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HOW TO IMPROVE EMPLOYEE RETENTION AT A SERVICE APARTMENT COMPANY

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Abstract

The present study aims to analyze key human resource management problems, particularly the issues of high turnover rate at a Vietnamese service apartment company in Ho Chi Minh City, Vietnam. Not only primary data but also secondary data on human resource management problems at the company were gathered and analyzed. Based on the analysis of the current human resource issues, solutions to the problems were made to reduce the service apartment company's turnover rate as well as to improve their organizational performance.

Keywords: *Strategic Human Resource Management, Employee Turnover, Employee Benefits and Reward, Employee Retention, Case Study, Vietnam.*

Introduction

About the Company

XXX (the official name of XXX is kept confidential) is a luxury service apartment and restaurant in Ho Chi Minh City (HCMC), Vietnam. The company provides many beneficial services for customers who come to HCMC for travelling or their business. The company is currently developing in two major areas: accommodation, and food and beverage. It was established in 2016, currently employing 146 employees.

Strategic Aims

According to Chandler (1990), the organizational strategy is the long term goals of an enterprise, and the way those goals will be attained. Stonehouse and Snowdon (2007) presented that organizational strategy is the core values, "competitive advantage", and actions make the firm different between its competitors. XXX Service Apartment has a strong organizational strategy. The company's strategy is established through their vision, mission and core values.

Vision: "Becoming one of the best service residences in Viet Nam."

Mission: "Serving beyond customers' expectation through building such a strong brand which has true value."

Core Values:

- Customer Driven: Predict customer needs and always serve the best.
- Quest for excellence: Best experiences, Passion, Consistency, Surprise customers.
- Enterprising: Flexible, quick action, adapt to change.

People Strategy

The human resource management (HRM) strategy has a strong connection to the organizational strategy

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(Huang, 2001). According to (Cascio, 2015), strategic HRM is " an approach that defines how the organization's goals will be achieved through people strategies integrated HR policies and practices."

In the resources based view, many scholars stated that strategic HRM is one of a critical resource to achieve the organizational strategy (Wright, Dunford and Snell, 2001; Colbert, 2004; Mahoney and Pandian, 1992). Therefore, it could be evaluated that strategic HRM can offer strategic decisions related to people which has an impact on organizational success.

According to General Manager of the XXX company, staff and team spirit are at the heart of the success of the organization, both in terms of customer satisfaction and employee growth. The people strategy is shown in the mission of the HR Department as follows.

- Growth: share the same goal, support other, enhance effective communication in the organization.
- Respect and trust: responsibility, honesty, thoughtful.
- Workforce: aim to increase employee satisfaction, employee engagement, and talent acquisition.

Benefits and Reward

Currently, the company offers a fixed range of salary for three level (normal employees, middle level managers and top managers). Normal staffs such as waiter/ waitress, bellman, chef, receptionist, etc. have the salary around 7 million VND. The salary range of middle manager is from 10-20 million VND. Top managers have the salary range above 20 million VND. Besides, the company offers 12 days off per year, and 5 days of paid sick leave. Moreover, there is an internal English course for employees. In addition, high level employees have been offered bonus for birthday, wedding, childbirth, holidays and year-end.

Objectives of the Study

The purpose of the study is to evaluate the current HRM problems at the XXX company, especially the study attempts to answer the following research questions

(1) What are the current HRM problems at the XXX company?

(2) What are the turnover rates of the company from 2017 to 2019?

(3) What are the reasons for the high turnover rate?

(4) What are the solutions to retain employees at XXX company?

Literature Review

It is reported that the most extremely cause of the high turnover rate at XXX company is the low wage or lack of benefits and rewards. The current approach in term of benefits and reward of XXX company is considered as an unfair pay system. There is a high gap in benefits and reward between high-level employees and normal staffs. This creates a low level of employee's satisfaction and high employee turnover rate. The academic study indicated that high employee turnover has various negative impacts on organizational performance (Hancock *et al.*, 2013; Simons and Hinkin, 2001; Ampomah and Cudjor, 2015, and Mottaz, 1985). Hence, the HRM department at XXX company should pay close attention to this critical issue. The researchers have designed a "benefits and reward" framework, which aim to help the organization solve this problem.

After evaluating the strategic aim of the organization and current HRM strategy, the limitation in HRM strategy was found. The current HRM strategy in term of compensation and reward is not fully effective in

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delivering the organisation's strategy. Therefore, the researchers' purpose is to help the company solve this issue by designing a suitable benefit and reward package for normal staffs.

Mottaz (1985) and Khan *et al.* (2013) stated that an effective rewards strategy should combine between "extrinsic" and "intrinsic" rewards to attract, motivate and retain employees. Extrinsic reward is factors like compensation, salary, bonuses (Mottaz, 1985). While intrinsic reward belongs to factors such as a sense of acknowledgement, well-being and career development, etc. In another view, Bussin and Van Rooy (2014) suggested that the reward strategy should mix both financial and non-financial reward. Recently, Charles Cotton (2019) states " The concept of total reward covers all aspects of work that are valued by employees, including elements such as development opportunities and/or flexible working opportunities, in addition to the wider pay and benefits package". Hence, in this framework, all these above strategies and aspects are covered in three main themes: "compensation, benefits and performance management."

Firstly, in term of compensation, it is shown that incentives and bonuses are effective factors which improve employees' performance and motivation (Hansen, Smith and Hansen, 2002). For example, using cash bonuses could drive an employee's effort to get higher sales levels. Therefore, apart from the fixed salary, variable pays should be added to the compensation package for encouraging the normal staffs' working motivation. As a result, in the proposed framework, the new compensation package comprises 3 extrinsic rewards (financial factors): salary, bonuses and incentives. Improving compensation is an effective strategy to retain employees, and decrease currently turnover rate at the XXX company. Secondly, the framework proposes a diverse of non-cash benefits for employees such as health insurance, days off, flexible working hours, team building, parties, etc. These employee benefits aim to "attract and retain people, contribute towards improving well-being and encourage required behaviors, achievements, values and skills." (CIPD, 2019a). The third component in the total reward system related to career development. Opportunity for growth in the career is an important factor influencing people to join and stay a firm (Bigliardi, Petroni and Dormio, 2005). Besides, according to Maslow's theory about human needs, self-actualization is the biggest factor of motivation (Maslow, 1989). This factor related to the opportunity to achieve one's full potential. HRM professionals could create "self-actualization" motivation for staffs by offering training, mentoring programs and promotion opportunities. This reward is not only beneficial for employees themselves but also the organization because employees who were equipped good qualifications could serve the company with their highest performance.

To sum up, in traditional practice, XXX company just provides compensation in primarily base-pay (salary) for their normal staffs. In this framework, the researchers propose variable pays along with the fix-base. Besides, some benefits and career development opportunities are added. This total reward proposal aims to solve the high employee turnover rate due to the lack of benefits and reward for normal staffs at XXX company.

Analysis of Human Resource Problems at XXX Company

The Current Approach of the Company

At XXX company, "best compensation and reward for best employees" is applied. Therefore, most special benefits and reward focus on talents and high management levels. According to universalist approaches in HRM strategy, "best practice" is a list of common HRM strategy could apply for any organizational

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performance (Schwartz and Bilsky, 1990; Hughes, 2002). In Pfeffer's model, he listed out 13 common practices for organizational success (Pfeffer, 2010). The list of practices related to compensation and reward are "high compensation contingent on performance" and "attract and retain high-caliber staff, relatively high levels of pay are desirable." Based on this view of universalist approaches in HRM strategy, it could state that the current practice of XXX company is the "best practice" (Schwartz and Bilsky, 1990).

To conduct the HRM strategy, human resource (HR) manager and officers work with line-managers to assess employees' performance. Besides, accounting officers and compensation and benefits specialist are involved in the rewards process.

In term of evaluating strategies, XXX company plans to become one of the best-service residences in Viet Nam. To achieve that mission, they put employees and team spirit are at the heart of the success of the organization, both in terms of customer satisfaction and employee growth. This is a good organizational strategy.

However, there is a limitation in the HR strategy of XXX company, in term of the rewarding practice. Stavrou, et. al. (2010) stated that "the best approach to managing people will vary according to organizational circumstances, most particularly, corporate strategy." It was found that currently, the benefit and reward strategy is just focused on talents and high management levels. In theory, this is the "best practice" approach. Nevertheless, this method is not fit with the organizational strategy, which aims to put the satisfaction of the customer and all employees at first. The audit of the organisation had indicated that wages of normal employees such as waiter/ waitress, bellman, chef, receptionist, etc tended to be lower than the market place average from 20-30%. Besides, there were no additional benefits available for these normal staffs. This factor led to low employees satisfaction (Yaseen, 2013; Lai, 2011).

