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Analysis of Factors Affecting

The Role of Knowledge Creation

Highlights

Students Users of Mobile Media

Resource based View of Competitive

Discovering Thoughts, Inventing Future

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Countermeasure for Regulation the use Behavior: Analysis among Students users of Mobile Media

By Dogancay Irina
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Abstract- Among the entire audience of mobile media, the author highlight the student demographic. Students are a special, interesting, mobile and specific group of people, knowledgeable, managerial young people, and potential elites of any society. Seeing that mobile media content comes in every minutes of the day, it is a powerful instrument of influence on all history of human history, how to do in order to take maximum advantage of mobile media and minimize its disadvantages, create a good social atmosphere for students and allow use it in better and wiser way.

In this study, before considering countermeasures for regulating the use behavior among students users of mobile media, I consider the general picture of the process of using mobile media and examine more closely one particular part of the complex new process of mass communication – analysis the general picture of the process of using mobile media at Moscow universities.

Keywords: *mobile media, university students, impact, use behavior.*

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I. 导论

如今，科学技▪快速▪展，手机媒体也已然成▪人▪生活当中不可或缺的一个▪成部分。手机媒体已▪在大学生群体中得到了普及，成▪大学生人▪交往、学▪知▪、休▪▪▪、了解▪▪的重要平台，它的出▪极大地丰富了大学生的校园生活。与此同▪，手机媒体信息量▪大，▪免存在一些不良信息。学生是社会的希望和潜力所在，目前55.94%的莫斯科市大学生▪天使用手机的▪▪超▪5个小▪，因此需要人▪▪予特▪的▪注。从手机▪人▪▪生的影响（无▪是▪效▪/非▪效，▪是逐▪▪展起来的手机恐惧症）来看，手机的使用▪▪仍然需要一▪具体的▪生▪准，需要学校等相▪的教育部▪、教育工作者以及其他社会力量▪大学生使用手机媒体▪行正确▪▪地引▪。

正如前文所提及的，大学生是一个特殊、有趣、移▪和特定的人群群体，有知▪、有管理能力的年▪人，同▪，也是任何社会的潜在精英。那▪▪▪注意到▪▪的事▪，尽管按照我▪文的▪果，大部分莫斯科市的大学生▪得手机媒体所▪来的影响是▪极、但是使用手机媒体的消极影响却是存在的。因此，我▪▪从政府▪面、社会▪面、学校▪面和学生个体▪面而言，▪大学生手机媒体使用行▪的▪策是合理的。作者以俄▪斯莫斯科市大学生手机媒体使用情况与分析▪▪，通▪▪▪▪卷的方式研究了手机媒体与大学生之▪的▪系，以及手机媒体▪大学生所▪来的正面和▪面的影响。同▪，作者▪通▪▪找相▪文献，将大学生的个性化特征与▪代背景相▪合，▪▪一▪▪展▪深▪次的探索。

II. 文献回顾

作者以丰富的文献▪料作▪研究基▪。其中多数文献▪中国学者所著，如朱海松[1]、▪三九[2]、匡文波[3]。国外相关文献有Gerard Goggin and Larissa Hjorth[4] 编辑的著作，Svetlana Balmaeva& Maria Lukian[5]等。同▪，中国高校大学生的研究▪文也越来越多地▪及到了年▪用▪使用手机媒体的▪象、使用手机媒体的原因及其影响等▪▪。

III. 本研究问卷调查基本情况

本研究通▪▪卷▪▪法，主要▪得的研究▪料是俄▪斯莫斯科市大学生使用手机的情况，从而描述手机媒体的使用▪状。本研究的▪卷▪▪主要将已有文献▪卷和俄▪斯莫斯科市地区▪▪情况相▪合，▪卷共▪50道▪目.本▪研究使用的是分析▪研的方法，通▪▪▪▪卷收集数据，▪而在收集的数据基▪上▪行▪▪地分析。参与▪研的▪本▪320名学生，▪本是通▪立意抽▪法▪出的。数据▪型▪定▪型数据（▪▪），包括两分法和初始数据。

此外，需要特▪▪明的是本研究▪卷中▪于手机使用衡量指▪的确定▪▪。如前所述，目前▪▪知名的手机使用指▪是Bianchi和Phillips[6]▪制的《手机▪▪使用量表》（MPPUS）。目前国内外已有研究者引用其指▪，完成▪手机使用的定量研究，取得了良好的研究效果。所以，一方面此量表具有一定的▪威性，另外一方面，此量表具有可行性。正因▪如此，本研究便采用MPPUS作▪衡量手机使用的量表。

IV. 讨论

一、俄▪斯莫斯科市大学生手机媒体用▪的基本情况

第一，在俄▪斯莫斯科市大学生手机媒体基本使用情况分析中，▪述了俄▪斯莫斯科大学生使用手机媒体的▪状分析，通▪俄▪斯莫斯科市大学生手机手机媒体基本使用情况分析，可以得出以下▪▪：首先，▪▪▪卷的受▪者共有320人，分▪来自莫斯科国立大学、莫斯科国立▪范大学、莫斯科国立管理大学。在受▪者的性▪方面，女大学生占多数，占70.63%；年▪段从18至22▪，占80.21%；大学一年▪到四年▪的学生占8

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9.69%；大多数受▪者学▪的是人文科学▪▪▪，占67.5%；生源地▪城市地区的受▪者占92.5%；▪身的受▪者占56.25%；几乎一半的受▪者的信仰是基督教，占49.38%。其次，莫斯科市大学生使用手机媒体的整体情况如下，几乎所有莫斯科市大学的学生（96.25%）都使用智能手机，他▪大多都▪▪Iphone、三星、小米品牌的手机；在使用移▪互▪网方面，使用按流量▪▪的上网套餐的受▪者占44.19%，使用不限流量的上网套餐的受▪者占55.81%；主要的上网▪所▪家里，占78%；同▪▪有3.13%的受▪者不使用移▪互▪网；手机▪、手机▪▪及▪似的手机媒体的使用情况如下：54.84%的受▪者使用手机▪、手机▪▪及▪似的手机媒体，▪向于手机▪▪占48%，手机▪占26%，手机▪影占24%。

第二，根据下表中的数据▪示：6.88%的莫斯科大学生▪天使用手机▪▪▪1小▪左右，37.19%的受▪者▪天使用手机▪▪▪1至5个小▪，35%的受▪者▪天使用手机▪▪▪5至10个小▪，20.94%的受▪者▪天使用手机的▪▪▪10个小▪以上。也就是▪，55.94%的莫斯科市大学生▪天使用手机的▪▪▪五个小▪以上。Flurry Analytic[7]根据2013至2016年▪行的研究▪果▪▪了5小▪以上的▪▪▪隔。研究▪果▪示，如果在2013年，18▪以上的美国人▪天花在手机上的▪▪超▪两个小▪，而到2016年底，他▪▪天在手机上花▪的▪▪就已▪超▪了五个小▪（▪▪研究中86% 的受▪者是智能手机用▪）[8]。

第三，本研究从三个方面做了▪一▪的研究，得出的▪▪如下：第一，22.19%的受▪者或多或少地▪▪手机媒体▪自己的人▪交往▪生▪极影响；18.75%的受▪者或多或少地▪▪手机媒体▪人▪交往▪生了消极影响。第二，64.69%的受▪者或多或少地▪▪手机媒体▪学▪学▪▪生了▪极影响；16.57%的受▪者或多或少地▪▪手机媒体▪学▪学▪▪生了消极影响。第三，22.50%的受▪者或多或少地▪▪手机媒体▪心理状▪▪生▪极影响；23.44%的受▪者或多或少地▪▪手机媒体▪心理状▪▪生消极影响。第四，39.69%的受▪者或多或少地▪▪手机媒体▪社会生活▪生▪极影响；8.76%的受▪者或多或少地▪▪手机媒体▪社会生活▪生消极影响。

另，本▪文的研究数据▪示，很多大学生▪天使用手机媒体的▪▪▪▪，更有学生表示，没有手会感到手足无措、焦▪。▪有一些学生表示，由于▪▪▪使用手机媒体，在▪▪中与人交流会▪生障碍，因此更愿意在网▪上与人沟通。▪些▪象都足以表明，手机媒体▪大学生的心理状▪引起了很大的▪化。▪体来▪，手机媒体▪俄▪斯莫斯科市大学生▪来的▪极影响多于消极影响。

二、▪范大学生手机媒体使用行▪的▪策

（一）手机媒体使用行▪政府▪面的▪策

新事物的▪展，必然要求有▪束和▪督的伴随。目前，俄▪斯▪于手机媒体的相▪的法律法▪尚未完善。▪此以往，手机媒体的▪展会受到限制，甚至会▪致社会的不▪定、不和▪。因此政府必▪要加▪相▪法律法▪的制定，相▪政府部▪也要▪行及▪的▪督。

一、制定和完善相▪的政策法▪

首先，有必要研究手机▪人▪的影响程度。例如，世界▪生▪▪做了一▪保▪年▪人免受▪子▪▪影响的研究。

世界各国已▪▪始▪注手机媒体▪青少年▪来的不良影响，▪始着手立法工作。

在俄▪斯，使用手机通信的▪邦▪生▪准是在2003年左右▪布的，直到今天仍未改▪。但因▪首席国家▪生医▪制定了俄▪斯▪邦▪生的▪准，▪▪准已在全国范▪内▪行，所有公民必▪遵守。从政府▪面来▪，俄▪斯▪邦▪生▪准▪▪子▪▪的▪面影响▪行了多次研究（如：▪射、使用）并▪其使用制定了相▪的▪▪。

然而，在手机媒体的立法▪不▪健全，有些▪定▪于▪▪、粗糙，▪▪性不▪。面▪▪一状况，必▪要▪一▪完善国家的法律法▪和政策，使媒体增▪自我▪管意▪，提高手机媒体的公信力，抵制不良的信息。▪于手机媒体的立法一定要有前瞻性和包容性，既要▪▪有的手机媒体▪播者和受众行▪以及▪播内容▪行▪范，又要保留一定的空▪可以▪行改▪。立法工作人▪和相▪机构必▪要▪手机媒体的▪播特点、▪播方式及▪播▪程做到全面的了解，以保▪立法能▪▪及到手机媒体的各个方面。▪了制定出完善的法律法▪，可以借▪国外的一些成功▪▪。

二、弘▪主流文化

政府要通▪各▪媒体来宣▪主流价▪▪念，形成良好的文化氛▪；要从▪▪出▪，更多地推出▪近大学生生活的文化作品，把思想性、教育性和▪▪性▪一起来；要以正确的思想▪▪向，引▪大学生▪立正确的世界▪、人生▪、价▪▪。

