheet

Presence in Mexico (7) plants, Puebla, Saltillo, Monclova and (4) in Cd. Juárez dedicated to self-propelled garments and self- serve their own products,	Worldwide: 120.000 employees in 150 countries on the six continents, the general offices are in Milwaukee, Wisconsin. 100% of the production is delivered to the U.S. and Canada.
+18, 000 Employees in Mexico approximately.	Building Efficiency, automotive batteries and energy storage, seats and garments for the automotive industry
Leading customer Brands: Ford, GMC, Toyota, Lexus, Nissan, VW, Audi, Mazda	

Source: Self-elaboration from field research 2015

*f) Key Safety Systems**

Asian Company, with general offices in the U.S.A., located in the design area, with five technical centers in China, Germany, Japan, South Korea and U.S..; 20-year presence in Mexico, Originally a safety belt provider and currently produces air bags, for all automotive brands, with 32 plants around the world: (6) in China, (1) India, (2) Japan, (2) South Korea, (1) Thailand, (1) France, (2) Germany, (3) Italy, (1) Macedonia, (2) Romania, (1) United Kingdom, (3) Mexico, (6) U.S.A., (1) Brazil, table No. 7.

Serves the market of automotive brands worldwide, and in Mexico it's not delivered to the assembly plants, everything goes to the shipping lines. In the plant of Cd. Juárez, they have 1900 employees distributed, 1700 in the operative area, 140 indirect and 50 are administrative; they produce 8´000,000 airbags in a year, Workers are given constant training through scholarships to obtain different school degrees, their main concern about the Human Resource of the company is the retention of the employee, so they maintain a high wage level plus extra bonuses.

In terms of supply chain, 90% of suppliers are foreigners, 60% of them Americans, 20% European and 20% Asian, which corresponds to metal parts, plastic and textiles, and 10% are national, screws, hardware, clips, small inputs.

Table 7: Basic information sheet Key Safety Systems

Presence in Mexico (3) Plants, Ciudad Juarez, Chihuahua, Valle Hermoso and Matamoros Tamaulipas	Worldwide: China, India, Japan, South Korea, Thailand, France, Germany, Italy, Macedonia, Romania, United Kingdom, Mexico U.S.A., Brazil
+ 6, 000 Employees in Mexico approximately.	Air Bags
Leading Brands customers: Ford, GMC, Toyota, Lexus, Nissan, VW, Audi, Mazda and others	

Source: Self-elaboration from field research 2015

*g) Nexteer Automotive**

American Company with more than 100 years in the market, with three plants in Mexico (1) on Cd. Juárez and (2) in Querétaro; World Wide they have plants in Australia (1), Brazil (1), India (3) and China (5); Its main activity is the manufacture of steering columns for cars of all brands.

They have a warehouse in El Paso, Texas that delivers directly to customers in the U.S., The main ones are Ford, GMC and Toyota, in Cd. Juárez there are 380 employees including Direct, indirect and administrative. The headquarters are in Queretaro, Mexico, table No. 8.

In the supply chain most providers are foreigners, and just a few nationals, the production of the assembly plants in Mexico are 80% for the international market and 20% stay in the country. They carry out a program of supplier development and seminars in different areas.

There is a continuous improvement program in which employees participate with different points of view and proposing updates for the company, they provide training to staff members regarding their needs in all areas. Nexteer offers scholarships up to 70% for all workers to improve their academic skills.

There is a direct link with educational institutions like U.A.C.J., U.T.C.J., for professional practices.

*Table 8: Basic information sheet Nexteer Automotive	
Presence in Mexico (3) plants, Cd. Juárez, and Queretaro	Worldwide: Australia, Brazil China, India, Mexico, U.S.A.
+ 1,200 Employees in Mexico approximately.	Steering Columns for cars
Leading Brands customers: Ford, GMC, Chrysler, Toyota, Nissan, VW, Audi, Mazda and others	
	Source: Self-elaboration from field research 2015

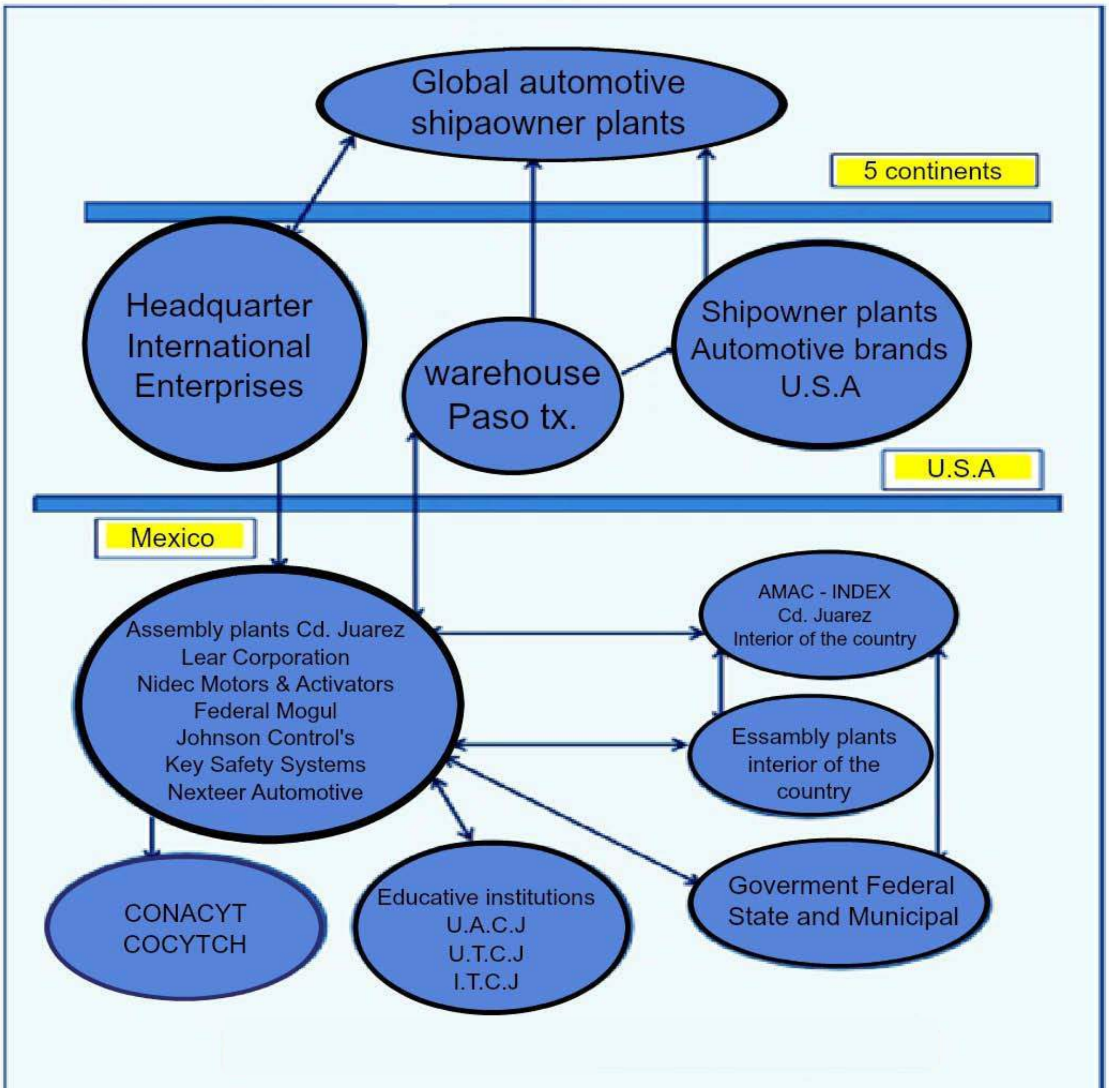
V. Conclusions

Based on the objectives and hypothesis raised at the beginning of the investigation, it can be established that the productive articulation that is carried out between the assembly plants of the automotive sector in Cd. Juárez-Mexico-El Paso, Tx., it has as a fundamental aspect which is the production of inputs for the automotive industry between 80% to 90% for the international market and only a small percentage of 10% for the national market, Most of the products are placed in warehouses of "El Paso, Tx and from there distributed to the assembly plants of all brands for the U.S. and shipped to other parts of the world. The processes of innovation and technology have been derived to the general offices of the companies and there is practically no generation of patents, industrial formulas or trademarks, when someone tries to register it they normally decide to do it in the U.S.., when interviewing the managers, the reason being there is an immediate return of investment for the automotive sector but particularly for the company that performs it, figure no. 2.

The relationships of assembly plants with other Governmental and Educational sectors, is to maximize the preferential rates for payment of taxes and to obtain benefits in public infrastructure, in some cases isolated with federal agencies as the Consejo Nacional de Ciencia y Tecnología (CONACYT) or the Consejo Estatal de Ciencia y Tecnología de Chihuahua (COECTCH), for innovation and technology projects; Although there is a constant demand for workers for the automotive industry, There is a high turnover and workers constantly change their company with the intention of just getting the hiring bonds while remaining a few months in the company; In the educational sector, most assembly plants make agreements for professional practices and detect talents to incorporate them as a work mind and not to develop specific research and consultancy projects. One aspect to highlight is the incorporation of the assembly plants into the Asociación de Maquiladoras AMAC-INDEX, however, It is only at the request of the companies that are integrated to demand the Government certain kinds of services and support, But not to stimulate a more effective productive articulation for projects of innovation and technology as well to perform business together.

The working conditions of the employees in the assembly plants are not the most adequate, The model to follow from the assembly plants that started out these last decades is well below the workers expectations, companies only grant the benefits of law and only some of them offer salaries, compensations and additional benefits for employees and also their families, combining the countries situation, the economy of these families do not allow them to have permanent growth in their lifestyles.

Finally it is necessary to review the operating conditions of the assembly plants particularly in the automotive sector in Mexico, despite being one of the most important economy generators in the country, This is not reflected in the lifestyle of employees and their families, so it is necessary to generate comprehensive programs that contribute to promote the improvement of social conditions of the population nuclei where the assembly plants are located; It will also be important to create effective articulation programs between large companies with their peers but also with small companies continuing to promote development and certification programs for suppliers, they need to link the education sector to carry out applied research and consultancy projects and the incorporation of associations and business unions to foster a culture of associativity.



Source: Own elaboration from 2015 field research

Figure 2: Map Productive joint assembly plants Automotive sector Cd. Juarez

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Participative Management and Employee Perspective: Its Impact on Decision Making and Productivity in Nigeria

By Lawan Ibrahim & Habu Adamu Bahyaye

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Abstract- Participative management is a technique, which pushes decision making process down to the lower level staff for inputs for proper plan and execution of strategies. The use of participative management allows employees to take part in the decision making as a result of the increase recognition that employees can create value oriented decisions that bring productivity and efficient results. This paper aimed at examine the attitude of management and perspective of employees towards participative management, the practice of participative management in existence and the impacts of participative management towards productivity. This research was necessitated by believe of some managers that punishment as a tool of control, controversies exist on the fear of losing control over employees, and the impact of these perception on the productivity.

Keywords: participative, management, employees, decision-making, productivity, performance.

GJMBR-A Classification: JEL Code: D79

PARTICIPATIVEMANAGEMENTANDEMPLOYEEPERSPECTIVEITSIMPACTONDECISIONMAKINGANDPRODUCTIVITYINNIGERIA

Strictly as per the compliance and regulations of:

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Lawan Ibrahim [α] & Habu Adamu Bahyaye [σ]

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I. Introduction

Decision making is an important management process in any organization. Without decision, nothing can be properly planned or accomplished. Decisions may be simple and with sufficient foresight or complex and with lack of foresight. Modern management techniques encourage the use of participative decision making, stressing that productive and efficient results can come out of this decision process. The management technique allows its employees, individuals or groups to take part in decision making. This is refers to as participative management. (Marchant, 1971) Since participative management pushes decision making down to lower levels, the top level managers need to develop their competence, expertise and experience. It does not believe in punishment as a tool of control. The group is supportive of the individuals/employees comprising it and intended to fulfill the organizational objectives. (Lynch, 1972)

The increase in theories of participative management and with increasing recognition that employees often have something valuable to contributes beyond the accepted level of their normal work, many organization are now actively seeking ways of getting employees to participate more in decision affecting them on how work can be done more easily, better and faster. Management has discovered that there are tangible values in soliciting and using the ideas of people at all levels in the organization. (Ezennaya, 2011). Nigeria needs leaders that are rational in decision making and decisive in action (Olukoju 2014)

Decision making is an important management process in any organization. Modern management techniques encourage the use of participative decision making, stressing that productive and efficient results can come out of this decision process. The management technique allows its employees, individuals or groups to take part in decision making. This is refers to as participative management. (Marchant, 1971)

The issue of participative management decision making exist in the Nigerian industrial set-up is very controversial. Some organization in Nigeria practice participative decision making through legislation. On the other hand, some management writers in Nigeria are of the opinion that it does not exist and where it does is not real.

The general objective of this study is to understand the concept of participative management and employee perspective in an organizational setting; their impact on decision making process on productivity.

II. Methodology

This research work was conducted using questionnaire as the instrument of data collection, and data were analyzed using Chi square method to interpret the results to arrive at the results, findings, conclusion and recommendation.

a) *Specific Objectives*

The general objective of the study is to examine participative management as an approach to management of an organisation with the aim of understanding the level of participation, the attitude of management and employees toward the approach and the impact of participative management on organisational performance. However, the specific objectives are as listed below:

1. To examine the attitudes of management and employees towards participative management.
2. To determine the practice of participatory management model in the organization.

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3. The impacts of practice of participatory management on the organization?

Assess the impact of participative management on the organizations; the study is centrally useful to the organizations which make them understand the concept and application of participative management. It will encourage researchers to develop interest in the field and participative management practice.