Data Analysis and Interpretation

Sreejesh *et. al.* (2014) mentioned that "To gain right interpretation, researchers should access based on trustworthiness and authenticity". Besides, Marshall (2018) state "interpretive researchers evaluate the reality from practical experiences of people in specific groups". Therefore, in-depth interviews with the company HR manager and HR officers were conducted. Furthermore, secondary data such as internal reports on the turnover rate and salary of employees of the XXX company also was used to conduct this research. The data has supported the consulting group in the research process.

The company's internal report shows that the turnover rate at XXX company has increased dramatically in the last 3 years. In 2017, the turnover rate is nearly 10%. Then, it reached a peak of approximately 36% in 2018. According to the Bureau of Labor Statistics (2018), the average employee turnover rate in Vietnam is 20 per cent. In comparison, the turnover rate of the XXX company is nearly double the average number of the whole country. This is a worth alarming number. In 2019, the rate of employee turnover still remains high, around 33 per cent.

The data provided by the company also indicates that normal staffs such as waiter/waitress, bellman, chef, receptionist, etc. who have a salary below VND 7 million (below $300) hold the highest tendency of leavers, at 68.48%. In comparison with normal staffs, the middle and high-level employees have a lower turnover rate. Meanwhile, the lowest rate of turnover at the organization belongs to top-level positions such as

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managers and directors, just 1.09%.

In addition, the company's report points out that unexpected accidents, heavy workload, low wages and no significant rewards, settled abroad and more attractive opportunities from other companies are the top five reasons of employee turnover at the XXX company. Of all the above factors, the low wages and no significant benefits and rewards are the most significant factor, which takes 45% of the reason for leaving the job. The related previous studies revealed that high employee turnover has various negative impacts on organizational performance (Hancock *et al.*, 2013; Simons and Hinkin, 2001; Ampomah and Cudjor, 2015). Therefore, the HR department at XXX company should give greater emphasis to this critical issue.

Recommendations to Retain Employees at XXX Company

In term of "outcomes-driven", the ultimate target of HR practitioners is to create a positive impact on the people, the organization, and society (CIPD, 2019b). First of all, an inclusive organization which treat people fairly and respect employee wellbeing by improving the reward strategy at the XXX company need to be created. Secondly, it is necessary to increase the success of the XXX organization via strengthening skills of the workforce and proposing career development opportunities as a part of the reward strategy.

Total reward strategy has a significant potential to solve the issue of high employee turnover rate at the XXX company. Besides, adding a variety of non-financial benefits such as health insurance, days off, flexible working hours, team building, parties, well-being programs and career development reward could enhance employer branding, attract more employees. Therefore, through offering a suitable and attractive total reward package, the XXX company could have a high chance to attract quality staff, while motivating and retaining their current workforce.

In the hospitality industry, having a high quality, dedicated and skillful workforce means having a good quality service. Besides, the longer the XXX company could retain its employees, the more skills and experience they develop. Hence, the current study aims to propose recommendations to reduce the company turnover rate as well as retain good employees for XXX company. This HR strategy supports the organizational strategy to become one of "the best service residences in Viet Nam".

In term of limitation, this proposal of rewards strategy would increase the company expenses due to the increase in the preceding suggested additional benefits. However, this change will worth in the long-term since the improvement in the company's service quality will result in the enhancement to the company reputation and revenue.

Further Suggestions

With the current capacity, the company is able to apply this total rewards strategy. Besides, most of suggestions are non-financial reward such as creating flexible working hours, wellbeing programs, setting clear promotion and career path, etc. which could take a short time to be conducted. However, in the future, if the company had more resources, they could expand their total rewards with more attractive rewards including stock rewards, saving plans for retirement, employee discounts, etc. (Bussin and Van Rooy, 2014). Furthermore, the company could equip total rewards software such as HRIS, HR soft which allows employees to track and choose their preferred rewards (Kovach *et al.*, 2002; Marler and Parry, 2016).

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WOMEN IN SELLING PROFESSION IN BANGLADESH: CHALLENGES AND A WAY FORWARD

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Abstract
Women have been performing active roles in families since ages. In addition to the routine household tasks at present they are also acknowledged for their contribution in the workplaces too. They are now performing even more challenging jobs like defense, air force, sales etc. And in Bangladesh women are also performing versatile task too. The current study purposes to illustrate the present scenario of women in sales in Bangladesh, identified the challenges they face and recommend some curative procedures to overcome these challenges. A sample of 100 women who are in sales profession has been selected to conduct the study; the study was carried on in Dhaka and Barisal city in Bangladesh. The study found that the women who are in sales professions are facing diverse challenges like-family restrictions, different social and security challenges, gender discriminations in case of salary, promotions and workloads, health injuries and balancing family and professional life. The findings revels that the scenario will not be changed rapidly however, if the recommendations are followed properly then there are vast opportunities that will make them able to face and to lessen up such challenges.
Keywords: *Sales, Women in sales, Challenges, Solution, Bangladesh*

1. Introduction

Sales are simply considered as the “art” of business. Sales are also called the “heart” of business. Sales are the performance of delivering a product or service in yield for payment or any other remuneration. It is an act of achievement of a commercial doings. Sales are activities related to selling or the number of goods or services sold in a given time period. (Wikipedia) . Selling is an empirical application and part of marketing. It usually conducts a distinctive alliance in a business organization, hiring distinct professional workers known as salesperson. And a sales person is an individual who sells goods and services to other entities. The successfulness of a salesperson is usually measured by the amount of sales he or she is able to make during a given period and how good that person is in persuading individuals to make a purchase. (BusinessDictionary).

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Women in sales are taking the world by storm. (Walton,D. 2017). In the development of human civilization both women and men have played correspondingly significant role. Any improvement can't be possible without the contribution of both. Actually women involvement in work force is also a vital indicator of a countries overall advancement. Now –a-days women are actively participate in outdoor workforce. And also in Bangladesh the women involvement in workforce has positively increased. They are now performing even more inspiring sector like sales. This is certainly a noble indication for community and also for women themselves. But unfortunately plus illogically, women personnel generally are not considering very seriously by their supervisors, coworkers, or society at large. Typically, maximum public don't have any positive attitudes towards women who work in sales. Furthermost the sales women face many problems and they don't get any support from family, society and also from their working area. Even if a huge portion of the women still faces disparity and sex partiality. There are uncountable challenges and complications faced by women both at house and workstation. Although Bangladeshi women have continue to work outdoor of their family environment but even then they have to go a long way in socially, culturally, and economically to get in favorable attitudinal alterations in the mind-set of people.

2. Literature Review

A literature review referring to different journals and studies conducted by different researchers has been added to this study to show relevance of the work.

Hisaka, A. (2014) described the trends of employment in sales over last decade from 2004 to 2014 in her blog titled 'Trends of Women in Sales Infographic' and said sales industry has traditionally been male-dominated and competitive jobs function. To support her statement, she presented a statistics from 'LinkedIn Workforce Diversity Data Report' and pictured the women representation in LinkedIn. The report was a study finding which was conducted on 5,400 LinkedIn employees working in offices from Mountain View to Sao-Paulo to Bangalore. The study showed that women represent 41% of the active workforce on the LinkedIn Network. Moreover, the percentage of women in the workforce has increased 37% to 41% in the last ten years while the percentage of women in sales has increased from 36% to 39%. LinkedIn also stated that they wanted to better understand how the percentage of women in sales has changed in the past decade, and if the trend is consistent. They also want to use this information to bring awareness to the subject and put something in place to help transform the industry and narrow that gap.

An article published in "The Sydney Morning Herald" in 2014 by Jones, K titled 'Are women or men better at sales?' here the writer stated a study findings that was conducted by US psychological testing firm Arch Profile. The study revealed deeper insights into gender differences in salespeople and they conclude that women tend to possess a higher level of integrity, are more helpful, attentive to detail, and organized on the other hand men are more comfortable public speakers, more success oriented and more competitive.

Hunter, M. (2014), in his study titled 'Who Makes the Better Salesperson? A Man or a Woman?' evaluates among man and women who makes the better salesperson and explain "If there is one thing I've found interesting is how many times the best solution is to have the salesperson be the opposite of the customer. When a male salesperson deals with a female customer or a female salesperson deals with a male customer, the outcome tends to be successful. And If i could only hire one salesperson, I would hire the

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female because Thus in a business world that is still comprised of more males than females I will go with the opposite, thus hiring the female"

Walton, D (2014) in her article "Women in Sales: Common Challenges and Common Sense Solutions" published in 'Huffington Post' tries to identify women challenges in sales profession and describe some possible solutions that is Removing unconscious bias, Leveraging external networks and Building client relationships by breaking the stereotype and Boosting Confidence.

By considering the latest data published in U.S. Bureau of Labor Statistics (BLS), Burdett, E (2015) in his study titled 'The State of Women in Sales' identified the state of women in sales and describe that the increasing number of women in sales matters from a business and financial perspective. So the steps companies can take to attract and retain women in sales then help them succeed.

