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Bamboo Ceiling in Australia

Systematic Review and Content

Highlights

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Discovering Thoughts, Inventing Future

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Breaking the Bamboo Ceiling in Australia

By Peter W. Wong & Kevin Tran
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Abstract- This is a discussion paper. Its purpose is to generate discussion and suggested actions to break the Bamboo ceiling in Australia. Although the country's workforce is now multicultural and ethnic diverse, senior management positions are remaining in white people ith British or first world countries' heritage. There is little research or discussion about elevating Eastern orientated people into senior management positions, even though the second generation was born and grew up in this country. The authors, based on anecdotal evidence and Australia's history, posit that further research of corporation roles, the necessary changes of Asian mentality and the role government needs to play is warranted.

Keywords: hofstede, bamboo ceiling, bamboo generation, ethnic diversity.

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BREAKINGTHEBAMBOOCEILINGINAUSTRALIA

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Peter W. Wong [α] & Kevin Tran [σ]

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Keywords: hofstede, bamboo ceiling, bamboo generation, ethnic diversity.

I. Introduction

The purpose of this article is to generate a discussion about breaking the 'Bamboo Ceiling' in Australia. As this country's workforce has become more multi-cultural with a high level of ethnic diversity working in businesses and industries, it is surprising that there is little Asian representation in Board or senior-level positions.

Despite anti-discrimination laws, other Acts and greater awareness, ethnic diversity employment is only limited to middle management in business. This paper aims to create discussions and debates on how Australia should lift the 'Bamboo Ceiling' in a way similar to the perennial debate of cracking the 'Glass-Ceiling'.

II. A Brief History

Ever since Captain James Cook landed in Australia in 1878 with around 1700 convicts including men, women and children, Australia has become a colony of the British Empire. Since then, more convicts were exiled from the UK to Australia and they started to call Australia home. Although they were far from their homeland, they brought to this country with all the British culture, infrastructure and legal system. Like any colonies at the time, the British treated the natives whom their ancestors settled on the land about 65000 years ago with discontent.

Australia was quietly maintaining its business, trading as well as its close tie with its home country and Europe. Even during the First World War, Australians were fighting as part of the British army - for the King and the country. Australia became prominent and of strategic importance during the Second World War when the Japanese army swept across Asia and was at the doorstep of this country. General Douglas McArthur was extricated from the Philippines to Australia and he was charged to use Australia as a base to fend off the Japanese invasion from the Pacific islands and later, in conjunction with the US Navy mounted an offensive from Australia.

Australia is located in the lower part of the Southern hemisphere of the Pacific Ocean. Despite its geographical location is very close to Asia, subsequent conservative governments always maintained its close relationships with Europe and America after the Second World War. Immediately after the war, all trade and commerce were directly connected with Europe and more so with the Americans. With the Cold war, which created uncertainties, to mitigate the threat of future invasions, Australia took on European refugees, to help develop and defend this country. As the economy grows, it has become apparent that six out of the top ten Australia's trading partners are in Asia, with China topping the list, followed by Japan, South Korea, India, Singapore and Thailand. Emerging markets such as Indonesia, Vietnam, Thailand and Taiwan provide opportunities for Australian businesses to expand their markets.

In addition, Australia is a member of several defence pacts such as the 1951's Australia New Zealand and the United States (ANZUS) Security Treaty and the 1971's Five Power Defence Arrangements (FPDA). In time of conflicts, Australia will be required to navigate a narrow but decisive path to ful fill its obligations yet minimizing the impact of fallouts with its trading partners. The South China Sea has been identified as a potential flashpoint, and any future skirmishes or conflicts will require senior business executives to exercise their personal connections with their relevant trading partners to resume trading speedily.

Australia, at the time like other western countries were against Asian migrants. Even this country is close to Asia, successive governments had been conservative, refused to acknowledge the contribution and failed to appreciate the benefit of trade with Asian countries. This attitude was partly due to their thinking that Anglo-Saxons were superior to other races as they were able to colonize most parts of the world. In addition, they wished to protect their manufacturing and keeping jobs in Australia. Even though other countries such as Canada or America at the time, though did not welcome Asians, they did not explicitly say so. Australia however introduced a "White Australian" policy, explicitly

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stated that “colored” people are not welcome into this country.

This policy continued, although this was gradually dismantled by subsequent Prime Ministers. This was not completely abolished until the Whitlam’s Labor government passed the bill in 1973, affirming that potential immigrants were not to be judged on race.

This policy opened an opportunity for Asian migrants who brought to this country with new business opportunities and capital, opening new trading frontiers for Australia. Indeed, Australia was the first country to recognize the then communist China as a sovereign country.

The disaster ending of the Vietnam War brought on massive boat refugees from Vietnam from 1976 to 1984, followed by the Tiananmen massacre in 1989 whereby the then Prime Minister Bob Hawke acted alone in granting asylum for those Chinese, mainly students, who were already in Australia.

These two events and the 1997 exodus of Hong Kong professionals dramatically increased the Asian population in Australia. Like most of migrants from other countries, they established themselves and created various business opportunities in trade.

At that time, Paul Keating the then treasurer labeled the country as a ‘Banana republic’- in that Australians are no longer could afford to sit and wait for events to unfold. This country needed to be more competitive and be able to trade globally, especially with Asia. It was Hawke and Keating that with this foresight, liberated the Australian economy from the well-established protectionism doctrine to an open economy with globally competitive trading partners. Some of the measures they unleashed were to float the Australian currency; deregulated the banking industries, reduced tariff to encourage global trade and to welcome foreign investments.

Since then, Australia businesses have flourished. Today, this country has attracted foreign investments globally especially from the USA, the EU and China. It is important to note that, Asia now has the majority of a mega- metropolis in the world and Australia’s governments and corporate leaders will need to possess the necessary soft skills to deal with these megacities for trade and investments in years to come.

In 1975, the Anti-Discrimination Act (also known as Employment Equal Opportunity) together with the Human Rights Committee Act 1986; the Disability Discrimination Act 1992 and the Age Discrimination Act 2004, were passed to ensure that employees are being treated equally regardless their gender, religion, race, age, disability and creed.

Although with these Acts in place, the struggle for women to gain senior employment and with equal job, equal pay continued. The ‘glass ceiling’ took more than two decades to gain some tractions to the extent that one can claim the ceiling has been broken, although there are still some ways to go.

III. What Has Happened to the Bamboo Generation

The term ‘Bamboo Ceiling’ was coined by Hyun (2005), claiming that there is not enough Asian representation in leadership roles in corporate businesses. This term refers to the personal, organizational and cultural barriers that impede Asian descendants to reach the highest echelons of the corporate ladder (Hyun, 2005). This metaphor was considered by many scholars as a useful way to convey a complex issue in a simple and easy to understand and research in the US has identified the bamboo ceiling as an emergent theme commonly experienced by Asian Americans (Tiburan, 2016). Nevertheless, there are some writers and commentators believe that the term of the bamboo metaphor is poorly used since it conveys the image of “panda and jungle” rather than describing the barriers that Asians are facing (Pekarek and Olsen, 2014).

In Australia, with the anti-discrimination policy in place, most of the corporations and businesses are operating under a policy of ‘ethnic diversity’. Indeed, one can find different ethnic mixed in any business nowadays but, unfortunately with a few exceptions, it is limited to the lower to lower-middle management. As Yang (2015) stated that “…Asian Australians account for 10 percent of the overall population and yet only 1.9 percent account for all executive manager positions, even when Australian businesses are focusing in establishing strong business relationship with China. The trade relationships with the Asian countries should not be undermined - especially with China.” With the Trans- Pacific Partnership, Free Trade Agreements with China, Japan, South Korea and China’s “One belt-one road” initiative, the potential economic benefits to this country could not be understated. Yet anecdotally a quick look across the top 100 of the Australian Stock Exchange (ASX) public companies, one can hardly find any CEO or director is of Asian descent. While most of the public companies and even governments at all levels publicly assured that they are promoting women to senior positions and or to politics, little have been done about the bamboo generations. The appointment of Mr. Hieu Le, a Vietnamese-born refugee to be the current governor of South Australia (SA) is a welcoming effort by the SA parliament.

The second generation from the Vietnam/China refugees has grown up. These people are no different than the local Australians except their skin color. Most of them are educated under western education systems and were university qualified. Yet, hardly any of these people managed to gain senior managerial positions or reaching the ‘C’ suite. Some of these young Asians are intelligent, work very hard, with strong work ethics and have the capabilities to move ahead. So why aren't they in a senior position of big corporations especially when they are needed to promote trade with Asian countries?

A report published by Kaplan (1995) [Also known as Kaplan report] suggested that by 2000, Australian business people will be multi-lingual and MBA qualified. Sadly, this has not eventuated. To this date, Asians were used to assist Anglo-Saxon companies to do business in Asia. Nearly all of the CEOs of the big corporation do not speak any Asian language. In 2012, the then Prime Minister Julia Gillard released the Asian Century white paper, but unfortunately, the initiative was abandoned under the prime ministership of Tony Abbott and the Asian century became the shortest century that we have experienced.

Further, as Wong (2006) suggests that over many years it has become evident that there is no specific group advocate or any research on measuring the appointment of minority people to the board. He further advocates that Australia is well behind Canada in appointing ethnic minority to board or senior position and he questioned if people of ethnic background are inferior to their Anglo counterparts.

There is hardly any literature on this subject though one can find many on "Glass-Ceiling". Beilby (2015) research on minority board members found that there is very limited literature on this subject. Past research (Khator, 2010, Mundy, 2014) focused on reasons explaining why there are large numbers of Asian descendants reaching senior position in technical departments because of their technical ability and qualifications and the perception of senior management on the technical positions in organizations.

The recent failed motion "It is Ok to be white" introduced by Pauline Hanson while it is factually correct, revealed a fissure in the national mood on multiculturalism and anti-discrimination laws and the current sentiment reflected the wishful thinking of resurrecting the "White Australian" policy once again. The recent massacre in Christchurch, coupled with the so- called "White Nationalism" tacitly supported by the current USA administration, highlighted a worrying trend on the resurgence of white supremacy across the world.

Research indicated that individuals who aspired to reach senior executive levels would need to resolve the conflicting values (Hofstede, 1981; Khator, 2010) as some common Asian values such as self-effacement, valuing other needs more than one's own, respect for elders and deference to authority figures. These values are often perceived as being contrary to those traits required for executive roles in an organization such as individualism and uncertainty avoidance (Hofstede, 1981).

Breaking the bamboo ceiling requires a two-prong approach, the individual needs to harmonize the interplay between personal and organizational factors (Tiburan, 2016) but governments and organizations will need to create and foster career mobility strategies, mentoring and coaching for young Asians (Hyun, 2005). As the authors presented the paper on "Breaking the bamboo ceiling in Australia" at the International Conference on Education, Psychology and Organization Behavior in Bangkok, there were suggestions by members of the Conference that the Asian generations will not only need to break down the bamboo ceiling but also the surrounding bamboo wall - that is to assimilate into the Western culture.

IV. Unconscious Discriminations by Businesses

As mentioned earlier, business traditions evolved from the Europeans, especially from the UK. Hence, for the past two hundred plus years, this country has been conducting business in the 'Anglo-Saxon' ways. All the business networks and communication are based on Western values and culture, thus make little rooms for Asians-even though they are born and educated locally. In short, it is a 'boys and girls club'.

The misconception of hiring a 'different kind' created uneasiness within the current business environment. This situation is no different than the 'glass ceiling' three decades ago. As reported by the Australian Broadcasting Corporation, (Robertson, 2018), only 58 percent of Australians still have British roots; 18 percent are European and 21 percent are non-European. This view is further confirmed by Robertson's report (2018) that "… in the boardroom, 70 percent of directors come from a British background. A detailed breakdown of the other 30 percent is not available, but they include directors from other white, first-world countries". Further, he quoted others in the report, saying that "For an ethnic woman, research shows that it is actually twice as hard because you are having to adapt to the fact that you are a woman, and then you are also showing up as someone who is culturally and ethnically different," explained the chairwoman of AMP Capital Funds Management, Ming Long. Ms. Long knows firsthand how tough it can be for an outsider to break into what's still very much "the white boys' club in director land." Indeed, little has changed since Wong (2005) "…to appoint directors based on political expedience or self-interest rather than merit…should the corporation law economic reform program (CLER9) be strengthened…"

Across the ditch, Beilby (2015) found that New Zealand's corporate governance regime has done little and continues to do little to encourage ethnic diversity on corporate boards. This failure has contributed to the lack of interest or demand for ethnic directors on NZX50 boards. Furthermore, there is a failure to support any form of development to deepen the pool of suitably qualified ethnic directors in New Zealand and there is

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little support for increasing the supply of ethnic directors to the New Zealand corporate environment. Likewise, no program developed to address diversity should be confined to gender only. As evidenced by Beilby's study, the diversity debate involves more than just those issues associated with gender diversity. To suggest otherwise, no matter what the reasoning, is to sell the diversity debate short.

V. Asian Culture

Hofstede (1981) differentiated the Eastern and the Western culture under the terminology of 'cultural dimension'. He suggested when comparing the difference of cultural aspects between the Eastern culture to the Western culture, Asians behave in a hierarchical setting, they do not tend to challenge higher authority and keep one's opinion to oneself. Asians are not risk takers, so they try to avoid any unforeseen risks-planning activities as much as possible. They are more into a collective culture as different from the West. Eastern culture is more assertive, money orientated, and their inherent trait is to take a long-term views.

Table 1: Hofstede cultural dimension between the East and West

Dimension	East	West
Power Distance	High	Low
Uncertainty Avoidance	High	Low
Individualism	Low	High
Masculinity	High	Low
Time-orientation	Long term orientation	Short term orientation

Summarised for this paper (2018)

The above table shows the difference and sometimes in conflict with western companies engaging Asian senior management. Clearly, Hofstede identified that there is a conflict in value and culture if an Asian - even though they were born and educated in the West, they may still have Asian personality traits. Anecdotal evidence shows that Asian employees are reluctant to join their western counterparts to, for example, have a drink in the pubs.

In 2006, Wong wrote, "…unless minority groups start to assimilate into the Australian culture (this is not about racism rather about commercial reality), they will lack the ability to think and to behave like an Australian business person. University can provide business education, but it does not teach you "soft" skills to enable you to be successful in human relationships, which of course is the most important criterion of being a senior manager. In short, I argue that if we are to lift the bamboo ceiling, people must change their way of life by assimilating more into the Western culture."

And

"while corporations and businesses are starting to address this issue, there is one point missing. Unless this is addressed, the attempt to "raise the bamboo ceiling will fail. Rightly or wrongly, our culture is predominantly grounded in European culture. To this end, people from other countries have difficulty conforming. A child born of Asian parents, though raised in this country, is heavily influenced by their own culture. Asian children are traditionally told to study hard, to gain a profession like lawyer or doctor so that his/her livelihood is secured. They are not encouraged to play sports or undertake any extra curriculum activities apart from studying hard." (2016).

As a result, they are not networking with the right people and are not positioning themselves to be spotted for further advancement. Research indicated that the Asian values did not differ substantially across generations since their arrivals to the host countries (Khator, 2010). Further research will need to be done to see whether the Asian values in the third generation of Asian descendants to the host countries will lessen significantly or whether the Western values are more embraced by this generation.

It would appear in order to break the 'Bamboo Ceiling' and the walls; all parties must change their behavior and perceptions. The governments at all levels can play an active role in encouraging higher education institutions to provide training or engaging research in this area even though the long-term effectiveness of these initiatives remains inconclusive (Tran, 2015). While the government can play a key role in education, one does not believe it should be legislated or set target. Huyn (2005) originally believed that the onus is on the individuals to "lean-in" (Sandberg, 2013) or to adapt to western values to rise. However, she later advocated that organizations also need to be more supportive and actively seek to increase the number of executives with Asian descents because they will gain more.

As proffered by Beilby (2015), New Zealand will need to promote the benefits of ethnic diversity by way of increasing the education of NZX50 board directors. He found that if the benefits are known and embraced by these Boards, then it is likely to result in more director appointments to the Boards, He proposed that the New

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Zealand government needs to introduce changes to the corporate governance framework to encourage and ensure that New Zealand Boards to implement ethnic board diversity. Beilby (2015) also highlighted the low appointments of ethnic males in corporate boards and he suggested that diversity can only be realized through inclusion. However it does not mean that it is done at the expense of another form of diversity such as age, gender, etc… The Bank of New Zealand's newest director Mai Chen agrees. Appointed to NZX50 listed Bank of New Zealand's board in April 2015, Chen insists ethnic diversity is now on a par with gender diversity as a concern for boardrooms (Atherton 2015)."

As reported by Pekarek and Olsen (2014), Dr Soutphommasane, a former Australian Human Rights Commissioner is holding similar views to the authors that there is a need to broadening the debate on diversity in Australia.

VI. Conclusions and Recommendations

As stated in the outset that the purpose of this paper is acting as a discussion paper. While the breaking of the glass ceiling is progressing, there is little research or concern about breaking the Bamboo Ceiling. The authors believe that by breaking this barrier, Australian businesses can gain significant advantages in trading with their Asian counterparts and explores the soft power skills to the benefits of the overall economic success of this country.

The authors, after examining the currently available evidence, would like to recommend researches to address the following:

Should the benefit of breaking the Bamboo Ceiling be made known to corporations-in light of the current Equal Employment Opportunities?

Should universities or corporations provide training program to teach the Bamboo generations the 'soft skills' on western culture?

Should the Asian community be more 'lean-in' (Mundy, 2014; Sandberg, 2013) to break the Bamboo Ceiling and the surrounding wall?

Should the government be involved? If so in what way?

Should the process of Board selection be changed to avoid 'boys club?" mentality and how?

Has the Asian values in the second and third generation of Asian descendants growing up in the host countries lessen significantly or whether the Western values are more embraced by this generation?

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Factors that Symbolize the Service Quality in Fitness Centers: A Study under the Perspective of Systematic Review and Content Analysis

By Evadio Filho
Universidade Poritguar Unp

Abstract- Purpose: The article identifies the factors that delimit the concept of service quality in gyms sector.

Design/methodology/approach: A systematic review was developed in which it adopted a reduced version of the protocol entitled Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The surveys were conducted in Emerald, Science Direct, and EBSCO databases; having as preliminary elegibility criteria the presence in the title, abstract or keywords of the following search terms: "service quality" or "fitness center"; "service quality" or "gym"; "service quality" or "health club"; "calidad del servicio" or "centro de fitness". Twenty empirical articles were included, with the availability of the text in full, published in English, Spanish or Portuguese; and that effectively contributed to the purpose of the investigation.

Keywords: service quality, systematic review, fitness centers, factors.