III. Research Questions

1. What are the attitudes of management and employees towards participative management?
2. How does the practice of participative management model do exist in organization?
3. What are the impacts of practice of participatory management on the organization?

a) *Hypothesis*

H_0: There is no significant change towards the attitude of management of employees on the adoption of participative management.

H_0: There is no existence of practice of participative management in the organization.

H_0: There is no significant impact of practice of participatory management on the organization.

IV. Literature Review

According Aquians (2007) The emergence of participative management is inevitable when emphasis is laid on individual and work groups. Allowing labour to participate in decision making primarily to increase productivity was a new form.

The need for a high degree of participation depends on the national culture of the followers (javidan et al., 2006)

Participative management expand the amount of autonomy at work by disseminatin information, decentralizing decision making, and involving surordinate in variety of work arrangement (Locke, 2009).employee participation in decision making has a positive effect on performance to the extent that it increases self-efficacy and the discoveries of task relevant strategies.

Employee involvement can be best defined ad giving each worker more control over his or her job. This requires participative management. (Decenzo & Robbins, 2010).

The positive tradeoffs, from the employee's perspective, are that although there is greater risk and less individual development from participative decision making, there should be opportunities to develop as a generalist and acquire new skills as we as financial gain. (Greer 2003).

With Participative management employees can make meaningful contributions that result from their broader understanding of the production environment. (Greer 2003).

How organisation involves employees

Succeeding when facing multiple tasks, often on a number of project of, requires more employees at all levels to delegate some activities and responsibilities to other organisational member. This means that employees need certain amount of authority to make decisions that directly affect their work. (Decenzo

V. Conceptual Framework

Participative management: A process that aims to encourage staff members to the commitment and involvement in the organization's success (Rabynz, 2001).

a) *Components of Participative Management*

Participative management, being one of the human relations techniques, lays much emphasis on satisfying a greater proportion of people's needs at work. It is considered conducive to high staff morale to provide more delegation, to pus decision making lower down the staff hierarchy, and to involve staff in setting their own objectives and in evaluating their achievements. Participative management structures and styles create conditions at work which enable staff to realize theory potential, make greater use of their professional training and thus improve the effectiveness of the service offered. The involvement of staff in decision making process of the organization and having increased awareness of the organization's purpose, depend upon two important factors: leadership style and organizational style. (Olum 2004).

b) *Leadership*

Leadership behaviors lead to highly motivated staff. Subordinates rely upon the leadership skills of their superior to show them how to achieve their needs of motivation, rewards and ability to perform their allocated tasks. Leaders resolve interpersonal differences. Formal systems are simplified and attempts are made to create a more open, reactive organizational environment. The need for leadership qualities turns more towards the ability to plan and analyze feedback is emphasized. The leader's role is not diminished but it is changed it its nature. Participative leadership involves employee participation in management; subordinates are consulted for their opinions as part of the decision-making process. (Olum 2004).

c) *Organizational Style*

Whether the participative management approach can really work depends upon the type of organization and its functioning. An open organization is more likely to encourage participative management than a mechanistic one. The emphasis in organizational communication from top to bottom through informal groups, team and party meetings is laid on self-starting qualities, the capacity of staff to develop themselves in their own jobs and to grow professionally. The organizational style of functioning should encourage that people at work need to satisfy their basic needs for material support and security. Participative decision making has its effect on the organization's objectives. (Olum 2004).

d) Participative Management Style

Hajzer (2011) characterizes participative management style and freedom at work with these four main features:

1. *Commitment:* Employees voluntarily commit to do their tasks; they are willing to negotiate about the objectives and procedures.
2. *Mastering:* Autonomy and meaningfulness, the three need that create the system. The more built for them, the stronger the intrinsic motivation of employees. The more of them are present, the higher intrinsic motivation of employees.
3. *Self-Management:* The arrangement is made such that it is not necessary manager that manages others.
4. *Engagement:* The more you manage to meet the needs of mastery and autonomy, the more people feel involved and have a greater desire to work. The system is not only functional and self-governing, but there it passion, and creativity, freedom and independence.

Another authors asserted that employers' perception of the outcomes of various types of participation was an important factor to influence their willingness to introduce workers' participation. The study ascribed the increasing popularity of the most employee involvement programmes to the wide variety of benefits that they offer employers such as improved performance and productivity, lower costs, motivation, increased morale and job satisfaction, reduction in conflicts, industrial peace and stability, etc. Direct participation in work-related decisions was found to increase organisational performance and productivity, whereas indirect participative practices had positive effects on job satisfaction and reduction in industrial conflict (Wimalasiri and Kouzmin 2000).

However, this author emphasized and mentioned the importance of team work and urged the need of strengthening team function in an organisation. He observed that the co-operative behaviour among the employees is an outcome of their professional and organizational commitment and will go a long way in promoting the participative nature of the organization (Lee 2001).

On the another dimension of participative management, this researcher observed that the communication practices and information sharing relationships between unions and employers as well as between employers and their employees constitute an important ingredient in the creation of an environment of trust and confidence. They were vital to the practice of genuine collaboration and the development of meaningful participation. Effective participation was the result of effective communication between management and employees, preferably involving a two-way communication flow. Relevant information is required as needed for adequate decision-making and to build employee confidence in the management system, so managers' attitudes to secrecy and prerogative must change. The range and type of communication media, access to participative structures, the degree of involvement of workers, the breadth of issues over which employees were consulted and the extent of their influence are additional dimensions to which careful attention must be paid (Markey et al. 2002).

Some authors examined the positive effects of worker participation on the productivity of business organisations. This evidence is conformed, under certain conditions, by the motivational, industrial, and business relations paradigms. The study significantly mentioned the 'O' theory of industrial relations. Otherwise called as the Ownership theory, it emphasis on the need to provide labour with access to ownership, together with a policy of participative management which improves the quality of decision-making of the organisation and will have an implication on the destiny of the organization (Gutierrez and Carlos 2002).

In the similar direction, some researchers observed that there was an important relationship between business strategy, the use of participative management practices, and industrial relations systems, practices and outcomes. Types of strategy that have implications for the use of employee participation systems were differentiation and cost leadership strategies (Michie and Sheehan 2005).

The same authors observed that there was an important relationship between business strategy, the use of participative management practices, and industrial relations systems, practices and outcomes (Michie and Sheehan 2005).

A research conducted on an investigation of the existing level of worker participation in management decision-making within the Nigerian work environment. The study involved a survey in which a total of 227 non-management employees drawn from two work organizations in Lagos attended. The results showed that employees in both organizations demonstrate a high interest in participation in the decision-making process within their respective workplaces. It was observed that there was significant relationship between education and age of the employees and employees' involvement in decision-making as well as between frequency of employees' consultation and their organisational commitment. The study revealed a growing desire of non-management employees in the

Nigerian work environment to exercise greater involvement in the decision-making process of their enterprises (Noah 2008).

Similar research conducted examined the contribution of 'workplace forums' towards the practice of participative management in South Africa. The study gathered the perceptions of management representatives regarding the reasons for the establishment, the process of establishment, as well as the functioning of workplace forums (WPF) in their respective organizations. The results indicated that WPF have contributed to workers' participation in a big way. The study recommended that management should create a climate in which more WPF can be established (Walt 2008).

The research design adopted for this work is survey research. Sample of the population was drawn

e) Test of Hypothesis

The research used question number 1, 2, 3, and 4 of the questionnaire to test hypothesis 1:

4.7.2 H_0: There is no significant change towards the attitude of management and employees on the adoption of participative management.

Fo	Fe	Fo – Fe	(Fo - Fe)²	(Fo - Fe)² / Fe
12	8	4	16	2
6	8	-2	4	0.5
7	8	-1	1	0.13
7	8	-1	1	0.13
18	15	3	16	6.1
11	15	-4	16	1.1
24	15	9	8	1.1
19	15	4	16	0.5
1	4	-3	9	1.5
5	4	1	1	2.3
2	4	-2	4	0.3
8	4	4	16	1
1	1.5	-0.5	0.25	0.2
5	1.5	3.5	12.3	8.2
0	1.5	-1.5	2.3	1.5
0	1.5	-1.5	2.3	1.5
6	6.5	-0.5	0.25	0.04
11	6.5	4.5	20.3	3.1
5	6.5	-1.5	2.5	0.4
4	6.5	-2.5	6.3	0.97
				32.57

Decision Rule

Reject null hypothesis if the computed value is greater than the table value. Accept alternate hypothesis if the computed value is greater than the table value.

Degrees of freedom = (R-1) (C-1) = (6-1) (4-1) = 15. Level of significance = 0.05.

At 0.05 level of significance and 15 degree of freedom the table value is given, as 12.592.

Decision

Since the computer value (32.58) is greater than the table value (12.592), therefore reject the null hypothesis and accept the alternate hypothesis. This affirmed that there is significant change towards the attitude of management and employees on the adoption of participative management.

The research used question number 4, 6, 7, and 8 of the questionnaire to test hypothesis 2.

4.7.3 H_0: There is no existence of practice of participative management in the organization.

Table 4.7.3.2

Fo	Fe	Fo – Fe	$(Fo - Fe)^2$	$\frac{(Fo - Fe)^2}{Fe}$
10	10	0	0	0
8	10	2	4	0.4
15	10	5	25	2.5
5	10	-5	25	2.5
15	16	-1	1	0.06
25	16	9	81	5.1
16	16	0	0	0
8	16	-8	64	4
5	5	0	0	0
2	5	-3	9	1.8
4	5	-1	1	0.2
9	5	4	16	3.2
1	1	0	0	0
0	1	-1	1	1
1	1	0	0	0
2	1	1	1	1
7	7	0	0	0
3	7	-4	16	2.3
2	7	-5	25	3.6
14	7	7	49	7
				34.66

Decision Rule

Reject null hypothesis if the computed value is greater than the table value. Accept alternate hypothesis if the computed value is greater than the table value.

Degrees of freedom = (R-1) (C-1) = (6-1) (4-1) = 15. Level of significance = 0.05.

At 0.05 level of significance and 15 degree of freedom the table value is given, as 12.592.

Decision

Since the computer value (34.66) is greater than the table value (12.592), therefore reject the null hypothesis and accept the alternate hypothesis. This affirmed that there is existence of practice of participative management in the organization.

4.7.6 H_0: There is no significant impact of practice of participatory management on the organization.

Table 4.7.6.1

Table 14	Table 15	Table 16	Table 17	Total
16	19	19	9	63
19	15	13	11	58
2	3	2	6	13
0	0	0	3	3
1	1	4	9	15
38	38	38	38	152

Table 4.7.6.2

Fo	Fe	Fo - Fe	$(Fo - Fe)^2$	$\frac{(Fo - Fe)^2}{Fe}$
16	15.8	0.2	0.04	0.002
19	15.8	3.2	10.24	0.65
19	15.8	3.2	10.2	0.64
9	15.8	-6.8	46.24	2.93
19	14.5	4.5	20.25	1.40
15	14.5	0.5	0.25	0.02
13	14.5	-1.5	2.25	0.15
11	14.5	-3.5	12.25	0.84
2	3.25	1.25	1.56	0.48

3	3.25	0.25	0.06	0.02
2	3.25	-1.25	1.56	0.48
6	3.25	2.75	7.56	2.33
0	0.75	-0.75	0.56	0.75
0	0.75	-0.75	0.56	0.75
0	0.75	-0.75	0.56	0.75
3	0.75	2.25	5.1	6.8
1	3.75	-2.75	2.56	0.68
1	3.75	-2.75	2.56	0.68
4	3.75	0.25	0.06	0.02
9	3.75	5.25	27.56	7.35
				27.722

Decision Rule

Reject null hypothesis if the computed value is greater than the table value. Accept alternate hypothesis if the computed value is greater than the table value.

Degrees of freedom = (R-1) (C-1) = (6-1) (4-1) = 15. Level of significance = 0.05.

At 0.05 level of significance and 15 degree of freedom the table value is given, as 12.592.

Decision

Since the computer value (27.722) is greater than the table value (12.592), therefore reject the null hypothesis and accept the alternate hypothesis. This affirmed that there is significant impact of practice of participatory management on the organization.

VI. Conclusion and Recommendation

a) Conclusions

Employee participation has been found to have favorable effects on employee attitude, commitment, and productivity even on the efficiency of the managers. Consequently, participative management is seen as an inevitable mechanism in organizations. However, before this could be done or undertaken, a thorough examination of the organization policy should be looked into and amended to affect this situation. Based on the findings Participative management is a pivotal element in enhancing performance of employees and productivity of must business oriented organisation. It is therefore, requires fundamental recognition in the day to day interactions between employer and employee.

b) Recommendations

In this study, some recommendations have been made to increase the importance and benefits of participative management approach in an organization.

1) Managers should put more effort in encouraging their participative management approach in decision making process.
2) Managers should increase the frequency and level of workers participation in decision making considering the fact employees are part of the organization set up.
3) Organization should take holistic approach to participative management.
4) Organizations are encouraged and incorporate Islamic perspective of participative management.
5) Considering the importance and benefits of participative management especially in the growth and stability of an organization. Finally, the researchable aspects of the concept of participative decision making have not been exhausted in this work. Therefore suggestion is being put forward for further research into the concept of participation especially in the area of problems that limit or jeopardize the practice of participatory management in Nigeria.

Today in a competitive business environment that changes very fast, more and more companies realize the importance of human resources and their quality. Improving of quality of human resources helps them to increase productivity and overall efficiency of their activities (Rebeťák, 2013). We support the opinion that higher participation of employees in decision – making or any company activities leads to higher satisfaction at work and higher commitment and engagement. Our research confirmed that the level of employee participation is still low in many companies which mean that the potential of employees is not used, as well as their creativity and initiative.