Johnstone, K. (2017), in his writing titled 'Remember the Ladies: 5 Reasons Your Sales Team Needs (More) Women' emphasizes five reasons for hiring more female in sales. The reasons are- Female representatives are outperforming men; Women have proven themselves as leaders ;Female sales leaders today are driving success; More women are becoming B2B buyers; &Women's presence improves company culture and productivity, for which sales team needs more women.

Orlob, C. (2017), in his blog titled 'Who's Better at Selling: Men or Women?' by using the data from 'Gong.io: Conversation Intelligence Technology for Sales Teams' and concluded that "Our data science team at Gong sat down 30,469 B2B sales calls to analyze how men and women sell differently and conclude that women also close deals at a higher and faster rate than men. In our data set, men had a 49% likelihood of moving opportunities to the next stage; while women boasted 54%.And women's win rates were 11% higher than men's (on average)."

Leroux, J. (2018) in his article titled 'Why more women should take on sales roles' using the Statistics Canada by "Statistics show that women perform great in sales. Many believe women are great listeners, relationship builders and even better hunters, not letting their ego get in the way. Regardless of gender, sales offer a career path with a level playing field where anyone can demonstrate their strengths and provide value to an organization; it's not limited by anything beyond the expectations you put on yourself."

Phelps,T (2018) in his writing titled 'Ms. Sales Professional: Do Women Have a Sales Advantage Over Men?' tries to identify "Are women better at sales? Is there any substantial evidence that points to this conclusion?" And give the opinion that "As with success in any industry, it comes down to the individual. If it is true that women are more attentive, better listeners, more inclined to prospect, and have more opportunities for advancement that do men, then women should have an advantage over men in the sales industry."

According to Professor Joel Le Bon of the University of Houston's Bauer College of Business Sales Excellence Institute performed an analysis of his 989 students' sales performance across 7 years. The results showed that there were 62.5% more female top performers than male top performers. Moreover, the female top performers outperformed the male top performers by 73.9%. A study from the University of Illinois at Chicago shows that companies with higher gender diversity, in general, are 15% more likely to have higher profit. Additionally, companies with higher numbers of female board directors have a 42% higher return on sales compared to companies with lower numbers of female board directors.

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Voriay, R. (2018) Forbes council of Forbes Community Voice tries to identify "Why We Need More Women In Sales?" And give the opinion that "Getting more women into STEM (Science, Technology, Engineering and Mathematics) has become a hot topic over the years, as these fields have historically had a low representation of females. But equally important is getting more women into sales professions, yet we don't hear about this as much. First and foremost, women are good at sales. Not only will having women on your sales teams be better for your bottom line, but it will also help you better connect with your customers. So instead of focusing only on getting women into STEM, let's add an "S" and start focusing on getting them into STEMS --Science, Technology, Engineering, Mathematics and Sales".

3. Scope of the Study

The study will cover only the working women who are in sales profession specifically in consumer sales sector.

'Consumer sale is the normal transactions in which goods are sold to individuals and not to businesses. Consumer sales mean that those individuals can't use those goods for their businesses. A measure of consumer sales is the measure of success for a B2C company'. (Marketing Dictionary)

'Consumer sale is the retail transaction in which goods are sold in the normal course of a seller's business, and are bought for private consumption or use and not in normal course of the buyer's business.' (Business Dictionary).

4. Justification of the Study

The above discussions reveal that the most research conducted to identify that women or man, who is better at sales profession. But no studies have found identifying the challenges that women face in sales profession especially in Bangladesh. In Bangladesh, there is no specific work done in this field. So considering the importance of the fact research on this topic deserves special attention. This study will try to explore in Bangladesh the actual scenario and obstacles of women in sales profession and suggest some possible solutions of these challenges.

5. Objectives of the Study

The prime purpose of this study has focused on the matters related to the challenges of women who are in sales profession in Bangladesh. So the authors have decided the subsequent objectives for this study:

1) To show the present scenario of women in sales profession in Bangladesh.
2) To identify the major challenges faced by women in sales profession in Bangladesh
3) To suggest measures for overcoming the challenges.

6. Methodology

'A sales professional is someone who sells products or services to potential customers. They seek to solve prospects' challenges through the products they sell. Great sales professionals will have strong selling and communication skills' Sobczak, A (2017). The nature of the study is exploratory and the study tries to find out the challenges faced by the Bangladeshi working women who are in sales profession. The study also attempts to find out the possible remedies for them so that they can be able to use their full potentials to balance their family and professional life. The current study surveyed only women employees of sales profession in Dhaka and Barisal city in Bangladesh. By using the mixed method approach primary data was

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collected from 100 working women from different sectors in sales profession. The data collection techniques included face to face interviews, Focus Group Discussions (FGDs), questionnaire and observation. And Secondary data were collected from different books, journals, documentaries, census data, internet, etc. Data were collected through convenience sampling method. The questionnaire consisted of 16 close ended and 4 open ended questions to meet the objectives of the study. To analyze the data of the open ended questionnaires the researcher used the judgmental method. And After collecting the raw data of close ended questionnaires, the researchers convert the data and analyze the findings by using frequency distribution and simple percentage method.

7. Findings of the Study:

7.1. Demographic information of the respondents:

Here the respondents were asked about their demographic background including age, education level, income, years of job experience, marital status etc. The questionnaire was circulated amongst the women sellers of different shops, different sales professionals of National and Multinational organization in both Dhaka and Barisal city corporation, Bangladesh.

Age of the respondents:	
Age ranges	**Percentages of the respondents**
21-25	38.71
26-30	32.23
31-35	23.45
35+	5.61
Total	100
Educational qualification of the respondents:	
Level of studies	**Percentages**
SSC	12.44
HSC	20.11
Hons'/ Degree level	35.85
Masters'	31.60
Total	100
How long the respondents have been working in Sales Profession	
Ranges (In year)	**Percentages**
03-05	23.84
06-08	35.48
09-11	30.45
11+	10.23
Total	100
Monthly Income of the Respondents	
Ranges (Taka)	**Percentages**
5,000-10,000	28.78
11,000-15,000	36.65

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16,000-20,000	25.22
20,000+	09.35
Total	100
Marital Status	
Married	59%
Unmarried	41%

The table 7.1 represents the demographic information of the respondents.

The majority of the respondents 38.71% belonged to the age group of 21-25 years, 32.23% of the respondents belonged to the age group of 26-30 years, 23.45% belonged to the age group of 31-35 years, and 5.61% belonged to the age group above 35years.

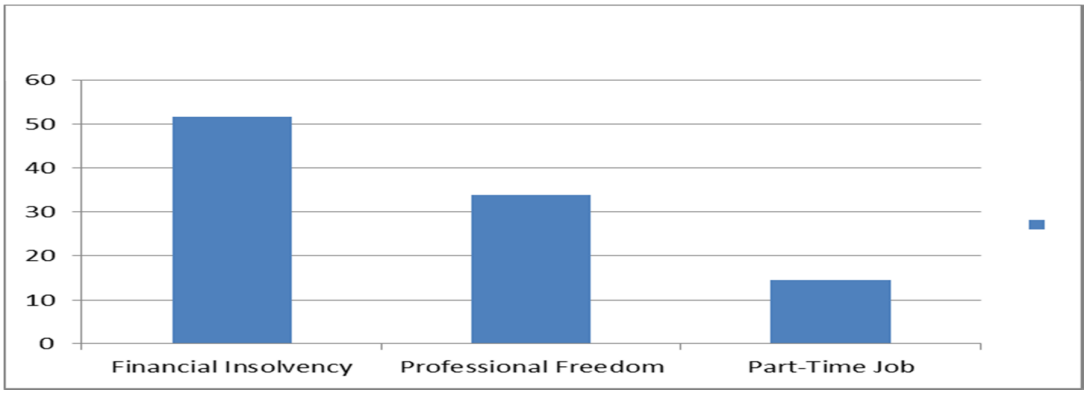
The educational qualification of the respondent shows that 12.44% of the respondent have passed SSC, 20.11% passed HSC, 35.85% passed Hons'/ Degree level and 31.60% passed Masters' level.

The work experiences of the respondents shows that 23.84% respondents work experiences is 3 to 5 years, 35.48% respondents work experiences is 06-08 years 30.45% respondents work experiences is 09-11 years and 10.23% respondents work experiences is above 11 years in sales profession.

Monthly income of the respondents are found that 28.78% respondents monthly income is 5,000- 10,000 taka, 36.65% respondents monthly income is 11,000- 15,000 taka, 25.22% respondents monthly income is 16,000- 20,000 taka and 9.35% respondents monthly income is above 20,000 taka.

Marital status of the respondent shows that 59% respondents are married and 41% respondent are unmarried.

7.2 Reasons for choosing sales profession:



Most of the women that is 51.61% chose sales profession to meet up their financial insolvency, 33.87% says that it is their professional freedom to choose this profession and 14.52% choose it as their part time job.