此外，政府必▪以教育▪目的引▪大学生正确使用手机媒体。例如，在中国，▪近平▪▪▪在十九▪告中提到，"要深化▪克思主▪理▪研究和建▪，加快构建中国特色社会主▪，加▪中国特色新型智▪建▪。高度重▪▪播手段建▪和▪新，提高新▪▪▪▪播力、引▪力、影响力、公信力"[9]。因此，大学生利用手机媒体▪行思想政治教育要▪▪▪代▪展，响▪国家号召。

三、▪化媒体▪播▪境

政府部▪需要了解当代大学生的特点，了解其▪手机媒体的需要，只有▪▪才能▪大学生的学▪、生活和▪▪提供更好的服▪。

此外，政府部▪▪必▪要加▪▪▪播机构、▪播人▪以及市▪的管理，▪格▪▪各▪媒体的内容。尽管近几年来也制定了相▪的法律法▪，行政机▪也制定了很多▪章制度，但是具体▪行起来，所起到的效果却不尽人意，出▪了很多▪▪，比如▪有法不依，▪法不▪。▪些▪象▪致媒体的生存▪境越来越差，媒体自身的信誉和形象也遭到了破坏。要建立良好的法制▪境，

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最主要的▪是要靠宣▪，要形成一个人人都知法懂法守法▪法的良好▪▪。媒体不▪▪起好▪▪作用，▪要▪▪自身▪▪做好宣▪工作。

四、建立督▪机制

手机▪新媒体在不断地▪展。▪在立法上就▪生了一定的▪度。政府部▪急需建立完整的管理和▪督机制，▪媒体的内容、▪播方式、▪播▪果、▪播影响等▪行▪格的▪管，保▪大学生接受到▪极、健康的内容。

既然有了法律支撑，就要▪格按照法律法▪▪行▪管，加▪▪法力度，确保做到有法必依，▪法必▪，▪法必究，真正形成法治媒体。但▪▪有法可依是不▪的，▪要加大▪法力度，不能▪法律法▪停留在▪面上，▪▪手机媒体的管理才能得到真正意▪上的保▪。

通信管理部▪要▪手机媒体▪行▪管，最重要的是要加大▪手机媒体运▪商的▪控，从源▪上封堵有害信息。

（二）手机媒体使用行▪社会▪面的▪策

一、相▪部▪加▪▪督力度

首先，社会各个相▪部▪必▪要加▪▪手机媒体的立法。目前手机上的垃圾信息、▪▪信息泛▪，▪重影响了俄▪斯大学生的辨▪能力。所以有▪部▪要建立合理的、符合俄▪斯国情的法律法▪体系，▪使用手机的行▪在法律允▪的范▪内▪行。同▪，社会各相▪部▪要加▪▪手机媒体的▪管，要加▪▪手机运▪商、网▪站点的▪▪和▪核，▪手机网▪上的不良文化信息▪行及▪▪除和▪▪。手机媒体信息▪播有▪蔽性，社会各部▪可以▪▪人民群众，▪手机运▪商▪行共同▪督，加大▪行力度，不断▪化手机媒体▪境。

中国的研究人▪从社会▪面提出了建▪：“手机运▪商、网▪供▪商自身也要不断加▪自▪性，主▪承担起一定的社会▪任，▪不良文化、▪▪信息从技▪上▪行▪截，多▪▪一些适合青年学生学▪和生活的▪件，使得手机媒体能真正帮助学生的学▪，帮助青年学生▪立正确的人生▪、价▪▪、世界▪“[10]。同▪，▪采取一定的措施宣▪▪于无▪制使用手机媒体▪人▪健康的▪面影响方面的客▪、真▪的信息，并▪健康使用手机媒体▪行引▪（使用▪▪、使用▪合等）。宣▪原▪可以与▪于烟草、酒精危害的信息同▪，要▪行生活方式的▪极、健康的宣▪。

二、媒体▪化社会▪任

媒体▪▪▪▪▪大学生的生活以及世界▪、价▪▪的形成起到▪极的促▪作用，▪注重社会效益，而不能只追求▪▪效益。媒体▪▪从策划到具体的操作各个▪▪都▪把▪量▪，要▪作▪极向上的作品来弘▪主流文化，引▪受众。此外，加▪媒体从▪人▪的▪▪道德建▪也是很重要的，培▪媒体从▪人▪的▪任感。

三、手机运▪商▪承担好社会▪任

“健康的手机媒体▪境是需要多方努力才能完成的，手机运▪商、网▪供▪商▪任重大.[11]“早在2006年11月21日▪任中国信息▪▪部副部▪的奚国▪在▪色手机文化建▪的研▪会上▪▪色手机文化的建▪提出以下建▪：▪持科学▪展▪、增▪网▪文明建▪的▪任感、▪信运▪商要将▪▪利益和社会▪任感并重、追求▪▪效益的同▪更加注重社会效益。

同▪，手机运▪商▪▪承担起社会▪任。比如，▪▪一些有利于大学生的▪件；▪低俗、黄色等信息从技▪▪面▪行▪截；手机媒体▪▪▪多▪大学生提供学▪方面的▪用▪件，使手机媒体成▪大学生学▪的助手。

四、充分▪▪家庭教育作用

在手机的使用▪▪上，家庭同▪起着重要的作用。父母▪▪多花一些▪▪来陪伴自己的子女，▪心子女，帮助子女解决生活和学▪上所遇到的▪▪和困▪。▪于手机媒体，家▪要做适当的引▪，教会孩子如何正确使用手机媒体，使手机媒体成▪学生生活和学▪的帮手，而不是▪▪用来▪▪的工具。

另外，手机媒体的内容构成▪▪，家▪▪▪在手机媒体的内容上▪行一定的引▪，帮助学生▪立正确的人生▪和价▪▪。如今，市面的智能手机▪▪繁多，手机媒体也是多▪多▪的，作▪家▪，▪需要引▪学生正确▪待手机，▪待手机媒体，减少学生▪的攀比心理。

（三）手机媒体使用行▪学校▪面的▪策

最近，有人指▪手机影响到了▪堂效果，并在考▪期▪出▪了一些作弊行▪。因此，作者▪▪，高校的管理人▪和教▪▪▪▪始采取▪格的▪定来控制学生在▪堂上使用手机，允▪手机成▪一▪学▪工具，而非▪▪工具。例如，可以在上▪的▪候将手机、平板▪▪等媒体▪▪▪机并▪一存放在▪定的地点。

如今，有些“同学在手机上的消▪上存在一些▪区。据2013年3月28日武▪▪▪▪道，武▪小▪▪款最大的供▪商捷信公司的粗略▪▪，2012年1月至2013年2月底，有超▪2万名武▪大学生▪理了担保▪▪，金▪达1.6▪。而▪些▪款大学生主要用于▪▪价格不菲的苹果、三星等手机，IPAD等最新上市的▪子▪品，有些大学生不能如期▪▪▪款，甚至留下信用▪点。有的同学由于▪度使用手机，花▪大量的▪▪在手机上，▪重影响学▪，有的同学▪生了手机使用症等等。思想政治教育工作者要▪极引▪，培▪学生自律意▪和健康理性的▪待手机.[12]“

▪▪▪▪情况，作者▪▪学校▪▪展一些心理▪▪工作，▪学生不合理的手机使用行▪▪行▪极干▪。同▪，▪要向学生普及一些法律常▪。在一些公共▪所▪▪一些▪▪和▪▪，例如▪定▪▪接打▪▪的▪所，或者手机存放▪，防止手机噪音干▪其他学生的学▪和生活。通▪教▪的正面引▪，培▪学生的理性消▪▪念，通▪心理▪▪▪学生▪度使用手机▪行干▪，帮助学生▪成良好的手机使用▪▪，促▪学生的身体健康▪展。

▪外▪▪也▪▪加▪管理，▪展形式多▪的校园特色文化，如校园歌手大▪、▪会、舞会、▪▪表演、▪画展、▪影展、真人游▪，▪大家面▪面的交流和沟通，▪学生从手机游▪和手机聊天当中解放出来，在▪▪活▪中加▪与同学之▪的交流，▪学生在▪松、愉快的气氛中增▪知▪、陶冶情操、提高修▪。同▪，也▪学生在丰富多彩的校园文化活▪中提升自身的▪合素▪，提高自身的能力以及▪▪精神。

同▪，作者▪▪大学教▪提高自身运用手机媒体的意▪和能力也很重要。要不断提高完善自身的理▪水平和知▪▪构，要加▪▪手机媒体知▪的了解，掌握手机媒体的运用。可以定期通▪手机媒体▪▪一些面向学生的▪用系▪，比如▪▪▪源、教学▪源等，帮助学生▪取有效信息。可以通▪手机▪件不断与学生▪行交流，拉近▪生▪的距离。▪▪学生和教▪之▪的沟通和有用学▪信息的交流可以改善▪▪的整体情▪，使教▪能▪从容地促▪和完善学生的学▪▪程。

▪于教育工作者而言，老▪是学生▪的榜▪，因此老▪需要以身作▪，▪▪示范作用。比如，上▪期▪不允▪老▪▪手机▪教室。同▪▪需要向学生正面介▪手机▪人体的危害，教会学生如何正确使用手机，▪学生正确▪待手机，减少手机▪身体的▪射。

（四）手机媒体使用行▪学生个体▪面的▪策

大学生要▪▪到学▪的重要性，要在大学的学▪▪段不断掌握科学文化知▪，参加▪践▪▪，不断提升自身的▪合素▪。大学生要▪立正确的手机媒体使用▪。要正确▪待手机媒体，▪▪到其功能与个体需要之▪的▪系，不要盲目随从，▪立正确的消▪▪。例如，大学生需要有意▪地采取一切可能的措施来忽略或阻止他▪在使用手机媒体▪所感受到的任何▪面影响。因此，大学生要不断提高自身的▪合素▪，提高高媒介素▪，加▪▪网▪世界大量信息的理性分析和辨▪能力。

▪于大学生自身，首先要提高大学生的自我管理能力和自制力，培▪大学生形成良好的学▪▪▪，独立的思考和解决▪▪的能力。培▪学生的▪▪管理能力，制定目▪并付▪于行▪，▪▪可以帮助大学生有效地分配▪▪。例如，▪不影响学▪，要做到在校不使用手机；在家上网▪，不▪▪不良信息；提高自身素▪和修▪，学▪各▪知▪，参加▪外活▪，丰富▪余生活。在增▪知▪、▪▪能力的同▪，▪能在各▪活▪中▪▪朋友，学会如何与人相▪。