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Findings: The results showed that most of the studies focus on understanding the relationship between service quality and other variables related to the consumer such as: satisfaction and repurchase intentions. This tendency is recent for the fitness industry, dating back the first writings of 2010 and with the great contribution of the Spanish theorists. In addition, twenty categories outline service quality in gyms. The most referenced were intrinsic to human resources (administrative staff and instructors). this shows how relevant are employees for firms of this nature. Dimensions as environments, training programs, equipment, convenience and modalities were also noted. Only convenience does not correlate directly with the essential service of fitness centers.

Originality/value: The paper provides useful information to theorists in the field of strategic management of service operations. It provides a holistic and deep understanding about the concept of service quality in the fitness segment.

Keywords: service quality, systematic review, fitness centers, factors.

I. Introduction

Excessive work, household chores, unbalanced eating habits added to bad practices (smoking and alcohol consumption) and urban lifestyle with little availability of time for leisure activities have made gyms one of the main options for those who wish to practice physical activities (Pereira Filho *et al*., 2013). Besides that, the global community spends a significant portion of their income on health care and this leads, for example, to many health plans to offer discounts to those who participate in weight loss programs or to enroll in gyms (Bachman, 2007; Sevick *et al*., 2000). For Yildiz and Kara (2012), the change in the attitude of consumers towards the adoption of healthier routines is one of the factors that contribute to the growth of the fitness industry.

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In 2016, the number of Americans who used the services from the fitness centers reached the order of 57.3 million. Regarding the years of 2009 and 2015, respectively, the increases in the contingent of users were 26.5% and 3.6%. Currently, in the United States, operate a little more than 36 thousand companies in this sector. In the world context, in 2015, more than 186 thousand health club served 151.5 million consumers, totaling a revenue of approximately 81 billion dollars (IHRSA, 2017).

The statistics reveal an attractive market and of intense competition. However, this industry is marked by significant rates of disassociation. Therefore, managers should turn their attention to customer retention strategies, which will generate positive gains in indicators such as cash flow, market share, and profitability (Avourdiadou and Theodorak is, 2014). However, loyalty involves the understanding of how the customers of the fitness segment evaluate the services received. Service quality is a key factor in this process (Ferrand *et al*., 2010; García Fernández *et al*., 2012; Avourdiadou and Theodorak is, 2014; Yu *et al*., 2014).

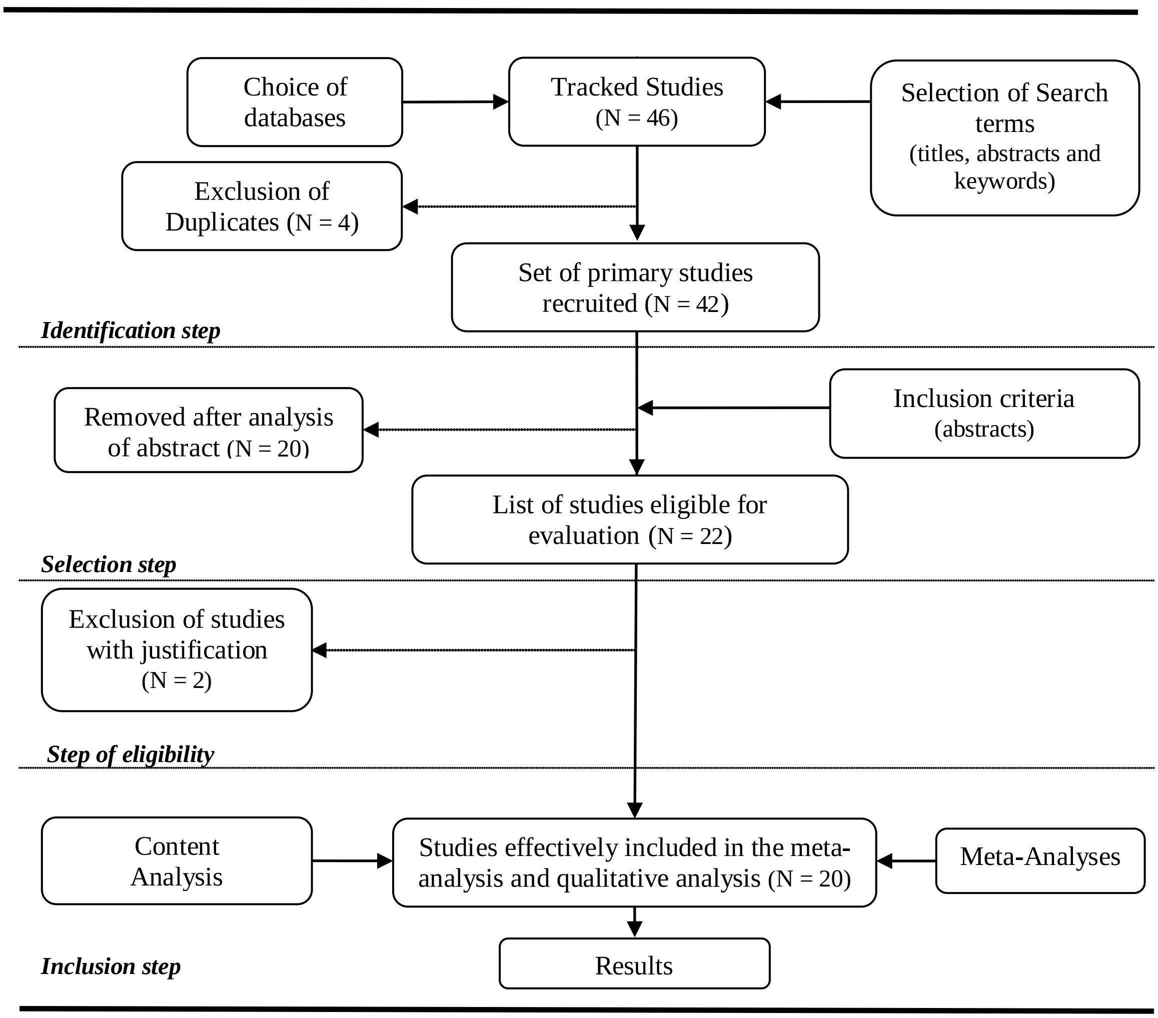
By offering a high level of service, the organizations contribute to a greater psychological commitment of the practitioners of physical activities. On the other hand, the discontinuation of physical exercises is driven by failures in service delivery. Some reasons support these arguments: first, fitness services have unique characteristics when compared to other services. Consuming a sports service requires a high rate of user participation. Thus, the achievement of customer objectives depends on how well he exercises its role in the service process; second, some subjective factors impact on the judgments in relation to the fitness service. Perceived motivations and constraints are some examples (Alexandris *et al*., 2004). Through this context, companies need to increase investments in service attributes that are valued by consumers and, at the same time, show organizational performance below expectations.

In light of the above, this study aims to identify which factors, in the literature, delimit the concept of service quality in the segment of gyms. Parasuraman *et al*. (1988) recognized that this concept was influenced by the environment. Quality elements of one industry is not similar to that of another, in its fullness. Therefore, this study is directed to answer the following key question: what attributes circumscribe the quality of service in gyms? Issue has not yet been exhausted in the literature. The work is justified from the insights provided to scholars and managers of the area, providing a deeper understanding of the nature of the term service quality. Important theme for the dynamics of the service process in gyms, because it can shed light on some elements that cause the high rates of dropouts in the fitness industry. Knowing the elements that the literature emphasizes as essential in the service of a gym will help managers make more effective decisions. This will help them hone their services and delight customers, increasing the chances of repeat purchases. For this, a systematic review of the literature and a content analysis were developed.

Fundamentals support the combined use of these techniques. Initially, it is beneficial to use the systematic review for studies in which the researcher wants to identify and evaluate all relevant researches on a phenomenon of interest, using a conservative tone to follow an explicit, rigorous and transparent methodological approach. In this class of literature review, a protocol is configured as an essential component (Greenhalgh *et al*., 2004; Moher *et al*., 2015; Tranfield *et al*., 2003). This scenario is aligned with this paper, which adopted the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA), procedure widely used in health studies such as the fitness segment (Gulliver *et al*., 2010; Liberati *et al*., 2009; Sisask and Värnik, 2012). In addition, our review explores overviews that have not yet been worked and that deal with state of the art in relation to the service quality in the fitness sector. Finally, the understanding of the service quality phenomenon, due to its complexity and specificity, demands the researcher to use a flexible technique to processing of data. This motivated the choice by content analysis. Understanding the state of the art requires a large volume of textual data, this demands the application of a technique that simplifies this data mining work. By transforming texts into a network of categories it is possible to clearly and comprehensively understand the meanings surrounding the observed phenomena (Hsieh and Shannon, 2005).

II. Method

Figure 1 illustrates the methodological procedures adopted in this systematic review study. For Tran field *et al*. (2003), this typology of literature review is useful when the researcher, supported by a method, intends to narrow a voluminous set of evidence and transform it into a short and simple report, which helps the reader to understand a topic of their interest. The authors emphasize that it is possible to minimize the bias that the researcher imposes in the step of selecting the references, in order to refine more explicitly and synthetically its conclusions on the articles chosen (Tran field *et al*., 2003). These fundamentals support the choice of this technique.



Source: Prepared by the authors

Figure 1: Methodological Design

In this study, a reduced version of the approach called *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA) was employed, which originally has a checklist with 27 items. Anomalous aspects to the Administration area and not applicable to this research were disregarded. Twenty-three items of this methodology were processed (except those relating to protocol / registration, additional analysis, and financing). The presence in titles, abstracts or keywords of the following terms was demarcated as preliminary criterion of eligibility: "service quality" or "fitness center"; "service quality" or "gym"; "service quality" or "health club"; "calidad del servicio" or "centro de fitness". The search occurred in the Emerald, ScienceDirect and EBSCO data bases, in the middle of April 2017, establishing restrictions concerning the language of the article (English, Portuguese or Spanish), typology of the publication (only articles in journals) and publication situation (free access in full). Time limits were not prefixed. In the identification phase, a total of 46 articles were tracked. However, four duplications between the bases were found and excluded. A set of primary studies and initially recruited was composed of 42 papers.

The abstracts of all articles that were part of this embryonic group were read. The objective was to evaluate whether each of them met the following inclusion criteria: i) is classified as an empirical study; ii) contribute to the identification of determinants of service quality in fitness centers; iii) have the full text available; iv) is published in English, Spanish or Portuguese. Meeting all criteria take the article to the status of eligible for evaluation (selection step). However, the lack of information in the abstracts did not eliminate them immediately. In these cases, a full reading was made to determine if the article was prepared to integrate the list of selected. Twenty-two papers constituted this collection. The other twenty violated at least one of the criteria mentioned, being excluded from the evaluation scope. Among them, fifteen did not contribute to the identification of attributes that circumscribe service quality in gyms, one was a theoretical essay and four were outside the scope of analysis (aquatic centers, badminton, taekwondo and recreational facilities). These arguments support the removal process.

The subsequent phase involved the complete reading of each of the 22 articles eligible for evaluation. This initial analysis allowed the exclusion of two studies because they did not effectively contribute to the research question. The others were included in the meta-analysis and qualitative analysis steps. The first phase was based on a descriptive statistical evaluation of the following variables: database, journal title, year of publication, authors, institution with which the authors have a link, nationality of authors, title of article, keywords, number of references, most cited authors, research objective, theoretical foundation employed, application context, sample, type of research, epistemological and methodological classification, methods of collection and analysis, results, limitations and direction of future research.

In the second phase, the content analysis was developed to apprehend the dimensions and variables that symbolize the service quality of gyms. Open and axial encodings were performed. The first aims to express the data of the article in the form of concepts, while the other identifies connections between the categories resulting from the previous step. It is based on evaluating what approximates and differentiates one category from the other (Flick, 2009).

III. Presentation and Discussion of Results

In this section, the results of the analysis of twenty articles were presented. It is noted that the largest fraction of publications is linked to the EBSCO database (55%) and report to the triennium 2012 to 2014 (45%). The oldest and most recent publications date, respectively, from 1987 and 2014. The most frequent channels of disclosure were the periodicals *Journal of Sport Management* (four articles) and *Managing Service Quality* (three articles) which have, in the present day, the impact factors on the order of 0.684 and 1.286 respectively. Table 1 illustrates the databases, year and periodical in which the articles were publicized.

Table 1: Databases, year and publication journal

Variables Database	F_A	F_R	Variables Journal	F_A	F_R
EBSCO	11	55%	Escritos de Psicología	1	5%
Emerald	6	30%	Holos	1	5%
Science Direct	3	15%	International Journal of Retail & Distribution Management	1	5%
Total	20	100%	International Journal of Sports Marketing & Sponsorship	1	5%
Year	F_A	F_R	International Sports Journal	1	5%
1987	1	5%	Journal of Park and Recreation Administration	1	5%
1995	2	10%	Journal of Sport Management	4	20%
1998	1	5%	Managing Service Quality	3	15%
1999	1	5%	Measurement in Physical Education & Exercise Science	1	5%
2004	1	5%	Procedia - Social and Behavioral Sciences	1	5%
2005	2	10%	Revista de Psicología del Deporte	1	5%
2007	1	5%	Social Behavior and Personality	1	5%
2008	1	5%	Sport Management Review	1	5%
2010	1	5%	Sport, Business and Management: An International Journal	1	5%
2012	2	10%	Suma Psicológica	1	5%
2013	3	15%	Total	20	100%
2014	4	20%	Note: F_A: absolute frequency; F_R: relative frequency		
Total	20	100%			

Source: Research (2017)

Regarding the nationality of the authors, Greece and United States were the countries that stood out. The Greeks and the Americans, together, were responsible for 50% of the publications, making each of them 5 papers. Spain and South Korea also point out as secondary exponents in the area of quality management in fitness centers. Eleven other nations also sowed theoretical contributions in the fitness industry, of which eight are located in the European (Portugal, Sweden, France, United Kingdom and Turkey) and Asian continents (Malaysia, Hong Kong, and China). Table 2 shows the authors of the articles evaluated in the review and their origins.

Moreover, Nicholas D. Theodorak is and Jerónimo García Fernández, with three publications each, were the most active authors. On a lower level, other names stand out such as Ainara Bernal García, Pinelopi Athanasopoulou, Susan Y. Kim and James J. Zhang. All these with two papers. In addition, forty-five different authors also recorded studies. The number of authors per article ranged from 1 to 7 participants. Only two articles presented these extreme values of authors.

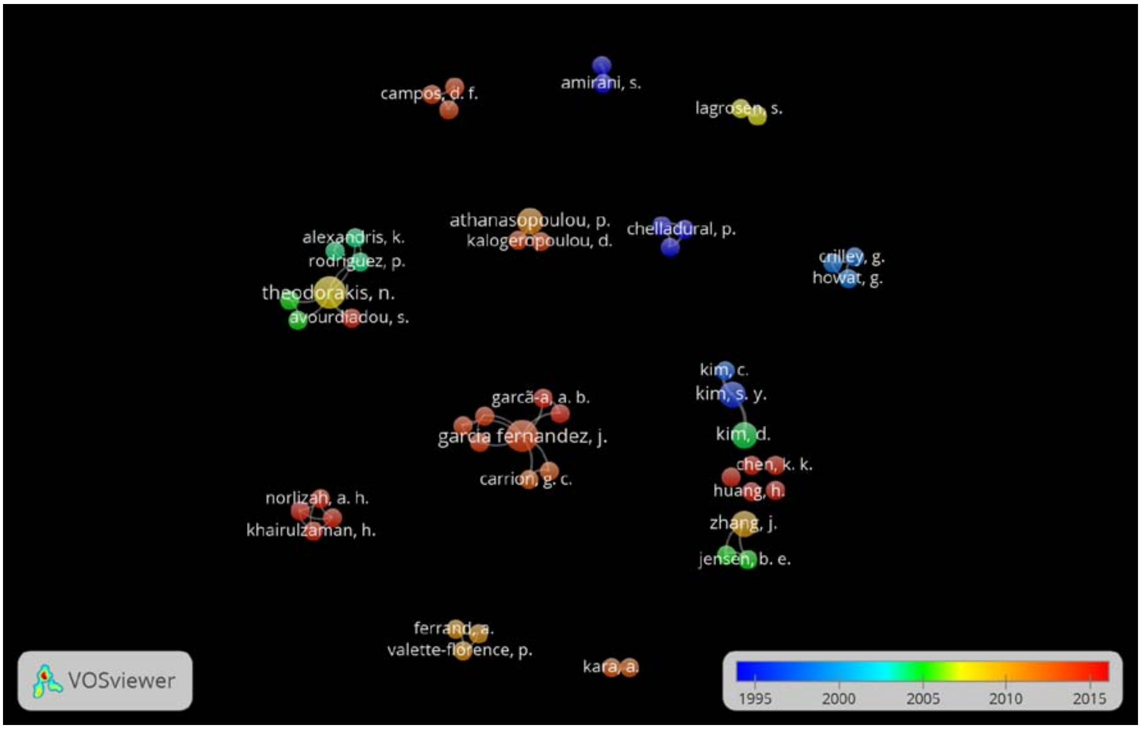
One of them had sole author and another one had the participation of seven members.

Table 2: Authors of the articles and their nationalities

Variables Countries	F_A	F_R	Variables Authors	F_A	F_R
Greece	5	25%	Nicholas D. Theodorakis	3	15%
EUA	5	25%	Jerónimo García Fernández	3	15%
Spain	3	15%	Ainara Bernal García	2	10%
South Korea	2	10%	Pinelopi Athanasopoulou	2	10%
			Susan Y. Kim	2	10%
			James J. Zhang	2	10%
Canada; Australia; Portugal; Sweden; France; United Kingdom; Turkey; Brazil; Malaysia; Hong Kong; China	1**	25%	P. Chelladural; Fiona L. Scott; John Haywood-Farmer; Daeshik Kim; Shahrzad Amirani; Julie Baker; Changhwan Kim; G. Howat; D. Murray; G. Crilley; Konstantinos Alexandris; Pedro Rodriguez; Pedro J. Sarmento; Eddie T. C. Lam; Barbara E. Jensen; Yanni Afthinos; Pantelis Nassis; Stefan Lagrosen; Yvonne Lagrosen; Alain Ferrand; Leigh Robinson; Pierre Valette-Florence; Gabriel Cepeda Carrión; David Martín Ruíz; Süleyman Murat Yildiz; Ali Kara; Dora Kalogeropoulou; John Douvis; Alejandro Lara; Pablo Galán; E. Pereira Filho; D. F. Campos; M. L. R. Dantas; Sevastia Avourdiadou; Jesús Fernández Gavira; A.L. Rozita; A. A. Nor Zana; H. Khairulzaman; A. H Norlizah; Hyun Soon Yu; Dae Hyun Kim; Kenny K. Chen; Chris Henderson; Sophia D. Min; Haiyan Huang	1*	*30%
			Total		100%
			Note: (*) 45 authors have only one publication (**) 11 countries have only one publication F_A: absolute frequency; F_R: relative frequency		

Source: Research (2017)

Behavioral evidences of researchers point to a network of co-authorship that evolves scatteredly, as shown in Figure 2. Only three clusters show more apparent ramifications. One of these clusters is labeled *purely Greek current* by reason of the nationality of the majority of the theorists that integrate it. It is a relatively recent group, with publications dating from the beginning of the years 2000. Seven authors compose this grouping, with Nicholas Theodorakis as the exponent, whose empirical contributions gravitate, in essence, to the understanding of the dimensions of the quality of the fitness service and as distinct groups evaluate each one.