We recommend to companies the consideration of including empowering techniques into management education programs that will develop managers in involving employees into decision – making and using of their potential more in the workplace.

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Effects of Government Programs on Food Acquisition for Family Farming: The Cooperative Seed between Brazil-África

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Abstract- Within the limits of the institutionalization of the National Program for Strengthening Family Agriculture (PRONAF), the National School Feeding Program (PNAE) and the participation of Brazil in the Food Acquisition Program for Africa (PPA). The main objective of this work was to share the best practices in the implementation of school feeding programs as an important social protection tool to fight hunger, contributing to the exchange of information between countries, their farmers to take advantage of the "desert drought" and cooperatives. The methodology applied in the present research consists of a qualitative and descriptive bibliographical research, in order to obtain the necessary data for the accomplishment of the research objectives, where interviews with different social actors working directly with the institutionalization of the PNAE, PRONAF and the PAA Africa program is an initiative of the Brazilian government in partnership with the World Food Program (WFP), FAO (United Nations Food and Agriculture Organization) and DFID (UK Department for International Development to promote food security and empowerment by On the other hand, the agents directly linked to the farmers showed the subject and questioned this research, but did not reveal any action that could reverse the absence of farmers in public calls.

Keywords: *family agriculture. PRONAF. PNAE. PAA. public calls. public management.*

GJMBR-A Classification: *JEL Code: M10*

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I. Introduction

In the Brazil-África context of family farming, the colonial origins of the rural population are directly linked to export monocultures, slavery and large estates. Family farming is a form of existence of people who stay with the passage of time and who seek to preserve their place and techniques in an increasingly competitive environment, competing in unequal conditions with the initiatives that operate in the agribusiness logic.

Family agriculture can be defined as one in which the management, ownership and most of the work and activities are carried out by people who have parental bonds. However, this concept is not absolute, since social groups and their representations establish their own categories that according to the context in which it is used, the term "family farming" may be given a different meaning. Nevertheless, regardless of the situation in which the term is used, they must be present the three basic attributes: management, property and family work (Bittencourt & Abramovay, 2013).

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The National Program for the Strengthening of Family Agriculture (PRONAF) in the midst of the demands of the agricultural policy of family farmers. Beyond In addition, other movements contributed to the emergence of this program, with the alternatives for these producers who, since the 70's, process of concentrating their activities in one or two cultures, or the destination of their products to the agro industrial market (Mera & Didonet, 2010). It is also worth mentioning the Secretariat of Family Agriculture, created in 2003, as well as the promulgation of the Family Agriculture Law in 2006 (Picolotto, 2011).

Since the creation of PRONAF, the volume of financial resources applied over the years has been clear, jumping from R$ 650.000.000,00 in 1996 to R$ 16.000.000.000,00 in 2012. The financing agreements Brazil reached its peak in 2006, when it reached 2,5 million contracts. In the same period, there was a greater participation of the Northeast region in the number of PRONAF contracts, mainly due to the relative share of the South region (Grisa, Wesz-Junior & Buchweitz, 2014).

The PAA Africa program is an initiative of the Brazilian government in partnership with the World Food Program (WFP), the FAO (Food and Agriculture Organization of the United Nations) and DFID (United Kingdom Department for International Development To promote food security and the strengthening of family farming.

With this in 2010, a program was drawn up to share the experience of PAA Brazil with Africa in five countries: Ethiopia, Niger, Malawi, Mozambique and Senegal. Klug points out that the first phase, started in February 2012, had funding of US $ 4.6 million, of which about 3.7 million were donated by the Brazilian government, through the General Coordination of International Actions to Fight Hunger in the Ministry and the remainder by the British Department for International Development Cooperation (DFID) (ONU, 2011).For the second phase (which starts now and lasts 18 months), CGFOME has already committed to donate another $ 4 million, and DFID has increased its contribution, now $ 2 million. To expand projects within countries and support the continuation of the project for the five years, other partnerships are under development - compliments confidently. In February, pilot projects were started with the distribution of inputs and training for farmers. Klug recalls that, so far, PAA Africa has benefited 4287 farmers and more than 124,000 students in 434 schools, which received food purchased locally with the project's resources (ONU, 2011).

In reporting the importance of this research, it can be mentioned that it is precisely in the concern of not attending any farmer or local cooperative interested in participating in the calls occurred in the city of Brazilian cities. In view of the interest in going deeper into the subject, in light of the above, the general objective of this research therefore seeks to analyze the causes and difficulties that block the institutionalization of PRONAF, PAA and PNAE in the brazilian cities (Salvador, Ceará, Bahia, Paraná, Santa Catarina, Sao Paulo) and African countries (Nigeria, Senegal, Ethiopia, Mozambique and Malawi).

Specifically, the objectives are to collect quantitative data on programs involving the promotion of family farming in the municipality concerned, as well as to identify difficulties in attracting resources from family farmers, and to understand, from the social actors involved with family farming, the reasons for the lack of interests involving access to credit for financing programs to this segment of society.

II. Theoretical Review

a) The sustainability of Family Agriculture

Agriculture is a process that has a direct link with sustainability, in order to both it is necessary to understand what this term means, Ruscheinsky (2003) defines sustainability as a broad concept that admits variations according to interests and positionings.

The term sustainability refers, for the most part, only expressions focused on environmental issues. However, sustainability, according to Sachs (2009), is a dynamic concept that takes into account the increasing needs of populations, in a constantly expanding international context. He comments that the term sustainability is much more comprehensive and involves several other dimensions, in addition to environmental, among which social sustainability stands out; economic sustainability and political sustainability, which can be represented by the institutional environment.

Therefore, the debate about how to achieve sustainability in agriculture is problematized by disputes and disagreements as to which elements of production are acceptable and which are not. Some agricultural technologies, seen as sustainable in the input market, may not be sustainable on farm property. The use of swine and poultry waste, which is widely used in small farms as a substitute for chemical fertilizers, is considered sustainable; but its excessive use compromises the local water table. Similarly, organic agriculture is widely accepted as sustainable, but ceases to be with the practice of organic monoculture (Souza-Filho, 2001).

Neves and Castro (2010) argue that given the growing worldwide concern with the concept of sustainability, the insertion of family agriculture into coordinated subsystems will be more valued because this segment strengthens environmentally and socially correct options, as well as economically viable and institutionally supported by a pressure from society in the search for sustainable production models.

These local inventions allow a better adaptation of management and specific management of certain activities, which respect the limits and potential of each small producer. These are fundamental characteristics to exploit local specificities, mainly the National School Food Program (PNAE), and which, consequently, lead to local and sustainable development. These characteristics, ignored or not found in the modernization of agriculture, are largely responsible for the "unsustainability" of the current patterns of family agriculture, precisely because they cannot understand and work the diversities found in this universe of producers (Dal-Soglio, 2013).

In the institutional question, in the environmental planning of the municipalities, it is convenient to consider and privilege parameters that reward these people who live in the rural environment so that they can conquer new reference of quality of life. The achievement of this improvement includes access to health, education, leisure, information, means of transport and, in particular, the availability of energy, both to supply the productive activities of the properties and to provide comfort for those farmers. A dynamic, better-structured local economy offers more opportunities in the search for innovations, which allow family farmers to make better use of available resources (Buainain & Garcia, 2013).

Finally, the adequacy of technologies to serve a local community, such as soil preparation, fertilizer and corrective use, irrigation, mechanization, crop management, seed selection, harvesting, value added to products, positive economic outcomes and, consequently, sustainable social outcomes. That is, the sustainability of these family farmers will depend on the complementarity and interaction between the environmental, social, economic and institutional dimensions and the adaptation in their different forms of productive organization that emerge over time and that deserve to be highlighted.

b) Forms of Productive Organization in Family Agriculture

Family farming offers great promise of growth as directly linked to poverty reduction, but this promise also requires the State hand providing essential public goods, improving the investment climate, regulating the management of natural resources and ensuring desirable social outcomes, thus acting will be contributing to the development as an economic activity, as subsistence and as a supplier of environmental services, making the sector a unique

This complexity, according to Garcia-Filho (2000), is based on the complexity of the ecosystems that represent potential or impose limits on the agricultural activities and the mode of use of the space that these societies adopt, representing an effort of adaptation to the ecosystem, seeking to explore the best potential or minimize the obstacles. Resulting in the development of different agricultural practices by the socioeconomic conditions of the different production systems.

Family farming throughout Brazilian history was marked by the colonial origins of the rural population, with three characteristics, be they the large estate, export monocultures and slavery (Lamarche, 1997).Family farming considers a political attempt to reject the power of a social group. In this sense, Lima and Figueiredo (2006) argue that the government, when adopting the expression of family farmer and not peasant, may have used a tactic at a time of political change, since the peasant figure is essentially a non-philosophical identity letting it dominate through the years.

In relation to the definition of family agriculture, Carneiro (2000) points out in a summarized way what can be considered from family appraisals by family farming: the integration of work, land and production. For Marques and Noronha (1998), family farming is conceptualized as the management of jobs that come from individuals who maintain affective ties. According to the National Institute for Colonization and Agrarian Reform (INCRA) and the United Nations Fund for Agriculture and Food (FAO, 2013),

Family Agriculture is comprised of a set of economic, social and environmental practices with purpose of managing the production system and investments with family objectives with the environment and the interaction of the production unit. The economy since the period of colonization has always been focused on exporting products to large cities. At the beginning there was the exploration of Brazil wood which was our first product, as early as the sixteenth century, one begins to work on large estates, with this the best lands were intended for commercial cultivation, while the weakest were for planting their own sustenance (Silva & Ribeiro, 2014).

Family farming in the Brazilian scenario is a result of a historical process started from the colonization, being mainly influenced by political, economic and social episodes of the past centuries and especially in recent decades, where the changes occurred due to agricultural modernization are answers to social inequalities as a basis for sustainable local development, and as a means of containing the rural exodus. For Lamarche (1997), part of the small producers was left out of the process of modernization due to the precarious means of access of these to work and social mobility.

Among the negative aspects of this process is the rural exodus that occurred in Brazil during this period due to the large number of unemployed, since tasks that were previously performed by a large group were carried out by few people. However, according to the Commission Economic for Latin America and the Caribbean (CEPAL), raising the productivity of family agriculture in the national market would require modernizing the sector and raising the economic standard of rural farmers (Del-Grossi & Silva 2002).

In the 1990s, a survey conducted by FAO and INCRA, whose purpose was to establish the guidelines for a sustainable development model, was recommended as a way of classifying Brazilian agricultural establishments by separating two models: management and labor, the decentralized organization and emphasis on specialization, and the familiar one that would have as characteristic the intimate relation between work and management, the direction of the productive process led by the owners, the emphasis on the productive diversification and the durability of resources and in the quality of life, the use of wage labor on a complementary basis and the taking of immediate decisions, linked to the high degree of unpredictability of the productive process (see Table 1).

Table 1: Characteristics of employers' and family farms

MODEL PATTERN	MODEL FAMILY
Complete separation between management and work.	Work and management closely related.
Organization centralizes.	Direction in the productive process assured directly by the owners.
Emphasis on specialization.	Emphasis on diversification.
Emphasis on standard agricultural practices.	Emphasis on the durability of natural resources and the quality of life.
Prevailing salaried work.	Complementary wage labor.
Technologies aimed at eliminating "on the ground" and "momentum" decisions.	Immediate decisions, appropriate to the high degree of unpredictability of the production process.
Technologies mainly focused on the reduction of manpower needs.	Decision making "in loco", conditioned by the specialties of the productive process.
Heavy reliance on purchased inputs.	Emphasis on the use of internal inputs.

Source: Research of FAO / INCRA (1996).

The so-called employer agriculture (the one that uses people hired to work in large and medium-sized properties) often does not show good profits if related to family farming, where people are responsible for the production and marketing of the products, since they are the owners of land, which makes the profits are assigned, directly to the workers (BRAZIL, 2011).

Thus, it is possible to say that family farming in Brazil emerges as an alternative form of production to strengthen the social, cultural and environmental impacts occasioned by the modernization process. According to Guilhoto *et al.* (2007), we must consider the fact that the concentrated and centralized forces of capital in the political actions that ensure the productive market for the economic development of this family segment.

In Brazil, public policies aimed at the development of agriculture have always aimed at meeting the external interests of large industrial capital. Given this circumstance, we will find in the same region the existence of backward traditional agriculture, and on the other hand, large agroindustrial complexes. Also associated with the fact that in some Brazilian states family farmers are still not organized and thus are unable to claim their rights. In view of the above, Peixoto (1998) emphasizes that family farming resists occupying small tracts of land, using simple technologies and intended only for the production, mostly, for family consumption.

Thus, according to Mussoi (2006), family farming, through its peculiar producers of basic food, consuming inputs and generating an economic movement, constituted an important model of sustainable sustainability. It should also be noted that family farming today faces some challenges for sustainable rural development, including:

> *"In general terms, family enterprises have two main characteristics: they are run by the family itself; and in them the family works directly, with or without the aid of third parties. In other words, management is family-run and work is predominantly family-run. We can also say that a family establishment is at the same time a unit of production and consumption; a unit of family production and social reproduction corresponds "to an agricultural production unit where property and labor are intimately connected with the family*" (Denardi, 2001, p.59).