▪于手机媒体的各▪各▪功能，大学生也要学会如何正确使用▪些功能。手机媒体▪我▪的学▪和生活▪来便利，但不能控制我▪的生活。无▪是使用手机媒体学▪，▪是▪行必要的社交，都需要掌握一个“度”的▪▪。

如今，手机媒体如同▪▪一▪，其功能越来越丰富，手机可以存▪大量的▪料，而且可以▪▪快速搜索和▪找信息的功能，大学生可以随▪随地▪行学▪、打▪▪、▪短信，通▪QQ、微信、Facebook、VK、推特等社交▪件▪行日常沟通和▪系，手机的沟通功能打破了▪▪和地域的限制，可以随▪随地可以了解朋友的▪▪，并保持▪系。▪不▪▪帮助大学生▪大了自己的朋友圈，更有利于大学生建立广泛的社会▪系，但是在使用手机沟通方面也要掌握“度”的▪▪。使用手机沟通只是一▪手段，但并不是唯一手段，如果机会和▪▪允▪，▪是▪当面▪面▪行交流，不要沉迷于网▪聊天室的虚▪人物上。

▪▪

我▪承▪手机是人▪日常生活中不可或缺的一部分，手机媒体技▪的▪速▪展▪我▪的生活▪来了极大的便利，手机媒体▪大学生的影响也是有利有弊。作者通▪▪▪▪▪卷的分析找出手机媒体▪大学生▪生的▪极影响和消极影响。▪极影响主要体▪在手机的使用▪大学生的人▪▪系、教育▪程、社会生活和心理状▪▪生的帮助和促▪作用。但是凡事都是存在正反两方面的，手机媒体在▪大学生▪来▪极影响的同▪也▪来了一些消极的影响。但只要正确▪待手机媒体，合理利用手机媒体，手机媒体▪是会▪大学生的生活▪来很多便利。

因此，作者从政府、社会、学校和学生个体四个▪面▪▪范大学生手机媒体使用行▪提出了相▪的建▪。▪于政府▪面而言，主要体▪在以下四个方面：政府要制定和完善相▪的政策法▪、弘▪和倡▪主流文化、▪化媒体▪播▪境、建立督▪机制。从社会▪面而言主要体▪在以下四个方面：相▪部▪要加▪▪督力度、媒体▪▪要▪化自己的社会▪任、手机运▪商▪承担好社会▪任，另外家庭也要充分▪▪自身的教育作用。从学校的▪面而言，作者提出了自己的合理化建▪，例如：▪展心理▪▪工作、丰富校园的文化生活、普及法律知▪、教▪以身作▪、▪立▪▪以及手机存▪地点或者▪▪使用手机。

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The Role of Knowledge Creation, Sharing and Utilization to the Resource based View of Competitive Advantage

By Hamaweja Mbuyi Olua Don-Serge
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Abstract- Almost every organization strives to make a profit by offering to the market a single value that cannot be provided by competitors. This uniqueness is what gives an organization a competitive advantage over rival organizations, and help it to reach its objectives. Henceforth, to build such singularity over time supposes the possession of a knowledge that others have not. This paper discusses the extent to which knowledge creation, sharing, and utilization are crucial in creating competitive advantage. Therefore, this articleevolves around key factors that create and maintain competitive advantage; among them, we note mechanisms through which knowledge is acquired and developed, the role of management styles in knowledge management settings, the organization status, the innovation process, and the strategic management.

Keywords: competitive advantage, innovation, knowledge, knowledge management, leadership, learning organization, organizational learning, strategic management.

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THEROLEOFKNOWLEDGECREATIONSHARINGANDUTILIZATIONTOTHERESOURCEBASEDVIEWOFCOMPETITIVEADVANTAGE

Strictly as per the compliance and regulations of:

The Role of Knowledge Creation, Sharing and Utilization to the Resource based View of Competitive Advantage

Hamaweja Mbuyi Olua Don-Serge

Abstract- Almost every organization strives to make a profit by offering to the market a single value that cannot be provided by competitors. This uniqueness is what gives an organization a competitive advantage over rival organizations, and help it to reach its objectives. Henceforth, to build such singularity over time supposes the possession of a knowledge that others have not. This paper discusses the extent to which knowledge creation, sharing, and utilization are crucial in creating competitive advantage. Therefore, this articleevolves around key factors that create and maintain competitive advantage; among them, we note mechanisms through which knowledge is acquired and developed, the role of management styles in knowledge management settings, the organization status, the innovation process, and the strategic management.

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I. Introduction

The main goal of organizations is undoubtedly the creation of value to induce a sustainable improvement in communities' welfare and thus, ensuring their perpetuation. To attain that goal, organizations have to keep up with the tide of changes within their environments by capturing and managing the flow of information coming from internal and external sources in order to build and enhance organizational knowledge and set a dynamic and effective knowledge management system enabling faster decision making, innovation and competitive advantage (Edosio, 2014).

Competitive advantage is the life jacket that prevents an organization from wrecking in the dangerous red sea of the fierce competitive environment. Kenyon and Sen (2015, p.5) state that ''competitive advantage is the life blood of every company.'' And they keep on explaining how it is next to impossible for a company to maintain itself in the business without sustaining its advantage on the market. All the same, Dasgupta and Gupta (2009, p.6) assert that ''innovation is a prerequisite for competitive advantage'' while Maher (2014) as cited in Szczepanska (2014, p.32) argues that ''knowledge is the primary resource for innovation.'' Rapprochement and close observation of these above mentioned assertions reveal that there is a continuum between concepts of competitive advantage, innovation, and knowledge. What suggests that the operational framework of the competitive advantage concept lies upon an intricate set of relevant factors channeled to favor its emergence. Furthermore, Fiegenbaum and Thomas (2004) as cited in Ceglinski (2016, p.63) noted that ''organizational learning studies have shown that firms that accumulate knowledge over time can use this knowledge as a source of competitive advantage.'' That remark sheds light on the direct link between knowledge and learning process and demonstrates that organizational knowledge is a fundamental component of organizational learning (Chiva and Alegre, 2005) since it stems from the learning process within the organization.

This paper discusses the extent to which knowledge creation, sharing, and utilization are crucial in creating competitive advantage. Therefore, our essay evolves around key factors that create and maintain competitive advantage; among them, we note mechanisms through which knowledge is acquired and developed, the role of management styles in knowledge management settings, the organization status, the innovation process, and the innovation cycle.

II. The Mechanism of Knowledge Generation

According to Dasgupta and Gupta (2009), knowledge appears as the most strategic resource for the firm in the fast-growing, overchanging, and complex market competitive environment. However, Knowledge is not a dubious thing but the consequence of the learning process, be it active or passive. And with consideration to the organizational perspective, the learning process comprises of knowledge acquisition, knowledge dissemination and shared implementation (Argote, 2013; Kuabara and Takahashi, 2017); moreover, knowledge acquisition responds to the structural aspects of organizational learning mechanisms that consist of collection, analysis, storage, distribution and use of information related to organization effectiveness (Gilaninia, Rankouh, and Gildeh, 2013).

An organization collects data from internal and external sources, processes them to obtain information to build a knowledge base reflecting strategic

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alternatives that align its resource and capabilities to the challenges of the environment in which it competes. Data from internal source accounts for the organization's strengths and weaknesses, whereas that from external source announces opportunities and threats of the organization (Ritson, 2011). An organization should assess honestly its ability to move toward the unpredictable future, relying on its current resources and capabilities. Thus, in one hand, information from inside the organization shows the state of existing knowledge and brings out the organizational knowledge gap, and at the other hand, external information alerts the organization to the pace and stakes of environmental changes. Since changes in the market environment are like moving ridges, the organization seek to fill the knowledge gap through generative learning and use its strengths to take the right wave and sail through turbulence. This thought is portrayed by actions of some oil and gas companies toward the energy transition stake with rising concerns about climate, technological advances, and geopolitical shifts. Bob Dudley, British Petroleum's group chief executive in his annual letter commenting on that situation stating:

> Our industry is changing at a pace not seen in decades. Oil, gas, and renewable are becoming more abundant and less costly…we believe having a balanced portfolio with advantaged oil and gas, competitive downstream and low carbon activities, as well as a dynamic investment strategy give us resilience. With the experience we have, the portfolio we have created and the flexibility of our strategy, we can embrace the energy transition in a way that enhances our investor proposition, while meeting the need for energy today (BP Annual Report and Form 20-F 2017, p. 12).

British Petroleum's group chief executive thought that the occurring changes aforementioned as a transformational change four oil and gas industry since it involves structural renewal, breakthrough technology, and a new equilibrium and so on, and accordingly, he presented the company capability to take that wave of change and remain competitive in the long run. This illustration further makes a stress on the *absorptive capacity* an organization should have. Argote (2013, p.41) asserts that ''organizations that are high in absorptive capacity are able to recognize the value of external information, assimilate it, and apply it to develop innovations.'' Garvin (2000, p.87) from his part, asserts the same thought stating ''whatever outside ideas, learning will only occur in a receptive environment.'' Organizations can learn either from their own experience – past or current – or from others' experience (vicarious experience). In both cases, organizational learning results in knowledge creation.

III. The Knowledge Management System

Once knowledge it is created, it has to be managed so that organization could keep harnessing and utilizing it in the way to trigger innovation, because competitive advantage occurs only when the knowledge creation cycle is uninterrupted. Thus, to maintain that cycle, the organization is supposed to develop a knowledge management system which is defined according to Gorelick and Monsou (2006) as cited in Dasgupta and Gupta (2009, p.208) as ''a system that promotes collaborative environment for capturing and sharing existing knowledge, creates opportunities to generate new knowledge, and provides the tools and approaches needed to apply what the organization knows in its effort to meet its strategic goals.'' That assertion confirms the idea of an uninterrupted flow of knowledge permanently supplied by organizational learning and presents knowledge management system as a coherent framework for innovation and competitive advantage achievement. However, the setting of such a system depends upon organizational contexts and relevant parameters of influence.

IV. The Role of Leadership in the Knowledge Management System

Firestone (1998, p.3) noted that ''organizational knowledge management system is greatly influenced by the power, influence, and authority structures existing in organizations.'' Meanwhile, Horth and Burchner (2014) argued that 20 percent to 67 percent of the variance on measures of the climate for creativity, and further for innovation is explained by leadership behavior.