Source: Research (2017)

Figure 2: Network of co-authorship

Note also an emerging group, influenced by Spanish academics and with prominence for Jerónimo García Fernández. The Cluster was named *purely Spanish current*. Eight authors make up this contemporary conglomerate, whose studies have been propagated since 2012. This community currently focuses on the analysis of the relationship between service quality and variables related to consumer (satisfaction, fidelity, perceived value, among others). Another cluster more robust and intense was evidenced, entitled *American-Korean current*. Nine authors incorporate it and whose origins are more heterogeneous than the other groups. A peculiar feature of the group is the connection between older authors (with publications from the 1990s) and those more recent. There are indications that his current research is based on constructs of more classic authors on the theme, the example of Daeshik Kim and Susan Y. Kim (instrument QUESC). The most current investigations of this current have objectives similar to the *purely Spanish current,* yet the embryonic works had a stronger approximation with the *purely Greek current*.

Related to institutions (Table 3), the Aristotle University of Thessaloniki was the one that most disseminated studies within the defined scope. There were four articles attributed to this organization. University of Sevilla, University of Peloponnese, Democritus University of Thrace, University of Texas and University of Athens, with two papers each, also integrate the group of the most incisive educational institutions in the art of publishing theoretical-empirical constructions. Furthermore, another twenty institutions, with a single article, were evidenced in the literature review.

Table 3: Institution of authors of articles

Variables Institution	F_A	F_R
Aristotle University of Thessaloniki (Greece)	4	20%
University of Sevilla (Spain)	3	15%
University of Peloponnese (Greece)	2	10%
Democritus University of Thrace (Greece)	2	10%
University of Texas (EUA)	2	10%
University of Athens (Greece)	2	10%
University of Western Ontario (Canada); Cleveland State University, University of Florida, Springfield College (EUA); Pennsylvania State University (EUA); Loyola University (EUA); University of Georgia (EUA); Korea National University of Physical	1*	*25%

Education (South Korea);* University of South Australia (Australia); Hong Kong Baptist University (Hong Kong); Shanghai University of Sport (China); Polytechnique Institute of Bragança (Portugal); University of Porto (Portugal); University West e Chalmers University of Technology (Sweden); Université Poitiers (France); Loughborough University (United Kingdom); Universite Pierre Mendes (France); Mugla University (Turkey); IFRN (Brazil); UnP (Brazil); Sookmyung Women's University (South Korea); Universiti Teknologi MARA (Malaysia).	
Total	100%
Note: (*) 20 institutions have only one publication. F_A: absolute frequency F_R: relative frequency	

Source: Research (2017)

Regarding the aspects of the content of the articles, it can be seen that the terms service(s), fitness and quality were those that are more evident in the titles of the studies. The first word contains 13 mentions, while the other two have 11 indications. These same terminologies are also noted in the keywords. What differs is only the position that occupies in the ranking and the frequency with which they appear. The word quality is the most cited with 11 occurrences, followed by service(s) and fitness. The last two have 7 and 6 incidences respectively. Besides, six articles did not indicate keywords and are linked exclusively to one of the following journals: Journal of Sports Management, International Journal of Retail & Distribution Management and International Sports Journal.

The average number of references used in the articles was 50.95, with a standard deviation of 27.48. There are indications that the grouping of articles presented a well-dispersed behavior. The article with the largest contingent had 102 references, while 9 shows the lowest value found in the studies. The most cited work, among the twenty analyzed, was one whose authorship belongs to Daeshik Kim and Susan Y. Kim, entitled *QUESC: An Instrument for Assessing the Service Quality of Sport Centers in Korea*. In eleven papers this phenomenon occurred, possibly because it was one of the first academic writings (1995) in the area. Besides this, underline the studies of Eddie Lam, James Zhang and Barbara Jensen (6 citations); Yanni Afthinos, Nicholas Theodorakis and Pantelis Nassise (5 citations), both in 2005; as well as those of G. Howat, D. Murray and G. Crilley (1999) and P. Chelladurai, Fiona Scott and John Haywood-Farmer (1987) with four indications each one.

In addition, the relation between the impact factor of the journal and the number of global citations of each study was drawn. The first variable was collected in the official sites of the journals, while the second variable was captured from the statistics published in Google Scholar. The information were expressed in Table 4.

Table 4: Impact factor and number of global citations of each article

Label	Authors (year)	Journal	FI	FI_P	NC	NC_P
E1	Chelladurai *et al.* (1987)	Journal of Sport Management	0.684	0.382	104	0.376
E2	Kim and Kim (1995)	Journal of Sport Management	0.684	0.382	297	2.727
E3	Amirani and Baker (1995)	International Journal of Retail & Distribution Management	0.543	0.076	20	-0.648
E4	Kim and Kim (1998)	Journal of Sport Management	0.684	0.382	51	-0.270
E5	Howat *et al.* (1999)	Journal of Park and Recreation Administration	0.000	-1.105	184	1.351
E6	Theodorakis *et al*. (2004)	International Sports Journal	0.000	-1.105	58	-0.185
E7	Lam *et al*. (2005)	Measurement in Physical Education & Exercise Science	0.320	-0.409	148	0.912
E8	Afthinos *et al*. (2005)	Managing Service Quality	1.286	1.691	228	1.887
E9	Lagrosen and Lagrosen (2007)	Managing Service Quality	1.286	1.691	73	-0.002
E10	Athanasopoulou (2008)	Managing Service Quality	1.286	1.691	40	-0.404
E11	Ferrand *et al*. (2010)	Journal of Sport Management	0.684	0.382	103	0.364
E12	García Fernández *et al*. (2012)	Revista de Psicología del Deporte	0.440	-0.148	43	-0.367
E13	Yildiz and Kara (2012)	International Journal of Sports Marketing & Sponsorship	0.394	-0.248	23	-0.611
E14	Athanasopoulou *et al*. (2013)	Sport, Business and Management: An International Journal	0.000	-1.105	6	-0.818
E15	García *et al*. (2013)	Escritos de Psicología	0.000	-1.105	15	-0.709
E16	Pereira Filho *et al*. (2013)	Holos	0.000	-1.105	1	-0.879
E17	Avourdiadou and Theodorakis	Sport Management Review	1.193	1.489	29	-0.538

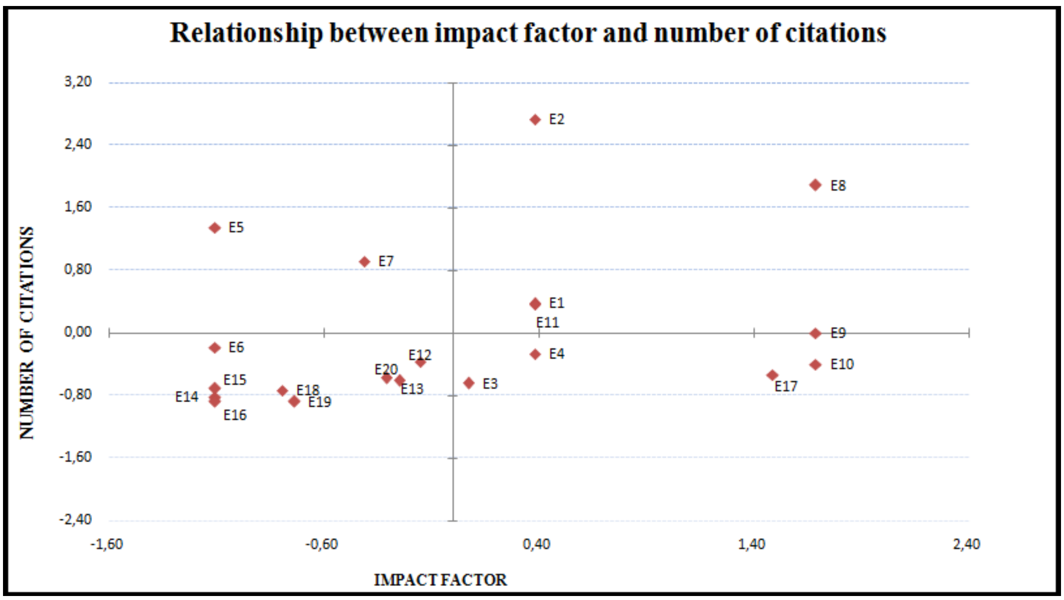
	(2014)					
E18	García Fernández *et al*. (2014)	Suma Psicológica	0.144	-0.792	13	-0.733
E19	Rozita *et al*. (2014)	Procedia - Social and Behavioral Sciences	0.170	-0.735	1	-0.879
E20	Yu *et al*. (2014)	Social Behavior and Personality	0.366	-0.309	26	-0.574

Note: FI – impact factor of the journal; FI_P – standardized scores for impact factors; NC – number of citations of the article. Information collected on Google Scholar; NC_P – standardized scores on the number of citations of article.

Source: Google Scholar and official sites of the journals (2017).

Figure 3 shows that studies E8 (Afthinos *et al*., 2005) and E2 (Kim and Kim, 1995) make up the literature elite focused on service quality in gyms. To the first work, it is peculiar to its high dissemination in the academic environment and it is published in a journal of expressive impact in front of the others. The paper by Kim and Kim (1995), even with the high volume of citations, differs in that it has a smaller impact factor.

The investigations of Chelladurai *et al*. (1987, E1); Ferrand *et al*. (2010, E11); Lagrosen and Lagrosen (2007, E9) also occupy an area of academic prominence. The distinction is that the first two studies have a larger volume of citations and smaller impact factors compared to the last one. Conversely, E5 (Howat *et al*., 1999) and E7 (Lam *et al*., 2005) portray well-cited studies; however, they are in journals of low relevance. The largest fraction of the works evaluated is located in the quadrant whose typical aspects are small quantitative of citations and low index of academic credibility of the journal. Nine papers are in this region, being: E6, E12, E13, E14, E15, E16, E18, E19 and E20.



Source: Prepared by the authors

Figure 3: Relationship between impact factor and overall number of citations

Towards the objectives, the articles highlighted the relationship between service quality and a certain set of variables related to consumer (for example, satisfaction, repurchase or behavior intentions, perceived value, and loyalty). This purpose was verified in seven papers: Ferrand *et al*. (2010), García Fernández *et al*. (2012), García *et al*. (2013), Avourdiadou and Theodorakis (2014), García Fernández *et al*. (2014), Rozita *et al*. (2014) and Yu *et al*. (2014). This tendency is recent to the fitness industry, with the earliest writings dated 2010; as well as emerging as a theoretical current influenced by Spanish researchers. Other purposes came with a pulsating character, such as the assessment of differences in perceptions of service quality among groupings marked by socio-demographic and motivational aspects, usage patterns; and the construction of instruments to measure service quality (5works each).

Theorists of seminal studies in the field of service quality were the most cited authors. Two articles stand out: *SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality* (1988) and *a conceptual model of service quality and implications for future research* (1985). Both have the authorship of Parasuraman, Zeithaml and Berry; besides were among the three most cited authors, in ten articles. Sometimes the two, simultaneously, occupied this prominent place; sometimes only one of them. In studies of Kim and Kim (1995), Howat *et al*. (1999); the two papers fell into the category of citation leaders. Already in Pereira Filho *et al*. (2013); only that published on mid of 1985, was located on the aforementioned threshold. On the other hand, in the empirical works of Amirani and Baker (1995), Kim and Kim (1998), Lam *et al*. (2005), Afthinos *et al.* (2005), García Fernández *et al*. (2012); only the article published in 1988 was positioned at the top. Moreover, the study of Kim and Kim (1995) which proposes one of the pioneer scales (labeled QUESC) in the fitness segment also occupied a position of relevance, being one of the most cited on three occasions.

As for the theoretical foundations employed, the contributions of Oliver and Parasuraman, Zeithaml and Berry were intensified. In ten articles, the use of the paradigm of disconfirmation and the standardized multidimensionality of the service were recurrent. The contexts of research execution practically fitness center (public and/or private) or sports complexes, which had this type of business in the package of services offered. Only in the study of Amirani and Baker (1995) the focus was different, having as the field of application a university. The number of participating organizations ranged from 1 to 30 enterprises. In nine papers, the application of collection tools focused on only one company.

The studies were predominantly quantitative (70%), whose samples varied between 110 and 5283 subjects. For the qualitative (15%), the sample size ranged from 10 to 100 individuals. The other articles were classified as mixed (15%) because they combined qualitative and quantitative approaches. In this group, the number of participants was between 8 and 1202. Regarding the epistemological and methodological foundations, there was a predominance of positivist studies and with the use of survey (85%). Exceptions were noted in the works of Lagrosen and Lagrosen (2007), Athanasopoulou *et al*. (2013), Athanasopoulou (2008). The three articles have a constructivist epistemological paradigm. However, the first adopted the Grounded Theory, whereas the last chose the case study. Furthermore, it is perceived that the author Pinelopi Athanasopoulou has a bias towards the qualitative approach.

The hegemony of the questionnaire as a collection method was perceptible. In seventeen studies, this instrument was used. Relative to the techniques of analysis, the internal consistency test (Cronbach's alpha), factorial analysis and analysis of variance (ANOVA) were the most employed. Thirteen, twelve and nine were the quantities of evidence of the use of each of the respective statistical techniques.

Alluding to results, the main relationship discussed was the effect of service quality on consumer satisfaction. The studies of Ferrand *et al*. (2010); García Fernández *et al*. (2012); Avourdiadou and Theodorakis (2014); Rozita *et al*. (2014) and Yu *et al*. (2014) found a positive and direct impact among the variables mentioned above. In turn, other relationships were propagated to a lesser extent; Such as the positive and direct effect that satisfaction entails on future repurchase intentions. The works of Avourdiadou and Theodorakis (2014), Yu *et al*. (2014) expose this correlation.

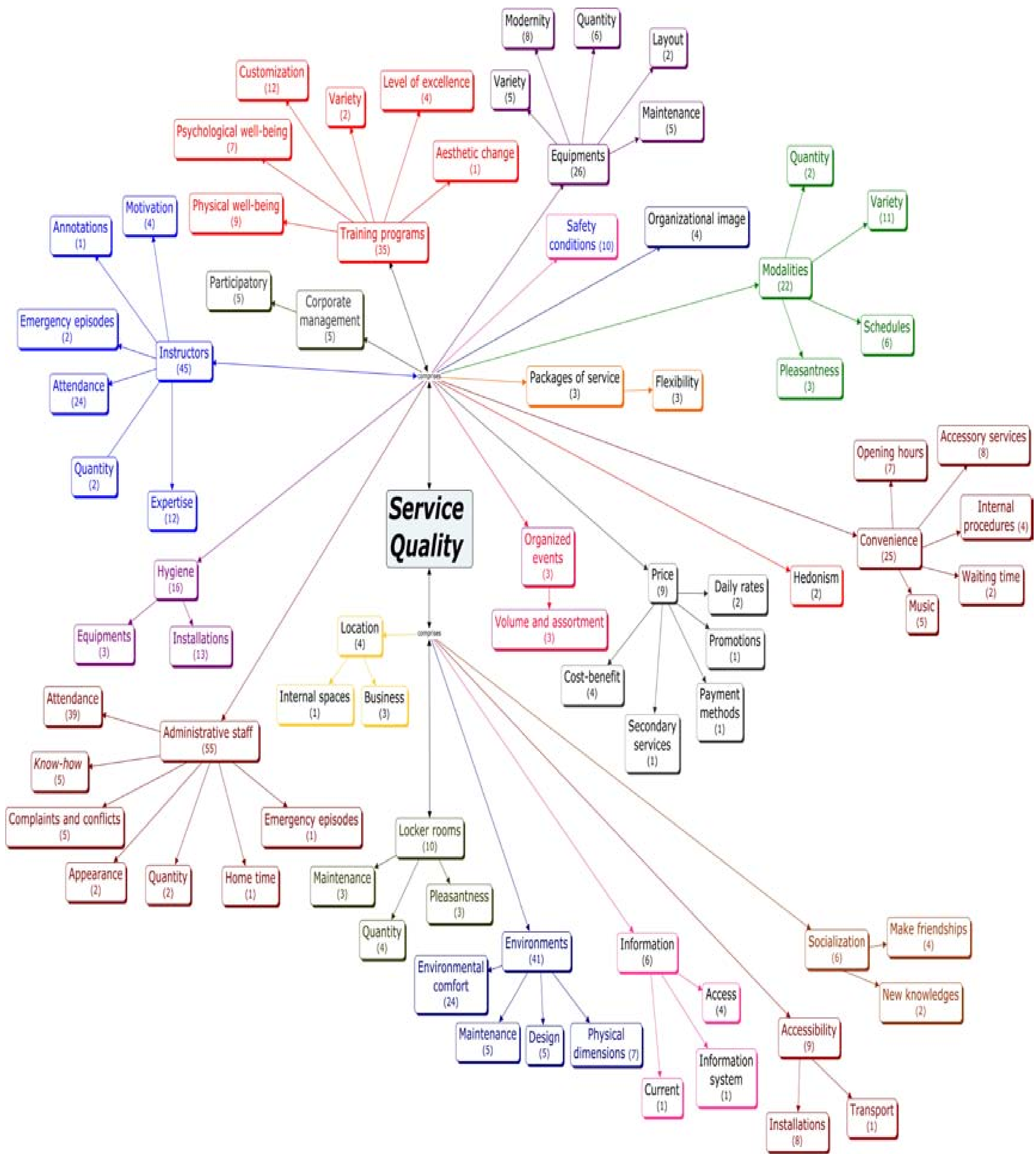
In terms of differences in perceptions of quality, clusters of customers with different ages were the most investigated. The studies of Kim and Kim (1998); Theodorakis *et al.* (2004); Afthinos *et al*. (2005); García Fernández *et al*. (2012); García *et al*. (2013) identified significant differences between the quality items desired by consumers with different ages. All studies corroborated this phenomenon. In addition, several socio-demographic (age, income, level of education, marital status and occupation), motivational and of use pattern (type of gym, association time, duration of use per visit and frequency of use) criteria were examined, but without great consistency in the results found. For example, the variable age whose findings by Kim and Kim (1998) and Afthinos *et al*. (2005) do not align with those of García Fernández *et al*. (2012) and García *et al*. (2013). It was also pointed out the plurality and non-standardization of the dimensions that symbolize the quality of the fitness service. The quantitative of dimensions ranged from 2 to 11, without expressing solidity in the findings.