Apparently, the Southern Common Market - MERCOSUR is the first economic block that defines the family agriculture sector. The determination of family agriculture worked by MERCOSUR was a recommendation of the Specialized Meeting on Family Agriculture. Through this, conditions were established for the development of strategies to promote family farming in MERCOSUR. According to MERCOSUR Resolution No. 25/07, the states parties to the bloc should incorporate into their legal systems the minimum identification criteria for the family agriculture sector described in the Guideline on the Recognition and Identification of Family Agriculture in MERCOSUR. As the directive, it self-states:

> *The need to "have adequate instruments for the recognition and identification of family farmers that allow public policies for the sector to reach their beneficiaries", "to establish and improve differentiated public policies for family agriculture," "to promote production and facilitate trade" in family agriculture and that the family agriculture sector has" a relevant participation in the food security of the region and in the agro-productive chains of the countries of the bloc "was the objective in the MERCOSUR institutionalization of the recognition and identification of the family agriculture sector.*

Based on the guidelines, minimum criteria for identifying family establishments within the MERCOSUR bloc were developed. The criteria are:

> *a) The workforce occupied in the establishment shall correspond predominantly to the family, and the use of hired workers shall be limited "; b) "the family shall*

be directly responsible for the production and management of agricultural activities and shall reside in the establishment itself or in a nearby locality"; c) "the productive resources used will be compatible with the working capacity of the family, with the activity developed and with the technology used, according to the reality of each country.

The guideline for recognition and identification of family agriculture by focusing on management and workforce criteria is close to the widely used definition of family farms found in literatures. Family agriculture is the segment of greatest economic and social importance in rural areas, being a strategic sector for the maintenance and recovery of employment, income redistribution, and guaranteeing the country's food sovereignty in the construction of sustainable development (Lima, 2006).

Family farming employs about 80% of rural workers in Brazil, representing 18% of the total economically active population. In addition, the generation of employment in the countryside represents a much lower cost than the generation of employment in urban activities (FAO/INCRA, 2006). It is also responsible for the production of the main foods consumed by the Brazilian population: 84% of manioc, 67% of beans, 54% of milk, 49% of corn, 40% of poultry and eggs and 58% of pigs (2006 data) "(BRAZIL, 2011, p. 30).

The sustainable economic development of rural areas is of fundamental importance for family agriculture. Family production is one of the main economic activities of several Brazilian regions and needs to be strengthened, since the potential of these farmers to generate employment and income is very important. In this sense, says Bittencourt (2002), it is necessary to encourage the participation of family farmers in public policies. It is important to establish policies for the elaboration and execution of projects for development based on sustainable family agriculture, thus strengthening the economy of most Brazilian municipalities in the distribution of income in the rural sector that supports and supports the development of the urban sector (Lima, 2006).

Family farming is also the support for the strengthening of civil society in the countryside. Only family farming can form a great network of the most diverse forms of associations that will establish democratization and the participation of the rural population, building citizenship in the countryside.

c) The importance of family farming in contemporary society

Family farming presents a relevant role for the development of society today, since agricultural and non-agricultural activities are carried out in a rural establishment or in nearby community areas managed by a family with a predominance of family labor. The mode of operation, characteristics, and contributions that family agriculture can attribute to a country's growth is often little known or discussed, even in universities, rural extension and research institutions, and in governments. Of the various areas in which it can help, the most important is the economic, social, environmental and job creation, and it is considered an eminent solution for the eradication of hunger and poverty, as well as its full contribution to sustainable development.

The Government released the results of the last Agricultural Census, with data collected throughout the Brazilian rural territory. The Census brings significant information about the reality of family farming in our country, the results show that it is family farming that produces more than 70% of the food consumed by Brazilians, even with little land and few incentives for production. It stands out the family agriculture as the main generator of staple food, ensuring the food stability of the country. We are responsible for the production of 87% of manioc, 70% of beans, 46% of corn, 34% of rice, 58% of milk, 59% of pork and 50% of poultry produced in rural areas. The least active crop is soybeans, (we are responsible for 16% of the production) that today is one of the great Brazilian monocultures for export (FAO/ INCRA, 2006).

Family farming helps to reduce and regulate the values of food and raw materials and therefore helps to control inflation by increasing competition between industries as it lowers the cost of food. This is one of the ways to transfer more billing to other sectors of a country, more than other ways of productivity. This is because, as an administrator, worker and landowner, most of these family farmers use their minimum remuneration as a criterion for deciding whether or not to continue in that area. Even though it occupies a few areas of land, family agriculture is the fundamental food supplier in our country, and those who provide jobs in rural areas, denying agribusiness discourse once and for all (Tendler, 1998).

d) Public performance of the federal government in relation to family farming

Public policies refer to political decisions, whether in their content or for their construction and performance. A public policy is something traced to address a public problem. It is necessary to act on the part of a governmental or non-governmental actor in the face of a public problem, otherwise a public policy is not constituted (Secchi, 2010). Teixeira (2002) conceptualizes the public policies as guiding directives of public action for the relations and mediations between the State and the society. Public policies are understood as directives drawn up by the State directly or indirectly, with the participation of public or private entities, which seek to remedy a public problem.

Public policies are implemented and fulfilled to meet the demands and proposals of society, in its various segments, being formulated mainly by the executive or legislative powers. There are several actors involved with public policies with diverse interests. In this way, social mediations are essential for consensus to be obtained (Teixeira, 2002). In Brazil, over the years, public policies were elaborated to attend to Brazilian agriculture, being important to highlight the main ones (MINISTRY OF AGRARIAN DEVELOPMENT, 2006): a) Agrarian Reform Policy, instituted by Law no. 4. 504 of November 30, 1964, created to the principles of social justice promoting the best distribution, possession and use of land. From this Law the National Institute of Colonization and Agrarian Reform (INCRA) originated; b) Rural credit agricultural policy, sanctioned by Law no. 4,829 of November 5, 1965, with the following specific objectives:

> *I- Stimulate the orderly increase of rural investments, including for storage, processing and industrialization of agricultural products, when carried out by cooperatives or by the producer on their rural property; II- To favor the timely and adequate costing of the production and the commercialization of agricultural products; III- Enable the economic strengthening of rural producers, especially small and medium; IV- Encourage the introduction of rational methods of production, aiming at increasing productivity and improving the standard of living of rural populations, and adequate soil protection. (BRASIL, 1965);*

c) Minimum Price Policy, established by Decree Law no. 79 of December 19, 1966, establishing standards for fixing minimum prices and for government financing and purchase of products; d) Workers Assistance and Welfare Policy in accordance with Law no. 61,554 of October 1, 1967, which instituted the regulation of the Assistance and Pension Fund of Rural Workers (FUNRURAL); e) National Seed Policy, created by Ordinance 524 of October 3, 1967 of the Ministry of Agriculture, which established guidelines for the production of seeds in Brazil; f) Policy for Agricultural Research and Experimentation, instituted by Law no. 5,851 of December 7, 1972, authorizing the Executive Branch to establish a public company under the name of the Brazilian Agricultural Research Corporation (EMBRAPA), linked to the Ministry of Agriculture; and g) Rural Extension Policy and Technical Assistance (Decree No. 72,507 of June 23, 1973), created to establish the norms for control of activities related to rural extension in the country.

In addition to these policies, other national programs were created for the development of actions directed at Brazilian agriculture, such as Wheat, Coffee, Proálcool, among others. What draws attention is that during this period none of these policies were specifically designed to serve family agriculture. Only with the promulgation of the Federal Constitution in 1988, it proposes specific actions for this, according to art. 187, IV: Agricultural policy will be planned and implemented in accordance with the law, with the effective participation of the production sector, involving producers and rural workers, as well as the marketing, storage and transport sectors, taking into account, in particular [...] technical assistance and rural extension (BRASIL, 1988).

From the Federal Constitution, actions and programs have been restructured to ensure the construction of the identity and model of Brazilian agriculture. These programs are managed by different ministries such as: Ministry of Agriculture, Livestock and Food Supply (MAPA), Ministry of Agrarian Development (MDA), Ministry of Finance, Ministry of Planning and Ministry of Environment. Among the national public policies, it is worth emphasizing PRONAF and PNAE, which part of the financial resources from the National Fund for Education Development (FNDE) for school feeding should be invested in the direct purchases of family agriculture and rural family entrepreneurs.

III. Methodological Aspects

The present study is characterized as qualitative. For Dalfovo et al., (2008, p.6), the qualitative research is represented by textual data, where it is intended to "verify the relation of reality with the object of study, obtaining several interpretations of an inductive analysis by the researcher.

The data collection techniques used consist of the bibliographical review, from the reading and analysis of existing literature on the subject, as well as research on official sites, the the Food and Agriculture Organization of the United Nations (FAO), the Ministry of Social Development (MDS), Ministry of Agrarian Development (MDA), Ministry of Foreign Relations (MRE), Brazilian Cooperation Agency (ABC) and PAA-África.

The problematization of this work consists in the fact that since the public administrations were given the public call for local and regional family farmers to be supplying products to come from agriculture, none of these local producers appeared in these events. The general objective therefore seeks to analyze the causes and difficulties in the institutionalization PNAE, PRONAF and PAA(Purchase from Africans for Africa)are well informed on the matter and execute the legislation pertinent to each of these programs.

In view of this situation, we sought, through researches and interviews of authorities and ambassadors of Brazil-Africa granted to the UN in the various places and entities that should support this class, to contribute to the development of local family agriculture. It should be noted that the search for agents and entities related to financing and credit programs for local farmers between countries.

The first “E1” organ to be interviewed was the director of the Center for Excellence against Hunger, Daniel Balaban, “every cooperation project requires joint work." "We do not have all the answers, we will jointly build a unique solution for each country that takes into account the environmental, social and economic characteristics of each one," said the UN expert during the presentation of the project to the ambassadors.

Under the plan approved by the Steering Committee, prospecting missions to the four African countries will be carried out by the end of 2018 for the preparation of diagnoses. Evaluations will be the basis for the preparation of specific national plans. Through guidance and recommendation of the "E1", the next organ interviewed was the Rural Workers' Union of Brasil-África, in the person of its President.

For the same, the term "E2" will be used. According to the ambassador of Kenya to Brazil, Isaac Ochieng, ambassador explained that other Brazilian public institutions, such as the Brazilian Agricultural Research Corporation (EMBRAPA), the National Supply Company (CONAB) and the National Fund for Education Development (FNDE) , will be able to get involved in the project and offer technical assistance, according to the demands of the countries.

Ambassador “E2”stated that "food security, job creation make up one of the four pillars of the country's government plan, and Brazil has been singled out as an example to be followed in these areas." He also said that the project will improve health, education and nutrition and will have impacts in several other areas, such as infrastructure.

With a location close to the United Nations, Israel Klug, the coordinator of the Food and Agriculture Organization (FAO) of the PAA Africa. He has been at the forefront of this job for almost 8 years. For the mentioned interviewee, we will use the term "E3". He reports that the program is based on three main pillars: (i) support for farmers 'production and training, (ii) local food purchases, providing farmers' associations with easy and fair market access, and (iii) support for local schools under the school snack program. "Based on these pillars, PAA Africa aims to integrate agricultural interventions into social protection initiatives such as school feeding, encouraging the consumption of locally produced food and promoting the food and nutritional security of children, while strengthening communities," he said Klug.

The expert and the FAO official gave a few words "E4", Florence Tartanac, they came across a small productive property near Brasilia. There, they had the opportunity to talk with the farmer and with a technique to understand the operation of the Brazilian Food Acquisition Program, which inspired the PAA Africa. "The technical assistance provided by Brazil is positive, and during the field visit we were able to better understand how rural extension works in Brazil, how family farming is integrated with the Food Bank and schools, and to clarify some doubts about the challenges we face in PAA Africa, such as timely payment to farmers," added Tartanac.

Considered as a formal procedure, the research is based on some phases. One of the phases of the research is the collection of data that can be done through documentary research, bibliographic research and direct contacts (Lakatos & Marconi, 1991, p.155). Research is seen as a sequential process involving visibly defined steps to make decisions based on reliable data. Problem solving is emphasized through applied research, with the aim of "revealing answers to specific questions". Regarding the administrative area, research is classified as "a systematic investigation that provides information to guide managerial decisions" (Cooper & Schindler, 2011).

Their approach can be mentioned that it consists of a qualitative and descriptive bibliographical research, with the intention of obtaining the necessary data for the accomplishment of the objectives of the same one. The qualitative research allows analyzing the implicit aspects to the development of the organizational practices and the interaction among its members. It is the most appropriate technique to understand the phenomenon in the context in which it is inserted and of which it is part, since it makes it possible to analyze it in an integrated perspective (Trivinos, 1987).

Research of a qualitative nature also allows us to approach events, quotations and experiences. The qualitative character is due to the presentation of possible solutions to probable problems evidenced in the course of the research. According to Trivinos (1987: 34): "It can be said that qualitative research comprises a set of interpretive techniques that aims to describe and decode the components of a complex system of meanings through attitudes such as argumentation."

IV. Analysis of Results

When it comes to public funding, one arrives at information related to the EAP. In this context, the UN says that it is a renewed and innovative public policy for a long time, as follows: "The PAA is a program that has been going on for some time. It has improved, innovated and added new policies." “E1”. Balaban also stressed that the solutions developed in partner countries will be reverted to benefits for the agricultural chain in Brazil. "South-South cooperation is always two-way. While we help countries, we learn from them to improve our own practices."

The PAA (Purchase from Africans for Africa) has expanded considerably at national level. The assertion given by the aforementioned entity is directly related to the reasoning of Schneider et al. (2004), which affirms that its creation legitimizes the social category of family farmers, thus being evaluated as an important instrument that allowed the capture of financial and human capital, which can boost the sustainability reach of these family farmers.