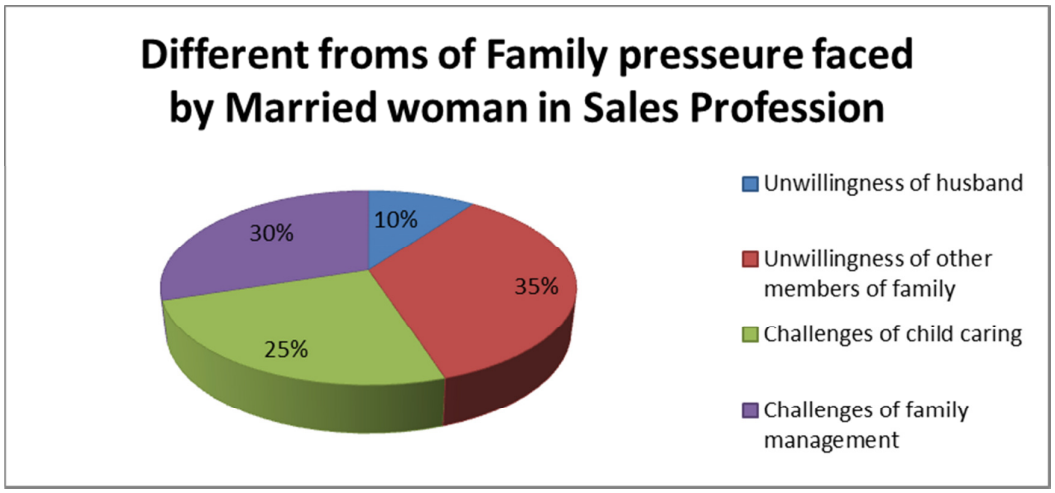
7.3. Respondents facing family pressure for doing sales job.

Responses	percentages
No	67.74
Yes	32.26

Here we try to identify those women who are doing sales job faces problems that is created by the family

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members and found that 67.74% respondents don't face any family pressure. And remaining 32.26% face family pressure.



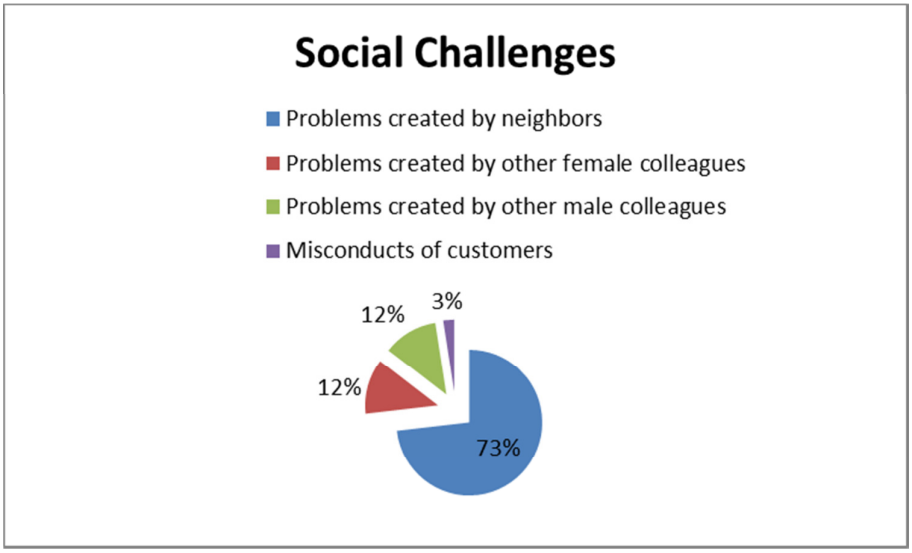
The respondents who said that they face family pressure mostly are married. here we try to find out what type of family pressure they face and the response shows that the majority that means 35% faces unwillingness of the members of the family, 25% faces the challenges of child caring, 30% faces family management challenges and 10% faces the unwillingness of husband.

7.4. Respondents having 'Social Challenges' as sales women

(Here social challenges refers the obstacles created by the society)

Responses	Percentages
Yes	54.84
No	45.16

Here we try to identify that women who are doing sales job faces social challenges or not and found that 45.16% respondents don't face any social challenges. And majority that is 54.84% face social challenges.



The respondent who said that they face social challenges here we try to find out what type of social

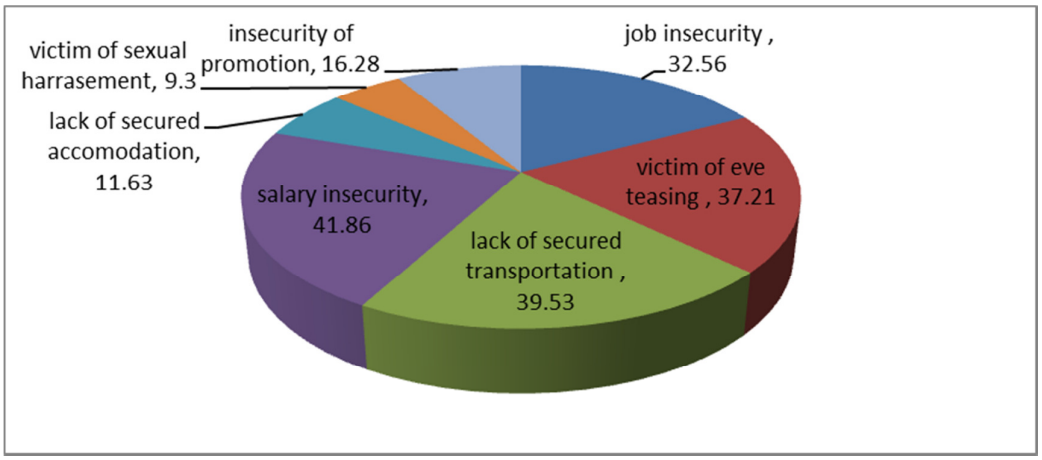
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challenges they face and the12% respondents said that problems created by other male colleagues, and again 12% thinks that problems created by other female colleagues, only 3% faces problem from customers. But the majority that is 73% respondent face problem from their neighbors. And the respondents said that neighbors create different problems like teasing , Passing bad comment if they came late at home, underestimating the job ,Saying that it is unnecessary as a women to do job.

7.5. Respondents having 'Security Related Challenges" as sales women

Responses	Percentages
Yes	69.35
No	30.65

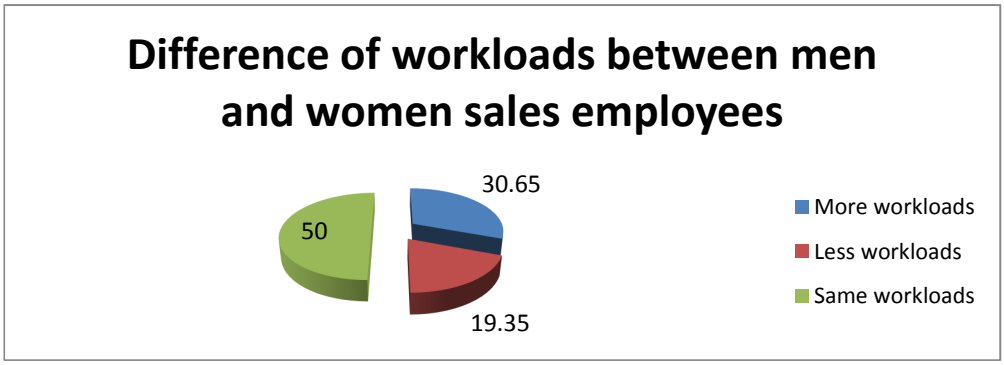
Here we try to identify that whether women seller have security related challenges as sales women or not and found that 30.65% respondents don't face any security related challenges. And majority that is 69.35% face security related challenges.



Security related challenges

According to data the women sellers face different types of security challenges. The majority respondents that are 41.86% face salary insecurity, and part with they don't get full salary. 39.53% said that there is a lacking of secured transportations, 37.21% said that they are the victim of eve teasing, 32.56% faces the insecurity of the job. They think that if they don't meet up the sales target there is a possibility to lose their job. 16.28% think they have the insecurity of promotion, 11.63% have the lack of secured accommodation, and remaining 9.30% are the victim of sexual harassments.