The notes on the limitations of articles gravitated around the impossibility of generalizing the results. The reasons given were predominantly the small sample size, the smallest number of participating institutions and geographic spaces investigated (did not compare cultural variations) and the non-probabilistic trace of the samples. In eleven articles, these statements were manifested. The works of García *et al*. (2013) and Avourdiadou and Theodorakis (2014) showed the cross-section of the samples as a limiting factor.

Already the directions of future research turn around the replication of the study itself, increasing the amount of fitness center, variables and territories investigated. The review of the quality measurement scales of the fitness service was also mentioned. These points were manifested in fourteen of the evaluated articles.

Finally, the multiple meanings that circumscribe the service quality of fitness center were grouped into twenty categories (Figure 4). As for the number of citations, the two categories of greater emphasis are related to the human resource theme. The first position is occupied by that entitled administrative staff, followed by instructors; which presented 55 and 45 indications, respectively. This result elucidates how relevant the employee is in the context of the fitness industry. Phenomenon that highlights the conclusions of Athanasopoulou (2008), by mentioning that, because of the constant contacts with clients, gyms employees are paramount in the service quality and must have the skills and knowledge consistent with the function in the business.

Furthermore, the attendance subcategory was the prominent aspect both in one and the other category. The excerpts "the instructors should be sociable, communicative, friendly and to be caring for clients" from the study of Athanasopoulou (2008); and "employees behave in a pleasant way in interactions with customers" of the work of Lagrosen and Lagrosen (2007) exemplify the phenomenon. Thus, the way in which clients interact with instructors and administrative staff was perceived as a key item in providing the service. In the administrative staff category, the attendance element appeared 39 times; while in instructors, this number was 24 evidence.



Note: (number of references). Source: Prepared by the authors

Figure 4: Factors of service quality in fitness centers, emerged from the literature

The environments category had 41 references, occupying the third place. This corroborates with the notes of Yu *et al*. (2014), which cite the environment as one of the elements that contribute to satisfaction, customer retention, and profitability of the company. The biggest highlight occurred in the traces of luminosity, ventilation, and smell that made up the physical spaces of the gym and made them more pleasant (subcategory labeled environmental comfort with 24 notes). The study by Fernández *et al*. (2012), for example, presents textual fragments that illustrate these elements, such as: "temperature is adequate"; "there is pleasant smell" and "humidity is appropriate".

Subsequent posts were filled by categories training programs (35), equipments (26), convenience (25) and modalities (22). Concerning the training programs, the customization, with twelve citations, was the most preponderant item. Understanding the needs and desires of the clientele is essential in the management of a fitness center. Some theorists (Kim, 1995; Afthinos *et al*., 2005) have mentioned this aspect of service in their empirical essays, as the excerpts reveal: "exercise programs or differentiated goals"; "family programs"; "children's programs". For the equipments, the launch status, the aspect of new (modernity subcategory) was cited in eight studies. This reinforces the attention that the managers must offer the periodical renovation of the set of apparatus for the practice of exercises and furnishings available. Mentions to "modern-looking equipment" were recurrent in textual extracts from the works of Lam *et al*. (2005); Yildiz and Kara (2012); Yu *et al*. (2014), for example.

In terms of convenience and modalities, the supremacy was directed, respectively, to the subcategories accessory services (snack bars, sporting goods stores, among others) and variety of sports activities. The studies of Chelladurai (1987) and Howat *et al*. (1999) reinforce the conception of ancillary services from the respective sections: "variety of foods offered at the snack bar" and "the center must have adequate facilities for food and drinks". Theodorakis *et al*. (2004), on the other hand, emphasized the diversity of modalities in the fragment "wide variety of programs". Among the seven most commented categories, only convenience is not part of the main service of a fitness club.

Another thirteen categories were evidenced to a lesser extent. Participated in this list: hygiene, location, locker rooms, information, organized events, accessibility, price, packages of service, organizational image, socialization, hedonism, safety conditions and corporate management. Figure 5 illustrates the categories and subcategories linked to service quality in gyms.

Figure 5: Categories and subcategories of meanings of service quality in gyms

Categories	Subcategories	Concepts	Occurrences*
Training programs	Physical well-being	Adaptation of the body in order to respond and resist, satisfactorily, the physical efforts of daily life; in their intensity and time of exposure.	E1, E3, E6, E9, E15, E16.
	Psychological well-being	The good functioning of the human mind, in which the individual is able to have self-control and autonomy, to possess a positive view of himself.	E6, E9, E14, E15.
	Customization	Adaptation of service, or part of it, to meet the needs and desires of consumers.	E2, E3, E4, E5, E6, E7, E8, E11, E12, E14, E16, E20.
	Variety	Assortment of programs available.	E7, E13, E20.
	Level of excellence	Programs are run at a level higher than consumer expectations.	E7, E11, E17, E20.
	Aesthetic change	Reach of body beauty patterns delimited by society, from physical activity.	E9.
Instructors	Expertise	Particular knowledge of the area of activity of the instructors, acquired through study, practice or experience.	E1, E2, E4, E5, E7, E8, E9, E10, E11, E13, E14, E16, E20.
	Emergency episodes	Instructor's ability to perform emergency procedures.	E1, E2, E4, E8.
	Motivation	Instructor's ability to stimulate the client to reach their goals.	E1, E2, E4, E8, E12, E16.
	Attendance	Intangible aspects evidenced during moments of interaction between instructor and client.	E2, E4, E6, E7, E8, E10, E11, E12, E13, E14, E16, E20.
	Annotations Quantity	Notes are written by the instructor, and kept in record, about training programs and client performance. Number of instructors who make up gym staff.	E2, E4, E8. E12, E16.

Modalities	Variety	Diversities of different categories of sports practices offered by the gym.	E1, E2, E3, E4, E5, E6, E7, E8, E12, E13, E14, E16, E20.
	Quantity	Number of distinct species of sports practices offered by the gym.	E1, E13.
	Schedules	The grid of the sports activities offered by the gym, marking start time, duration and responsible instructor.	E1, E5, E11, E12, E14, E16.
	Pleasantness	How enjoyable for customers are the sports activities offered by the gym.	E7, E12, E20.
Hygiene	Equipments	Clean appearance with which equipment and furniture are presented to consumers.	E1, E7, E16, E20.
	Installations	Cleaning of each of the physical spaces of the gym.	E1, E2, E4, E5, E6, E7, E8, E10, E12, E13, E14, E15, E16, E20.
Organized events	Volume and assortment	Quantity and diversity of events organized by the gym and open to the community in general.	E1, E2, E4, E8.
Price	Daily rates	Give the right, for a certain time, of the use of equipment and spaces of the fitness center.	E1.
	Cost-benefit	Relationship between the value paid (sacrifice) and advantages perceived by the client during provision of the service.	E2, E4, E5, E8, E11, E16.
	Promotions	Special conditions of payment (value and term) offered by the fitness center in order to leverage the number of enrollments.	E10.
	Payment methods	Means that the gym provides for customers to pay their monthly fees (checks, cards, cash, among others).	E10.
	Secondary services	Value charged on goods and services that are not essential to the functioning of a health club (snack bar, resale store of sportswear and supplements, among others).	E1.
Convenience	Opening hours	Duration in which the gym is in operation.	E1, E3, E7, E12, E19, E20.
	Accessory services	Availability of services that are not essential to the functioning of a health club (parking, snack bar, resale store of sportswear and supplements, among others).	E1, E2, E4, E5, E7, E10, E16, E20.
	Internal procedures	The ease with which consumers perform internal procedures at the gym.	E1, E2, E4, E8.
	Waiting time	Time the consumer takes to be served.	E14, E18.
	Music	Style and volume of music present in the fitness center.	E2, E4, E7, E8, E10, E14, E16, E20.
Administrative staff	Attendance	Treatment with which the clients are received by the administrative employees during the service.	E1, E2, E3, E4, E5, E6, E7, E8, E9, E10, E11, E12, E13, E14, E15, E16, E18, E19, E20.
	Know-how	The technical knowledge of the administrative employees to carry out their work activities.	E1, E3, E5, E7, E15, E20.
	Complaints and conflicts	How administrative employees receive, record, and route solutions to customer complaints and conflicts.	E2, E4, E7, E8, E10, E14, E16, E20.
	Appearance	Clothing and neatness with which employees introduce themselves to customers.	E7, E16, E20.
	Quantity	Number of employees that compose administrative staff of the gym.	E11, E16.
	Home time	Time that the employee has bonded with the gym.	E10.
	Emergency episodes	Ability of the administrative staff to act in emergency situations.	E16.
Locker rooms	Maintenance	The state of conservation of the locker rooms and bathrooms of the fitness center.	E1, E7, E13, E20.
	Quantity	Available quantity of locker rooms, bathrooms and showers in the gym.	E10, E13, E16.
	Pleasantness	How pleasant, for customers, are the locker rooms, bathrooms of the gym.	E2, E3, E4, E7, E8, E20.

Location	Internal spaces	The positioning of the internal spaces with respect to the global structure of the fitness center.	E1.
	Business	The geographic positioning of the gym within the municipality in which it operates.	E7, E14, E16, E20.
Equipments	Variety	Diversity of equipment available at the gym.	E1, E3, E7, E16, E20.
	Modernity	Availability of new equipment recently launched in the market.	E5, E7, E10, E11, E12, E13, E16, E20.
	Quantity	Number of equipment available at the gym.	E7, E12, E16, E20.
	Layout	Physical arrangement of equipment available at the fitness center.	E10, E16.
	Maintenance	State of conservation of equipment available at the fitness center.	E5, E12, E14, E15, E16.
Environments	Environmental comfort	Traces of luminosity, ventilation, smell; sensory aspects that make the spaces of the gym pleasurable to the consumer.	E2, E4, E5, E6, E7, E8, E11, E12, E13, E14, E15, E16, E18, E19, E20.
	Physical dimensions	Adequacy of the size of the spaces to the number of clients.	E1, E2, E4, E7, E8, E9, E12, E13, E15, E20.
	Maintenance	State of conservation of training rooms, snack bar; of all the spaces of the fitness center.	E5, E7, E13, E16, E19, E20.
	Design	Aspects of the environment that improve its functionality and aesthetics.	E1, E2, E4, E6, E7, E8, E20.
Information	Access	Ease of access to the information offered by the fitness center.	E2, E4, E8, E11, E19.
	Information system	Mechanisms that the gym has to keep its client informed about aspects of the service.	E12.
	Current	The information provided by the gym is current.	E5.
Safety conditions	-	Safety conditions offered in the spaces of the academy, protecting clients against violence.	E2, E4, E5, E7, E8, E11, E12, E16, E20.
Accessibility	Installations	Easy access of the clients to the general facilities of the academy (internal spaces, machinery, and furniture).	E1, E2, E4, E7, E8, E10, E11, E16, E20.
	Transport	How well served the gym is in relation to public transport systems (buses, train, taxi, cycle paths, among others).	E2, E4, E8.
Corporate management	Participatory	Collaborative way in which the gym is managed.	E5, E9, E12.
Socialization	Make friendships	The fitness center makes it possible to build new social relations of friendship.	E6, E11, E14.
	New knowledges	The fitness center allows constructions of new knowledge, from the social interactions developed in space.	E6, E7, E20.
Hedonism	-	Feeling of pleasure offered by the practice of physical activity in fitness centers.	E6, E9.
Packages of service	Flexibility	Diversity of packages of service that the gym has to enroll customers.	E10, E14, E16.
Organizational image	-	Company reputation to consumers.	E10, E11, E12, E16.

Note. (*) Studies in which there was evidence of the subcategory.
Source: Prepared by the authors

IV. Final Considerations

This article proposed a discussion about which factors guide the concept of quality of service in the gyms sector. For this, a systematic review of the literature was conducted with the purpose of identifying empirical works and extracting explanatory elements of quality. The meta-analysis approach assisted in this step, as well as provided a panoramic view of the thematic. Besides, a content analysis was used to understand the assortment of meanings related to the variable of interest and to condense them into a smaller number of categories. Among the findings, authors Nicholas Theodorakis (Greek) and Jerónimo García Fernández (Spanish) were the ones with the highest number of publications. The words *service(s)*, *fitness* and *quality* were the most evidenced in the titles and keywords of the studies. The most recurrent objective was the analysis of the relationship between service quality and other variables related to the consumer (satisfaction and repurchase intentions, in particular), being potentialized by a current of Spanish theorists.

As for the categories that circumscribe the service quality in the fitness industry, twenty have emerged. The two most referenced were intrinsic to human resources (administrative staff and instructors). This shows the relevance of the employees to the service provision; a fact that agrees with the notes of Athanasopoulou (2008). In sequence, those labeled environments, training programs, equipments, convenience and modalities stood out. It is noticed that only one of them (convenience) does not correlate directly with the essential service of a gym.

Limitations surround the study, such as the reduced number of databases and driving terms considered for the execution of the systematic review. Therefore, the findings are demarcated by the criteria used, including the time interval. Nevertheless, it provides insights for theorists in the field of strategic service operations management. It recommends replicating the methodology of the work, expanding to different databases. This will enable a more holistic and profound understanding of the evolution of the service quality concept in the fitness segment.

Finally, the theoretical structure that this study presented to define service quality in gyms pointed to human resources as one of the central elements. Immersed in this direction, it is recommended that future studies investigate whether or not the actual impact of this variable differs from other dimensions. Multivariate techniques can be applied for this purpose, for example, regression analysis or modeling with structural equations. Another way would be to investigate whether this factor structure is robust from replications in different cultures by applying confirmatory factorial analysis.

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Women Leadership in Indian Organizations

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Abstract- In today's global economy, industries require a talented pool of candidates to create a comparative competitive advantage to address the global opportunities as well as to address these global trends and dynamic challenges factual and cognitive leadership is required to manage changes effectively. The nurturing and task-oriented style, managerial practices, organizational orientation, especially followed by women entrepreneurs/ leaders/ managers has carved a niche for women leadership in national as well as international platforms. The current financial crisis and long-term global trends are reshaping the corporate landscape, and there is an urgent need to accelerate some of the changes in corporations to seize the new opportunities that arise from time to time. This conceptual research paper analyzes that though the ages, how women have experienced the disadvantages of existing in a patriarchal framework designating them in a homemaker role and how women in business now, have broken that mold across the world and created new stories for themselves.

Keywords: women leaders, glass-ceiling, leadership programs, gender diversity, stereotyping, perceptions, barriers, styles.

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WOMENLEADERSHIPININDIANORGANIZATIONS

Strictly as per the compliance and regulations of:

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Keywords: women leaders, glass-ceiling, leadership programs, gender diversity, stereotyping, perceptions, barriers, styles.

Research Methodology: The research paper is based on the concepts of Descriptive, Analytical, and conclusive research and is secondary data based. The data used in it is purely from secondary sources according to the need o the study.

I. Introduction

Women constitute half of the world's population. Yet their representation in management has been significantly low in comparison to men. However, the recent trends suggest assuring a rise in the number in a managerial position. It's not surprising that the employment scenario itself is undergoing far-reaching transformation. There are few traditional (female-dominated) occupations, which were selected based on women as a percent of the total employed (including full-time, part-time, and self-employed). The report of the committee on the status of women in India highlighted women's position in a range of fields but also quite pointedly asserted the need to strengthen their political, social, and economic bases. In other words, it was essential to empower them and provide them with the means of gaining control over their lives. Bidding adieu to the traditional occupations like teachers, secretaries, lecturers, women are gradually making their presence felt in the managerial rungs in a variety of business establishments like banks, hospitality, multinational corporations, financial institutions, advertising agencies, etc. This paper presents how paradigm shifts have taken place regarding women's leadership roles and how women from their traditional role of a housewife have evolved into the dual and more self-fulfilling role of a working woman and a housewife. This paper also ascertains the impediments hindering women managers' advancement to leadership positions. This paper has also suggested policies and strategies, as well as some, suggested some leadership development programs to enhance the number of women's anticipation in leadership positions.

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II. Objectives

Following are some objectives considered-

1) To study the leadership styles of women executives.
2) To discuss the paradigm shifts towards women's leadership from traditional stereotypes to modern.
3) To study the impediments hindering women managers' advancement to leadership positions.

III. Need for Effective Leadership in Women Executives in Indian Organizations

In spite of many initiatives taken by women and by government and women on a senior-most position in India still, gender stereotypes and gender discrimination exist in the society concerning to social participation, political participation, economic participation, access to education. There are so many constitutional provisions for women empowerment such as Article-14, special may be made by the state in favor of women (article-15(3), Equality of opportunity for all citizens relating to employment or appointment to any office under the state (Article 16), State policy to be directed to secure for women and men equally the right to an adequate means of livelihood 39(a), equal pay for equal work for both men and women (Article 39 (d).

IV. Literature Reviewed

The subject of women in managerial leadership has dominated management research over the last 20 years. In a review of literature, (Marshall, 1984) found that studies which revealed differences between men and women's leadership style were usually those in which women managers scored higher on supporting dimensions of leadership, this view has also been supported by the literature forwarded by various authors including (Brenner and Vinacke, 1979). (Davidson and Cooper, 1983) stated that women managers scored significantly higher on both people-oriented and task-oriented dimensions than did the male managers. The gender stereotypes and glass ceiling and perceptions about women in Indian organizations had a negative impression about working women in senior-most positions. And it's been considered that women are appropriate for working as certain pre-defined areas for them like PR, HR and, middle or lower-level positions or especially in the fashion or beauty world. And such a glass-ceiling and stereotyping against women don't let them work or to take up challenging jobs or top-level positions.

According to one study titled Women in Management in the new economic environment, it was analyzed that generally women work for their economic independence and attainment of their personal goals. Working women on lower or middle- level positions were working basically to fulfill their personal as well as financial needs still those women who were working on the higher-level position were found to be career-oriented and aspiring and moving up the organizational ladder and the women are challenged for not only performing their traditional role but also as a career oriented women.

Apart from that attitude and treatment of men towards female leaders is also one of the barriers as they often been treated differentially and stereotypical views about being very inferior and lesser to them still, now Indian organizations have realized that women are as equal as men and therefore, brining workforce diversity within the organization.

According to the Catalyst India Benchmarking report for 2010, only 17% of Indian companies offered target leadership development programs for women; another study for Women in Leadership Forum shows that Indian companies have a very lesser number of women in a senior position. Indian companies such as Tata Consultancies Ltd. Indian companies such as Tata Consultancies Ltd, Zensar Technologies, Tata Steel and JSW Steel have 5-6% women in a senior position, Multinational firms such as PepsiCo, KPMG, Citigroup, GE & Pfizer had 15-20% women at the same level in 2010, the will study shows.