The PAA Africa is being developed in the Region of Nations, Nationalities and Peoples of the South (SNNPRS), where 2,815 family farmers provide locally produced food to local schools. The authorities, recognizing the success and future potential of PAA Africa, are supporting the expansion of the program in the province, as well as evaluating the possibilities of its expansion into a national program. Israel Klug "E3", the coordinator of the Food and Agriculture Organization (FAO) of the PAA Africa notes that the director of the school, Memihiru Melkamu, highlights the increase in school attendance. "For example, we had only 447 students enrolled, but now we have 1,724. We have reduced the dropout rate from 1.4% to zero, "he explained. "In terms of student achievement, we had a passing rate of 54% in 2013, which now has reached 100% by 2015. The retention rate has also increased dramatically," added Melkamu.

Based on the analysis, it was observed that most of the studies pointed out that the PRONAF has a great influence under the development of the municipalities and regions where it is used, starting from the improvement of the quality of life and increase of the income of the rural family and the consequent injection of these resources into the local economy through public calls by the PNAE of the educational institutions of every country, according to Silva (2015) corroborate in affirming that there is a considerable increase in recent years in relation to the number of public calls signed between the school food plan and family farmers, with a positive impact on the families of the farmers.

However, there are still some problems and discontinuity of the application of the credit, and for this, the Government together with the States must promote the control and control of resources for the Program to fulfill efficiency in the valorisation and strengthening of family agriculture.

V. Final Considerations

It was found that the implementation of the PNAE is a social construction that is built in the of interaction among the various actors that involve the practice of institutional purchase of foods. It was evident that, in the context analyzed, programs led to increased production; The attention to the quality of the products valued the work family and contributed to the diversification of production.

In general, the effects generated by the programs in the municipality are consonant with the mission and Brazil-África vision of promoting greater awareness environmental; seek new production alternatives; agroecological production; educational background of the partners; inclusion of women and young people in household income and provide the consumer with food quality. In this way, these programs have been important in stimulating sustainable practices between farmers and strengthened the values together.

Programs have produced new economic dynamics and social, as well as construct meanings beneficiary farmers in the municipality, where the efforts of the actors involved was crucial in determining and effective institutional market.

The research allowed to diagnose various of the PAA and the PNAE with its beneficiaries. The economic effect was verified with the stimulus to diversification of production, increase of income, the expansion of family-based jobs in the agricultural sector and access to new markets. The market has contributed to the growth of the production of local agriculture by encouraging the greater circulation of resources in the local economy and for the financial security of the beneficiaries and for local development.

In the second analyzed effect, the social, institutional purchases have stimulated the development of strengthening the local organization of farmers and the participation of family members, such as women and young people. The institutional arrangement created with the PAA and the PNAE increases the promotion of capital in an environment with a history of participation civic, trust and collective action to aimed at family farming.

Another important effect is the environmental one, which comes intensifying with the adoption of sustainable practices such as the production of food free of pesticides. The set of socially produced knowledge local family farmers based on knowledge and traditional methods of respect for the environment environment was strengthened with the institutional acquisition of food. However, conditions must befor organic products to be certified and, therefore, better valued financially among buyers.

Family farming in partnership with the PNAE e PAA is a valuable tool for farmers, whether local or non-local, as it provides them with the opportunity to offer the fruit of their production to the students of the municipal school feeding system, guaranteeing an annual second and secure source of income.

Due to the international recognition and success of the Brazilian strengthening of family agriculture and combating hunger and misery, such as the National Program for Strengthening Family Agriculture, the Food Acquisition Program and the National School Feeding Program, in 2010 cooperation was established between Brazil and Africa to the development of agriculture and the fight against hunger in Africa.

In 2010, the Brazil-Africa Dialogue on Food Security, Fighting Hunger, and Rural Development took place that impacted on the creation of More Africa Food programs. The program consists of the support of strategies for the mechanization of family agriculture, through the creation of credit lines for the purchase of agricultural equipment and machines, and the assistance of the Ministry of Agrarian Development in activities aimed at sharing policies public policies directed at credit policies, technical assistance and rural extension, among others. It also resulted in the creation of the Africa Food Purchase Program (PAA) (Purchase from Africans for Africa). The PAA África promotes the commercialization of food derived from family agriculture, aiming at the development of small rural production while helping to combat hunger. Both programs are based on the Brazilian programs Acquisition Program Food Program (PAA) and in the National School Feeding Program (PNAE).

Cooperation for social transfer and the creation of the Program for the Acquisition of Food-Africa and the More International Food Program took place between Brazil and Nigeria, Senegal, Ethiopia, Mozambique and Malawi. These actions are involved in universities and Federal Institutes, Ministry of Foreign Affairs, the Ministry of Social Development, the Organization of Food and Agriculture and the Community of Portuguese Speaking Countries. The programs aim at technical cooperation to support the productivity of small farmers and the food production in African countries, aiming at food and nutritional security (BRAZIL, 2015).

In the light of the above, the general objective of this research, therefore, seeks to analyze the causes and difficulties that block the institutionalization of PRONAF, PNAE and PAA among Brazilian cities - Salvador, Rio Grande do Sul, Ceará, Bahia, Paraná, Santa Catarina, Sao Paulo (EMBRAPA, 2000; ONU, 2013; FAO, 2013) and African countries - Nigeria, Senegal, Ethiopia, Mozambique and Malawi (ONU, 2015; FAO, 2013). It is a fact, worrying and questionable, that since this resolution was mentioned before, until 2013, or rather, to this day, no cooperative or local farmer participated in public calls. It occurs that the lack of farmers or the local cooperatives themselves interested in the participation of public calls that are launched annually in that municipality is related to some factors that will be listed below.

But some relevant information has been passed on. Information that could not be detected in other organs. One of them is that the farmer interested in joining PRONAF and PAA must have in his name, property / property registered and registered in the Real Estate Registry. And other relevant information is that the annual average of those interested in joining PRONAF is five to six farmers. When asked about the motive of so few interested, the same did not know to answer.

Other difficulties are directly related to the interviewees, in my opinion, of the main allies of the farmers: Secretariat of Agriculture and Union of Rural Workers. The reception of the same for the interviews was very quiet, but what weighs is the lack of interest of the same ones to devote more to the subject. In fact, the disclosure of PRONAF as well as public calls depends almost exclusively on these bodies. Technical knowledge, development of actions, determination, among others should be part of the network of entities related to the subject. But this is not the case. At no time did the interviewees mentioned above try to present any material that could prove their actions with the farmers. It was previously stated that the International Bank does not know how to respond on the grounds of so few interested in joining PRONAF and PAA, and both the UN and other international institutions claim to hold or have meetings with rural producers. Class to deal with the matter, but it is not known when, much less if the information is true, because they were not transparent in asserting their initiative for such meetings.

The minimum to be developed by the UN policy in order to change this scenario as a suggestion of this study would be to replace the personnel structure of the Secretariat of Agriculture by a technical team, knowledgeable about the subject, able to promote as many meetings as necessary "in crazy "; to instruct the Union of Rural Workers to hire a professional who works exclusively with the cooperative institution, even because an organ with more than three hundred (300) associate farmers is able to raise awareness of the creation of a cooperative with only a little more than 6.5 % of this total number of members; to propose to the Brazil-África, through PAA, a larger partnership, providing more professionals who may be working in a network with the municipal secretariats of this segment; to include in the Department of Education, exclusively in the area of nutrition, more professionals who help to expand the dissemination of the work, both PNAE and PRONAF, and also to wait for farmers to leave their fields to seek guidance directly from nutritionists it is not the way out.

At a certain point in the interview with the technical director of the PNAE of the Municipality: the nutritionist, it was reported that there is a pre-set menu in the municipal education units prepared by the two existing nutritionists and that it would be up to the interested farmers, the adaptation of their agricultural productions with these menus. In the understanding of this master's degree, this situation could not occur and as a result of this, one more recommendation to that secretariat: in view of the compliance with the norms established in the resolution of the FNDE, the adaptation of the menu of the units of education according to local production currently practiced by these family farmers.

Finally, the idea of the PAA Africa, like the Brazilian experience, is that strengthening institutional markets for food assistance creates a virtuous cycle of development, where communities are favored twice: by the increase in income resulting from participation in the market and by the offer of more food in care projects - and this certainly has a positive impact on the accessibility and availability of healthy food for these communities.

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The Framework of Appraising Employee Performances: A Study based on Islamic Principles

By Dr. Mohammad Rahim Uddin
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Abstract- Ethics and justice are essential for personal life and the workplace. Religion plays a vital role in establishing ethics and judgments. Islam has a complete code of ethics and faith in every aspect of our life like spiritual, social, political, and economical. Both the Islamic Sharia-based and secular Muslim populated country has some contradiction and challenges in executing the employee performance appraisal system based on Islamic work ethics and faith. This paper review the relevant literature regarding performance appraisal based on an Islamic perspective. Details literature has been analyzed based on contemporary performance appraisal issue and the Islamic view of work ethics. Islamic work ethics and non-Islamic work ethics have some common as well as a different point of view regarding appraising employee performance. The current study proposed an Islamic performance appraisal model for meeting challenges arises from non-Islamic practices. In this paper, a conceptual framework employee performance appraisal has been presented based on Islamic work ethics for meeting challenges from traditional contradiction.

Keywords: *islam, islamic performance appraisal, islamic work ethics.*

GJMBR-A Classification: *JEL Code: M51, M19*

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Paper type- Review paper.

I. Introduction

Human resource management practice varies in different organization, especially the organization following religious ideology. The difference in the value system requires efforts and investigations directing to obtaining conformity between this sciences and their own value system (Mellahi & Budhwar, 2010). Islamic HR practices facing encounters from the adaptation with non-Islamic management while observing and maintaining religious prescriptions and norms. Present study organized to address the perspective of the Quran and Sunnah for the HR practitioner to have a better understanding of rational performance management.

Principal esteem of HR practices of performance appraisal process determines the employee performance and also helps in identifying the lack of performances of the employee. Defective performance appraisal system causes a decline in employee productivity that makes the employee frustrated. Performance management, as well as the reward, also needs to determine from the appraisal system. Efficient employees deserve to be rewarded duly. It is an integral part of the organization to make them feel happy. Not only excellent performance but also worse performance also adequately checked and informed to the employee for necessary correction.

Moreover, an appropriate appraisal system also has urgency for better performance management. Use of inappropriate appraisal system is demoralizing and unethical also. Improper organization of performance evaluation is the cause of unfair assessment. Unfair and irrelevant assessments are contrary to ethical guidelines of justice, fairness, people's rights, and are it is not within the boundary of the Islamic system. Religious guidance plays a vital role in determining personal deeds and actions in social life and also in the workplace. Guideline from Quran and Sunnah offer a comprehensive standard with ethics for every single phase of life. This aspect covers the spiritual, physical, and mental, societal, or intellectual part of human life (Razimi, Noor, & Daud, 2014). As like other aspects of worldly life, Islam also has played a vital role and guideline regarding appraising employee performance.

This paper covers a literature review incorporating the ideas and discussion on the subject of employee performance appraisal based on an Islamic perspective. More specifically performance appraisal system is addressed based on description available in the Quran, thoughts and practices of Prophet Mohammad, and Islamic philosopher. The design of the paper comprises the view of employee performance appraisal based on Quran and Sunnah, the institutionalization of Islamic Instructions, leanings, guidance, and recommendation for the manager. The research aims to link the teachings of the Quran and Sunnah to the applied concepts of performance appraisal so that the learning generates thoughts and awareness to the HR practitioner. This study also addresses the Islamic norms and values of HR for the modern organization. Researcher and practitioner will get the idea about the current HR concept that is relevant to Islamic practices and also contradictory with Quran and Sunnah.

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II. Objectives of the Study

The extent and the objectives of the current study are to address the challenges of Islamic performance appraisal system in non-Islamic culture. Many Islamic organizations are available in non-Islamic culture also some employees who have Islamic faith and believe but are employed in non-Islamic work culture. The current study also makes an effort to prepare a guideline model according to the Islamic faith to check the challenges of non-Islamic culture.

III. Background of the Study

Performance appraisal has been termed as different pronunciation like execution examination, employee personal rating, employee merit rating, and employee appraisal or evaluation. Prescribed guidelines and suggestions are available in performance appraisal methods for evaluating employee's performances. Setting standards of work to compare it after assessing performance is a prescribed system for employee appraisal. Sending feedback to employees after assessing the performance gaps motivate the employee to develop and keep the persistence of their performance. Performance appraisal information also uses for deciding employee promotion, transfer, and training.

Moreover, an appropriate evaluation system helps in managing employee performance by reducing the performance gap that helps employee for a better career. So employee performance assessment policy should be adequate. Although the policy of appraising employee performance designed by the higher level authority of the organization, it is influenced by the national culture within which the organization exists (Tayeb, 1998). National culture is a combination of politics, economic situation, trade union, and legal system. Religious ideology in many countries has an impact on the organization culture. Islamic guidelines cover every aspect of human life like personal and organizational practices, political and economic issues, and also business activities. Islamic principles recognize both worldly and hereafter rewards and punishment. A proper guideline, news, and message in this regard send to the humankind through the revelation and Messengers.

True believers of Islam believe in the Day of Judgment and Resurrection. They also have faith in the presence of the divine court for receiving reward and punishment for their deeds. All good and bad deeds are recorded and will be presented in front of all in the Day of Judgment. Everybody will back to the creator and receive reward or punishment for his deed (Quran, 18:87-88). All individual shall be accountable to God for his earthly life(Ahmad, 1995). Human deeds and activities like atom size small or less than atom will not deduct from the personal record (Quran, 99:7-8). That he might reward those, who believe and do good works. For them is a provision and a rich provision. It revels from the declaration that depending on the conduct and behavior in this world, all men of this word treated for reward and punishment in the Day of Judgment. Accordingly the learning from these Quranic declarations it is clear that principles Islamic values and guidelines in the organizational management system have a substantial impact on human beings and their behavior(Razimi et al., 2014). There is a need to evaluate current corporate practices related to employee performance appraisal in the light of the Islamic guidelines and try to find areas requiring improvements. Explanation on applied implications of Islamic guidance based on the Quran and Sunnah is presented in the following part.