Leadership is responsible for the design of both aspects of organizational context, namely active context and latent context; the active context is the context through which learning occurs, and the latent context is the one that influences the active context (Argote, 2013). Latent context of an organization mainly consists of its structure and culture. Szczepanska (2014) presented a descriptive approach of organizational culture in which culture is considered as an internal subsystem of the organization that allows its members and the overall organization to adapt to the environment. These subsystem components are deeply seated values, shared vision, norms, and so on. Leaders who expect to create value through innovation has to build a strong innovation-oriented culture within the organization and adopt an innovative approach to leadership enabling them to create an organizational climate where organization's members are encouraged to apply innovative thinking to solve problems, to face challenges, to adopt changes and to remain competitive. Such leadership is referred to as transformational leadership (Lousa and Monico, 2018), which is otherwise, a leadership for innovation consisting on setting the direction for the organization, creating alignment to vision and mission, and building commitment for innovation. Not only does transformational leadership instill innovation culture to members of the organization, it equally converts the overall entity to a learning organization.

V. Learning Organization: A Well-Designed Environment for Knowledge Creation, Sharing, and Utilization

Edosio (2014) considered a learning organization as an organization that uses learning to adapt and excel in a rapidly changing environment to increase growth and competitive advantage. Likewise, Garvin (2000, p.80) defines a learning organization as ''an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.'' In other words, a learning organization is induced by the organizational innovation culture so that it frames the active context of the organization. When closely consider the preceding definitions of a learning organization and the previous assertion of Gorelick and Monsou (2006) on the knowledge management system, we can notice that only a learning organization can work out an effective knowledge management system since it has developed a coordinative intelligence for knowledge creation and implementation process through permanent learning. This type of organizations acquires knowledge from its internal structure through systematic problem solving, experimentation (ongoing programs and/or demonstration projects) and organization's memory (current and experience) and from external source, i.e., the environment through benchmarking or other market environment signals; then it fosters the transfer of knowledge by means of report, site visits and tours, personnel rotation programs, education, and training programs, and standardization programs (Garvin, 2000). To put it clearly, a learning organization is collectively creative and maintains the flow of knowledge through constant learning, with the intention of outperforming its competitors and establishes sustainably entry barriers in the market. To achieve this intent, the organization should put acquired knowledge into action. This process is what we call innovation.

VI. The Knowledge Utilization: Innovation Creation and the Strategic Management Process

Ramadani and Gerguri (2011, p.101) define innovation as ''a process of transforming the new ideas, new knowledge into new products and services.'' And Dasgupta and Gupta (2005, p.6) almost share the same view, stating that ''innovation is a learning process in which valuable ideas are transformed into new forms of added value for the organization and its stakeholders.'' Both definitions suggest two common insights; first of all, they present innovation as a transformational process, thus implying that it is rather a dynamic state than a freezing stage of knowledge. They also emphasize on the fact that innovation must bring forth concrete and quantifiable outcomes. Lionnet (2003, p.102) expressed the same perspective by defining innovation as ''a process by which a novel idea is brought to the stage where it eventually produces money.'' When knowledge is not applied to create a palpable benefit, it remains a mere assumption of change and a potential asset for competitive advantage.

To foster innovation, learning organizations use knowledge to set strategic intent and follow the consecutive strategic management process. Indeed, strategic planning is carried out by organizations in order to define or refine their vision, mission, and a specific set of goals, objectives, and policies in response to competition requirements (Maleka, 2014). Organizations utilize the knowledge acquired from internal and environmental surveys as a powerful asset to face market challenges and optimize opportunities. Their absorptive capacity enables them to geared their capabilities toward competitiveness, and adjust their vision according to market environment stakes. Is what most of the oil and gas companies have done to accommodate their businesses to the stream of the energy transition. For instance, Chevron has been developing renewable energy sources such as solar, wind, geothermal and biofuels; Total betting on a fourteen-percent growth of renewable towards 2040, has been integrating the renewable energy sources chain through direct investments with its subsidiaries as Total Solar, SunPower, Total Spring, and acquisitions such as that of Direct Energy (Total-Climat 2018) and BP is not doing the least by focusing on biofuels, biopower, wind energy and solar energy (BP Annual Report, 2017). They have all refined their vision on the energy market and have been acting accordingly.

After setting the strategic intent, the organization's leader must deploy it, i.e., share it throughout the organization. This sharing promotes vision sharing among members of the organization and consists on aligning members' perception of the organizational culture and build commitment through open and honest dialogs. Szczepanka (2014) notes that the deployment of strategic intent constitutes one of the essential element of innovation-oriented culture since it brings employees to appropriate the organization's vision. When members of the organization and leaders share the same vision, they can collaborate to define suitable actions to undertake in order to implement the strategic intent and specify performance measures to track progress. Then, resources can be allocated to fund the investment to reach the vision. It is not just question of financial resources but also that of other competence as innovation expertise (Lendel, Hittmar and Siantova, 2014) which supposes that members of the organization are fully prepared to use their skills and capabilities to ensure the innovation process. This stage of resources allocation permeates the execution of strategy through which innovation occurs.

Ramadani and Gerguri (2011, p.103) discussing the types of innovations distinguished four types of innovations beside which they presented a system approach taxonomy. The four basic types are incremental innovation, additive innovation, complementary innovation, and breakthrough innovation; and the systemic approach presents innovations which might help the organization succeed in improving its competitive position. They are operational innovation, organizational innovation, core-competence innovation, innovation of innovation, and so on. This classification clarifies the specificity of innovation management within an organization which one depends on market segment characteristics and internal structures. Some contemporary oil and gas companies are most concerned with complementary innovation by offering renewable energy, and that changes the structure of their businesses, extending it from a segment of the energy market to a global energy market; they also strive to achieve operational innovation by using technologies to improve researches and/or recovery of oil and gas, and refinery processes. But organizations such as universities may be focused on incremental innovation and core-competence innovation.

Regardless of their taxonomy, innovation provides an organization a means of survival within the hostile and fast-moving market environment. In other words, innovation is a value created to offer to an organization a competitive advantage that enables it to outperform its competitors.

Wen, Chien, and Ying (2011) argued that competitive advantage could only be developed by value creation in a way that is difficult for competitors to imitate. Kenyon and Sen (2015) discuss that with the advanced technologies that are driving globalization, the economic barriers to entry such as time and distance, natural resources and economy of scale are no longer effective. They are increasingly accessible and easy to imitate. This argumentation is explained by the fact that when an organization implements a strategy which successfully creates value, its competitors can through benchmarking process understand and replicate that strategy, and have the same outcome. Ceglinski (2016, p.65) considers that ''the erosion of advantage occurs routinely as a result of dynamic and interactive rivalry.'' It is the reason why the strategic management process cannot be drawn up at the stage of strategy implementation in which innovation occurs; it has to continue to reach the stage that helps an organization design a strategy which is more about developing the responsiveness and flexibility to create successive temporary advantages (Ceglinski, 2016). The background for designing such a strategy is the flow of knowledge generated through the deployment of strategy implementation results and the review of performance. The deployment of results consists on measuring the efficiency and effectiveness of the strategy execution and leads further to a critical analysis of the performance achieved so that the organization can adjust or improve the strategic intent through adaptive or generative learning. The new knowledge thence created is used to nurture the innovation creation process cycle and restart the strategic management process. This is consistent with Dasgupta and Gupta (2005, p.208) who underlined that ''it is not existing knowledge in a firm that is the source of competitive advantage. It is the ability to apply knowledge effectively to create new knowledge.'' The same view is relayed by Lendel, Hittmar, and Siantova (2014) who think that innovation process lays upon the organizational learning process, which contributes to its continuous improvement. And because innovation provides a competitive advantage.

VII. Conclusion

It is clear that knowledge constitutes the core of organizations existence, since it contributes to their creation and then serves them as a nutrient to help them grow, compete, diversify and keep growing over time; and when knowledge is taken off them, they stop growing, slenderize and die out.

Competitive advantage relies strongly on knowledge created by the flow of information collected and made useful by an organization. Thence, the organization's structure and leadership, the pace of the innovation cycle, and the implementation of the strategic management process within the organization help to create a sustainable competitive advantage.

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Analysis of Factors Affecting the Health and Safety Officer Public Health Laboratory in West Lombok

By Alphacino Junido Loilewen, Agusdin & Hermanto
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Abstract- The purpose this study were (1) to analyze the factors that affect the Health and Safety Laboratory officers of health centers in West Lombok regency. (2) To analyze the factors that affect the dominant Health and Safety at Work In laboratory worker health centers in West Lombok regency. This type of research used in this study is exploratory-descriptive type of research. The research sample laboratory workers numbered 40 people. Tools used as data collection in this study was a questionnaire. Statistical analysis using factor analysis. The conclusion that can be formulated in this study correspond to the data analysis are: (1) The results of the factor analysis shows that there are four factors that shape the health and safety of laboratory personnel in West Lombok health center which is the result of the reduction of the 12 variables. Four of these factors include Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload; Organizational factors that consist of Khemis and Conditions of Employment; Psychological Factors which consists of Physical, physiological condition, and Family Issues; and Environmental Factors consisting of Time Pressure and Role Conflict.

Keywords: occupational health and safety, laboratory workers.

GJMBR-A Classification: JEL Code: J28

ANALYSISOFFACTORSAFFECTINGTHEHEALTHANDSAFETYOFFICERPUBLICHEALTHLABORATORYINWESTLOMBOK

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Analysis of Factors Affecting the Health and Safety Officer Public Health Laboratory in West Lombok

Alphacino Junido Loilewen [α], Agusdin [σ] & Hermanto [ρ]

Abstrak- The purpose this study were (1) to analyze the factors that affect the Health and Safety Laboratory officers of health centers in West Lombok regency. (2) To analyze the factors that affect the dominant Health and Safety at Work In laboratory worker health centers in West Lombok regency. This type of research used in this study is exploratory-descriptive type of research. The research sample laboratory workers numbered 40 people. Tools used as data collection in this study was a questionnaire. Statistical analysis using factor analysis. The conclusion that can be formulated in this study correspond to the data analysis are: (1) The results of the factor analysis shows that there are four factors that shape the health and safety of laboratory personnel in West Lombok health center which is the result of the reduction of the 12 variables. Four of these factors include Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload; Organizational factors that consist of Khemis and Conditions of Employment; Psychological Factors which consists of Physical, physiological condition, and Family Issues; and Environmental Factors consisting of Time Pressure and Role Conflict.

Keywords: occupational health and safety, laboratory workers.

I. Preliminary

Various forms of worries and problems will always be faced with the employees. Some forms of trouble going on outside work, but other difficulties Associated with the job is more dominant. In many cases, it can affect work performance so it should be a concern of management. The difficulties and problems can cause workplace accidents (Hasibuan, 2007: 57), Occupational safety and health should be a serious peratian for the management of the organization so as to minimize losses for the organization. According Meily (2010: 72), "Occupational health is an effort to maintain and improve the health status of physical, mental and social well-being of all workers as high." Preventing health problems caused by working conditions, protect workers from the risk factors work in adverse health, placement of maintenance workers in a work environment tailored to the capabilities of physiology, psychology, and concluded as the adaptation of work to man and each man to his job.