7.6. Difference of workloads between men and women sales employees

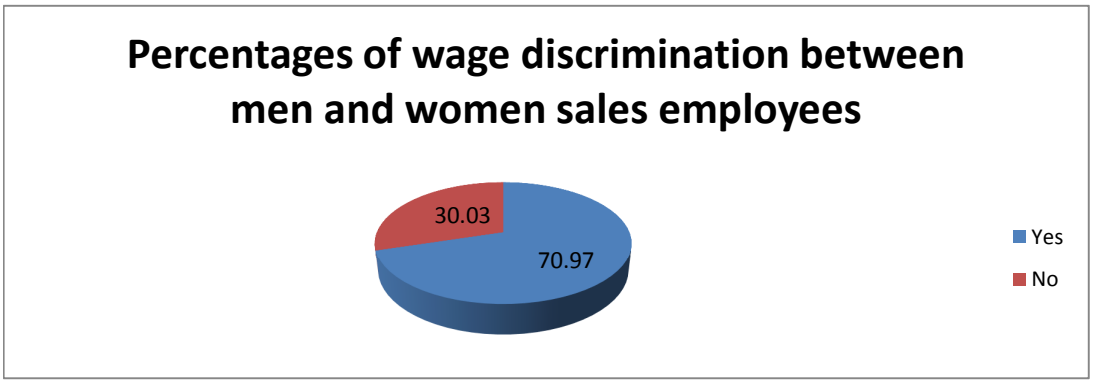


According to the above information 50% women agreed they were working as much as male colleagues,

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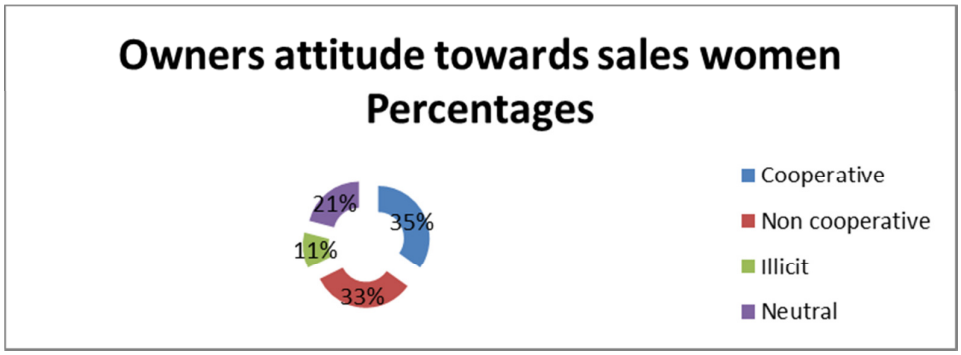
30.65% women were agreed that they have more workload than male colleagues and 19.35% women agreed they were not working as much as their male colleagues.

7.7. Facing Wage discriminations compared to men sales employees



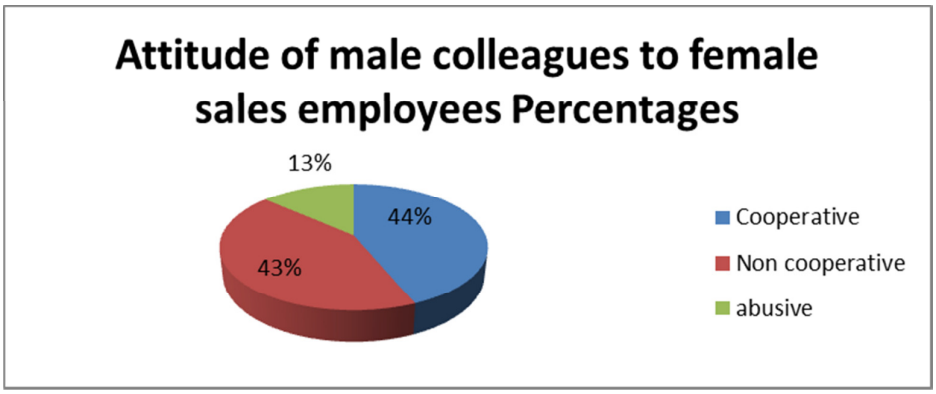
Here is alarming findings reveal that around 71% female sales employee faces wages discrimination. And near 30% said that they do not face any salary discrimination.

7.8. Owners attitude toward sales women



According to the above information 35% female agreed that their boss attitude towards them are co-operative, 33% women said that their boss is non-cooperative with them and 21% were neutral and 11%women said their boss attitude towards them were abusive.

7.9. Attitude of male colleagues to female sales employees



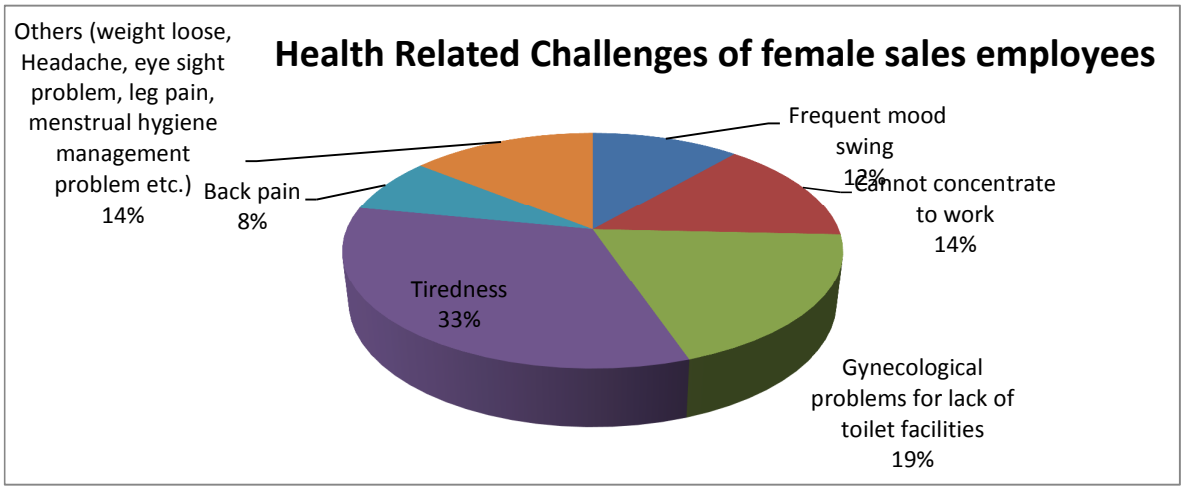
According to the above information 44% female agreed that their male colleagues attitude towards them are co-operative, 43% women said that their attitudes are non-cooperative with them and 13% women said their attitude towards them were abusive.

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7.10. Health related challenges as a sales employee

Responses	percentages
Yes	87.1
No	12.9

Here we try to identify that whether women face physical and mental pressure as sales women or not and found that 12.9% respondents don't face any physical and mental pressure. And majority that is 87.1% face different health injuries.



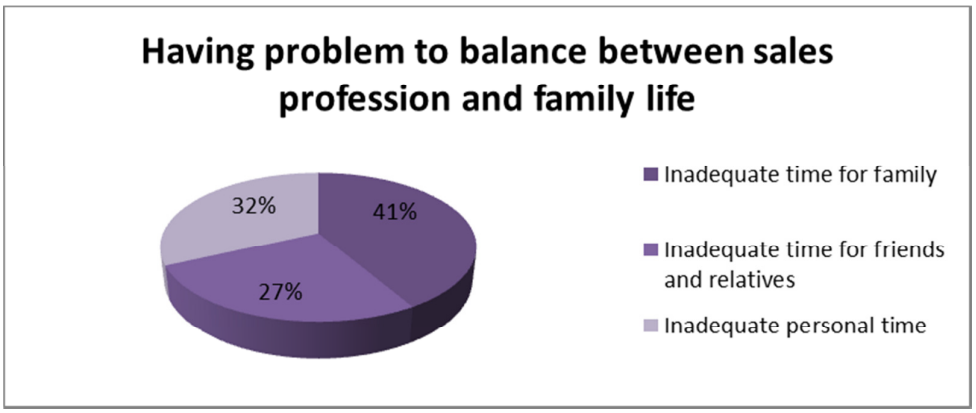
According to data the women seller faces different types of physical and mental pressure. The majority response that is 33% they suffer from tiredness, 19% said that they suffer from gynecological problems for lack of toilet facilities, 14% said that they cannot concentrate to work for long time. another 14% faces others problems such as weight loose, headache, eye sight problem, leg pain, menstrual hygiene management problem, 12% faces frequent mood swing problem and remaining 8% are suffer from back pain.

7.11. Having problem to balance between sales profession and family life

Responses	Percentages
Yes	29.03
No	70.97

Here we try to identify that whether women can balance between sales profession and family life and found that 29.03% respondents don't face any problem to balance between sales profession and family life. But majority that is 70.97% face problem to balance between sales profession and family life.