IV. Performance Appraisal Issues Islam

Islamic approach regarding human resources management covers an individual's material, physical, social, and divine aspects. Like this, Islamic values determine employees' performance considering justice, fairness, accountability, and responsibility in his organizational life (Quran, 16: 90, and 7: 85). Islam considers not only the employees' issue but also the employer issue. Almighty warns the appraiser to judge the performance based on true justice and accountability (Quran, 4: 58). The employer also asked not to disclose personal information publicly, even though the intention is to teach other workers (Quran, 4: 149). Discrimination based on race, color, ethnicity, and region also prohibited in Islam (Hashim, 2007). Unhappy employees with the appraisal scores should be permitted to appeal against their objections. Both employer and employee should follow the attention given in the Quran and Prophet's saying, and also guideline provided by the four immediate successors of the prophet. Here in the next part, performance appraisal is discussed based on the Islamic faith and believes.

a) *Justice, fairness, and accountability*

The spiritual dimension of human performances guided by Islam is Justice, fairness, and accountability. A true believer of Islam feels accountable and responsible towards the Creator and shows the best effort without any worldly gain. In every aspect of life, like constructing laws, interaction in societies, and daily business practices, a Muslim is expected to be fair and accountable (Syed & Ali, 2010). Allah says, ''and he who does righteous deeds and he is a believer, he will neither have a fear of injustice nor deprivation'' (Quran, 20:112). People will receive reward equivalent to his deeds (Quran, 6:132) and man has nothing except that for which he strives (Quran, 53:39). Productivity based on hardworking is encouraged in Islam. As well as laziness and waste of time by remaining idle or doing any unproductive activities like gossiping are highly discourage (Abeng, 1997). Life is meaningless without specific work, and engagement in economic activities is an obligation. Cooperation and consultation at work is a source of happiness and human success. Being jobless is highly discouraged, and searching a legitimate source of income and dedication towards job and work is encourages in Islam. The arrangement of economic activity is an obligation upon its believers (Yousef, 2000). A Muslim should obey all commandments and keep away from all he is forbidden to do(Islam, 1996).

b) Individual responsibility

Islam establishes laws and rules in every aspect of life to ensure harmony in life and to work together and to facilitate maintaining human relations in society. Regulations and laws in Islam precisely confirm the individual's rights considering one's position, status, and the totality of his traits. Whoever as a family member, organizational member, owner, employee, or other role players in different time and situation is honored with specific rights according to Islamic faith and values. All the people in front of Allah are equal in status. Ethical behavior and daily practices make an individual is honored to Allah. Discrimination between people has not accepted anyway. A person is individually responsible only for his deeds, and no other person will be held obliged for the mistake of others (Ali & Weir, 2005). Thus an employee has to be morally required to check and monitor his/her job performances and personal development. Every individual will ask for his deeds (Quran 74:38). Warnings for Islamic believers that people should aware of their deeds and are, therefore, able to take care of and correct their mistake. Every individual will be the witness against himself. An employee will monitor his performances and moral duty. Faithfull towards almighty make both employer and employee to be obliged to own obligations and entitlement. They believe contractual arrangement and self-assessment will be verified and checked in the hereafter (Quran 75:14). Violation of human rights proves that an individual is not accepting the rules and laws of almighty. The guideline in the Quran and Sunnah ensure the standard framework of morality for evaluating others. This framework allows employee and employer to consider their performance according to their contribution towards the organization and society.

c) Authority in appraising performances

Traditionally superior boss of the department and organization used to appraise the performances of the subordinate. This method of estimating employee performance is questioned for biases. Subconscious consideration also causes the wrong judgment of employee evaluation. Sometimes the evaluator doesn't have a good idea about the criteria of appraising employee performances. Biases and partial view cause the employee dissatisfaction of appraising performances. Islamic ideology doesn't allow such discrimination. Information from all possible sources for appraising employee performance is essential for the proper justification. Job-related Information from the employee, and other people like those who are taking service from the employee, and those who are coordinating the service provider have a significant impact on maintaining justice in evaluating employee performances. In modern or traditional human resources management called it three sixty degree performance appraisals(Ali & Weir, 2005). Only the employer in the evaluation process is discouraged in Islamic practices.

Future performance of the employee depends on systematic evaluation connecting to job performance and individual potential for development. Some factors had been considered for evaluating employee performance in the early period. Among the factors, knowledge about the job, output quality, and quantity, leadership ability, and initiatives, supervision, co-operation are essential. Performance assessment should be based on past performance leading to future improvement. The guideline in Islam also confined some feature regarding the employee performance appraisal. Islamic scholars define specific rules like judgment and behavior to measure employee performance (Ali & Weir, 2005). Judgment based appraisal consider some specific employee traits based on the Islamic faith. These traits and attributes are politeness, honesty, kindheartedness, shouldering, accountability, maturity, fairness, determination, consistency, devotion, and so on. The criteria also come from the contract between employer and employee regarding employment condition. Muslims are required to do their job without any negligence, laps, and omission. They should do their best for more efficiency and competence (Ahmad, 1995).

Behavior-based performance appraisal considers competence and honesty that make an employee excellent. The behavioral approach of performance appraisal considers the Islamic faith as a basis. Caliph Omar had focused and observed his associates' job; behavior had shown in their workplace. For example, Omar focuses on some behavioral trait of his assistant. Whether, the deputy had visited the sick people, taken care of slave belongs to them, and the treatment to the disenfranchised was under his focus. Based on the observation about the stated issue, Omar used to decide to appraise his subordinate performances (Ali & Weir, 2005).

V. Appraisal Model based on Islamic Guideline

Islam is a complete guideline for a Muslim. It integrates each facet of life and governs the duties of the human being. Both the worldly and hereafter life is the concern of Islam to seek Allah's pleasure. Thus following the guideline of the Quran and Sunnah should be the way of achieving the goal in this world and hereafter. Allah has created this humankind for his worship (Quran, 51:56).

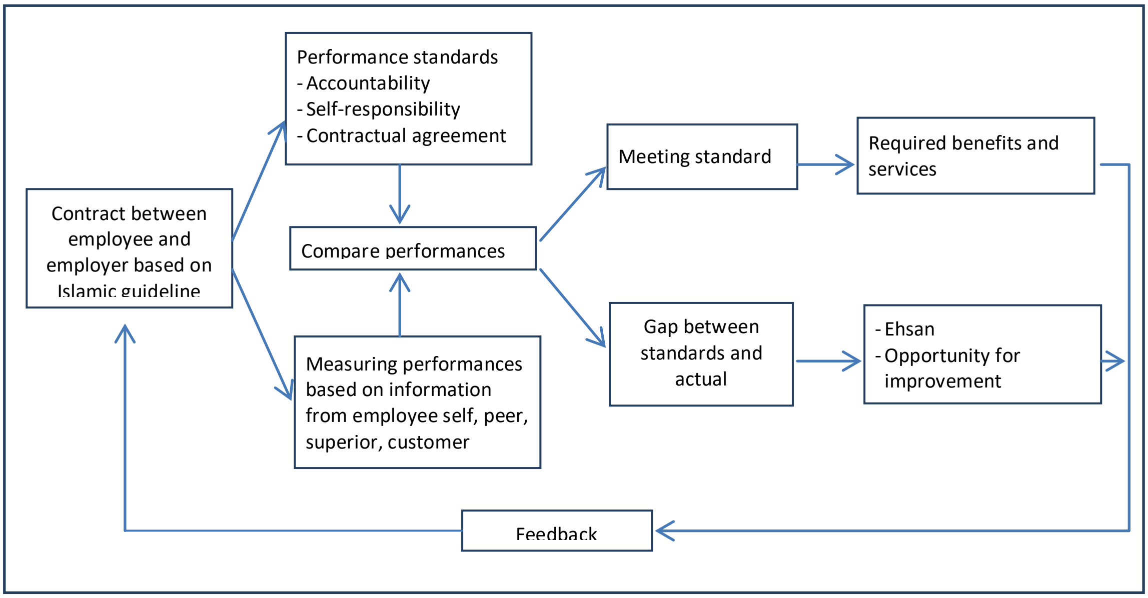

Fig. 1: Proposed conceptual model of Islamic Performance Appraisal system

Here in this discussion, a framework of performance appraisal presented in the figure-1 considering guideline from Quran and Sunnah. This framework linked with the different part as the contract between employer and employee approaches to define standards and measures of performance and feedback as well based on Islamic principles. The model framework is elaborately presented in the later part. It is expected that this framework will show the guideline about the holistic application of Islamic directive for appraising employee performances.

a) Contractual arrangement

The contracts we enter into, and the promises and pledges we make in our dealings with one another, are an integral and essential part of Islam. There are numerous guidelines in the Quran and many sayings of our beloved Prophet Muhammad (SAW) which guide in this regard. Islam considers the employment of a person is the compulsory association between employer and employee. The contract is an agreement between two parties based on legal bindings. Therefore the boundary and conditions of the contract should be maximized and fulfilled by all parties of the agreement. That is, both the employer and the employees have expected to meet the conditions of the deal. Also, as a Muslim, one should meet the requirements of the contract when it arises from their services either as an employer or an employee. Almighty warns all Muslim to aware about the contract and instructs all believers of Quran to fulfill their contract and obligations, and all the people will be asked about their commitment in the final day of judgment (Quran 17:34, and 5:1). Islam explicitly allows any person to choose their life. And also the person will be accountable for his deed. For good deeds, people will receive a good reward, and for evil deeds also they receive equal punishment(Ahmad, 2009).

Clarity and visibility of the contract agreement is the primary step for meeting agreement. In the next clarity of understanding minimizes chances of conflict between employee and employer. Finally, ambiguity in the employment contract is the sources of dispute between the parties. Islamic sharia state that individual responsibility in the agreement is the prime obligation for negotiating parties attach to the contract (Nasim Mirza, 2016). Both the parties in the employment contract should determine the wage without any fear from each other. With fair compensation, employees should serve their job honestly. No effort, less than their payment is allowed, and everybody should measure and serve equally what they are receiving from others (Quran 83: 1-3).

b) Setting standard and Measuring Performances

The precise standard of the job helps the employee to have a clear vision about their duties. Working hour, quality and quantity of output, payment for the average working hour and overtime, criteria of recruitment, and the way of measuring and comparing employee performance is the primary concern for setting the standard of the job contract. The standards of every single activity for every individual are notified in the Quran and Sunnah. Almighty warned that every soul will be responsible for its actions (Quran, 74:38). Individual only will be responsible for his job and duties.

No other will be responsible for the mistakes of others (Hashim, 2010).

Identifying performance loophole and determining employee compensation and benefits is the primary goal of appraising employee performances. Islamic sharia argues that the manager should be fair and ethical at the time of measuring employee performance. Their goals should be to evaluate employee performance rather publicize or criticize the weakness of the employee (Azmi, 2010). Performance appraisal in Islam teaches the manager not to leave any effort of employee that demands reward (Hashim, 2010). Not a single amount or atom's weight will depart from the accountability of Muslim teaches every manager to count every unique contribution in the production process (Quran, 99:7–8). Islamic sharia not only clearly state about the measurement of work standards but also teaches how to measure it either directly or indirectly. The second Caliph of Islam shows how to measure employee performances. He observed the employees job of the employee. After that, he used to ask the recipient of the service about the employee. Finally, he has given the employee to say their opinion about their job. Based on the information collected, he had decided about the remuneration of the employee (Ali, 2010).

c) Compare performance

After setting standards and measuring performances comparing is not a tough job. Comparing performance also based on justice, fairness, and accountability of the manager. Comparison of performance also depends on the criteria given in the contract (Rahman, Alias, Shahid, Hamid, & Alam, 2013). Appraisers should be sent for training to ensure justice and accountability (Quran, 4: 58). Discrimination to the employees is not acceptable in Islam. Race, gender, color, religion should not be the base for comparing employee performances (Hashim, 2007). Moreover, an unhappy employee with appraisal score should be permitted to appeal against objections about the appraisal procedure.

d) Reporting Appraisal Results

Comparing actual performances with the standards of performances address the performance level or productivity of the employee. Wages for performing any job should be as soon as possible after completing the assignment (Quran, 53:39). Due respect, workplace safety and security, and affordable wage should be the concern of output of performance appraisal. Affordable payment means the necessity of the employee. In this regard, Islam allows more payments for the married employee to survive with his children, parents, or other family members to meet their food, clothes, and schools.

Base pay, festival bonus, salary increment, payment for overtime, permission for necessary leave, medical allowance and leave, and other types of compensation should pay to the employee. The pay gap between or among different grad should reasonable that no employee will feel deprive themselves. All these conditions and terms of payment are place in front of the employee before the agreement (Hashim, 2007).

On the other hand, being honest, a sincere to work is mandatory for employees. Deception from work and cheating in the contract is not allowed in Islam. Paying less than the contractual amount or deviation from the original payment also treated as fraud. Allah warns Muslim in the Quran, not to being a fraud. Fraud will fall into misery, and all of you will receive equivalence to what you did. Being exact and measure duly is an essential part of justice (Quran, 83: 1 - 7). The employer should pay according to the contract and job responsibilities. Illegal deduction from the actual amount is forbidden in Islam. Quran state not to withhold from the right of people they deserve (Quran, 7: 85). Some scholar also encourages paying even more. Excellent performance and sincere efforts should be rewarded or at least recognized even if they fall short of the expectations (Hashim, 2010).

e) Feedback

Constructive criticism about performance is highly essential for employee development. Positive feedback encourages the employee to perform better. Favorable placement of information about poor performance helps employees to take necessary correction. Comments should be constructive, not corrosive. Islam asked to show "Ehsan." Not being harsh for unexpected performances to the employee is Ehsan. It is the moral duty of Muslim. Sending feedback is the ultimate goal of performance appraisal intending to suggest them to improve their performances (Dar, Bashir, Ghazanfar, & Abrar, 2014). Feedback from performance appraisal makes an opportunity for the employer to arrange training to remove the deficiency of employee. There is a positive correlation between performance appraisal and organizational performances (Abutayeh & Al-Qatawneh, 2012). The employer should address the problem instead to address the person at the time of sending feedback. Using both way conversations between employer and employee is also essential approaches for sending feedback.