The Catalyst study shows Fortune 500 companies with 3 to 4 % on board, had a significant performance advantage over those with fewer women on board, which includes up to 73% higher returns on sales, up to 83% higher return on equity and up to 112% higher return on investment (Source: Dr. Kulkarni N. and Dr. Bakhre R, 2011).

Few Indian organizations still lack sensitivity about women's sensitive issues and don't appreciate women's capabilities and talents.

According to one survey, Men and women tie on two of the three traits on the public ranking of leadership qualities such as hard work and ambition. Men prevail over women on decisiveness, with 44% of respondents saying that men are more decisive and 33% saying women are as far as women re concerned they got big leads over men on three traits on the public ranking out of eight items measured: being compassionate (80% say women; 5% say men, being outgoing (47% say women, 28% say men) and being creative (62% say women, and 11% say men).

The survey also assessed men and women on policy matters and job performance challenges. On the policy front, society widely judges the women to be better than men at dealing with social issues such as health care and education, whereas males are supposed to deal with crime, public safety, defense, and national security. On the job performance criteria, women get higher marks than men in all of the measures tested like standing up for one's principles in the face of political pressure, being able to work out compromises, keeping government honest but still there is a very lesser percentage of women working in boards and senior-most positions.

However, as per the nation's FORTUNE 500 companies still there are fewer women at the CEO level or board level, i.e., 2%, 17% of all members in political realm, 16% of all Indian Senator, 16% of all governors, and 24% of all state legislators.

(Source: http://pewrereserch.org/pubs/932/men or women –whose-the better-leader, last accessed on 21/03/2011)

But as per the earlier research work, Indian women as leaders have strengths and these are the ability to network with colleagues, ability to perceive & understand situations, strong sense of dedication, loyalty and commitment to their organizations, multi-tasking, crisis management skills, willingness to share information, compassionate, empathetic.

(Source: from Budhwar, P.S. Saini, D.S. & Bhatnagar, J (2005, June)

There is a strong need to promote gender diversity in the workforce and also a need to change the mindset of the society as well as women themselves. Above all that family members (before marriage & after marriage) strong support plays a pivotal role to work on top-level positions and executive-level positions as these positions ask for more devotion and dedication.

According to one survey about half (51%) of respondents said a reason is that Indians simply are not ready to elect a woman to high office; more than four in ten (43%) told a reason is that women who are active in corporate are held back by men, and 38% said a big reason is that against all realms of the society women are discriminating. Corporate is no exception. Apart from that pressure from family and work-life balance is also the major cause that there is scarcity of women leaders at corporate world. Some 26% said that a big reason that women don't have the experience required for higher positions. The least common explanations are that round 16% and 14% of respondents respectively– are that women don't make as good leaders as men and those are not tough enough for the corporate world.

There is the biggest hindrance for women to work in stores, factories and public sector, the informal sector is particularly significant for women. According to estimates around 90% working women are involved in the informal domains such as small trader, artisan or field laborer on a family farm, and most of these jobs are unskilled and low paying and do not provide benefits to worker. As per one estimate that over 90% working women are in informal sector and most of these jobs are unskilled and low paying. But in recent years the conditions of working women in India have improved considerably.

Though women are making up a large chunk of the workforce, we see only a handful at the top. The participation of women in the workforce in India is on the rise. Further entrepreneurship has provided women in India the opportunity to enter into verities of fields and areas. It has been contended that there are three parts of character which have an impact on administrative achievement they are locus of control, self adequacy and requirement for accomplishment (Porter and Lawler, 1968). An in-depth study of 48 successful British women managers (White et al., 1192) found that they had an internal locus of control, i.e., they had a strong belief in their own ability to control the direction of their careers, Bandura (1977) claims the self-efficacy influences the choice of behaviour. White et al. (1992) found that women managers possessed high self efficacy and the majority stated that tenacity and perseverance had been vital determinants of their success, these women managers also rated highly on the need of achievement often cited as an indicator of successful managers (Cox and Cooper, 1988). According to Bass et al. (1971), there is a little evidence to suggest from men in various personal attributes, similarities have been found between potential managerial capability of men and women, cooperation and competitions (Lirtzmaan &Wahba, 1972) and problem-solving (Matthews, 1972). Reviews of the literature on comparisons of men and woman managers conclude that women possess the necessary qualifications and skills for management and professional positions (Herbert and Yost, 1979). The myths surrounding gender stereotypes and requisite managerial characteristics may disappear as more women enter executive positions.

According to (Putnam & Heinen) a leader is supposed to aggressive, forceful, and competitive. Achievement oriented, self-confident but these traits tend to be more often associated with men than with women. Women are generally depicted as emotional, passive, and dependent and face a paradox that if plays the culturally defined traits of women she is unacceptable as an executive and if acts as a leader, she is called unfeminine.

Effective leadership in women executives is directly correlated with the empowerment of women by increasing their educational, social, spiritual, political, gender and economic strengths and in this regard government is coming up with several policies on national, state and local (Panchayat) levels in many sectors, including health, education, economic opportunities, gender-based violence and political participation. But still, the policy implementation process and actual practice are at slow pace. By uplifting the economic, social, and political status of women the leadership effectiveness in women executives can enhance as women are not being treated equally to men at several places. Gender stereotypes and discrimination are still found in India even today. H. Subramanyam (2011) compares women's education in India at present and past. According to him, there is a good progress in overall enrollment of girl students in schools. Reif, Newton, and Monezka said that an appropriate training program is only needed if women are different from men in capabilities and capacities. Besides, women have more abstract visualization than men. This states that there are to be more women in management at the top positions than men. Women at higher levels should help other women by encouraging and explain them the problems that will be encountered in attempting to move up the corporate ladder. Thus women managers could provide insights and share experiences which might help other aspiring female advancing her career for topmost positions in organizations.

Burrow in his studies also observed women managers are most dependable, more concerned and give better attention to detail than men. Generally, women are supposed to be very soft being feminine, acceptable, and valued; however, expressing other feelings is fully unacceptable, e. g., feeling of 'outrage' and 'anger' are considered 'unfeminine'. This all can create particular difficulty for women where their class position or culture encourages them to be strong or those women holding a powerful position. So these situations can place unusual pressure on such women of the wider society says. People expect women to be careful with people, and much of the progress women have made into a formal leadership positions in an organization has been in caring roles such as personnel or public relations. Women are supposed to be too emotional, which is a part of a negative stereotypes about how women behave at work of one gets too psychological this poor judgment on their part as well as being difficult for everyone else.

According to Elliman, women are more concerned for friends and associates, the quality of supervision, while men are more concerned and interested in the benefits of the job, an opportunity for education, advancement, and pay. To remove the various myths existing in the society, there is a need to encourage the women to improve themselves as well as the attitude of the society towards them. Management's attitude towards women also needs to be changed. Promotional policies for women may also prove to be helping make them effective. With the globalization of the Indian business, more companies now realize the virtue of gender diversity in their human capital by bringing in more women managers in the companies. Taking a cue from the US companies, that boasts of high diversity, Indian businesses are now gearing up for bringing in diversity in their workforce and an urgent need to bring leadership effectiveness in women executives in business organizations by observing many managerial qualities in women. The Company should ensure that capable and talented women get promoted to appropriate positions frequently. Moreover, persons doing the same kind of job should have the same designation irrespective of gender bias. Meticulous care should be taken to ensure that deserving minorities and women get representation in the board of directors and senior management. Most importantly, women should not hold such positions where they are not likely to get promoted and remain there as if in a dead-end despite of being a good performer. The company should have an inbuilt organizational support system that promotes scheduling, flexibility, flexi-time, maternal and paternal leave policies, resources and referrals for child care, which reflect the degree of support towards minority and women. These supporting policies also become the source of motivation for women executives. Performance appraisals and consequent compensation packages should be so structured that there will be no room for discrimination. The companies must have the objective method of performance appraisal and non-discriminatory compensation and incentive packages that should ensure and enhance the opportunity for the advancement of women. The performance measures should not be structured on the locus of gender or race but strictly based on actual outcomes achieved against the targets. This would help the organization identify good performers irrespective of gender or race and help the company to reward the talent and make the best use of such professionals. While recruitment and selection, it is very significant that a company should make sure that the process is not biased against women and minorities. Usually, during recruitment and selection, companies tend to use an informal networking system rather than using data on the participation of employees in training special projects, committees, or other skill enhancing activities. Nonusage of these data will create an inbuilt bias towards generating glass-ceiling in a company. Thus the company would not be well off in tapping the right candidate. Monitoring access to training and development facilities is particularly important to prevent and break the intangible barrier. Various researches have proven time and again that the performance of women and minorities go up several times after attending training and development workshops. Mentoring is another process of internal development that assists individuals in their advancement. Mentoring relationships are invaluable in personal development as well as in the navigation of organizational policies. The presence of intangible barrier in an organization is a severe impediment in utilizing and retaining its talented employees. As the nature and composition of the labor force changes due to increasing globalization, retention of talented and qualified will become more of economic necessity and a cause of concern for the HR managers of tomorrow as well as senior management. Providing further insight into the subject, Kishor Gopal Krishnan writes in her column "Women in India: Breaking the stereotype" "Just like the family she adds, society and other fields the world of business too is dominated by men, women are few and far between. Even the developed countries are not untouched by this bias. To quote fortune, "female corporate power is still spread unevenly across the business world. Many cultural social and logistical issues conspire against women's development in business from stereotyping to maternity leave." Nonetheless, today's women managers are breaking several stereotypes and proving their mettle. Nainital Kidwai heads HSBC, the banking conglomerate (also featured in Fortune's list of 50 influential women managers in international business) followed by Sonal Dave, the CEO, HSBC securities a Capital market. Malini Thadani is head, public affairs, HSBC. At IDBI bank, Ragini Atal is the regional head, North Retail banking business, while the HR operations are headed by Shalaka Gadekar. At Infosys S Hema Ravichander is the vice president of its HR division. In the finance ministry, Vinita Rai is a revenue secretary. Even in family-run business, women managers now have greater say and power. At various departments, many women professionals have been promoted in the hierarchy chain. One such example is the ICFAI press, where the number of women employees has seen healthy growth in the last couple of years. This has forced the domestic companies to take a fresh look at their recruitment strategies and they have made their strategies very transparent and open to women. It is also true that women managers of today are more demanding and ambitious; they are willing to go that extra mile to pursue their career objectives. They are determined to create a niche of their own, and do not accept the commonly perceived job role for a woman. More and more organizations today have women managers in responsible positions. One major reason contributing to this is, a fact considered them more loyal, dedicated, honest, and sincere compared to their male counterparts. HR experts feel there is a great difference in the way men, and women respond to their jobs. Psychologists believe that women excel better in developing relationships, and working collectively, and India's blooming BPO sector is indicative of this hypothesis. Research indicates that women are more comfortable than men with team-based evaluations and associated rewards. Gender scientists say, "this is more due to women's tendency to value relationships based on communication and understanding, while men define their relationships more on lines of their roles and status. Various researchers pointed out that men, when exposed to team conflicts and stresses, prefer to work independently. In contrast, women are more likely to seek improved communication in the face of conflict. Management has also realized it worth undertaking looking at the larger gains that one could reap from diversity

a) Hindrances of Women Empowerment

The chief problems faced by women in the past and still today up to some extent are Gender discrimination in some areas, Lack of Education, Female Infanticide, Financial Constraints, Family dual role responsibility, Low Mobility, Low ability to bear achievement, Low need for attainment. Nonattendance of aspiration for the increasing, Social status, Dowry, Marriage in same caste and child marriage (still existing), Atrocities on Women (Raped, Kicked, Killed, subdued, humiliated almost daily).

V. Discussion

Based on the study, it was found that the representation of women in management has been significantly low in comparison to men. However, the recent trends and researches have shown the assuring rise in the number in a managerial position. Differences found between men and women's leadership styles, where women managers scored higher on supporting dimensions of leadership, people-oriented, and task-oriented dimensions than did the male managers.

Women managers possessed high self-efficacy and the majority stated that tenacity and perseverance had been major determinants of their success. Women are generally depicted as emotional, passive, dependent, and she is faced with a paradox that if plays the culturally defined traits of women, she is unacceptable as an executive and if acts as a leader, she is called unfeminine. Besides that, women have more abstract visualization than men. This states that there are to be more women in management at the top positions then men. Women at higher level should help other women by encouraging and explain to them the problems that will be encountered in attempting to move up the corporate ladder. Thus, women managers could provide insights and share experiences which might help other aspiring female advancing- her career for topmost positions in organizations. The company should have the inbuilt organizational support system that promotes scheduling, flexibility, flexi-time, maternal and paternal leave policies, resources and referrals for child care, which reflect the degree of support towards minority and women. These supporting policies also become the source of motivation for women executives. Women are more concerned for friends and associates, and in supervision, while men are more concerned and interested in the benefits of the job, the opportunity for education, advancement, and pay. So, the management should always encourage the women to improve themselves as well as the attitude of the society towards them. Psychologists believe that women excel better in developing relationships and working collectively. Promotional policies for women may also prove to be helpful for making them effective. Management's attitude towards women also needs to be changed. It's not surprising that the employment scenario itself is undergoing far-reaching transformation. According to the expert's, women also have innate desire to build up things, be it business relationships, collective approaches, or cooperative initiatives. Previous studies have shown that women excelled in interpersonal skills and greater capabilities in the areas of solving problems, controlling functionaries, leading teams, managing clients, exploring business opportunities, and formulating business plans. Indeed women have enormous potential as leaders, and to become effective leaders, women need to make most of their feminine values that they need to express rather than suppress. While studying the various leadership styles of women managers, they found to be using nurturing styles and task-oriented style predominantly. Bureaucratic and authoritarian style signifies low involvement of the leader contrary to women manager's style that is found to be very much personal in approach. Women in leadership find it difficult to exhibit their authority for task accomplishment. Being women, they are expected to be relationship oriented and not use their power to get work done by subordinates. It is found women managers use both the human relationship approach as well as the task orientation approach. It was found that women are facing lesser and lesser problems in dealing with their male superiors and colleagues and male subordinates as most of the women are equally qualified and equally remunerated and are slowly growing assertive too. Also, the same corporate world, wherein a few years ago, women specialists like a chartered accountant, company secretaries, and engineers were scarce, is

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now teaming with an increasing number of women professionals. The psyche of male subordinates has evolved into a state of accepting leadership and guidance of qualified women managers. The company should have an inbuilt organizational support system that promotes scheduling, flexibility, flexi-time, maternal and paternal leave policies, resources and referrals for child care, which reflect the degree of support towards minority and women. These supporting policies also become the source of motivation for women executives. Women are more concerned for friends and associates, and in supervision, while men are more concerned and interested in the benefits of the job, the opportunity for education, advancement and pay. So the management should always encourage to women to improve herself as well as the attitude of the society towards her. There are several government schemes and programs for women development began in 1954 in India, but actual participation began only in 1974. Some of these are like, Women Entrepreneur Development program given top priority in 1997-98, Support to Training and Employment Programme for Women (STEP), Swawlamban, Creches/Daycare center for the children of working and ailing mother, The Rajiv Gandhi Scheme for Empowerment, Women's Development Corporation Schemes (WDCS), SBI Shri Shakti Schemes, NGO's Credit Schemes, National Mission for the Empowerment of Women, Mahila Samridhi Yojna (MSY) October, 1993, WORKING WOMEN'S FORUM, schemes for Gender Budgeting, UJJAWLA (2007) Mahila Samiti Yojna, Indira Mahila Kendra.

VI. Conclusion

This paper attempts to look at the implications for management, government, women managers as well as the society at large. The conclusion of the analysis aid that irrespective of gender differences and biological disparities, women have displayed, at crucial times, an array of abilities like tolerance, patience, forbearance, concentration, team-spirit, and determination. Effective leadership in women executives can be done by providing education to them, and by changing the mentality towards women and encouraging them to develop in their fields; they are good at and make a career. Due to globalization, liberalization, now the organization's management is realizing the worth of talented women and their inclusion in the workforce. There ought to be an adjustment in the mentality of the individuals of India towards ladies and treat them with equity.

VII. Recommendations

The outcome of the study is to make an organization as well as society aware of the challenges and obstructions women experience in their career and aspiring for a higher position. This paper also reinforces that how workforce diversity, and advancement of women is an opportunity for any organization and it is the responsibility of the organization to provide adequate training for appropriate career planning of women managers where they can rise to the needs of the job and excel through competence.

- To reduce the conflict between family and professional life and maintain a work-life balance, organizations should follow specific strategies and make some amendments in their organizations regarding flexible time arrangements; crèche facility, extended maternity leave, paternity leave, etc. could be arranged by the organizations.
- Organizations could also conduct specialized training programs for women aspiring for a higher position as well as already to higher position to make them more competing and developing their skills as well as coping strategies. These training programmes help women managers at the entry-level to enable them to cope with their non-traditional roles. These programs could aim at providing the participants with insight into their various parts and equipping them with the necessary skills to effectively perform these parts.
- Stress prevention techniques like yoga, meditation, and physical exercises could also form a part of program curriculum. Various stress preventing strategies such as prioritizing work, delegating work, laughter exercise, relaxation, diet, proper sleep, meditation, yoga, holistic therapies can be taken into consideration.
- The women managers should also believe in work-life balance as it means a harmonious balance of work and domestic life. It allows a woman employee/employer to accomplish all the roles in her life effectively, and efficiently. Researchers have shown and proved that when employees are at their best when they are contented and motivated both at work and at home and for fulfilling this purpose, various important tools such as an employee assistance program, and an education assistance program help employees develop their life skills to enhance work and personal life.
- The company should provide supportive environment for employees to manage their personal lives by providing flexi timing option, commuting facilities, and sharing of job responsibilities.
- Apart from this organizations should facilitate career development of women managers and ensure that women managers get their due in regard to promotion.
- HRD interventions could be aimed at improving this integration, so that the self concept of the executives is raised and their growth as well as their self actualization needs is satisfied. They could be

given equal importance as their male colleagues and responsibilities could be shared with them.

- Role clarity exercise should be undertaken, so that the roles are clearly defined both for managers and other significant persons. Role clarity exercises should be undertaken, so that the roles are clearly defined both for managers and other significant persons.
- Detailed job description also has relevance in performance appraisal to make the role expectations clear both for the assessors and assessee. HRD interventions in this area would certainly help the individuals in fulfilling the demand of the different roles, he occupies. For example, a module on stress management will help them to discuss and analyze organizational stress in detail.
- Organizations should refrain themselves from discriminatory promotional practices.
- Crèche facility should be provided by the organizations so that working mothers can also work without anxiety. Other supportive systems need to be developed properly.
- As regard sexual harassment, nowhere in these organizations there is any policy to keep it in check. In the absence of any specific law to this effect, victims are left to seek recourse to existing laws depending on the circumstances of the case. There should also be government apathy in this regard. It is the responsibility of the government as well as the organizations frames certain formal grievance mechanisms against sexual harassment, so that their dignity will be protected.
- Organization should also include in their training programmes for employees a module on gender issues in management. This could make them more aware of their own biases and cope with the gender stereotyping at work. It may be useful to include a module on "gender issues in man promotion of diverse management practices, formulating human resource policies and programs to support and promote women in management is also a way for Indian organizations to expand their talent pool and bringing them into leadership positions. A good education, family strong support, mentoring, and lifelong learning are essential for Indian women managers to be on higher positions agreement".
- A woman manager is also supposed to have a positive emotion at workplace as it leads to better productivity, and for this purpose organizations should always provide emotional intelligence training programme involving four stages such as preparation, training, application, and evaluation.