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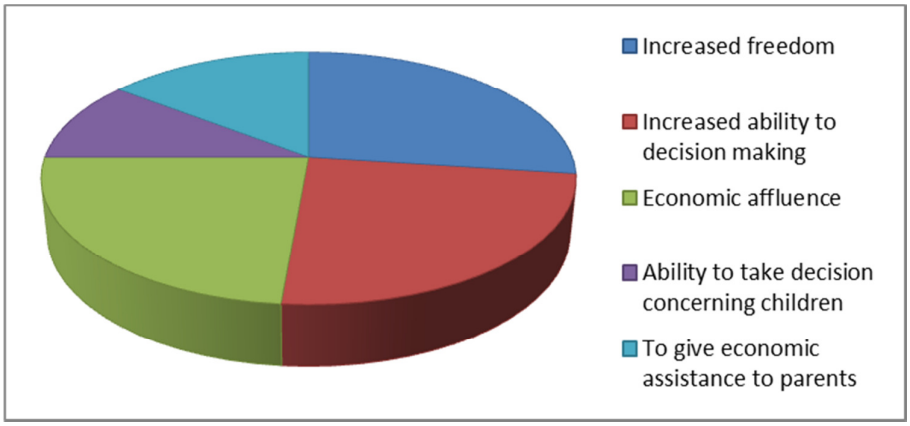


Here we try to identify the major problems to balance between their family life and professional life. 41% don't give enough time for their family, 32% don't have enough time for their family and relatives and 27% said that they don't have adequate time for personal life.

7.12. Positively Changes social status due to sales job.

Responses	Percentages
Yes	83.87
No	16.12

Here we try to identify that due to sales job their social status positively changed or not and found that 16.12% respondents social status does not changed. And majority that is 83.87% social status positively changed.



Positively Changes social status due to sales job

Due to the sales job the positive social changes of women in sales are that their freedom is increased, now their authority to take part in family decision making and also decision regarding children is increased, they are now economically affluent, and they have the ability to financially support their family and parents.

7.13. Interpretation of Qualitative Data: (face to face interviews and FGDs)

Most of the women sales executives emphasizes that sales itself a challenging task. They sometimes become the victims of corporate politics. Sometimes they face pressure to meet the sales target. Sometimes they experiences unhealthy competition among colleagues. Some states that they face discrimination in case of promotion. Some says that sometimes they have to work more than their office hours and it creates problems

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to balances between family and professional life.

On the other hand most of the women seller said that as working women they have suffer forms different problems. The authority don't allow taking personal phone calls, they have to stand up around 8 to 10 hours even if there is no customer they don't have the permission to sit. They have frightened of product missing and if the product got damaged or lost the authority cut the salary. They don't get enough vacation. If they take a day off the authority cut their salary. In their menstrual time they face different problem. They don't get proper toilet as well as hygiene facilities. They always have the tension of meeting the sales target and losing their job. They don't get proper lunch time. Even though they work equally as men but they get less salary than men.

Another interesting, but bitter facts that were revealed were the female colleagues also given mental stress, like treating in jealous behavior, pointless gossip and conflict. Several women also commented that their female colleagues spread negative rumors about one's character and upbringing and simply continue with their comments, and any objection to that is met with arguments and unreasonable behavior. They try to harass by creating confusion and misunderstanding with seniors and complain about other females. Male members also try to excerpt sexual favors. If one is a single/divorcee/separated from husband, then other male members try to get close and if they do not get a favorable response then they start spreading rumors about woman's character and family and efficiency. If working women work and get a higher post then people usually think that the woman has got the higher post because of favoritism and draw conclusions on her character rather than accepting her capability of achieving this kind of a position.

8. Recommendations

In this study we asked the responded for their recommendation to solve these problems and improving the existing conditions of sales women. Here is the possible solution that was recommended by the respondent. And the recommendation is as follows:

- 60.32% respondent specially sales girls emphasizes to ensure toilet facilities
- 53.54% respondent recommend for having specific rules and regulations related to salary structure
- 27.42% respondent said to ensure work friendly environment
- 24.19 % respondent emphasizes to ensure facilities for rest and recreation
- 24.19% respondent said to increase leave facilities
- 22.58% respondent emphasizes for changing social attitude towards sales women
- 20.97% respondent recommend for having specific working hours
- 19.35 % respondent prioritizing women security
- 14.52% respondent recommend for having specific rules and regulations for sales employees
- 11.29% respondent said to ensure facilities for pure drinking water
- 10.84% respondent suggest to ensure transportation facilities

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And besides these based on the findings of the study and the researcher's experience, the following recommendations can be put forwarded as follows:

- Positive image for this profession should be increased.
- Unhealthy competition should be reduced by proper monitoring by respective authority.
- Enough facilities and recreation should be provided.
- Proper training and motivational programs should be arranged for the women seller.
- Both Government and private sector should step forward for having specific rules and regulations related to salary structure.
- Organization should establish child care facilities for working mom.
- Finally we should increase our awareness and respect towards women.

9. Conclusion

Societal, cultural, financial, and civil freedom of women is vital for the development of every civilization. Working women are requisite for the improvement of civilization. So women liberty is imperative to the elevate Societal, cultural, financial, and civil position of women. Bangladesh probably has still a long way to go to make our workplaces free from any prejudices, abuses and harassments. Though there are some challenges which create problem for working women who are in sales sector but if they consider some dealing mechanism and reliable resolution that can assist them to change the situation. Even then we can still try at solving some of the related issues and problems with some possible solutions that have been recommended above so that women seller become stronger and are able to handle any adverse situations where they can show their full potentiality without any sort of suppression and obstacles.

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LEADERSHIP ROLE IN EDUCATIONAL INSTITUTIONS

Dr. Radhika Kapur

Abstract

The main objective of this research paper is to acquire an understanding of leadership roles in educational institutions. In educational institutions, the principles, heads and directors are the ones, who are in leadership positions. It is the job of the leaders to guide and direct the individuals in an appropriate manner towards the implementation of their tasks and functions, provide solutions to various types of problems and challenges, make effective decisions and create amiable environmental conditions, which would facilitate the achievement of academic goals and objectives. Furthermore, it is vital for the leaders to possess a supportive attitude and make provision of equal rights and opportunities to all the members of the educational institutions. Within the classroom settings, instructors are required to assume leadership roles and effectively guide and instruct the students. It is important on the part of the leaders to generate awareness in terms of various aspects, up-grade their competencies and abilities and bring about improvements within the course of time. The leaders are vested with the authority of bringing about changes and they need to ensure, they prove to be advantageous to the members. The main concepts that have been taken into account in this research paper include, significance of leadership roles in educational institutions, leadership roles, dimensions of successful leadership, leadership activities, and traditional leadership theories.

Keywords: *Educational Institutions, Leaders, Leadership Activities, Leadership Roles, Leadership Theories*

In educational institutions, leadership role is regarded as indispensable. The job of the leaders is primarily meant to guide and lead the individuals in the right direction. In this way, they will be able to carry out their job duties satisfactorily as well as, overcome problems and challenges that may arise within the course of implementation of their job duties. The heads, directors and principals are the ones, who are vested with the authority to play leadership roles. The educators are also required to be effective leaders in guiding students towards the right direction and helping them to achieve academic goals. The students need to ensure that apart from making provision of academic concepts to the students, they also make provision of opportunities to them to hone their leadership skills. Development of leadership skills among students is also regarded as one of the important goals of the educational process. Educational institutions have an important role to play as leaders in their community, supporting learning beyond the boundaries (Educational Leadership, 2017).

Leaderships are related to combining and blending of six areas, which are depicted in the actions of the leaders. The leaders need to balance them appropriately, as developments take place within educational institutions. The main areas that are taken into account in leadership are, establishing goals and expectations, strategic resourcing, planning, co-ordinating and evaluating teaching and curriculum, promoting and participating in teaching- learning processes and development and ensuring the formation of an orderly and

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disciplined environment. The leaders need to focus upon the development of professional relationships, their work and their learning on the core business of teaching and learning and the greater the influence on student outcomes. Leadership is regarded as the prime factor in making improvements in school effectiveness. Leadership facilitates the achievement of desired goals and objectives and making improvements in the system of education (Educational Leadership, 2017).

Significance of Leadership Roles in Educational Institutions

Transformational leadership is an effective leadership for school administrators. It renders a significant contribution in transforming the individuals into future leaders by making provision of control to them over their behaviours and personality traits. In order to assume leadership roles, it is essential for the individuals to generate awareness and augment their competencies, so they can perform their job duties in a well-organized manner. Within the educational institutions, it is vital for leaders to form a culture that would lead to emergence of leadership skills not only among the heads and educators, but also among students. It is essential for educators to make provision of knowledge and information that would enable them to implement leadership skills in an operative manner. Culture building is focused upon in educative leadership (Tng, 2009).

Within educational institutions, the individuals, who are engaged in teaching positions are required to hone their educational skills and abilities. They need to be well-equipped with the subjects and concepts, which they need to impart to the students. In addition to generating awareness in terms of subjects and academic concepts, they are required to put into operation certain factors. These are, aligning tasks with objectives and strategies; building commitment, optimism, trust and co-operation; developing and empowering subordinates; encouraging and facilitating collective learning; interpreting the occurrence of complexities; making provision of appropriate solutions; organizing and co-ordinating activities and functions; promoting social justice and morality; securing the necessary resources and support and strengthening collective identity. The leaders need to make provision of guidance and information to their subordinates to make efficient use of resources. The leaders need to ensure that within the classroom, teaching-learning materials, infrastructure and technologies are maintained well (Tng, 2009).