Occupational health programs showing on condition free from physical, mental, emotional, or pain caused by the working environment (Mangkunagara, 2009: 161). Health risks are all factors in the work environment that works over a period of time specified, the environment can be stressful, emotional or physical disorders.

Health problem is a complex issue, which is interrelated with other issues beyond health itself. Many factors affect the health of both the health of the individual and public health, among other things: heredity, environment, behavior, and health services. These four factors with respect to each other, when these four factors together have optimal conditions, the health status will be achieved with good Meanwhile, according Swasto (2011: 110) argues that "Occupational health involves physical and mental health." Health covers all aspects of human life, including the workplace.

Concern for the health of employees can reduce the occurrence of accidents in carrying out its work, so between occupational health and safety related and can prevent accidents in the workplace. Yuli (2005: 135) Occupational health and safety, is a system of programs designed for both workers and employers for prevention (preventive) the incidence of occupational accidents and diseases caused by working relationships within the work environment by identifying things that could potentially cause accidents and disease due to the employment relationship and anticipatory measures in case of such things. While Malthis and Jackson (2002: 245) states that Safety is a reference to the protection of a person's physical well-being of the work-related injury.

Occupational safety and health is a specialization in itself, because in addition to their implementation based on the legislation also based sciences, particularly engineering and medical sciences. Similarly, occupational safety and health is an issue that contains many aspects, such as: legal, economic and social.

Implementation of health and safety at the Health Center of West Lombok conducted jointly by the leader or laboratory worker health centers and the company's entire workforce. In the execution of the leader or laboratory penpetugas health centers may be assisted by occupational health and safety officer of the company concerned. Perugas occupational safety and

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health are the employees who have knowledge or expertise in the field of occupational safety and health, and was appointed by the leader or the laboratory staff clinic.

PHC and other health facilities are high-risk workplace safety and health officer. Therefore in terapkannya occupational safety and health in the health centers in order to provide protection for puskesmas (MoH RI, 2010). In general, there are some cases that show a lack of attention to health and safety officer working in a hospital or clinic. Research conducted by Yuli (2011) on a radiographer in the fourth attendant City Hospital In Semarang, the majority of non-compliant radiographer APD receipts in the work, and use PPE if there is supervision of the team K3. Radiographer also objected when to use handscone or mask when working.

Based on research Mauliku (2011), not all employees of the hospital. Immanuel Bandung conduct periodic medical examinations, only partially do so and the absence of hepatitis B immunization for employees. Storage of chemicals that are not equipped MSDS and hospital employees are not appropriate waste bins in place so as to cause the incidence of workplace accidents.

Rahayuningsih (2011) regular health checks and vaccinations of hepatitis B in the ED officer RSU PKU Muhammadiyah Yogyakarta has done very well and the efforts of the implementation of hazard prevention and workplace accidents has been implemented very well, although not organized occupational health and safety training in the ER.

Based on preliminary observations that have been made in several health centers in the region of West Lombok, found unsafe behavior in some health centers surveyed. There are things that are not worth outside the procedures K3 is done by the health authorities of the work, such as not using gloves when injecting medication into the patient, do not wash your hands both before and after the action, do not dispose of used needles infusion into the trash special, and not wearing gloves at the time of dispensing the drug powder. The condition is very risky cause danger to the safety and health care workers.

The above results of the study may provide a basis for further research. Research on the factors that influenceHealth and Safety Officer Laboratory in West Lombok district health center then be interesting considering the important role health clinic laboratory personnel in the diagnosis of a patient's illness, as agents of change in health development in order to contribute ideas in maintaining and upgrading the performance of the laboratory staff health centers to achieve the goal of a healthy environment.

The purpose of this study is:

1) To analyze the factors that affect the Health and Safety at Work In laboratory worker health centers in West Lombok regency.
2) To analyze the factors that affect the dominant Health and Safety at Work In laboratory worker health centers in West Lombok regency.

II. Conceptual Frame Work

According to Robbins (2008: 796) factors that may affect the health and safety at work is composed of Environmental Factors economic uncertainty, political uncertainty, changes in technology, Organizational factors consist of task demands, role demands, the demands of interpersonal, organizational structure, organizational leadership, organizational development stage, Individual factors consist of family problems, economic problems, personality. Meanwhile, according swasto (2011; 110) problems of health and safety at work is influenced by physical factors, physiological, khemis, labor relations and working conditions, where it is also in line with Mangkunagara (2009: 162) occupational health and safety in pegaruhi by a factor personality and workload being experienced employees. Besides empirical variables that can affect the health and safety is the workload excessive, The authority is lacking, interpersonal conflicts, personal conflicts between groups, various forms of change, stress or time pressure, the noise level, low career prospects, job insecurity, lack of participation in decision-making.

III. Research Methods

This type of research used in this study is exploratory-descriptive type of research. Explorative-descriptive type of research used in this study is expected to provide formula to find the factors that affect the Health and Safety at WorkIn the laboratory attendant health centers in West Lombok Regency, "The study is an exploratory-descriptive study was conducted to determine the value of an independent variable, either one or more variables (independent) without making comparisons, or connect with other variables" (Sugiyono, 2010: 54).

"Population is the sum total of the entire unit or element where the research was carried out" (Silalahi, 2010: 253). The population in this study are allPHC laboratory workers in West Lombok district, amounting to 40 people. Of the population of 40 persons will be entirely taken as respondents.

Tools used as data collection in this study was a questionnaire. According Silalahi (2010: 296), "The questionnaire is a set of writings about the questions that respondents noted formulated his answer, the alternative is determined openly and questions tentag indicators of concept".

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Statistical analysis using factor analysis. According Supranto (2010: 114) that the factor analysis is a procedure class that is primarily used to reduce or summarize the data from variables that are becoming less known factors and still contains most of the information contained in the original variables. Factor analysis to analyze the interaction between the variables in which all variables are the same status, no independent variables were predictors for the dependent variable. Factor analysis method classified interdependence (Simamora, 2005: 105).

Factor analysis is divided into two kinds of exploratory factor analysis (Exploratory Factor Analysis) and Confirmatory Factor Analysis (Confirmatory Factor Analysis). Exploratory factor analysis is used to measure a variable. To identify how factors in the set of the item. Confirmatory Factor Analysis is used to ascertain whether the gauge / constructs of variable susatu really explain the dimensions of these variables (Sunyoto, 2011: 118). From the description above can be concluded, analyst factors used in this study is exploratory factor analysis.

Factor analysis was used to examine any factors that can confirm a construct, which in this study are the factors that affect the Health and Safety Officer Laboratory Health Center in West Lombok, If the loading factor has a high value means that each variable is a measure of the construct (Sunyoto, 2011: 118).

The procedure in conducting factor analysis test done through three stages:

1) Calculate the correlation matrix to determine the adequacy requirement for the data in the factor analysis.
2) Looking for the extraction factor or factors that are looking for the factors that can explain the correlation between the indicators studied.
3) Rotation of factors that is looking for factors that are able to optimize the correlation between the observed independent indicators (Sunyoto, 2011: 119). To test the factor analysis performed using SPSS 20.0. for windows.

IV. Results Research

PHC laboratory workers in West Lombok Regency mostly women, with the age range of less than 31 years, have undergraduate education, andmost have work experience in over 5 years and a half less than 5 years.

a) Analysis BTS And KMO

Bartlett's Test of Spherity (BTS) is a statistical test used to test the null hypothesis that the variables are not correlated in the population. Value BTS in this study after extraction decreased, from 204.237 be 188.869 with a significant level of 0,000 which shows that there is a significant relationship between the variables forming occupational health and safety laboratory worker health centers in West Lombok, so that factor analysis can be used in this study.

*Kaiser Meyer Oskin (KMO)*used to measure the adequacy of the sample (sampling adquacy). KMO value shows the relationship between variables in a set of factors. From processing KMO values obtained after extraction is increased from 0.689 to 0.655 into this study had adequate levels of sample and can be resumed.

Table 1: Variable MSA Final Value Research

No.	Variables	Value MSA
1.	Physical condition	0,561a
2.	Physiological condition	0,596a
3.	Khemis conditions	0,696a
4.	Work relationship	0,643a
5.	Work atmosphere	0,791a
6.	Family problem	0,668a
7.	Economy problem	0,772a
8.	Personality	0,774a
9.	Workload	0,737a
10.	time pressure	0,616a
11.	Role conflict	0,630a

From the output results obtained that there is no longer a variable that has a value of less than 0.5 MSA so that 11 variables in this study will proceed to the next stage of factor analysis.

b) Result Extraction

The next stage is the extraction of the set of factors which are to form one or more factors, namely by using principal component analysis (Principal Component Analysis). (Santoso in Hertina 2005: 58). Ektraction The results are shown in Table 4.13., Below.

To determine the number of factors can be based on the value of eigen value, ie the value of eigen value greater than one. The higher the value eigen value of a factor, the more representative such factors as the representative of a group of variables.

Determination of the number of factors, eigenvalue, percentage of variance and the cumulative percentage of produce that Component range from 1 to 11 representing the number of independent variables. Based on Initial Eigenvalues specified column value is 1. The variance can be explained by a factor of 1 is 3,41/ 11 x 100% = 30.997%. While the second factor of 2,658 /11 x 100% = 24.167%. While by a factor of 3 at 1.292/ 11 x 100% = 11.745%. While by a factor of 4 at 1,042/ 11 x 100% = 9.471%. Total fourth factor can explain the variable of 24.167% 30.997% + + + 11.745% 76.380% 9.471% =. Thus, since the value of Eigenvalues set 1, then the total value to be taken is that> 1 which is component 1, 2, 3, and 4. This indicates that the factors that may have formed as many as three factors, factor 1, factor 2, factor 3.

c) Stage rotation factor

Factors shown in the table has not shown on any factors which become elements of a group that has been set.

Table 2: Variable Rotation Research

No.	Variables	FACTOR 1	2	3	4
1.	Physical condition			0.916	
2.	Physiological condition			0.821	
3.	Khemis conditions		0.797		
4.	Work relationship		.818		
5.	Work atmosphere	0.854			
6.	Family problem			0,392	
7.	Economy problem	0.887			
8.	Personality	.834			
9.	Workload	0.696			
10.	time pressure				0,880
11	Role conflict				0.547

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization,
A Rotation converged in 7 iterations.