VI. Conclusion

Islam has a complete set of principles derived from the Quran and Sunnah. Moral and spiritual guideline of Islam is vital for the employment relationship. We, as a Muslim, have to understand the principles and distinct characteristics of Islamic Management system. The proposed performance appraisal model presented in the current study will help to develop a standard method of appraising employee performances both for Muslim populated and non-

Muslim populated countries' organizations. Individual and organizational responsibility for employment agreement is the basement of the Islamic faith. Accountability guided by Islam is effective against faulty perceptions to possess by conventional non-Islamic management practices. Organizations available in a region with secular culture also expected to gain justice, accountability, and fairness in appraising employee performance based on the proposed framework shown in the present study. This review emphasizes on the surface of Islam for measuring employee performances. More effort is necessary to understand the role of Islamic values regarding the duties and responsibilities of employer and employee for the employment contract, setting performance standard, evaluating performances, and for sending feedback.

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The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State

By Ezeanyim, Ekene Ezinwa, Ufoaroh, Ebele Theresas & Ajakpo

Abstract- When employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could also pose a threat to the overall performance of the organization.

The main objective of this study is to examine the impact of job satisfaction on employee's performance, with the selected public enterprise in Awka, Anambra State as a case study. In view of the above cause, data was collected from primary sources. 286 copies of questionnaire were administered to the respondents and 250 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary Chi square was the statistical tool used in analyzing the data. The research findings revealed that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/ security and working condition) and employee's performance proxy which is employee's morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

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THEIMPACTOFJOBSATISFACTIONONEMPLOYEEPERFORMANCEINSELECTEDPUBLICENTERPRISEINAWKAANAMBRASTATE

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The main objective of this study is to examine the impact of job satisfaction on employee's performance, with the selected public enterprise in Awka, Anambra State as a case study. In view of the above cause, data was collected from primary sources. 286 copies of questionnaire were administered to the respondents and 250 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary Chi square was the statistical tool used in analyzing the data. The research findings revealed that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/ security and working condition) and employee's performance proxy which is employee's morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

I. Introduction

Employees are the most valuable asset to an organization and they play an important role in preserving the successful image of organization. Employee performance is the main factor in ensuring that the organization is run smoothly and successfully. Good employee performance will improve the organization performance (Eze 2012). Job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important (Theresa & Henry 2016).

Furthermore, Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job.

Moreover, employee performance very much depends on perception; values and attitudes, there appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation (Theresa & Henry, 2016). In the short run, employee's skills and abilities are relatively stable.

Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make an effort to perform better which will lead to better performances(Theresa, I.& Henry, C.2016).

Attainment of a high level performance through productivity and efficiency has always been an organization's goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization. (Theresa, I. & Henry, C. 2016).

A Dissatisfied employee tends to have a low morale towards the job and when employees' morale to the job is low; their performance could be affected because he/she will not be motivated to perform well.

II. Statement of Problem

There are different government owned institutions in Anambra state, this institutions can either be federal government owned or state government owned. These institutions can also be subdivided into profit making organizations and service oriented organizations.

Irrespective of the kind of government organizations that are situated in Anambra state and the main purpose of their operations (be it profit oriented or service oriented), one variable is constant in both organizations and that is the lack of job satisfaction amongst employees.

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Different administrators or managers of this government enterprise have tried in different ways such as provision of staff bus, provision of staff canteen, Christmas takeaways, workers estate etc but this still has proved to be insufficient in the areas of motivating staff in order to increase their performance.

The inability of managers to improve performance irrespective of welfare packages being provided resulted in the need to undergo this research.

The main objective of the study is to examine the effect of job satisfaction on employee performance in public enterprise in Awka, Anambra state.

The specific objectives are:

i. To examine the effect of rewards/pay on employee performance of selected public enterprise in Awka, Anambra state.
ii. To determine the effect of promotion on employee performance of selected public enterprise in Awka, Anambra state.
iii. To investigate the effect of job safety /security on employee performance of selected public enterprise in Awka, Anambra state.
iv. To assess the effect of working condition on employee performance of selected public enterprise in Awka, Anambra state.

III. Research Questions

In the light of the objective outlined the following research question are raised:

i. What is the effect of reward/pay on employee performance of selected public enterprise in Awka, Anambra state?
ii. How does promotion affect employee performance of selected public enterprise in Awka, Anambra state?
iii. To what extent does job safety/security affect employee performance of selected public enterprise in Awka, Anambra state?
iv. What is the effect of working condition employee performance of selected public enterprise in Awka, Anambra state?

IV. Research Hypotheses

Ho1: Reward/pay has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho2: Promotion has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho3: Job safety/security has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho4: Working condition has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

V. Significance of the Study

The findings from the study will be of immense benefit to the following: managers, policy makers, Academic, and student.

The findings of the study will be beneficial to managers, in that it will help to articulate the need components of the employees so as to enhance effective job satisfaction in their various companies.

The policy makers, from the findings of the study will enable them to regulators in the public enterprise; it will present a scheme, through its analysis that could assist them in enunciating policies that will have a positive impact on the workers.

To economic watchers and the interested public, it will provide some insight into the job satisfaction of civil servants in the ministries.

In the academic arena, this study will prove its importance in the following ways:

It will contribute to the enrichment of the literature on job satisfaction.

It will suggest ways (of interest to academics) based on empirical evidence of enhancing effective job satisfaction in Awka public enterpriser ministries.

The study will serve as a body of reserved knowledge to be referred to by researchers.

a) Scope of the Study

This research tends to cover the impact of job satisfaction on employee performance in public enterprise inAwka, Anambra State.

b) Limitations of the Study

The conduct of research in Nigeria and of course, indeed, all developing countries is imbued with a lot of problems. However, in this particular research, the following problems are anticipated.

i. Delays in filling and returning the questionnaires by respondents.
ii. Limited use of varied analytical technique due to size of sample and shortness of period of investigation.
iii. Financial constraint: smallness of sample due to lack of fund, and inability of the researcher to expand his scope was also a result of financial constraint and time.
iv. Time is another constraint that the researcher encountered. This is because this research is restricted to a specific period.

The above mentioned problems may affect the quality of this work but at the end an invaluable sight is gained into the effective job satisfaction.

VI. Definition of Terms

Employees: A person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed (Arthur, 1995).

Job Satisfaction: The attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role.

Motivation: This is a process of stimulating people to action in order to achieve desired goals or accomplish a desired task: Hezbong, Fedenick (1964).

Performance: Is defined as a function of individual ability and skill and effort in a given situation.

VII. Review of Related Literature

This chapter focuses on literature review on the conceptual, theoretical, and empirical frame work of job satisfaction and performance in public enterprise.

VIII. Conceptual Frame Work

a) Definitions of job satisfaction

Various schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal. Spector (1997) defines job satisfaction as an extent to which people like or dislike their jobs. Other authors consider job satisfaction as the attitudes people have toward their job (Ivancervich et al., 2005). In this direction, Mankoe (2002) states that, job satisfaction is a set of feelings which employees have about their work.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important according to (Mitchell and Lasan, 1987). It is generally recognized in the organizational behavior field that jobs satisfaction is the most important and frequently studied attitude.

Theresa, I.& Henry, C.(2016) Job satisfaction is defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding.

Job satisfaction is the attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role (Stella, O.2013).

However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008).

Lim (2008) posits that job satisfaction plays significant role in both personal interests and organization success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labor behavior and influence work productivity and therefore worth to be studied (George and Jones, 2008). This is in line with the belief that "happier workers are more productive",.

IX. Job Performance

Performance of employees is affected by numerous variables. It is defined as the way to perform either positive or negative. Performance is the art to complete the task but this study will help to determine it again within the defined boundaries of job satisfaction. Employees' performance is affected by goal for remaining competitive in a dynamic environment and orientations of employees, the quality of leader-member for enhancing the overall innovations of an organization exchange and the outcomes of Job performance and Job satisfaction.

Performance is defined as a function of individual ability and skill and effort in a given situation. In the short run, employee's skills and abilities are relatively stable. Performance in terms of effort extended to the job of an employee (Theresa, I. & Henry, C. 2016).

According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employee's activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013).

However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth2009). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners 2007). Employee's performance if it is recognized by managers or superiors within the organization is often rewarded by financial and other benefits. .

X. Factors that Affect Job Satisfaction

Pay and promotion potential include (Present salary, abilities, and benefits such as health insurance).Working relationships (Relationships with supervisors, cooperation in the department, interpersonal relationships, and general relations in the company).

Pay: Amount and fairness or equity of salary according to the qualification. Findings from several studies underline pay as one of the most important factors in

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conducted by Lawler (1971), pay has been identified as a determinant factor as most employees rated it as the most influential factor related to job satisfaction. Furthermore, according to Herzberg (1959), employees who are dissatisfied with their pay, is likely that they are also dissatisfied with their work.

Promotion potential: Employee perceptions about opportunity for promotion are also another determinant that influences job satisfaction.

Job security: The importance of Job security comes from the fact that it is vital for influencing work-related outcomes. It has attracted a great deal of research interest in recent years.

Recognition and appreciation: In some studies, recognition and appreciation were found to be motivating factors responsible for increased effectiveness of employees at work and their high levels of job satisfaction.

Demographic factors: Studies have shown that age, race and gender have important effects on job satisfaction.

Working hours and physical conditions: Two elements related to job satisfaction are the working hours and the physical conditions under which workers spend their working days.

Opportunity to use one's abilities: Employees generally need and like jobs that make use of their abilities.

Interpersonal relationships: An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behavior.

Work situation: The nature of the work itself often called" intrinsic" job characteristics. It generally emerges as the most important job factor.

Supervision: Fairness and competence at managerial tasks by ones supervisor.

Nature of work: It means the job tasks. It includes the challenging work and sense of pride.

Communication: It explains the communication between the team members or between the employees within the organization are minimized (Dalal, 2005). Additionally, job satisfaction is so el of commitment (Levinson, 1998).

XI. Theoretical Framework

This study is anchored on Maslow's theory as propounded by Dr. Abdul Wahid. A (2015)

Maslow's Theory:

According to this theory, a person has five fundamentals needs which are:

Physiological: Includes security and protection from physical and emotional needs. (Pay, food, shelter, clothing, good and comfortable work conditions etc).

Security needs: Includes security and protection from physical and emotional harm (Fair treatment, protection against threat, job security etc).

Affiliation needs: Includes affection, belongingness, acceptance and friendship. (The needs of being loved, accepted, part of a group etc).

Esteem needs: Includes the needs for recognition, respect, achievement, autonomy, independence etc.

Self actualization needs: Which are the highest in the level of Maslow's need theory include realizing ones` full potential or self-development. According to Maslow, once a need is satisfied, it is no longer a need. It ceases to motivate employee`s behavior and they are motivated by the need at the next level up the hierarchy. However, in spite of Maslow's effort and insights into the theories of motivation, replicate studies failed to offer strong support of the need based theories. Also studies aimed at validating Maslow's failed to find substantiation support of the needs hierarchy, although many continue to find the hierarchy model very attractive.

Herzberg et al. `s two factor theory:

Herzberg, Mausner and Snyder man`s (1959) two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white collar jobs to be satisfied and dissatisfied. The outcome of their study showed that the factors that lead to job satisfaction when present are not the same factors that lead to dissatisfaction when absent. Thus, they saw job satisfaction and dissatisfaction as independent. They referred to those environment factors that cause workers to be dissatisfied as hygiene factors. The presence of these factors according to Herzberg et al. does not cause satisfaction and consequently failed to increase performance of workers in white- collar jobs. The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content. Herzberg et al, indicated that these factors are perceived as necessary but not sufficient conditions for the satisfaction of workers. They further identified motivating factors as those factors that make workers work harder. They posited that these factors are associated with job context. Or what people actually do in their work and classified them as follows: Achievement, recognition, works itself, responsibility and advancement. An achievement is represented by the drive to excel, need for advancement, growth.

Theory X & Y (Douglas McGregor) (1960)

- External control and threat are not the only means for producing effort. People can practice self-direction and self-control in achieving objectives.
- The degree of commitment to objectives is determined by the size of rewards attached with achievement.
- Under proper condition, human being learns and not only accepts responsibility but also.

Theory of needs- Achievement theory (McCIMelland, David 1961)

McClMcClelland and Associates postulated that some people have a compelling drive to succeed and therefore strive for personal achievement rather than the rewards of success themselves. They have the desire to perform better than before, therefore they like challenging jobs and behave as high achievers. This theory focuses on the achievement.

Motive thus, called achievement theory but it is founded on achievement, power and affiliation motives:

Achievement: This is the drive to excel and achieve beyond the standards of success.

Power: It refers to the desire to have an impact, to be influential, and to control others. Affiliation: It is the desire for having friendly and close interpersonal relationships.