In educational institutions, when the educators are paying attention towards honing their leadership competencies, there are six main elements, which they need to pay attention to. These are, preparing students for the better future, achieving authenticity in teaching, learning and in practicing assessments, facilitating communities of learning, coping with impediments within the course of leading to effective development of the system of education, translating ideas into sustainable actions and nurturing success of culture (Tng, 2009). In higher educational institutions, professors are vested with the authority and responsibility of even making provision of opportunities to students to hone their teaching and leadership skills. Usually, the students, pursuing masters or doctoral programs are provided with the opportunities to even give lectures in the absence of professors. Hence, in this manner, the students are able to develop their skills in terms of teaching, leadership, monitoring and supervision.

Leadership Roles

The leaders particularly in higher educational institutions, where the students are adults need to recognize their roles. It is comprehensively acknowledged that adults are more responsible and recognise

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their job duties well. They assign priorities and ensure they carry out all tasks and activities and devote sufficient amount of time towards them. In the implementation of leadership roles, there are certain aspects, which need to be taken into consideration. These are, in adult education, the leaders put in sufficient amount of time and work diligently and resourcefully. Within the course of pursuance of academic programs, it is vital for students to conduct research on a regular basis and update knowledge and information. The activities and functions of the leaders are dominated by the issues and events of the system of which they are a part. Leaders need to ensure that within the course of performance of job duties, they do not experience any barriers. Hence, it is vital for them to put into operation, the measures and approaches to overcome barriers.

Leaders possess strong viewpoints and perspectives regarding the attainment of the purpose of the system. They possess strong feelings in terms of achievement of desired goals and objectives (Sergiovanni, 1982). In order to carry out one's job duties satisfactorily, it is essential to generate information in terms of various aspects that would render an important contribution in upgrading the structure of educational institutions and the overall system of education. When the leaders are carrying out their roles, they need to ensure they not only make use of their educational qualifications, skills and abilities to promote well-being of the educational institutions and facilitate the achievement of academic goals and objectives, but also their efforts and undertakings need to bring about community welfare. In order to acquire efficient understanding of how leaders are rendering an important contribution towards leading to progression of the community and nation, it is essential to understand leadership roles. The leadership roles are classified into three main categories. These are, interpersonal, informational and decisional (Chapter -1. Leadership Concept and Theories, n.d.).

Interpersonal Roles

In interpersonal roles, the leaders need to take into consideration, three kinds of roles, these are, figurehead, leader and liaison. In all these roles, they are required to deal with other individuals. The heads and educators first need to serve as figureheads. In their roles as figureheads, they are required to act as true mentors, which may participate effectively in leading and guiding the students in the right direction. They not only help their students or subordinates to achieve goals and objectives, but also guide them in inculcating the traits of diligence, resourcefulness and conscientiousness and emerging into effective citizens of the country. The interpersonal roles of the leaders are focused on providing knowledge and information to the individuals in an appropriate manner and ensuring they develop interest and motivation towards the implementation of their job duties.

In the interpersonal role of liaison, the leaders ensure they facilitate co-operation and association between individuals. For instance, when individuals get engaged in a conflicting situation or a disagreement and approach their leaders, it is the job of the leaders to settle the dispute peacefully and enable the individuals to form good terms and relationships with each other. It is of utmost significance for students to form good terms and relationships and work in collaboration and integration with each other to produce the desired academic performance. In the role of a liaison, the leader acts as a link or a co-ordinator between people, groups and organizations.

Informational Roles

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In informational roles, the leaders carry out three kinds of roles. These are, roles of monitor, disseminator and spokesperson. In the implementation of these roles, they are required to get involved in the processing of information. When the individuals are carrying out these roles, they are placed at the strategic point to gather and disseminate information. As a monitor, the leader is seeking information that may be valuable and worthwhile to the organization. He questions the other individuals, primarily the ones, whom he is monitoring. The primary job duties of the monitor is to ensure that discipline is maintained and individuals are performing their job duties in an appropriate manner.

As the disseminator of information, the relevant information is transferred to others within the working environment. As the term implies, disseminating of information means distributing information. When the leaders are aware of important information, it is their job to ensure that it is adequately transmitted to others. Making provision of timely information to others is regarded as an important aspect in leading to proper functioning of the educational institutions. The third informational role of the spokesperson focuses upon communication. As a spokesperson, the leaders are required to communicate effectively with the other individuals, make provision of adequate information and guide and lead them in the right direction.

Decisional Roles

The decisional roles that have been identified are four. These are, entrepreneur, disturbance handler, resource allocator and negotiator. The entrepreneur roles of the leaders focus upon putting into operation, modern and innovation methods and approaches that may lead to effective outcomes. As entrepreneurs, they need to upgrade their improvisation skills and abilities. The role of the leaders as disturbance handlers focuses upon handling disturbances and problems that may occur within the course of implementation of job duties and functioning of the educational institutions. In some cases, students or other members of the educational institutions may get involved in the conflicting situations or disagreements. Therefore, it is the job of the leaders to ensure, they get resolved peacefully and members of the educational institutions and fellow students establish good terms and relationships with each other.

The role of the leaders as resource allocator focuses upon the fact that there are availability of adequate materials, equipment and technologies, which may render an effective contribution in facilitating learning among individuals and enabling them to achieve the desired goals and objectives. In order to facilitate the teaching-learning processes, it is necessary to ensure adequate materials and resources are available. As negotiators, the leaders ensure that the overall atmosphere within the working environment remains pleasant and amiable. They need to possess effective communication skills and ensure members work in co-ordination with each other.

Dimensions of Successful Leadership

The dimensions of successful leadership have been stated as follows: (Day, & Sammons, 2016).

Defining the Vision, Values and Direction – When the individuals are in position of leaders, they need to have a strong and clear vision and set values for their educational institutions. They are required to formulate goals and objectives, which may enable them to determine their tasks as well as guide and lead others in the right direction. The vision and values influence their actions as well as the actions of others. The leaders are able to develop a clear sense of direction and purpose of the educational institutions. These are shared on a comprehensive scale and are clearly understood and supported by all members of the

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educational institutions, including, heads, educators, staff members and students. Defining of vision, values and direction also enabled the individuals to promote new developments, policies and programs.

Improving Conditions for Teaching and Learning – The main task of educational institutions is to bring about improvements in the conditions for teaching and learning, as these are the primary objectives. The leaders are required to identify the need for improving conditions for teaching and learning. The improvements in the conditions need to take place in such a manner that would lead to maximisation of quality of learning and augmenting learning and performance of students. The leaders participate effectively in the formation of strategies and approaches to improve buildings and facilities of educational institutions. It is the job duty of the leaders to ensure that the overall environmental conditions are pleasant and amiable. In addition, there should be availability of appropriate teaching-learning materials, equipment and technologies.

Assignment of Roles and Responsibilities – The leaders cannot carry out various tasks and activities in seclusion. They need to establish good terms and relationships with other members and work in co-ordination and integration. Individuals are assigned roles and responsibilities in accordance to their educational qualifications, competencies and aptitude. It is the job of the leaders to assign roles and responsibilities to individuals. The leaders are required to assess the capabilities and proficiencies of the individuals. They need to be aware of various personality traits of the individuals and know which individuals would be suitable for what kinds of job duties. Therefore, it is apparent that assignment of roles and responsibilities should be in accordance to the educational qualifications, skills and aptitude of the individuals.

Redesigning and Enriching the Curriculum and Instructional Systems – The curriculum and instructional systems are regarded to be of utmost significance in leading to progression of the system of education. The leaders need to ensure they conduct research and analysis and render an effective contribution in redesigning and enriching the curriculum and instructional systems. The curriculum and instructional systems need to be in accordance to the grade levels of students, academic subjects and goals. Adult learners usually get enrolled in educational institutions to augment their knowledge and competencies in terms of certain aspects. Hence, leaders need to ensure that pursuing a training program should prove to be beneficial to them. The adult learners are able to acquire sufficient knowledge that would prove to be beneficial to them in sustaining their living conditions.

Improving Teaching and Learning Processes – Research has indicated that individuals experience problems and challenges within the course of pursuance of academic programs, and achieving academic goals. In other words, they are unable to acquire an efficient understanding of the academic concepts and make use of them in improving their overall quality of lives. Hence, it is the important job duty of the leaders to ensure that improvements are made in the teaching and learning processes from time to time. The use of technologies and modern, scientific and innovative methods would render an effective contribution in bringing about improvements in the teaching and learning processes. It is vital for the leaders and other members of the educational institutions to be well-equipped with the usage of technologies. When they are not well-equipped with the usage of computers, they even join training courses to hone their computer skills.