To define the factors that make up the group, the matrix component needs to be created, which would then be rotated again using varimax rotation. The result of the rotation of these factors is the 11 variables which are grouped into four factors as shown in Table 4:15. Viewed from 4:15 table. above, there are 11 explanatory variables were classified into four factors. To 11 variables has considerable influence in the amount of 76.380%. To 11 variables grouped into four factors can diuaraikan as follows:

1) The first factor has an eigenvalue above 1 is 3,410 and the variance of 30.997%. This means that the variables that affect the health and safety of laboratory personnel health centers in West Lombok has an influence in the form of a model of 30.997% called Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload.
2) The second factor has eigenvalue above 1 is 2.658 and the variance of 24.167. This means that the variables that affect the health and safety of laboratory personnel health centers in West Lombok has an influence in the form of a model of 24.167% called Organizational factors that consist of Khemis Conditions and Employment.
3) The third factor has eigenvalue above 1 is 1.292 and the variance of 11.745. This means that the variables that affect the health and safety of laboratory personnel health centers in West Lombok has an influence in the form of a model of 11.745% called Psychological Factors which consists of Physical, physiological condition, and Family Issues.
4) The fourth factor, has eigenvalue above 1 is 1.042 and the variance of 9.471. This means that the variables that affect the health and safety of

laboratory personnel health centers in West Lombok has an influence in the form of a model of 9.471% called Environmental Factors consisting of Time Pressure and Role Conflict.

V. Interpretation

The concept of the factors that can affect the health and safety has been expressed by some experts in the field of management. According to Robbins (2008: 796) the factors that may affect the health and safety at work is a factor of environment that consists of economic uncertainty, political uncertainty, changes in technology, organizational factors consist of task demands, role demands, the demands of interpersonal, organizational structure, leadership organization, organization development stage, individual factors consist of family problems, economic problems, personality. Meanwhile, according Swasto (2011; 110) occupational health and safety issues is influenced by physical factors, physiological, khemis, labor relations and working conditions. This opinion is in line with Mangkunagara (2009:

Opinion Robbins (2008), Swasto (2011) and Mangkunagara (2009), is a formulation of the determining factors of health and safety at work which have the same properties when associated with factors that are formed in the research results. However, there is a difference in the aspect of the number of factors formed and classification of each factor resulting from the analysis. Results of the analysis showed that there are four factors that affect the health and safety of laboratory personnel PHC as Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload; Organizational factors that consist of Khemis and Conditions of Employment; Psychological Factors which consists of Physical, physiological condition, and Family Issues;

Differences occur between the basic theory to the analysis of research that found to be caused by several things. First, the formulation of the theory of forming health and safety of laboratory personnel PHC individuals from Robbins (2008), Swasto (2011) and Mangkunagara (2009) can be said is still very common that can be followed by various types of organizations in both organizations that are profit orientation and social orientation , If the object is associated with the research at the Laboratory of Public Health Center in West Lombok who have more specific work orientation is the social orientation of the variables is reduced to a smaller, but the factor becomes more and more. Second,

Based on the analysis of data on 12 variables comprising Physical Condition, Condition of Physiological, Conditions Khemis, Employment, Working Environment, Job Stress, Family Issues, Economic Issues, Personalities, Workload, Pressure Time, Role Conflict reduced and analyzed using factor analysis to see the output value of the MSA (Measure Sampling Adequacy) of each of those variables. If the MSA value of the variable is less than 0.5, then these variables will be excluded in the analysis process. From the results obtained 11 variables output value of more than 0.5 MSA variable Physical Condition, Physiological Condition, Condition Khemis, Employment, Working Environment, Family Issues, Economic Issues, Personalities, Workload, Time Pressure, Role Conflict. While,

Based on the analysis of the loading factor that shows a breakdown of each variable showed that the most dominant factor shaping Health and Safety laboratory worker health centers in West Lombok are the Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload. This indicates that in order to improve the health and safety of laboratory personnel health centers in West Lombok management Hospital / Health need to pay attention to Working Environment, Economic Issues, Personalities, and Workload.

Safety and health should be a serious peratian for management because it can minimize the loss to the organization. Various forms of worries and problems will always be faced with the employees. Some forms of trouble going on outside work, but other difficulties associated with the job is more dominant. Management must be able to build a good working atmosphere. Good working atmosphere is the situation and conducive working atmosphere and comfortable. Working comfort should be a priority so that the laboratory staff feel comfortable and at ease to work.

This convenience will make priorities and targets can be met on time, even faster. The main indicator of a comfortable working atmosphere looks a close relationship between superiors and subordinates. The relationship between superiors and subordinates like family, bosses as parents who are ready to provide knowledge and experience. As for employees, provide new ideas and creative and innovative ways to support the company's progress. Convergence of knowledge and experience from superiors and subordinates' ideas and will provide positive synergies that can boost performance achievement.

In addition to salaries, the main thing is their employees look for benefits like health insurance, transportation facilities, and so forth that make employees work more quietly and bolster productivity. It would be better if the organization gives bonuses to reduce the economic problems of laboratory personnel.

In running the government's development organization, it takes those right and competent in their field. In addition, there is also another important thing to take to be successful, namely the right personality of each attendant. Organizations have a variety of personality types and appropriately position could be crucial for organizations because it can bring a variety of creations.

VI. Conclusion

The conclusion that can be formulated in this study correspond to the data analysis are as follows:

1) From the results of factor analysis showed that there were four factors that shape the health and safety of laboratory personnel in West Lombok health center which is the result of the reduction of the 12 variables. Four of these factors include Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload; Organizational factors that consist of Khemis and Conditions of Employment; Psychological Factors which consists of Physical, physiological condition, and Family Issues; and Environmental Factors consisting of Time Pressure and Role Conflict.
2) The results of factor analysis showed that the most dominant factor affecting the health and safety of laboratory personnel health centers in West Lombok are the Individual Factors that consist of Working Environment, Economic Issues, Personalities, and Workload.

VII. Recommendation

One of the variables of the most dominant factors that affect the health and safety officer at the health center laboratory workload West Lombok. In addition, the variable workload dirasakah laboratory workers based responses are at very high category with the highest response value compared with other variables. To cope with a high workload, some things need to be done such as to minimize distractions. Tidy up the work space and minimize the disruption is the first step to cope with a heavy workload. Working in a messy room is not only annoying, but also make it difficult to find the items you need to complete the job. Cluttered work area is also wasted time looking for a job needs.

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A Correlational Investigation on Impact of Narcissism and Implication of Job Satisfaction on Nigerian Government Employees: A Study of Yobe State

By Dr. S.M. Shariq Abbas
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Abstract- There is a dearth of narcissism and job satisfaction related studies in North East Nigerian context and to understand these two constructs, their correlation and effect on each other present investigation was carried out. Additionally, it was tried to find out the influence of different important independent variables like income, age and work experience on the personality type narcissism and the work attitude job satisfaction. The research also endeavoured to categorize and rank the assortment of job satisfaction factors for the107 government employees surveyed. The data was collected through Narcissistic Personality Inventory (NPI) and Job Satisfaction Scale and to reach the outcomes various statistical tools like Cronbach's Alpha, Pearson Correlations (bivariate), Means, Standard Deviation and Percentages were employed. Having realized the reliability of the instruments to be as per set benchmarks and testing the stated hypotheses it was found that money was not necessarily important factor of job satisfaction. Further narcissism and job satisfaction were not related and other variables as already mentioned came up with notable findings which prompted many managerial recommendations and stimuluses for future researches.

Keywords: correlational study, narcissism, job satisfaction, government employees, yobe state, nigeria.

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ACORRELATIONALINVESTIGATIONONIMPACTOFNARCISSISMANDIMPLICATIONOFJOBSATISFACTIONONNIGERIANGOVERNMENTEMPLOYEESASTUDYOFYOBESTATE

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I. Introduction and Review of Literature

Employee personality and organizational attitudes are two paradigms on which many business/managerial studies are based as they play a very important in economic organizations. It is well acknowledged fact that human resources are the backbone of organizations and the work behavior of staffs or workers in any organization is to a great extent affected positively or negatively by employee attitudes as well as personality. Withdrawal behavior which includes employee turnover and absenteeism, group productivity and functioning are some of the many areas which are affected by job satisfaction of the employees.

Newstrom has defined job satisfaction as "a set of favorable or unfavorable feelings and emotions which employees view with their work" (Mahmood, 2011). In 1969 Locke has talked about feelings or emotions that are precursor to job satisfaction summing them up in three steps. It starts with the employees undergoing some features of work environment. It is followed by the practicing value standard by the employees to evaluate these elements of work and lastly they assess how perceived work element expedites the accomplishment of preferred values (Davis, 2012).

It has to be understood by researchers and which is also supported by various studies that employees working in different sectors of the economy stabilize their job satisfactions or for that matter dissatisfaction and subsequently formulate a general inference about their jobs, which may be positive or dissatisfying (Zhu, 2013). It is also imperative to note that the job a person is doing is analyzed by him in regards and relationship with the factors of job satisfaction which he deems central vis-à-vis job satisfaction.

The present study also tries to understand the different factors of job satisfaction among the employees surveyed as studies like that of Eker, Anbar, Kirbiyik, and Haider (2007) have suggested that general satisfaction or in other words overall job satisfaction is affected by how an employee appraises various aspects of job with overall satisfaction. It is also supported by a study done by Abbas (2018) among the banking and fast moving consumer goods (FMCG) which concludes to the finding that different factors of job satisfaction had an affirmative relationship vis-à-vis overall job satisfaction for the employees surveyed. Literature and studies like that of Tomazevic, Seljak, and Aristovnic (2013) have further suggested that increasingly the significance of job satisfaction is understood by researchers specially in government organizations where there has been dearth of methodological studies. The present study tries to fill this gap by researching on government employees in Nigeria as one of the objectives.

Henderson (2003) as observed by Ibrahim, et.al. (2012) have stated that an individual's personality factor has a close association with the job satisfaction or

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dissatisfaction he is deriving from his work. Keeping this in mind the present study has taken up narcissism which is a type of personality and tried to understand its relationship with job satisfaction in Nigerian context, it is to be noted here that earlier studies by the author of this study were actually done in context of India only.

Sigmund Freud in the year 1914 has already designated narcissism as a personality trait attributing it as a form of self-love which is not normal, rather obsessive or irrational in nature (Jakobwitz & Egan, 2006). One thing to note here is that psychopathically diagnosed people have a sense of gratification in behaving in belligerent or antisocial manner. They also display no regret for such acts and here the relevance of the present study comes to fore, where the author tries to establish the level of narcissism and job satisfaction and their complex relationship in context of work and organizations.