XII. Empirical Review Work

Alamdar, Muhammad, and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance.(Dr. Abdul Wahid A. Fadlallh (2015) conducted a research on impact of job satisfaction on employee`s performance (employee's impressions, inclinations, desires, and visualizations towards their jobs) in the faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined the relation, association and impact of job satisfaction factors and its dimensions on employee`s performance in the faculty. Total sample size of research is86 members of teaching staff from the faculty (male =46 and female =40). SPSS was used to analyze the data. Research applied chi- squared or (x^2) and regression analysis. Research examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. The research concluded that whenever there are better (work conditions, pay and promotion, and work relationships) there is a higher job satisfaction. (Theresa, I& Henry, C. (2016) also carried an investigation on the impact of job satisfaction on employees performance. The main objective of this study is to examine the impact of job satisfaction on employee's performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale. This present study was related to those works or research above because they all concentrated on the impact of job satisfaction on employee performance

XIII. Methodology

a) *Research Design*

This research made used of the descriptive survey research design. The descriptive survey research design was employed to certainly allow the researcher to make more reliable conclusions on impact of job satisfaction on employee's performance. The descriptive survey research design adopted becomes imperative because of the population characteristics and a representative nature of the sample of the population for the study. The population for the purpose of this study made use of staff of amaku teaching hospital awka, Awka south(chukwuemekaodumegweOjukwu University teaching hospital, Amaku) and that of Purity Fmmgbakwu in Awka north Anambra state. Hence, the estimated population for this study is 1000.

b) *Area of the Study*

The area of the study is a selected public enterprise in Awka, Anambra State.

c) *Population of the Study*

The target population for the study consists of 1000 workers which is made up of the doctors, nurse, from COOU hospital Amaku and administrative, accounts, finance workers in purity FmAwka.

d) Sample and Sampling Techniques

Stratified random sampling technique was used in selecting staff of the organization, the respondents were grouped into different strata and sample was drawn from each stratus randomly and the reason for this is because it affords every member of the sample an equal opportunity to be selected and also to reduce bias to the barest minimum. The strata in this case are the doctors, nurses, administrative, accounts and finance staff. Two hundred and fifty employees were selected to participate in the survey to fill and return the questionnaire and the sample size of one thousand was derived using Taro Yamane sample size determination technique:

n=

Where:

n= sample size

N= population size

1= constant

e= margin of safety or error margin. (0.05)

e) Sample Size Determination

The sample size is two hundred and eighty six (286). It is derived from the population using Yamanestatistical formula

N=

N=

N=

N=285.7

N=286

f) Source of Data

The data were collected through Primary source. The primary data are the questionnaires, which were administered to the workers of each of the ministry which is COOU Hospital Amaku, Awka and worker of Purity Fm, Awka.

g) Instrument for data collection

The instruments for data collection issued in this research include the structured questionnaire, observation and oral interview.

XIV. Reliability and Validity of Research Instrument

a) Reliability

The research observed from the pretested questionnaire that most of the responses on the questionnaire were consistently, showing the research instrument.

b) Validity of research instrument

The questionnaire was given to specialist in data analysis as well as in measurement and valuation who perused them and made valuable pieces of advice that informed the re-writing of many to suit what is intended. Finally, the supervisor approved of them before they were distributed. This entailed content validity to ensure that what was intended was covered in the questionnaire.

XV. Method of Data Analysis

The descriptive method for the data analysis has been supplemented with the use of some statistical instruments, such as table, sample percentage and chi square. The questionnaire was analyzed by simple percentage distribution:

$\times$

r = number of variable in n

n =sample size.

After all these, the hypotheses formulated were tested with the aid of chi-square. The chi-square is preferred as it shows how the hypotheses conform to the result of the questionnaire. Also, the chi-square is a representation of the finding of the research. Also, the chi-square test of goodness of fit test with formula below:

X=

Where:

O = Observed distribution

E = Expected distribution

Σ = Summation notation

a) Decision

To accept any hypothesis the rule is, do not reject Ho (null hypotheses) if only the table value is greater than calculated value. Reject if otherwise.

b) Model Specification

A business model is the representation of the basic features of an business phenomenon. In order to identify the nature of relationship between job satisfaction and the employee performance, it is imperative to establish a model or paradigm for analysis, whereby the parameter estimates of job satisfaction can be determined. The model can demonstrated as

EP = f(RP, PRO, JSS, WC)

where

EP = Employee performance

RP = Reward/pay

PRO = Promotion

JSS = Job safety/security

WC = Working conduction

The above equation can be put in an econometric form as;

$EP = b_0 + b_1 RP + b_2 PRO + b_3 JSS + b_4 WC \mu$

Where;

Where; Bo is the constant intercept

β_1=coefficient of parameter RP

β_2= coefficient of parameter PRO

β_3= coefficient of parameter JSS

β_3= coefficient of parameter WC

μ = the stochastic error term or disturbance variable.

XVI. Presentation and Analysis of Data

This chapter deals with the report and analysis of data obtained from the research questionnaires. This analysis is solely based on the responses from the questionnaire which are relevant to the objective of the study. The chapter will also test the formulated hypotheses with the relevant sections of the questions to find out whether such proposal will be accepted or rejected.

Table 4.1.1: Questionnaire Distributions and Return

Respondent	Amaku Hospital	Purity Fm	No. Distributed	No. Returned	% Returned	No. Un- returned	% Unreturned	Percentage Distributed
Grade 10-13	88	40	128	110	38.46	18	6.29	44%
Grade 14-17	98	60	158	140	48.95	18	6.29	56%
Total	186	100	286	250	87.41%	36	12.58%	100%

Field work, 2018

A total of 286 questionnaires were administered to the respondent. Out of these 250 (87.41) were returned while 36 (12.58) were not returned

Table 4.1.2: Distribution of Sex

Option	Amaku Hospital	Purity Fm	Total No. of Respondent	Percentage %
Male	80	26	106	42.4%
Female	90	54	144	57.6%
Total	170	80	250	100%

Field work, 2018

The table above indicate that 106 (42.4%) of the respondent are male while 144(57.6%) of the respondent are female.

Table 4.1.3: Distribution by Age

Option	Amaku Hospital	Purity Fm	Total No. of Respondent	Percentage %
Below 30 years	60	15	75	30%
30 – 40 years	90	45	135	54%
41 and above	20	20	40	16%
Total	170	80	250	100%

Field work, 2018

The above analysis shows that out of 250 respondents, 75(30%) are below 30 years, 135(54%) are between 30-40 years while 40(16%) are 41 years and above.

Table 4.1.4: Distribution by Academic Qualification

Option	Amaku Hospital	Purity Fm	Total No. of Respondent	Percentage %
FSLC	15	10	25	10%
SSCE	35	30	65	26%
OND	20	10	30	12%
B.SC/HND	80	20	100	40%
MBA/MSC	17	8	25	10%
PH.D	3	2	5	2%
Total	170	80	250	100%

Field work, 2018

The table above indicates that out of 250 respondent, a total of 25(10%) has first school leaving certificate, 65(26%) has WAEC, 30(12%) has OND, 100(40%) has B.Sc or HND, 25(10%) has MBA or M.Sc while 5(2%) has Ph.D.

XVII. Presentation of the Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1232.394	23773.220		-.052	.959	49656.860	47192.071
	RP	5.002	3.824	.686	2.308	.001	12.791	2.787
	PRO	.096	.025	1.318	3.870	.001	.045	.146
	JSS	4.106	1.591	.039	2.258	.006	31.74	20.50
	WC	.023	.031	.253	2.748	.020	.086	.040

a. Dependent Variable: EP

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.784[a]	.668	.501	40618.73800	.468	7.026	4	246	.000	1.570

a. Predictors: (Constant), WC, JSS, PRO, RP

b. Dependent Variable: EP

XVIII. Analysis of Result

The R-Squared, which is the co-efficient of determination or measure of goodness of fit of the model, test the explanatory power of the independent variables in any regression model. It test for the goodness of fit from our result $R^2 = 67\%$. This shows that our model displayed a good fit because the close R^2 is to 100% the higher the goodness of fit of the model hence, the explanatory variables can impact up to 67% out of the expected 100%, leaving the remaining 80% which would be accounted for by other variables outside the model as captured by the error term.

The f-statistics measures the overall significance of the explanatory parameters in the model. From our table 4.3 above the calculated value of the f-statistics is 7.026, its probabilities i which is less than 0.05. We accept and state that there is a significance relationship between the variables. This means that the parameter estimates are statistically significant in explaining the relationship in the dependent variable.

The a' priori criteria which is determined by the existing business theories and indicates the signs and magnitude of the parameter under study. Reward and pay has positive sign given its values as 5.002 this implies that increases in Reward and pay increase employee performance by 5%, this confirm to a 'priori expectation. Promotion has a positive sign and its values is given as 0.96, this simply implies that increases in Promotion increase employee performance by 96%, this confirm to theoretical expectation.

Job safety/security and work condition has a positive sign given its value as 4.106 & 0.023 respectively it suggest that increase in Job safety/security and work condition increases employee performance by 4 & 2% respectively. This confirm to theoretical expectation.

The t-statistics helps in measuring the individuals' statistical significance of the parameters in the model. From the result report above and using the probability test we find out that. Reward/pay is statistically significant at 10% level of significant; (2.308) this implies it has increase employee performance. Promotion is statistically significance at 5% level of signifcane (3.870) this implies that it has increase employee performance. Job safety/security and working conduction has significantly impacted on employee performance This further implies that they contributed significantly to employee performance. The Durbin-Watson is used to measure the presence or otherwise of auto-correlation in the model. If there is auto-correlation in the model, it implies that it has lost its predictive power. From the report in table 4.2 above, our Durbin-Watson statistics is 1.5.This implies that there is no positive serial auto-correlation between the explanatory parameters of the model.

a) *Hypothesis Testing*

Ho_3: Job satisfaction has no significant effect on employee performance in Nigeria.

From the result of our test in the table 4.3 above, we found out the value of our T–test for reward/pay as a one of the proxy for job satisfaction is 2.308 with a probability of 001 this probability value is less than the desired level of significance (0.05). We reject the null hypothesis and accept the alternative hypothesis, which says that. Job satisfaction has significant effect on employee performance in Nigeria.

XIX. Discussion of the Findings

From the analysis done in this study together with the findings it is obvious that workers (reward/pay, promotion, job safety/security, working conduction) package matters a lot and should be a consider as priority by both employers and employees. The results obtained from the hypotheses showed that worker's place great value on motivation to improve their performance, it is disheartening that many firms and organization neglect this vital attitude. Most of the respondents brief us on how their management sub-charge them on any slightest mistake and as well fall to encourage them on their quest to move the organization forward. They further informed us on how their management withheld their salary for every 3 months only for them to pay half of the salary at the end of each 3 months. However most organization treat their staff like a slaves and threaten to sack them in any slightest mistake. When rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings its employees and not just overlook them in order to safe guard industrial harmony, because "a happy worker they say is a productive worker". Furthermore, reward is the driving force that energizes a worker to show more commitment to work and to improve his or her productivity.

XX. Summary of Findings

i. Hypothesis one which state, that Reward/Pay has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state, was rejected. From the test of hypothesis, it was showed that Reward/Pay has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state. This therefore point to the fact that most public enterprises use Reward/Pay to induce job satisfaction among their employees.

ii. Hypothesis two which states that Promotion has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state, was not accepted, the test established that Promotion has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state. Which applied that promotion contribute to the performance of employee's in every organization.

iii. Hypothesis three which states that job safety/security has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state was rejected from the research analysis. Which indicates that job safety/security contributes greatly to the performance of employee's in an organization?

iv. Hypothsis four states that working condition has no significant effect on job satisfaction of selected public entetprise in Awka, Anambra state was totally rejected from the analysis carried out which shows that working condition has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state.

This applied that managers should make their working environment conducive for the employee's better performance in the organization.

Other findings are:

Employees in public enterprises are poorly motivated, and this affects the level of their output. They are faced with the problem of working under un-conducive environment, this cause most employee not to put in their best. It was also discovered that staff-Boss relationship boost job satisfaction. Government don't understand the impact of Reward/pay, base on that they don't see the need for Reward/Pay in public enterprise. As found in this study employees are not fully involved in decision making.

XXI. Conclusion

This study has been an attempt to examine the impact of job satisfaction on employee performance among the public enterprises in Awka, Anambra state. Having gone through the whole length of data analysis hypothesis testing and summary, the following conclusions are hereby drawn most of the varied problem encountered, have been unvested since most of these problem is as result of poor management of the public enterprises. It look into performance will be increased.

XXII. Recommendation

If the benefits of job satisfaction are to be achieved and if it is to make its fullest impact in increasing performance in public enterprises like other firms that induce job satisfaction among their employees. It will be necessary to make the following recommendation. Public enterprises should see Reward/Pay, Job safety, promotion and a well conducive environment as a motivation factor, that can increase employee's performance in the organization.

Contribution to Knowledge

Government should use employee inputs as a criterion for promotion of workers, because most of these workers in public enterprise are idle. Government should make the working environment conducive, so that the workers can see their working environment as their second home. Public enterprises should adopt management by objective in which employee should be part in decision making of the organization so that all hands will be on deck. The structure of the organization should be restructured so that there will be cordial relationship between the employees and employer. Working conditions should be improved and sustainable to enhance performance. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her. Management should be sensitive to employees, complaints about low pay and unchallenging work. Too often management delude them into thinking that employees dissatisfaction can be lessened by painting work area piping in music, giving out a few more words of praise, or giving people longer work breaks.

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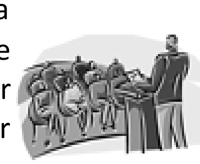

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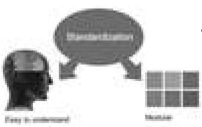

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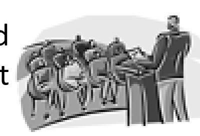

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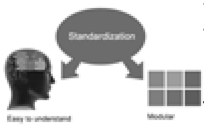

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6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

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