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The Mitigation of the Impossibility Concomitance of the Administrative and Judicial Tax Process

By Ian Fernandes De Castilhos

Abstract- It is an article of problematization of the normative device in the law of tax executions that unrestrictedly forbids a concomitance of administrative and judicial tax proceedings. To the job and division of judicial (judicial) in the division of trial and judicial judicial; (II) to make "State-judge-of-its-own-cause" to the State of Weighting; (III) Object of the action as an affirmation of law.

Keywords: tax law; administrative tax process; power of tax.

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THEMITIGATIONOFTHEIMPOSSIBILITYCONCOMITANCEOFTHEADMINISTRATIVEANDJUDICIALTAXPROCESS

Strictly as per the compliance and regulations of:

The Mitigation of the Impossibility Concomitance of the Administrative and Judicial Tax Process

A Mitigação da Impossibilidade de Concomitância do Processo Administrativo E Judicial Tributário

Ian Fernandes De Castilhos

Resumo- Trata-se o presente artigo de problematização do dispositivo normativo presente na lei de execuções fiscais que veda irrestritamente a concomitância do processo administrativo e judicial tributário. Para tanto o trabalho divide-se três partes:(I) os traços distintivos do processo administrativo e judicial; (II) do "Estado-juiz-de-sua-própria-causa" ao Estado de Ponderação; (III) Objeto da ação como afirmação de direito.

Palavraschave: direito processual tributário; processo administrativo fiscal; poder de tributar.

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I. Introdução

O presente artigo dispõe-se a problematizar a impossibilidade da concomitância do processo administrativo e judicial tributário disposto no art. 38, parágrafo único da Lei de Execuções Fiscais (LEF), reafirmado pelo STF e sutilmente mitigado pelo Conselho Administrativo de Recursos Fiscais (CARF). A questão que se faz presente é se o artigo citado é incongruente com os elementos basilares e com a lógica intrínseca do Poder de Tributar. Em sua literalidade:

Art. 38 - A discussão judicial da Dívida Ativa da Fazenda Pública só é admissível em execução, na forma desta Lei, salvo as hipóteses de mandado de segurança, ação de repetição do indébito ou ação anulatória do ato declarativo da dívida, esta precedida do depósito preparatório do valor do débito, monetariamente corrigido e acrescido dos juros e multa de mora e demais encargos. Parágrafo Único - A propositura, pelo contribuinte, da ação prevista neste artigo importa em renúncia ao poder de recorrer na esfera administrativa e desistência do recurso acaso interposto. (BRASIL, 1980)

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A exegese do dispositivo determina que o ingresso de ação judicial acarreta renúncia tácita do poder de recorrer administrativamente do lançamento. Sobre tal norma, em 16 de Agosto de 2007 foi julgado o RE 233.582/RJ de relatoria originária do Ministro Marco Aurélio. No caso em questão, a Comesa Comércio e Importação LTDA questionava a impossibilidade de processo administrativo sobre determinado lançamento que previamente a sua formação havia sido objeto de mandado de segurança preventivo para que não fosse compelida a pagar ICMS sobre a importação dos seus produtos. Denegada a ordem foi autuado e fez a impugnação que deu origem ao Processo Administrativo nº E-04/616.250/93.

Nos debates, o Ministro Cezar Peluso enfatiza que não há interesse de agir no recurso administrativo, quando a mesma matéria está sendo apreciada pelo judiciário que decide definitivamente. Argumenta que sendo o mandado de segurança preventivo, após o lançamento torna-se repressivo automaticamente. Outros argumentos levados a decisão foram a economia processual, bem como que não haveria violação ao direito de petição, uma vez que a norma pressupõe a existência de processo administrativo em curso. O Ministro Marco Aurélio, por outro lado, entendia que tal restrição era inconstitucional por ferir a Ampla Defesa, vez que sendo esferas diferentes, há que se falar também em regências diferentes. Em suas palavras:

"Não concebo, considerada a Constituição de 1988, um diploma hierarquicamente inferior que acabe por inibir o acionamento dessa mesma Carta. E essa lei inibe porque, havendo em curso um processo administrativo e o jurisdicionado ingressando em Juízo, ele terá como que tacitamente renunciado ao que pretendido no processo administrativo." (STF, 2007, *online*)

Entretanto, o relator, juntamente com o Ministro Carlos Britto, foi voto vencido. Firmou-se, portanto, o entendimento de que é constitucional o art. 38,

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parágrafo único da LEF que determina que eventual ação judicial que tenha mesmo objeto que recurso administrativo enseja a desistência deste.

Tal compreensão no âmbito administrativo já havia sido consolidado pelo CARF com acórdãos desde 2002, sendo em 2005 sumulado que importa renúncia às instâncias administrativas a propositura pelo sujeito passivo de ação judicial por qualquer modalidade processual, antes ou depois do lançamento de ofício, com o mesmo objeto do processo administrativo, sendo cabível apenas a apreciação, pelo órgão de julgamento administrativo, de matéria distinta da constante do processo judicial, parte esta em que a jurisprudência citada foi omissa, interpretando literalmente o parágrafo único do art. 38 da LEF que por si só não possibilita tal entendimento.

Destarte, o Parecer Normativo Cosit nº 7/2014, vinculante para a administração pública determina que havendo desistência tácita, deve-se formalizar a decisão que constituirá crédito a ser cobrado.

Percebe-se, portanto, consolidada a jurisprudência e a legislação, bem como a doutrina neste sentido enfática:

O parágrafo em questão tem como pressuposto o princípio da jurisdição una, ou seja, que o ato administrativo pode ser controlado pelo Judiciário e que apenas a decisão deste é que se torna definitiva, com o trânsito em julgado, prevalecendo sobre eventual decisão administrativa que tenha sido tomada ou pudesse vir a ser tomada. Considerando que o contribuinte tem direito a se defender na esfera administrativa mas que a esfera Judicial prevalece sobre a administrativa, não faz sentido a sobreposição dos processos administrativo e judicial. A opção pela discussão judicial, antes do exaurimento da esfera administrativa, demonstra que o contribuinte desta abdicou, levando o seu caso diretamente ao Poder ao qual cabe dar a última palavra quanto à interpretação e à aplicação do Direito, o Judiciário. Entretanto, tal pressupõe identidade de objeto nas discussões administrativa e judicial. (PAULSEN *et al,* 2014, *livro digital)*

Aceita-se irrefletidamente o que instrui o art. 38, parágrafo único da LEF, com base em conceitos que de tão óbvios não merecem ser discutidos, tal qual a natureza jurídica do processo judicial e administrativo. Neste ambiente, se faz a seguinte indagação: frente ao papel da administração em um Estado Democrático de Direito pode-se admitir a aceitação plena do artigo supracitado?

Tal, problema denota a baixa profundidade da literatura processual tributária e o parco conhecimento de elementos propedêuticos como bem assevera James Marins (2018). Neste ínterim, para respaldar a tese final do presente se abordará: a) os traços distintivos do processo administrativo e judicial; b) do "Estado-juiz-de-sua-própria-causa" ao Estado de Ponderação; c) Objeto da ação como afirmação de direito.

II. Traços Distintivos do Processo Administrativo e do Processo Judicial

O Direito tem por finalidade influenciar comportamentos. Direito, só o é se for cogente, vinculante, obrigatório. Neste ínterim, leciona a literatura que de uma forma linguística "[...] o direito positivo aparece como um plexo de proposições que se destinam a regular a conduta das pessoas, nas relações de inter-humanidade" (CARVALHO, 2017, p.36). A finalidade última da norma jurídica é a obediência.

Neste sentido também pode-se afirmar que as locuções normativas "não descrevem como factualmente o sujeito agente se comporta, mas como deve comportar-se" (VILANOVA, 2005, p.33). Entretanto, a mera palavra fria não tem o condão de alterar o mundo dos fatos. Se porventura escrever em um papel "isto é uma figueira" e colocá-lo em uma macieira, a mesma continuará dando maças. A norma possui um trabalho do campo abstrato para sua concretização.

Lourival Villanova (2000, p. 190) menciona que o as normas jurídicas primárias, enquanto prescrições reguladoras de condutas demandam a necessidade de normas secundárias para fazer incidir concretamente no mundo dos fatos enquanto autoridade quando houver violação daquelas. Dá-se o nome de "bimembridade" das normas a este fenômeno.

Com brilhantismo, ensina J.J Calmon de Passos que "A relação entre o processo de produção do Direito e o Direito produzido, seja como enunciado, seja como decisão [...] não é de caráter instrumentar, meio-fim, sim de natureza substancial, integrativa" e prossegue dizendo que " O Direito é o que dele faz o processo de sua produção [...] nunca é algo dado, pronto, preestabelecido ou pré-produzido, cuja aplicação é possível, mediante simples utilização de determinadas técnicas e instrumentos, com segura previsão das consequências" (PASSOS, 2000 p.69).

A partir do que foi dito, percebe-se que só há que se falar em norma efetivamente, depois de sua concretização. Esta concretização é o próprio processo de criação do significado dos textos normativos que compõe a norma. Torna-se, portanto, o processo elemento vital para a existência do Direito. O direito à saúde só é tangível quando a administração pública realiza o processo de regulação assistencial, de avaliação e controle orçamentário, de compras de insumos e medicamentos, etc. O direito à propriedade só se faz valer, quando violado, a partir do momento em que há determinação judicial que o garanta, desde

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que reste comprovado: a) A titularidade do direito à propriedade; b) A respectiva lesão.

O subsistema do Direito Processual Tributário divide-se principalmente em processo tributário administrativo e processo judicial. No primeiro, o principal objeto é a fiscalização e cobrança de créditos tributários regulados pelo decreto 70.235/72, entretanto não se limita a este, havendo outros como a consulta (lei 9.340/2011), os parcelamentos em suas diversas modalidades, etc. No segundo, há preponderância no sistema de execuções fiscais e o processo civil hodierno. Ambos são formas de concretização de Direito, entretanto possuem natureza jurídica diferente, o que é vital para o presente estudo. Cada um destes processos tem uma finalidade própria e uma forma de fazer ingressar no mundo dos fatos as prescrições normativas.

Entretanto, o processo como forma de exercício do Poder de Tributar, não tem sido objeto de estudo tão seriamente quanto deveria. Como assevera a doutrina "Por ser tido como pedregoso, sedimentou-se o Processo Tributário através dos tempos como campo propício ao gérmen do arbítrio." (MARINS, 2018, p. 13).

A observância do Processo administrativo enquanto Poder de Tributar é de suma importância. Com o advento das Constituições modernas foi regulado e limitado o ato de instituir e cobrar tributos o que preteritamente fora ligado com abusos, coerção e confisco. Tais limitações e regulamentações não possuem data tão remota, como pode-se observar na doutrina pátria, "Em tempos recuados e até bem pouco – há cerca de três séculos apenas – o jus tributandi e o jus puniendi eram atributos do poder sem peias dos governantes. Muito poder e abuso e pouca justiça. De lá para cá, o poder foi sendo limitado." (COÊLHO, 2012). O processo administrativo tributário, como se verá, é a justificação do *jus tributandi* que livra o contribuinte do arbítrio do Estado vivenciado preteritamente na história.

O lançamento é um ato administrativo que declara uma situação de fato preexistente ao mesmo e constitui um crédito (CASSONE, *et al.*, 2006, p.6). É através deste ato administrativo, vinculado a legalidade, a verdade material e as suas finalidades, que o Estado, segundo Hensel (*apud* ATALIBA 2016, p.67), providencia a execução efetiva de sua pretensão. Pode-se dizer que o lançamento é o suporte material que insere no mundo jurídico a pretensão ao crédito tributário, até então ilíquido. Entretanto, este por si só não tem a capacidade de encerrar a pretensão imediatamente, sendo mero gérmen de uma relação jurídica.

Neste ínterim, é bastante coerente a conceituação dada por Hugo de Brito Machado Segundo (2017, *livro digital*) de que àquilo que o Código Tributário Nacional chama de lançamento, é apenas um ato preparatório que pode ser impugnado para o controle da legalidade. Só há que se falar, para o autor, em efetivo lançamento, após o fim da impugnação ou a partir da não-impugnação.

Realmente, o lançamento tributário é, a rigor, um ato administrativo. Entretanto, esse ato é sempre praticado ao cabo de um procedimento preparatório, que pode ter complexidade e extensão maior ou menor. Pode o referido ato, eventualmente, ser ainda sucedido por um processo administrativo de controle de sua legalidade, processo este chamado por alguns doutrinadores como fase contenciosa do lançamento. Em vista disso, parece-nos que podemos empregar a expressão lançamento de modo mais rigoroso, a significar apenas o ato administrativo de constituição do crédito tributário; ou de modo mais amplo, a englobar, também, o mero procedimento que antecede a prática desse ato, ou, com extensão ainda maior, o processo administrativo de controle de sua legalidade. (MACHADO SEGUNDO,2017, *livro digital.*).

O art. 14 do decreto 70.235/72 diz que a impugnação faz nascer a fase contenciosa do processo, uma vez que demonstra a não concordância com o ato administrativo. Muito embora a impugnação ao lançamento seja manifestação de resistência a formação de uma pretensão de direito, não há que se falar em jurisdição. O que há é um mero controle de legalidade do ato administrativo que, se fosse o Estado um ente privado, substituiria o processo administrativo a mera negociação direta a respeito dos fatos e direito.

O Processo Administrativo Tributário é "[...] compreensivo das questões concernentes ao modo da atuação do Estado a consecução de seus objetivos tributários, sua estrutura jurídica idônea e sistemas preventivo para que a atividade administrativa mantenha dentro dos limites legais, bem como o modo de ressarcimento diante da tributação ilícita" (MARINS, 2018, p.41). Ou seja, trata-se de forma para apurar a legalidade do exercício do Poder de Tributar pela própria administração pública. No mesmo sentido, é possível afirmar que é sua função transformar o tributo legislativamente previsto em tributo efetivamente pago (VILLEGAS, 2001, p. 325)

A Jurisdição Estatal, segundo a doutrina Brasileira é, doutro modo, o poder-dever do Estado de dizer o Direito pondo fim a uma situação litigiosa, de forma definitiva, tendo por base o sistema jurídico posto por uma autoridade competente, válido, vigente e eficaz. Noutras palavras:

"[...] jurisdição é a função do Estado de declarar e realizar, de forma prática, a vontade da lei diante de uma situação jurídica controvertida. Esclareça-se que, na concepção atual de jurisdição, quando se cogita da realização da "vontade da lei" não se refere à simples reprodução da literalidade de algum enunciado legal, mas à implementação da norma jurídica, na qual se traduz o direito do caso concreto, cuja formulação pelo julgador haverá de levar sempre em conta a superioridade hierárquica das garantias constitucionais bem como a visão sistemática do ordenamento jurídico, os seus princípios gerais e os valores políticos e sociais que lhe são caros."(THEODORO JÚNIOR, 2015, *livro digital)*

Entretanto, é bem mais condizente com a atuação moderna da jurisdição, o conceito de que consiste a mesma no ato de criar, modificar e excluir normas jurídicas de maneira pontual e justificada (PFSERMAN, 2015). Assim sendo, o processo judicial, diferentemente do processo administrativo é o meio pelo qual o Estado, concretiza o Direito, enquanto o processo administrativo é o controle da legalidade do ato que inaugura uma pretensão. É neste ambiente que se torna mister a observação feita de que:

"Dessa forma, o processo jurisdicional propicia ao contribuinte equiparar-se ao Estado, dando-lhe os instrumentos necessários ao afastamento da presunção de legitimidade dos atos de imposição tributários que, eventualmente, tenham sido praticados à margem dos limites constitucionais e legais prescritos pelo sistema tributário nacional."(PRIA, 2010 p. 124)

O processo judicial tributário que se aborda tem o fito de desconstruir relações jurídico-tributárias que exorbitam a competência e capacidade tributária ativa. Nele, não mais o Fisco julga seus próprios atos, mas o Estado-Juiz firmará seu convencimento de acordo com os fatos e provas colacionados aos autos. Dito isto, vislumbra-se uma diferença substancial entre ambos, cada qual com sua esfera de abrangência e finalidades próprias.

Feita essa diferenciação essencial, adentrar-se-á mais profundamente no processo administrativo fiscal, sugerindo uma mudança de paradigma relevante para o trabalho que é do "Estado-juiz-de-sua-própria-causa" para o Estado de Ponderação.

III. Do "Estado-Juiz-de-sua-Própria-Causa" ao Estado de Ponderação

A relação jurídico-tributária diferencia-se da de outros ramos do Direito. Tal particularidade não endossa autonomia científica em si, mas autonomia meramente didática. Surge consigo a necessidade de um nível de racionalidade diferenciado de acordo com suas questões distintivas a partir de princípios gerais próprios e modo de operacionalizar tal técnica. A obrigação pecuniária devida ao Estado pressupõe obrigações concêntricas que gravitam sobre a obrigação principal, sendo obrigações de fazer, de não fazer e de permitir (MARINS, 2018).

Segundo VILLEGAS(2001, p. 245) o Direito Tributário Material prevê substâncias essenciais da relação jurídica a ser desvelada posteriormente pelo Direito Tributário Formal. Este, por sua vez, tem por finalidade, como já dito, estabelecer a dinâmica do poder de tributar até então estático, quantificando-o e dando a ele fora real e tangível. Pode-se facilmente afirmar, portanto, que as obrigações concêntricas supracitadas, mediante ato administrativo competente são condições necessárias para o nascimento do tributo, o que gera obrigações mútuas ao contribuinte e ao Fisco.

Conceitua a doutrina brasileira de Direito Administrativo: "de fato, a ideia do processo reflete função dinâmica, em que os atos e os comportamentos de seus integrantes se apresentam em sequência ordenada com sentido teleológico, vale dizer, perseguindo o objetivo a que se destina o processo." (CARVALHO FILHO, 2015, p.1005). Neste ínterim é importante entender que o processo administrativo tem o condão de formalizar uma relação jurídica obrigacional, entretanto, peca ao dizer que a finalidade do mesmo é atingir a vontade final da Administração (CARVALHO FILHO, 2015, p. 1008). Exatamente no mesmo sentido é a posição de Celso Antônio Bandeira de Melo (2009, p. 681).