Literature also suggests psychopathy as also one of the dominant constituent of narcissism as Paulhus and Williams (2002) have pointed towards narcissists being unsympathetic and they display an imprudent thrill seeking behavior which if analyzed properly is a counterproductive work behavior in many circumstances in organizations. Even literature suggests an affirmative association between narcissism and counterproductive work behavior (Penney & Spector, 2002).Rosenthal and Pittinsky (2006) have talked about different aspects of narcissism and the main attributes of the same include arrogance, self-absorption, fragile self-esteem, grandiosity, dominance and hostility.

Dysfunctionl conflict or tensions between staffs and workers can be a potent cause of employee dissatisfaction with their job and it can be aggravated with the fact that one of the employees among them is a narcissist. And it is already understood that the organizational success is a direct consequence of employee job satisfaction and performance latter two constructs being closely associated (Godkin & Allcorn, 2011). The association between narcissism and job satisfaction can also be understood through the point of view given by Koprowski (1981) who says that employee absenteeism and turnover are the result of job dissatisfaction while productivity and quality are associated with job satisfaction. Also the argument given by the author is that employees who feel supported are more content and have positive attitude toward their jobs, while narcissist bosses as established by researches are non-supportive, giving rise to the argument addressed in the present research about the association between narcissism and job satisfaction.

In a government public service organization study it was established that narcissism was negatively related to job satisfaction in a significant manner (Mathieu, 2013).Literature also points to a research done on government or state owned enterprise, it was found that in short run the narcissism of its CEO is not counterproductive for the organizations, on the contrary it clearly affects the performance in an affirmative manner. Nevertheless, as the tenure of such officers get longer the narcissism plays a spoil sport for the performance of such government organizations (Kim, 2018). Employee turnover is one of the contentious issues facing various organizations and studies like that of Grier (2008) have suggested that employees leave their jobs due to their bosses having narcissist leadership tendencies and them employing delay, coercion or slander to get work done.

In organizations where narcissists are in charge they are dominating, self-absorbed and controlling as suggested by McKee and Carlson (1999), additionally they are against criticism, comment on weaknesses and assign blame on their employees. Very reserved in praising, accepting challenge from subordinates they can be very detrimental in team settings and are not good for overall health of an organization. According to Lubit (2002), narcissist bosses feel threatened and try to cut down to size people working under them, consequently even the best of workers in an organization may leave their jobs due to this, which points to another negative consequence of narcissism. Therefore, to understand a complex relationship between narcissism and job satisfaction and other allied purposes the present study was taken up.

II. Research Objectives

The main objectives of the present research are:

1. To identify the ranking of various job satisfaction factors for the government employees in North East Nigeria.
2. To understand the association between narcissism and job satisfaction among the employees.
3. To study the effect of narcissism on income capabilities of the employees.
4. To understand the relationship between job satisfaction and income of the employees.
5. To find out the effect of age and work experience on narcissism and job satisfaction on the surveyed employees.

III. The Model

The conceptual model of the present study rests on the assumption that for the government employees researched there is an association between their narcissism and job satisfaction levels. Additionally, it is also anticipated that there would be effect of narcissism on employee income capabilities as well as a correlation between job satisfaction and income. Another two independent variables of age and work experience are also assumed to be having relationship with the two constructs taken up viz. narcissism and job satisfaction (see figure 1).

Figure 1: Conceptual Model

IV. Statement of Null Hypotheses

Null Hypothesis (H_0): There is no significant correlation between narcissism and job satisfaction levels of employees.

Null Hypothesis (H_0): There is no effect of narcissism on income capabilities of the employees.

Null Hypothesis (H_0): There is no association between job satisfaction and income in Nigerian employees.

Null Hypothesis (H_0): Age has no significant role to play in narcissism and job satisfaction levels of the Nigerian employees.

Null Hypothesis (H_0): Work experience has no significant relationship with narcissism and job satisfaction of the Nigerian employees.

V. Research Methods

Non-experimental, descriptive and quantitative research design was employed in the present study and data was collected through stratified random sampling technique and 107 was the sample size which comprised of government employees working in Potiskum, Damaturu and Gashua local government areas of Yobe State in Nigeria. The statistical tests employed to analyze the raw data were Cronbach's Alpha for analyzing the reliability of the narcissism and job satisfaction scales, Pearson Correlations (bivariate), Means, Standard Deviation and Percentages.

Narcissistic Personality Inventory (NPI) developed by Ames, Rose, & Anderson (2006) was used to measure narcissism, it is a 16 item instrument and frequently used in various researches to measure the narcissism levels of employees. The second aspect of the present study, job satisfaction was measured through a self-developed 22 item instrument Job Satisfaction Inventory (JSI) which was embraced from the scale given by Spector (1997). The third part of the questionnaire was the demographic profile of the respondents.

VI. Reliability of the Instrument Scales

Table 1: Reliability Statistics

Instrument	Cronbach's Alpha	No. of Items
Narcissistic Personality Inventory (NPI)	.591	16
Job Satisfaction Scale	.844	22

Employing Cronbach's Alpha Coefficient to establish the reliability and internal consistency of the Narcissistic Personality Inventory (NPI) and Job Satisfaction Instrument (JSI) it was found that instruments had suitable internal consistency. The alpha coefficient of NPI was .591 and JSI was .844 which are as per the limits prescribed by Nunnally and Bernstein (1994) and Song and Parry (1993).

VII. Study Results

a) Socio-Demographic Characteristics of the Respondents

Age as the first demographic indicator of the respondents point to the fact that most of them were of higher age group of 35-40 years (46.7%) followed by those who were in 25-30 years age bracket (30.8%). Overwhelming percentage of the respondents were males (92.5%) and only 7.5% were females and among all, majority were married (77.6%) and only 22.4% were singles for their marital status. Further it was found that majority of the employees surveyed at 41.1% were holding ordinary diplomas followed by those holding national diploma (27.1%), bachelor degree (17.8%) and higher national diploma (14%). Lastly the income profile of the respondents illustrates that most of the them were in middle income group of Naira 31 to 50000 (5.3%) normally evident in the type of employees surveyed followed by those in under Naira 30000 bracket (29.9%) and lastly those in Naira 90000 and more (17.8%).

b) Ranking of Job Satisfaction Factors

Overall satisfaction of the surveyed employees is affected by various factors of job satisfaction and they have choices for the same which is discussed in this section. It can be observed here that most preferred choice of job satisfaction for employees in North East Nigeria was organizational prestige {(OP) (M=3.83, SD=1.495)} followed by geographic location {(GL) (M=3.32, SD=1.095)} and third preference was advancement opportunities {(AO) (M=3.26, SD=1.645)}. It was further found that at number four of job satisfaction factor was supervision {(SU) (M=3.20, SD=1.575)}, at fifth working condition {(WC) (M=2.89, SD=1.701)} and last was financial factors {(FF) (M=2.09, SD=1.270)}. According to Zhu (2013) many research works point to the fact that employees appraise on each explicit characteristic of their jobs or what they do at work which is contrary to overall job satisfaction.

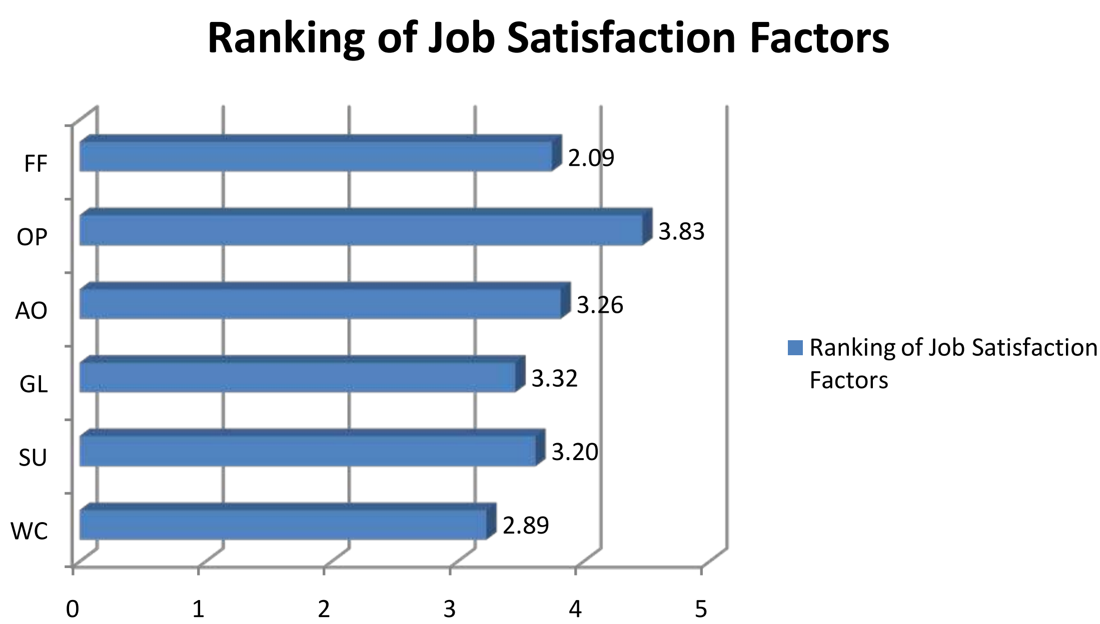

Figure 2: Job Satisfaction Factors Ranking

c) Association between Narcissism and Job Satisfaction

Employing bivariate correlation, it was found that there was no association between narcissism levels of the employees and their job satisfaction. The finding can be established with correlation coefficient $r = .101$ at $p>0.01$ (two-tailed significance value =.300) and accepts the null hypothesis that there is no significant correlation between narcissism and job satisfaction levels of employees. It denotes that whether employees surveyed were more narcissist or less their level of satisfaction with the jobs they were doing was not affected.

d) Effect of Narcissism on Income Capabilities

This Nigerian study found that there was a very strong negative correlation between narcissism levels of the employees and their income earning capacities. As the employees were found to be more narcissistic then they had lesser income and vice versa. The finding can be corroborated with correlation coefficient value of r = -.259 at p<0.01 (two-tailed significance value =.007). Therefore, null hypothesis that there is no effect of narcissism on income capabilities of the employees is rejected.

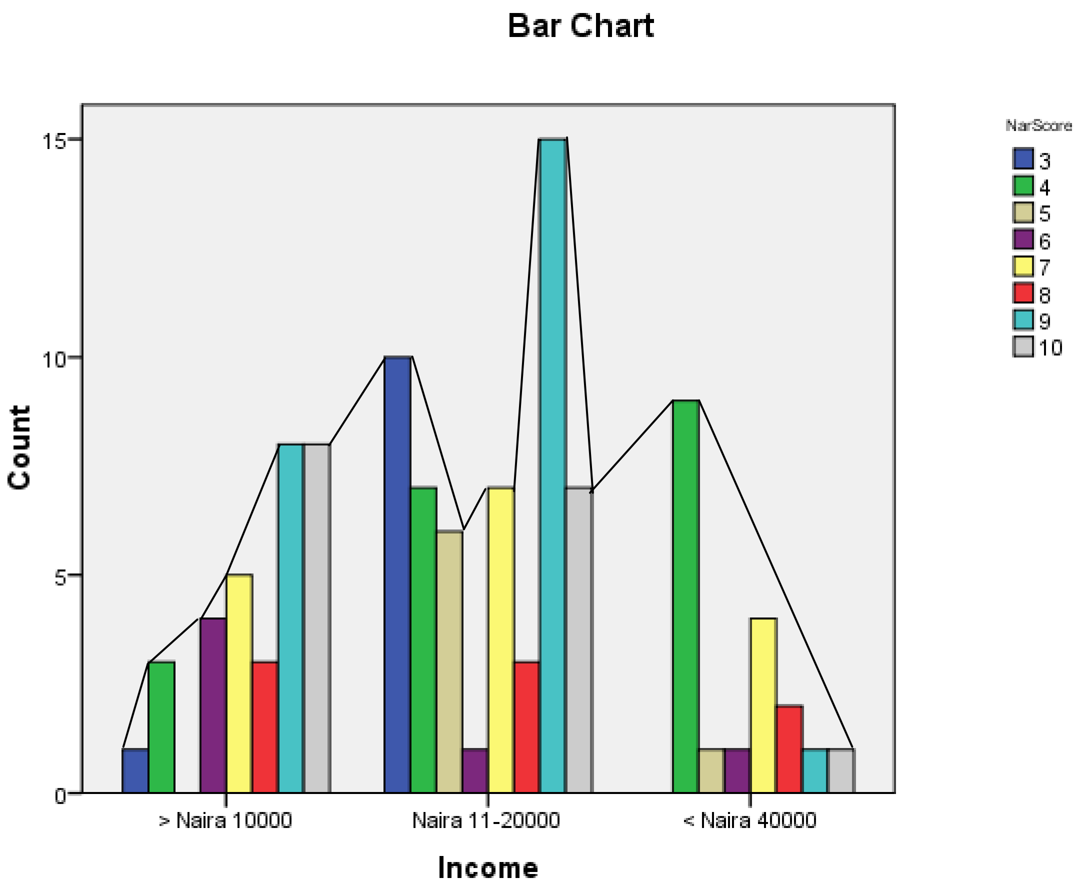

Figure 3: Narcissism and Income

e) Association between Job Satisfaction and Income

It was additionally found that as the employees were on higher income groups, their satisfaction levels with their jobs was lesser {(r = -.394 at p<0.01 (two-tailed significance value =.000)}. The findings illustrate that there was a strong negative correlation between income and job satisfaction of the employees, which further rejects the null hypothesis that there is no association between job satisfaction and income in Nigerian employees.

f) Age, Narcissism and Job Satisfaction

The study also found that the age of surveyed employees had a very strong significant negative correlation with the narcissism levels {(r = -.332 at p<0.01 (two-tailed significance value =.000)}. It directly implies that the younger generation of employees were more narcissist in their personality as compared to older employees. Similar findings were also recorded for job satisfaction levels of the employees where, as the age of employees increased their satisfaction levels decreased {(r = -.360 at p<0.01 (two-tailed significance value =.000)}. It indicates that the present generation of employees are not only more narcissist but also are experiencing more pleasure from their jobs. Therefore, the null hypothesis that age has no significant role to play in narcissism and job satisfaction levels of the Nigerian employees was rejected for both the dependent variables.

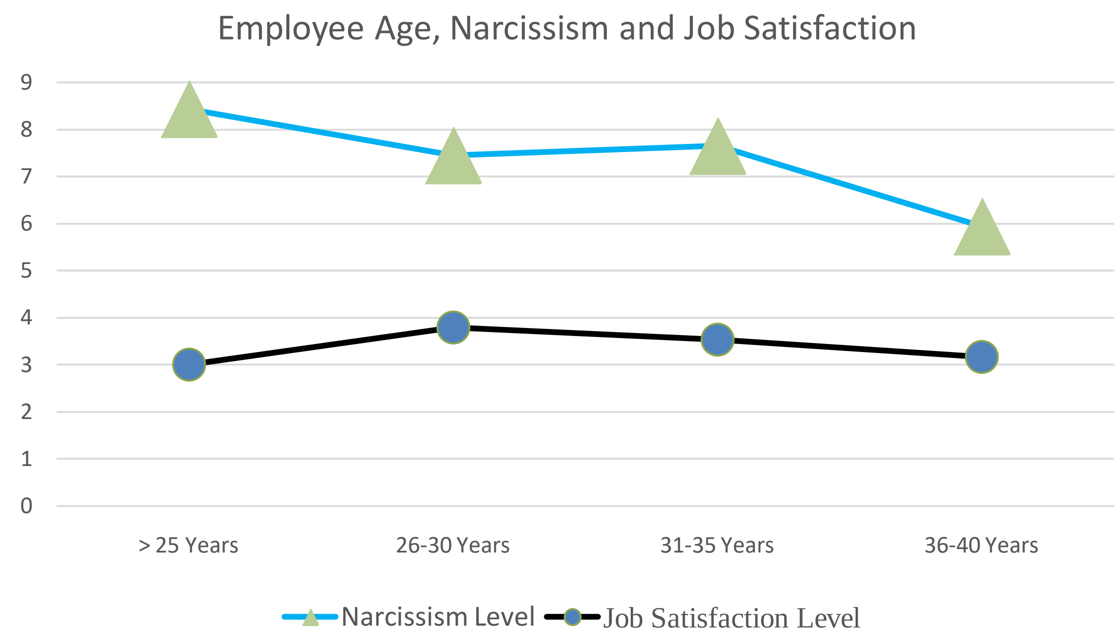

Figure 4: Age, Narcissism and Job Satisfaction

g) *Association between Work Experience, Narcissism and Job Satisfaction*

Additionally, the findings also indicate that as the work experience increased the narcissism levels of the employees decreased. Bivariate correlation coefficient r = -.319 at p<0.01 (two-tailed significance value =.001) is testimony to the fact that work experience of the employees had a very strong negative correlation with the narcissism levels of the employees. However, work experience had no significant correlation with the job satisfaction, which means increase or decrease in work experience had no consequence on the pleasure derived from the work the surveyed employees did {(r = -.143 at p>0.01 (two-tailed significance value =.141)}. Thus the null hypothesis that work experience has no significant relationship with narcissism and job satisfaction of the Nigerian employees was rejected for former and accepted for latter.

VIII. Conclusion

The present research as done on the government employees of North East Nigeria where the author is currently based, many key finding emerged. Having sufficiently proved reliability of the two instruments employed to gather the raw data, it was found that the researched respondents were mature and of advanced age group and were majorly married males. Also educationally far less were having the first degree (bachelors) and most of them were having ordinary diplomas and were having intermediate income levels. The surveyed employees gave most emphasis on organizational prestige, the place geographically where they are working and advancement opportunities over supervision and working condition and the monetary gain or salary come last as a factor to be satisfied from their work. Further the study pointed to the fact that level of narcissism of the government employees surveyed did not have any consequence on how satisfied or not they with their jobs. Negative consequences of narcissism were also established on the economic or financial capabilities of the respondents. Those having more narcissistic tendencies were earning less in their career as compared to employees who were less narcissist. Another important finding of this research was that surprisingly those employees who were earning more than the others were less happy with their work. It implies that having higher income does not necessarily mean more job satisfaction and it also supports the above finding of this same study that states that financial factor was given least preference by the surveyed respondents as compared to other factors of job satisfaction. Today's generation as other studies around the world suggest are more narcissist as compared to previous generation, this is what the present study also suggests. Also among the government employees it was found that younger age bracket suggests more satisfaction in their jobs on a comparative basis to their older counterparts. Narcissism levels were also found to be lower in those employees who had more work experience, nonetheless it had no statistical consequence on the job satisfaction levels of the employees.

IX. Managerial Recommendations, Further Studies and Limitations

Keeping in mind the findings of this research the managerial recommendation is that the administrators should be operating in a manner in which they are able to keep on providing organizational prestige to their employees. The conducive job location is also an important job satisfaction factor for employees as they need to be working near their homes and these factors are more important than let's say salary or financial benefits and managers should take that up in designing the growth and benefit packages of their employees. Supporting the fact, the present study also points that employees having better financial prospects were in affect experiencing lesser job satisfaction. It should be noted that the recommendations can be tried to be generalized and tested in different locations but can be specially suited for North East Nigeria.

The organizations in Nigeria also have to be aware of the adverse concern in relation to narcissism in their employees as younger generation is showing more of these tendencies. Such potential employees can be screened out (which can be done through various instruments and one is mentioned in the present study) at the outset when the selection as human resource management function is happening. The managers in Nigeria and native researchers should also pay attention to the information obtained in the present research that younger employees were more satisfied with their jobs and they should rather work to understand, predict and influence the job satisfaction levels of their mature employees practically at work and also in further empirical researches this aspect can be taken up.

Needs, aspirations, narcissism and job satisfaction levels of single and relatively younger employees can be further investigated in future studies, including researches on females from this part of the world, it also is one of the limitations of the present study. Studies can also concentrate on the subjects who have higher educational accomplishments and from other geographical locations of Nigeria like the business and trade hubs of Kano State or for that matter the North West areas of Sokoto State or Federal Capital Territory of Abuja or traditional industrial and trade giant of Lagos. Also employees from other types of organizations not necessarily public sector ones can be taken up in auxiliary studies which has been another constraint of the present research. Being aware of the research methods employed in the present study, generalization of the findings is a tough call to the wider population in Nigeria which is a well diverse country.

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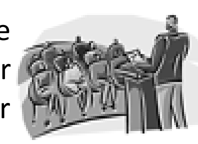

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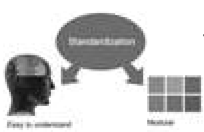

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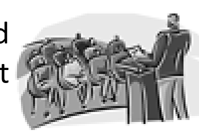

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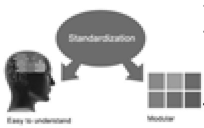

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- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
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- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

"

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

"

Preferred Author Guidelines

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

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

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

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

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

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

Declaration of Conflicts of Interest

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- Findings
- Writings
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- Graphs
- Illustrations
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- Printed material
- Graphic representations
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3. Final approval of the version of the paper to be published.

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

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

Acknowledgments

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

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Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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