Neta esteira, adverte também a doutrina administrativista de que "[...] a Administração que, quando decide, não age como terceiro, estranho à controvérsia, mas como parte que atua no próprio interesse e nos limites que lhe são impostos por lei [...]" (DI PIETRO, 2018, *livro digital*).

Ora, em um Estado Democrático de Direito, não se pode mais admitir a ideia de um Estado-Juiz-de-sua-própria-causa como chama tal fenômeno MARINS (2018), ou seja, aquele que além de dizer o Direito, possui interesses particulares sobre o conteúdo dito. Tais doutrinas, ainda fincadas sobre a égide do suposto princípio da supremacia do interesse público e de sua indisponibilidade não merecem prosperar, neste sentido. Não se deixa de reconhecer a importância de tais clássicos por isso. Em um contexto contemporâneo, parece mais condizente com o papel da Administração Pública em uma democracia é o conceito de que:

Se num primeiro momento o processo administrativo significava meio de observância dos requisitos de legalidade do ato administrativo e garantia de respeito dos direitos dos indivíduos, seus objetivos foram se ampliando à medida que se alteravam as funções do Estado e da Administração, as relações entre Estado e sociedade e as próprias concepções do direito administrativo. Extrapolou-se o perfil do processo administrativo ligado somente à dimensão do ato administrativo em si, para chegar à legitimação do poder. (MEDAUAR, 2018, p. 161)

A Administração Pública não existe por si e para si. Deve tutelar também o interesse dos administrados, sendo este também seu interesse. Há então a necessidade de uma mudança de paradigma do "Estado_Juiz_de_sua_própria_causa", para o Estado de Ponderação, expressão utilizada por Gustavo

Binebojm (2015), superando o modelo adversarial Administração x Administrado e também a ideia de que a administração seja juiz se suas próprias vontades dentro do processo administrativo.

"O interesse privado e o interesse público estão de tal forma instituídos pela Constituição brasileira que não podem ser separadamente descritos na análise da atividade estatal e de seus fins. Elementos privados estão incluídos nos próprios fins do Estado (p. ex. preâmbulo e direitos fundamentais) ." (ÁVILLA, *apud* BINENBOJIM, 2014)

Torna-se mais urgente ainda a mudança de paradigma no cenário atual em que por deficiências de técnicas do Poder Judiciário para solucionar conflitos tributários, os órgãos administrativos, que deveriam ser coadjuvantes no contencioso tributário, tornam-se protagonistas. (ROCHA, 2017, p.55). Nesta esteira, faz-se relevante a advertência de que:

Então, conquanto se pretenda edificar o Direito Tributário de modo a que este se apresente – no plano da incidência tributária, do direito tributário material-imune aos influxos de poder, semelhante esforço pode não se mostrar suficiente se se permite a contaminação pelo arbítrio na órbita de atuação tributária (Direito Tributário formal e seu momento de crise, o Direito Processual Tributário). (MARINS, 2018, p.15)

Não se percebe no Direito Processual Tributário (Direito Tributário Formal em Villegas, Direito Tributário Administrativo em Hensel), o mesmo cuidado que se dá ao Direito Material em relação a justificação de critérios com base nos princípios da capacidade contributiva, do não-confisco, etc. Vê-se muitos equívocos que ferem frontalmente a constituição, tais quais as multas exorbitantes, a questão do voto de qualidade da Fazenda e , como no caso do estudo em voga, a desistência automática do recurso administrativo com o ingresso do processo judicial.

No caso em que se presume como função da jurisdição administrativa resolver uma situação litigiosa, como no processo judicial, dando fim a uma pretensão resistida haveria respaldo inequívoco de que o processo judicial é a desistência do recurso administrativo. Entretanto, o que se percebe é que o recurso administrativo não se embasa meramente em vontades controvertidas. É o meio pelo qual torna-se legítimo o poder, uma vez que justificado e atuante na forma e nos limites da lei.

O processo administrativo tributário leva a última instância a ideia do *no taxationwhitoutrepresentation*[1], uma vez que além de haver constituição democrática da legislação tributária – visto de um ponto de vista meramente ideal - , também é possível haver participação do cidadão na construção real daquele tributo – visto também de uma perspectiva ideal.

Neste sentido, defende-se incisivamente que: a)o Processo Administrativo Tributário é substancialmente diferente do processo judicial; b) os regimes são diferentes e suas finalidades também. Só há que se falar em verdadeiro litígio após o processo administrativo. Antes disso, há mero controle da legalidade do ato de forma participativa. Retoma-se então a questão: o processo judicial sempre vai acarretar desistência do processo administrativo? No caso supracitado o STF entendeu que sim, inclusive em ações anteriores ao lançamento. O entendimento do CARF também inclui as ações anteriores ao lançamento, entretanto, permite a apreciação de elementos não levados à esfera judicial.

O entendimento administrativo é mais correto e vantajoso que o judicial, entretanto não é o ideal. Ora, uma ação preventiva a um lançamento julgado improcedente, nulifica a possibilidade de corrigir administrativamente o lançamento equivocado? Tal ato consiste em supressão ao direito de contraditório e ampla defesa permitindo ainda que na administração haja à margem da legalidade.

Neste sentido, defende-se em suma que não pode ser dado interpretação literal ao art. 38, parágrafo único da LEF, que deve ser mitigado diante da natureza do processo administrativo, bem como os limites desta decisão.

IV. Objeto da Ação Como Afirmação de Direito

Como dito anteriormente, o Direito Processual na esfera judicial tem por base uma lide, ou seja, a satisfação de uma pretensão resistida. Nos clássicos ensinamentos de Carnelutti isso se dá porque o “o direito nasce para que a guerra morra” (CARNELUTTI, 2015, *livro digital*). O processo judicial, então, tem o fito de satisfazer um conflito no mundo dos fatos em prol de um bem da vida:

“A litis é, pois, um desacordo. Elemento essencial do desacordo ou um conflito de interesses: se se satisfaz um interesse de uma pessoa fica sem satisfazer o interesse de outra, e vice-versa. Sobre este elemento substancial implanta-se um elemento formal, que consiste em um comportamento correlativo dos dois interessados: um deles exige que tolere o outro a satisfação de seu interesse, e a essa exigência se dá o nome de pretensão; mas o outro, em vez de tolerá-la, se opõe.” (CARNELUTTI, 2015, *livro digital*)

Na esteira deste ensinamento, assevera também J.J Calmon Passos (2000, p. 27) que se não existisse conflitos não haveria razão de ser para o processo. Ora, se a mera existência de uma enunciação de Direito por um dispositivo normativo é capaz de

[1] Em tradução livre: nenhuma tributação sem representação. A frase foi marca daresistência fiscal Norte Americana do final do século XVIII, entretanto tal frase refere-se a Carta Magna de 1215 onde nasce o gérmen do sistema fiscal contemporâneo (OLIVEIRA, 2010).

gerar pacificação social, não faz sentido o trabalho de concretização do mesmo.

Se inexistissem conflitos na sociedade, o Direito seria de todo descartável. Fosse a solução dos conflitos deixada sempre a cargo dos próprios protagonistas, também seria dispensável. O direito se faz necessário, conatural, mesmo, a toda sociedade humana, porque determinados conflitos que nela se instauram não podem ser resolvidos proveitosamente sem que isso se dê mediante uma solução institucionalizada, para o que se retira dos contedores o poder de compô-los unilateralmente. (PASSOS 2000, p.28).

No que tange ao Direito Tributário, só há que se falar em conflito, ou litígio, após a Administração Fazendária, encerrar sua certeza da legalidade do ato tributário através de processo administrativo fiscal. Entretanto, o encerramento da certeza da Administração Fazendária não tem o fito de satisfazer por si só sua pretensão, se for resistida judicialmente. Só há pretensão onde há efetivo lançamento. O processo judicial, portanto, tem o fito de harmonizar duas pretensões de direito igualmente legítimas: a) A pretensão do Estado de arrecadar tributos para cumprir sua função essencial; b) A pretensão do contribuinte de não ver sua propriedade sendo expropriada para além dos limites legais e de sua capacidade.

Tal pretensão é levada a juízo para apreciação formado por um objeto litigioso e objeto material do processo. Com especial clareza ensina a doutrina que:

O objeto do processo é conjunto do qual o objeto litigioso do processo é elemento: esse é uma parcela daquele. Enquanto o objeto do processo abrange a totalidade das questões postas sob a apreciação judicial, o objeto litigioso do processo cinge-se a um único tipo de questão, a questão principal, o mérito da causa. (DIDDIER JR. *Et al.* 2015, p. 65)

Tal objeto litigioso (mérito) é para o autor supracitado, o conjunto de afirmações de existência de um direito (DIDDIER JR. 2015, p. 67). O Objeto litigioso, para o processo civil, é definido pelo seu ato inaugural, podendo ser ampliado a partir da alegação de um contra-direito. Entende, acertadamente, que a ideia de objeto litigioso como mera junção de pedido e causa de pedir é reducionista ao fenômeno jurídico-processual. De fato, se assim fosse, no Direito Processual Tributário o contribuinte estaria ainda mais vulnerável, vez que como ensina Carnelutti (*apud* MARINS, 2018), o processo tributário possui determinada peculiaridade: começa pelo processo de execução -pelo fisco- e parte-se posteriormente para a cognição. Assim, sendo seria resumido o litígio a pretensão estatal, via de regra.

Destarte, considera-se objeto de um litígio a afirmação de um direito diante de um fato concreto. No caso do nosso Direito Positivo, há a possibilidade de ações meramente declaratórias, ainda que haja violação no art. 20 do Código de Processo Civil, hipótese na qual pode não haver litígio, mas ainda assim há um objeto: uma afirmação de Direito.

Na relação jurídico-tributária, essa afirmação de direito possui complexidade ímpar. Isso porque, um único comando (obrigação pecuniária) possui uma série de obrigações acessórias para sua constituição, como já dito quando tratada a parte do Direito Tributário Formal,além de possuis vários critérios (segundo Paulo de Barros Carvalho) ou aspectos (segundo Geraldo Ataliba) materiais constitutivos da relação obrigacional. Para que se constitua efetivamente uma obrigação jurídico-tributária há necessidade de que esteja delimitado: a) o critério material, ou seja, a realização do fato imponível; b) temporal, quando se paga; c) espacial, onde se paga; d) o critério pessoal, ou seja, quem paga e a quem paga; e) quantitativo, qual a alíquota e qual a base de cálculo. (CARVALHO, 2017 p. 257).

A relação jurídico-tributária depende que esteja previsto legalmente todos os critérios mencionados, bem como que este seja realizado com o fato imponível. Como ensina ATALIBA (2016), são como partes de uma esfera metálica, que muito embora indivisível, é composta por partes (dois semicírculos, por exemplo) e características (densidade, brilho, etc). Neste ínterim, a constituição de um vínculo obrigacional observa o aporte fático relevante para a constituição de uma obrigação líquida e certa para ser exigida.

Por tais razões, critica-se imensamente a ideia de que o fato gerador, ou seja, a realização do ato material que gere a incidência de uma norma, faça nascer a obrigação por si só.

Soa mal, portanto, quando declara o legislador, ingenuamente, que a obrigação nasce com a realização do *fato gerador*, mas o crédito tributário se constitui pelo lançamento. Seria o momento de indagar: que obrigação é essa que desabrocha no mundo jurídico, sem que haja, para o sujeito pretensor, o direito subjetivo de exigir a prestação? E que liame obrigacional será esse, em que o sujeito passivo não está compelido a prestar o objeto? (CARVALHO, 2017, p. 314)

Assim sendo, reafirma-se o que já foi dito por diversas vezes, o lançamento faz nascer a pretensão de direito. Dele decorre o reconhecimento que declara o acontecimento fato gerador e constitui um crédito líquido. Ora, a constituição de tal crédito, além de pressupor uma série de obrigações formais como guardar livros fiscais e fornecer declarações, também depende materialmente de que a norma tenha definido quem paga, a quem pagar, quanto, quando e onde. São relativamente independentes entre si tais critérios.

Por isso, afirma-se incisivamente que a alteração de qualquer um destes elementos, que compõem a unidade sintética da regra matriz de incidência de um tributo, ou seja, a própria criação do vínculo obrigacional, tem o fito de alterar a relação jurídico-tributário estabelecida. Deste modo, se eventualmente um contribuinte levar a juízo questionamento quanto ao critério temporal, para fazer cessar multa por mora, torna-se incoerente que isso acarrete desistência no plano administrativo de um recurso em que se questiona a alíquota aplicada, tratando do critério quantitativo. Há, portanto, disparidade de objetos, ou seja, afirmações de Direito.

V. Conclusão

Pelo que foi exposto é possível observar algumas ressalvas a literalidade do art. 38, parágrafo único da LEF. Uma vez admitida sua eficácia plena e irrestrita estará admitindo um modelo de Administração Pública que não se preocupa com a verdade real, nem com sua finalidade essencial, agindo à margem da legalidade desta forma.

Como fora oportunamente mencionado, o entendimento do STF sobre o tema, consolidado em 2007, não faz nenhuma ressalva a amplitude do alcance normativo do dispositivo. Muito embora, seja razoável e admissível a não-concomitância de processos com mesmo objeto no contexto administrativo e judicial, existe a necessidade de cautela para não haver margem para vilipendio das garantias do contribuinte, principalmente quando se fala de ações preventivas, ou seja, anteriores ao lançamento.

O entendimento do CARF, embora mais benéfico, não alcança a complexidade dos institutos jurídicos, bem como prevê a possibilidade de cobrança imediatamente após a decisão que reconhece a desistência tácita, algo que não é admissível em nenhum outro subsistema jurídico: a execução de forçada de uma pretensão havendo ainda dúvida sobre o direito.

Por todo o exposto até o momento, o presente artigo leva às seguintes conclusões: I) Quando a ação for preventiva, a impugnação ao lançamento deve observar os efeitos da coisa julgada, não impedindo a verificação de fato novo ou de questão não suscitada do processo prévio pelo dever de controle de legalidade da administração pública; II) Não se pode suprimir o direito de defesa do contribuinte quando não houver identidade afirmações de direito; III) por força do art. 26-A do decreto 70.235/72, o questionamento de constitucionalidade da exigência de determinado tributo não pode acarretar desistência de processo administrativo.

O presente artigo, não tem o condão e nem a pretensão de esgotar o tema em sua totalidade. O mesmo trata-se da instigação ao debate de elementos propedêuticos, pouco observado pela jurisprudência e pela doutrina. Apenas com o esforço científico para traças elementos básicos para o Direito Processual Tributário haverá possibilidade de que o mesmo passe a observar melhor as garantias do contribuinte e sua condição de exercício do Poder de Tributar.

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Nation Branding and Concept of Sovereignty in 'New Globalization': An Understanding on how India is developing its own Nation Brand Identity in the Current Pandemic

By Mitrajit Biswas

Introduction to the Idea of the Paper- The idea of nations has been born from the concept of the Westphalia treaty that was incorporated in Europe. However, that treaty itself is a problem in terms of understanding the concept of nation in the world of today, the notion of Eurocentric world has moved a long time past and the emergence of the postcolonial countries albeit some of them least, moderate or very successful respectively(Daniel, 2005). The word nation and sovereignty which are mentioned together in the title generally represent the biggest common place meaning which is determined through Freedom of choice. The freedom in the context of nations first and foremost could be difficult to explain as nation contain determining the more historical concept of the creation of the political boundaries and most of that who stays inside and outside the political boundaries.

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Mitrajit Biswas

I. Introduction to the Idea of the Paper

The idea of nations has been born from the concept of the Westphalia treaty that was incorporated in Europe. However, that treaty itself is a problem in terms of understanding the concept of nation in the world of today, the notion of Eurocentric world has moved a long time past and the emergence of the post-colonial countries albeit some of them least, moderate or very successful respectively(Daniel, 2005). The word nation and sovereignty which are mentioned together in the title generally represent the biggest common place meaning which is determined through Freedom of choice. The freedom in the context of nations first and foremost could be difficult to explain as nation contain determining the more historical concept of the creation of the political boundaries and most of that who stays inside and outside the political boundaries. This is where the very beginning of the essay points out that the creation of nation and nations states as per the European system is no more acceptable and very much the period of decolonisation followed by a new wave of globalisation has been implying the very same (Buchanan and Moore, 2003). That needs to be looked at from the non-European perspective. Most of the world today is created from the understanding that there could be a notion of multiple tribes and the understanding that diversity can work together in creation of new countries and not strictly nations which has been based on the commonality of the language, heritage etc. Therefore, the world of today where the political vibrancy and also in the grab of that separatist movements have picked up necessitates a call that the supposed commonality is also not a perfect answer for the creation of the uniform nation which the European system tied to create as the very first project from statehoods (Armstrong, 2017).The idea of nation and the idea of sovereignty are like two sides of the same coin. Sovereignty in the era of globalisation is at a greater risk through the advent of the information technology and the evolution of the political and the individual rights.

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The word sovereignty may have a common way of understanding although is implementation and the way it is seen is very different. Globalisation has definitely been seen bringing in the context of a very different understanding across the societies of the world. The colonial expansion can be seen as the first wave of globalisation wherein the trade noteworthy relationship of the past metamorphized in the creation of new identities (Kortright, 2003). Therefore, the antiquity-based trade or the early times of the modern trade history definitely could be seen as the first wave of globalisation however that did not have anything to do with the history of the creation of the nation state and the issue of sovereignty. That came under the context of the second phase of the globalisation in the form of trade imperialism wherein the colonial powers of Europe building from yarding posts to dominating and administrative decision making of colonies (Semmel, 2004).

The new world of today has spawned the growth of so many countries in the world and there is a growing tendency of the individualism being portrayed in the form of nations around the world. However, the condition of the world today is such that there is a contrasting talk of the unification of the world in terms of the liberalisation of the economy but there is a greater amount of fragmentation in the world. An idea of the world of today is very difficult to conceive until and unless we see nations as like company brands (Fan, 2006). The emergence of the word nation although strictly comes from the European sense as there is generally a misunderstanding of the two words. Nations are generally much more comprehended more from the Westphalia system of a creation of a unified system of people based on common language as well as lineage which in turn gave them the platform for common culture as well as common heritage. However, the most important context here for paper is about understanding the nation branding of post-colonial nation. Therefore, the paper tries to talk about understanding how the brand of a nation has been developed. Along with the build of a nation brand simultaneously comes the question of how the brand is determined which of course comes in with the question of the understanding

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from political science in the form of sovereignty. The concept is important determining of how brand of a nation is formed. Post Colonialism in the form of nation branding is the creation of new identity shedding the past of the colonisation and the precedence of the feudal system before (Kaneva, 2011).

The preceding statement has been generalized and may not necessarily hold true however the extrapolation has been done based on the context of the new being formed from the remnants of the old. The idea of nation branding of post-colonial nations here would be looked from the framework of the point of view of how the country is positioning itself and what is it selling in the form of cultural values as well as tourism. However, the paper wants to point out that the idea of the classic framework of (Yin, 2006) or other nation branding scholars in the form of Simon Anholt is not being looked at. Also, the perspective of the tourism is going to be looked at in the form of the cultural value which would be propositioned in the form of tourism taglines. The idea of the tourism campaigns shown in social media including the tourism taglines and how are they being looked at connecting to the people of the country itself would be the main framework for the paper. The idea of the storytelling of a country in the form of the brand image of the nation emerged from the idea of self determination is what the paper would try to understand from the literature review of the branding campaigns.

II. The idea of the Branding Campaign for Newly Formed Nations

Cultural Rebranding: The idea of the cultural rebranding is one of the key steps towards the branding of a post-colonial nation. In terms of culture the idea of the prism created for the colonizers. therefore, the creation of a nation brand in the era of globalization amidst the creation of so many new countries (Volcic & Andrejevic 2011). If from the cultural prism we look at there is a tendency of the formed colonized dominions to revisit the past of the cultural heritage and tradition of the old. It has been a very predominant theme of the new countries from the three continents which are Asia, Africa and the America's. Countries which have been created after the second world war has been proud of their newly achieved status of being a country and in terms of revisiting their own culture in the background of the newly found sovereignty. Some of the bigger countries such as China, India, Brazil albeit having different colonial experience have focused on revisiting their cultural prism of how to balance the colonial experience with the pre colonial cultural experience. This was the most important idea behind the newly formed nations.

Here again mentioning that the word nation has been leveraged from the European domain to being used for the post-colonial entities as well. Looking back at the cultural rebranding China today has steadily built from the image of the British Port of Trade and Heroin laden land to being the manufacturer of the world. Speaking of the cultural rebranding China has started Confucius institutes all over the world to promote their soft power and the ideas of the Chinese way of life and their supposed idea of the coveted "Middle Kingdom". Brazil on the other hand being the land of the native Indians has been able to at least for a time being portray its culture of free spirited, multicultural as well as a foot balling superpower have come from the remains of the Portuguese colony. Although the cultural rebranding definitely has an economic perspective to it which brings off the chink for many of the post-colonial nations cultural rebranding as there seems to be a stark disparity in the multiculturalism (Aronczyk, 2008). It is true not only for Brazil but can be seen in many of the multicultural post-colonial nations such as South Africa to be a classical example putting it forward. India on the other hand is a strange case of many cultures which had certain elements of being a state before the colonial powers emerged created in the formation of a new cultural rebranding of India as a land of diversity in the form of state-nation and not otherwise creating a new narrative from the already preceding story of a chaotic and poverty stricken land. The idea of India in its form of cultural rebranding has been to create a new idea of a nation rich in culture and looking to create a just, prosperous and pluralistic thriving with democracy.

III. Dealing with the Situation of the Current Pandemic and Building Brand India

The Corona pandemic has become the conundrum of the modern society. Post-independence, India witnessed a new set of challenges for being holistically diverse country. The Quasi federal structure built by the fathers of constitution has addressed most of the problems to such an extent that Fareed Zakaria in his famous article 'Illiberal Democracy' has mentioned India to be one among the successful democracies. Today, the challenge posed by Covid-19 is completely unique, to which state of India never got exposed. India is one of the few large federally structured countries with a quasi-federal political set-up (Verney, 1995) with diversity in terms of the socio-economic structure as well as the various factors which are not easy to determine and understand. In a pandemic scenario such as coronavirus. the challenge lies in the political mobilization. In India the leadership as well as the political operations draws upon the structure of the cooperation between the Centre and the State. This also brings in the context of the centralized command which is important for a smoother functioning of the country and bring coherence among the functions divided as

Union, State and Concurrent list in the Indian constitution. As in the scenario of this pandemic the most important dimension and functioning of the country's political system depends on major systems defined by the essential functions (Nandy, 1989). That includes the economic, education and of course the healthcare system and how efficiently they can survive. Among all the essential sectors, with a huge population, pandemic like Covid 19 presents a new challenge to disseminate the health care for the mass of 1.3 billion (approximately) population in India (Golechha, 2015).

India has a challenge for keeping the economic wheel chugging along keeping in mind the need for the present needs of our society. Health being under the state list, every state needs to and has taken its own measures following a uniform framework as directed by the Central Health Ministry with the distribution of responsibility as determined by constitution in India in the midst of the ongoing crisis. However, the central political establishment under the ministry of health as well as the Prime Minister's Office has been accepted as the foremost command. It would be interesting to note that political cooperation between the Centre and the State seems to be coming out good but there are many causes of concern which includes the logistical supply of healthcare equipment's such as the protective gear and masks, ventilators, and etc. The causes of concern hinge on the question- how to design interim policies for this kind of pandemic. Policy design based on economic scenario includes public goods distribution with food safety and security as the top priority and it is one the important political decisions under consideration (Chopra, 2014). Those who have been well of economically which have traditionally included the industrialists need to be given a different plan. The political tussle would be the game of real politik-the power struggle between the Centre and the State anchored to the protection of the vulnerable section. The economic aspect can be very much missed in the political aspect revolving around the health and its immediate redressal (Kapur, Nangia 2015). It also carries a subtle policy war between the Centre and the state. One such example of the state can be felt with the cold war that has brewed underneath even amidst this pandemic for states such as West Bengal. The history of conflict between Chief Minister of West Bengal and Prime Minister of India based on their respective political standings has found a new subtle form of conflict.

However, it must be mentioned that the government of India has taken certain proactive stances or should one say the policy-oriented steps needed at this hour including fiscal stimulus of 1 lakh 70 thousand crore for providing monthly payment. It also includes free gas delivery for the vulnerable section for a period of three months. which is commendable and one of the largest financial relief schemes of the world as even said by World Health Organization. Significant aspect of the healthcare would include the dimensions of the migrant laborers and their protection especially as they are economically and politically vulnerable (Akinola et al. 2014). Ironically, most of the political campaigning in India is still focused on necessities like food ration, financial respite which amounts to a meagre income and substandard housing etc. There would not be any surprise if the measures taken during the fight against pandemic are used for election India's challenge to coordinate efforts with the government which is in power whether it is at the Centre or the State includes the cooperation of the opposition and the incumbent parties. It is new to note that state like West Bengal, Delhi region as well as other areas who have had political difference with the Centre are trying to coordinate together. Covid-19 may well mark a beginning of a new political scenario in a country where fragmentations as well as the political divide is there from the historical times (Kulke, 1982).

An important dimension of the Indian political scenario conflict arises from a unified command where the various states have their own policy system which comes in conflict with the Centre. In the current scenario that can create unnecessary conflicts as the states have asymmetric resources when compared with the Centre. Even states where there is a strong political leader needs to be subservient and work for the overall healthcare of the country as a whole. This is a time for the change in Indian political system and moving towards a coordinated action plan coming in from the Centre to the Stare in top down approach. States/Union Territories like Uttar Pradesh, Odisha, West Bengal, Delhi under strong political leaders needs a new way of looking at the policy implementation which brings to fore the coordination between Centre and the State. However, India has witnessed a little friction in implementing a uniform containment policy. This can be very well understood from the mismatch in the way how the travelling systems should have been locked down. Many of the states wanted earlier lockdown of the transport systems however many of the states were caught unaware with the sudden lockdown initiated by the Centre as they were not prepared to deal with this sudden lockdown. (Devadasan, 2020). Because of sudden halt of transport, the lives of millions of daily wage earners as well their livelihood had been disrupted (Pandey, 2020). Exodus of the millions of the daily wage earners with no access to transportation as well as necessary supplies definitely pointed of the power inclination towards the Centre. Al though expectantly there has been coordination between the opposition and the incumbent except for some rhetorical exchanges related to Prime Ministers call for Solidarity which for the opposition has been nothing short of political gimmick. The political mudslinging between the

Centre and the State definitely had been there due to this instance (India Today-3rd April-2020).

This pandemic brought to surface the difficulties for the welfare of the people in India amounting to 135 crores based through the localized administration. That is needed and also seeing an interim change in the political manifestation of the distribution policy especially related to testing kits as well as Covid 19 related equipment's. The department of the health and its responsibility has suddenly increased manifold especially as the current pandemic is a serious challenge. Proving for the direction on how to cope in this situation amidst the divide in the Centre vs state alongside its political dimension is still unfolding (Mookerji, 2020). There has been a positive system of the healthcare system which has been acceptance of directives from the central heath ministry by the states and not involving in autonomous behaviour keeping in law the constitutional policy of India as well as the need of the hour (Goyal et al, 2020). This unified healthcare system with hierarchical command it would be a key precedent as India for the first time is brushing against the pandemic since Spanish Flu. In a country like India for the first time a greater political consensus even if not at all levels of satisfaction for many critics, but nevertheless still a very important aspect for the welfare of Indian citizens (Bhandari, 2020).

IV. Manufacturing Nation Branding Management and its Social Dimensions in a Fragile world

The idea of nation branding especially for the post pandemic world may see a new way of understanding how nation brands are constructed. There is already a concept in management which is known as VUCA (*Volatile*, *Uncertain, Confusing, Ambiguous*) world. The previous section of the paper is to build on the overall title of the paper itself that how nations are trying to bypass the situation of pandemic which brings to the fore the concept of VUCA. Most importantly how the brand identity of the countries can be formed is the attempt of culminative efforts which is why the aspect of "Manufacturing" nation branding has been mentioned. Especially in the context of the social dimension wherein as by social dimension how the society perceives a nation and its people is definitely critical for the manufacturing of the nation brand. The paper brings in the perspective of India and how the handling of India's internal dimensions have been. This is to connect with the objective of how sound the internal dimension of the country has been. This includes the perspective of the cohesiveness of the elements of social dimension which is one of the key aspects for building the brand of a nation (Handelman & Arnold, 1999). A country like India provides for an unique example as its population and geo-economic diversity provides for a holistic and all rounded approach in terms of objective of the paper related to the pandemic.

One of the important aspects of the brand build for India has been through the supply of Hydroxychloroquine to countries which have ranged from USA, Brazil, Spain to even the neigh bouring countries (Chaudhury, 2020). The concept of "soft power" which was propounded by Joseph Nye Jr. as a concept how the countries can build on their brand in a very positive manner. That includes a very persuasive build up of the image of a country be it through cultural approach, cuisine, tourism, sports etc. The global pandemic in the present times and the unpreparedness of many nations in terms of the medicines required had provided India an opportunity to leverage its accomplishments in the pharmaceutical industry. India has built on its reputation of being a producer of quality pharmaceutical products. Not only in terms of quality but even quantity which is coming in handy and providing India the space as the largest producer of generic pharma products and supplying them to the countries amounting to more than 30 countries transcending the global divide (Dixit, 2020). Not only that India despite keeping its own internal needs in mid has also provided for excess food supply apart from the medicine needs. These steps are definitely are very important and will go a long way in defining the role of India as a responsible and trustworthy global player in the dynamics of the power of nation brands. Although India does not feature in the top 30 rank of soft power by nation branding ranking (Portland- Soft Power 30).

India despite having a special feature in the world with its flaws covering it every time from around the world however has a very unique scenario in this situation. This is definitely a very unique situation for every nation all over the globe. India has its own challenge of providing for a huge population next to China. It also has to keep its economy chugging and despite the sudden lockdown imposed which has put the lives of many daily wage workers into risk has also a responsibility to maintain the health of its citizens (Kazmin, 2020). India has been known as an emerging nation with typical challenges of a post-colonial nation which includes poverty, corruption and also inequality. India also has a huge problem related to healthcare infrastructure and as one of the lowest spenders in health care. However, the courage and overall coordination between the center and the state despite some hiccups has provided India a new "Black Swan" moment for the brand of India to emerge (Press Trust of India). The criticism for Prime Minister Modi's video address as more of a gimmick by political opponents however also needed to take care of the fact that there has been a huge challenge for being a nation bringing together different ideologies together. The structure of federalism in India has also come up for a challenge as well as its democratic institutions which are big factors for the brand of any nation. These are important parameters to remember while understanding social dimensions "Manufacturing' nation brand as the world emerges in a new scenario where uncertainty is the new certainty (Dutta, 2020).

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Introduction

FMBRC/AMBRC is the most prestigious membership of Global Journals accredited by Open Association of Research Society, U.S.A (OARS). The credentials of Fellow and Associate designations signify that the researcher has gained the knowledge of the fundamental and high-level concepts, and is a subject matter expert, proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice. The credentials are designated only to the researchers, scientists, and professionals that have been selected by a rigorous process by our Editorial Board and Management Board.

Associates of FMBRC/AMBRC are scientists and researchers from around the world are working on projects/researches that have huge potentials. Members support Global Journals' mission to advance technology for humanity and the profession.

FMBRC

FELLOW OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL

FELLOW OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL is the most prestigious membership of Global Journals. It is an award and membership granted to individuals that the Open Association of Research Society judges to have made a 'substantial contribution to the improvement of computer science, technology, and electronics engineering.

The primary objective is to recognize the leaders in research and scientific fields of the current era with a global perspective and to create a channel between them and other researchers for better exposure and knowledge sharing. Members are most eminent scientists, engineers, and technologists from all across the world. Fellows are elected for life through a peer review process on the basis of excellence in the respective domain. There is no limit on the number of new nominations made in any year. Each year, the Open Association of Research Society elect up to 12 new Fellow Members.

Benefit

To the Institution

Get letter of appreciation

Global Journals sends a letter of appreciation of author to the Dean or CEO of the University or Company of which author is a part, signed by editor in chief or chief author.

Exclusive Network

Get access to a closed network

A FMBRC member gets access to a closed network of Tier 1 researchers and scientists with direct communication channel through our website. Fellows can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation

Certificate

Certificate, LoR and Laser-Momento

Fellows receive a printed copy of a certificate signed by our Chief Author that may be used for academic purposes and a personal recommendation letter to the dean of member's university.

Career | Credibility | Exclusive | Reputation

Designation

Get honored title of membership

Fellows can use the honored title of membership. The “FMBRC” is an honored title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FMBRC or William Walldroff, M.S., FMBRC.

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

All the Fellow members of FMBRC get a badge of "Leading Member of Global Journals" on the Research Community that distinguishes them from others. Additionally, the profile is also partially maintained by our team for better visibility and citation. All fellows get a dedicated page on the website with their biography.

Career | Credibility | Reputation

Future Work

Get discounts on the future publications

Fellows receive discounts on future publications with Global Journals up to 60%. Through our recommendation programs, members also receive discounts on publications made with OARS affiliated organizations.

Career Financial

GJ Account

Unlimited forward of Emails

Fellows get secure and fast GJ work emails with unlimited forward of emails that they may use them as their primary email. For example, john [AT] globaljournals [DOT] org.

Career Credibility Reputation

Premium Tools

Access to all the premium tools

To take future researches to the zenith, fellows receive access to all the premium tools that Global Journals have to offer along with the partnership with some of the best marketing leading tools out there.

Financial

Conferences & Events

Organize seminar/conference

Fellows are authorized to organize symposium/seminar/conference on behalf of Global Journal Incorporation (USA). They can also participate in the same organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent. Additionally, they get free research conferences (and others) alerts.

Career Credibility Financial

Early Invitations

Early invitations to all the symposiums, seminars, conferences

All fellows receive the early invitations to all the symposiums, seminars, conferences and webinars hosted by Global Journals in their subject.

Exclusive

Publishing Articles & Books

Earn 60% of sales proceeds

Fellows can publish articles (limited) without any fees. Also, they can earn up to 70% of sales proceeds from the sale of reference/review books/literature/publishing of research paper. The FMBRC member can decide its price and we can help in making the right decision.

Exclusive Financial

Reviewers

Get a remuneration of 15% of author fees

Fellow members are eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get a remuneration of 15% of author fees, taken from the author of a respective paper.

Financial

Access to Editorial Board

Become a member of the Editorial Board

Fellows may join as a member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. Additionally, Fellows get a chance to nominate other members for Editorial Board.

Career Credibility Exclusive Reputation

And Much More

Get access to scientific museums and observatories across the globe

All members get access to 5 selected scientific museums and observatories across the globe. All researches published with Global Journals will be kept under deep archival facilities across regions for future protections and disaster recovery. They get 10 GB free secure cloud access for storing research files.

AMBRC

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL is the membership of Global Journals awarded to individuals that the Open Association of Research Society judges to have made a 'substantial contribution to the improvement of computer science, technology, and electronics engineering.

> The primary objective is to recognize the leaders in research and scientific fields of the current era with a global perspective and to create a channel between them and other researchers for better exposure and knowledge sharing. Members are most eminent scientists, engineers, and technologists from all across the world. Associate membership can later be promoted to Fellow Membership. Associates are elected for life through a peer review process on the basis of excellence in the respective domain. There is no limit on the number of new nominations made in any year. Each year, the Open Association of Research Society elect up to 12 new Associate Members.

Benefit

To the institution

Get letter of appreciation

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Exclusive Network

Get access to a closed network

A AMBRC member gets access to a closed network of Tier 2 researchers and scientists with direct communication channel through our website. Associates can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation

Certificate

Certificate, LoR and Laser-Momento

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Career | Credibility | Exclusive | Reputation

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Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

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Career | Credibility | Reputation

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Organize seminar/conference

Associates are authorized to organize symposium/seminar/conference on behalf of Global Journal Incorporation (USA). They can also participate in the same organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent. Additionally, they get free research conferences (and others) alerts.

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Associates can publish articles (limited) without any fees. Also, they can earn up to 30-40% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.

Exclusive Financial

Reviewers

Get a remuneration of 15% of author fees

Fellow members are eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get a remuneration of 15% of author fees, taken from the author of a respective paper.

Financial

And Much More

Get access to scientific museums and observatories across the globe

All members get access to 2 selected scientific museums and observatories across the globe. All researches published with Global Journals will be kept under deep archival facilities across regions for future protections and disaster recovery. They get 5 GB free secure cloud access for storing research files.

Associate	Fellow	Research Group	Basic
$4800 **lifetime designation**	$6800 **lifetime designation**	$12500.00 **organizational**	APC **per article**
Certificate, LoR and Momento 2 discounted publishing/year **Gradation** of Research 10 research contacts/day 1 **GB** Cloud Storage **GJ** Community Access	**Certificate,** LoR and Momento **Unlimited** discounted publishing/year **Gradation** of Research **Unlimited** research contacts/day 5 **GB** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**Certificates,** LoRs and Momentos **Unlimited** free publishing/year **Gradation** of Research **Unlimited** research contacts/day **Unlimited** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**GJ** Community Access

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

Copyright

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

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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

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