Upgrading of Quality of Educators – The educators need to hone their leadership skills, so they can

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effectively guide and lead students in the right direction towards the achievement of academic goals. The heads or the principles, who are the primary leaders are required to generate awareness and guide the educators appropriately, so they can perform their job duties in a well-organised manner. In order to upgrade quality of the educators, there are number of aspects, which need to be taken into consideration. These are, use of teaching-learning methods and instructional strategies, communication skills, decision making skills, time management skills, conflict resolution skills, abilities to cope with problems and challenges and enhancing professionalism. The educators need to form constructive viewpoints in terms of their job duties and contribute to their best abilities towards the achievement of personal and professional goals.

Building of Relationships Inside and Outside of the Educational Institutions – The leaders need to generate awareness among individuals that they need to build effective relationships inside and outside the educational institutions. Within educational institutions, all individuals should be provided with equal rights and opportunities. Within the classroom settings, the educators should communicate efficiently with the students and allow them to express their viewpoints. Making provision of equal rights and opportunities to the individuals and allowing them to express their viewpoints are regarded as important aspects in building of good relationships among individuals inside the educational institutions. Building effective relationships with individuals outside the educational institutions is essential for achieving long-term success. Leaders are meant to develop positive relationships with the community leaders and form connections. In this manner, they can augment information and seek assistance in improving the functioning of the educational institutions.

Selecting and Developing Smart Tools – In the implementation of teaching and learning processes, in carrying out of administrative, clerical and technical functions, individuals are required to make use of technologies, tools and equipment. It is the job of the leaders to ensure that smart tools are selected and developed in an appropriate manner. When making selection of and development of smart tools, it needs to be ensured, they are based on valid theories and are well-designed. When personnel are not completely aware in terms of how to make effective use of smart tools, they are required to get enrolled in training and development programs. In educational institutions, there are organization of workshops, seminars and training programs to make provision of adequate knowledge and information to the individuals, so they are able to enhance their knowledge in terms of making use of smart tools.

Participating in Providing Effective Solutions to Problems – In educational institutions, members experience problems regarding various aspects. These are, inappropriate infrastructural facilities, civic amenities, and equipment, lack of technologies, deficiency in teaching-learning methods and instructional strategies, dissatisfaction regarding pay and incentives and inadequate working environmental conditions. On the other hand, students may experience problems, when there are inappropriate teaching-learning methods and instructors are not well-versed and are unable to assist them, particularly in providing solutions to their problems. Therefore, it is the job of the leaders to ensure, individuals are provided with the opportunities that would enable them to carry out their tasks and functions in a well-organized manner. The leaders need to act as mentors and provide solutions to grievances of other individuals. In providing effective solutions to problems, one needs to make alternatives available and help the individuals in making selection of the most suitable one.

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Ensuring an Orderly and Supportive Environment – Within the environmental conditions of the educational institutions, apart from making provision of adequate infrastructure, facilities, civic amenities, technology, tools, teaching-learning materials and equipment, it is necessary for the leaders to formulate measures and programs to create an orderly and supportive environment. In the creation of orderly and supportive environment, it is vital to make provision of equal rights and opportunities and not discriminate against each other. The individuals need to communicate with each other with respect and courtesy and make provision of equal rights and opportunities. Orderly and supportive environment can be created by putting into operation, ones competencies upon ones job duties, ensuring consistent discipline routines and implementing peaceful conflict resolution methods.

Leadership Activities

The leadership activities have been stated as follows: (Chapter -1. Leadership Concept and Theories, n.d.).

Symbol of the Group – When it is stated the leader is the symbol of the group, they render an effective contribution in making provision of some kind of cognitive focus and establishing group as a distinct identity. In some cases, the leaders are also regarded as mentors and father figures, who serves as the focus of the positive emotional feelings of individual members and the object of identification and transference. The symbol of the group also highlight the fact that leaders act as representative of the group or organization. When they are implementing activities as symbols of the group, they are required to ensure they make provision of accurate information. In addition, they need to take into account the aspects of honesty, righteousness and truthfulness.

Arbitrating – The arbitrators are the individuals, who are neither on the side of any of the parties and make decisions taking into consideration various factors. They are impartial, neutral and non-judgmental. The primary function of arbitrating is to ensure that decisions are made for promoting well-being of the individuals and educational institutions. Arbitrating is one of the important leadership activities that leaders normally get engaged into, particularly when there are occurrence of problems and individuals get engaged into a dispute. An effective leader will resolve the dispute by arbitrating on the decision on the course of action to be taken. Hence, as arbitrators, they make decisions, which both parties are required to follow.

Suggesting – Normally the educators, students and staff members of the educational institutions may come across problems, which enable them to seek ideas and suggestions from others. Suggesting is regarded as a powerful instrument among leaders, as it is their primary job duty to provide suitable ideas and suggestions to individuals. In order to carry out ones tasks and functions in educational institutions in an appropriate manner, suggestions are usually taken from leaders. Hence suggesting is regarded as an important leadership activity. In some cases, they may give their suggestions instantly. Whereas, in others, they may conduct an analysis of various alternatives available and then give their suggestions. Suggestions need to be helpful and beneficial.

Determining Objectives – Determining objectives is referred to setting of goals and objectives for the individuals. It is the job duty of the heads or principals to generate awareness among educators and other members of the educational institutions to determine the objectives. The individuals carry out their job duties with the main purpose of achieving the desired goals and objectives. Within the classroom settings,

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when the educators are imparting knowledge and information to the students in terms of lesson plans, then too the educators and learners have an objective. The primary objective of the educators is to ensure that students are able to acquire an efficient understanding of the lesson plans. Whereas, the primary objective of the students is to make sure they understand the concepts well, score good grades and achieve their academic goals and objectives in a well-organized manner. Hence, determining objectives is also one of the important leadership activities.

Creating an Amiable Environment – It is the job of the leaders to create an amiable environment. In amiable environment, the members of the educational institutions are required to form good terms and relationships with each other and work as one family. They need to ensure they communicate with each other effectively and treat each other with respect and courtesy. The individuals are different from each other in terms of learning abilities, categories, backgrounds and behavioural traits. Therefore, it is vital that they are provided with equal rights and opportunities and there should not be any kind of discriminatory treatment. All the members need to work in co-ordination with each other to create an amiable environment.

Providing Security – Research has indicated that in educational institutions at all levels, students as well as the other members have been subjected to various types of violent and criminal acts. The occurrence of criminal acts, such as, verbal abuse, physical abuse and sexual harassment have enabled the individuals to feel vulnerable and apprehensive. Women and girls are the ones, who have been subjected to these acts more as compared to their male counterparts. In order to bring about developments in the overall system of education, it is the job of the leaders to ensure that members feel safe. There are formulation of measures and programs to ensure safe and secure environment is maintained. Security can be provided by the leaders by developing positive thinking and remaining calm even at the time of adversities.

Appreciating – When the individuals perform well, it is the job of the leaders to appreciate them. When students and other members are appreciated by their superiors and leaders, they develop positive viewpoints and constructivism towards their work. One of the important benefits of appreciating is, the individuals feel that they should keep up the good work, so they are able to please their leaders and maintain good terms and relationships with them. When the leaders possess this viewpoint that they need to appreciate the good work of the individuals, they are developing inspiration and stimulating the mind-sets of individuals towards work. The leadership activity of appreciating also generates positive feelings among the mind-sets of the individuals towards their leaders.

Motivating – It is important to develop motivation in order to carry out ones job duties satisfactorily and achieve the desired goals and objectives. In educational institutions, some individuals work more productively, when the leaders make them feel that their work is meaningful. On the other hand, within the classroom settings, students differ from each other in terms of knowledge, competencies and abilities. Some students develop interest and enthusiasm towards their studies to a major extent. They come prepared to the class, even before the introduction of the new lesson. On the other hand, some students do not show interest in studies and experience setbacks within the course of achievement of academic goals. Therefore, the leadership activity of motivating is important in encouraging the students towards enhancing their academic performance and in the achievement of desired goals and objectives.

Possessing Responsibility – The leaders are the ones, who possess the responsibility to carry out the

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tasks and activities regarding themselves and other individuals in an appropriate manner. When the individuals in a group of four are working on a project, then too there is a group leader, who is vested with the responsibility of ensuring there are availability of adequate resources and tasks can get carried out in a well-organized manner. The group leader has to provide all the information to the supervisor. When the tasks get implemented satisfactorily, the group leader as well as other members gain appreciation. On the other hand, when they encounter set-backs and are unable to achieve the desired aims, then too group leaders are answerable to their supervisors. Therefore, possessing responsibility is one of the important leadership activities.

Possessing Ideological Viewpoints – The leader as an ideologist serves as the source of beliefs, values and standards of behaviour for the individual members of the group. It is essential for the leaders to put into operation certain beliefs, values and standards of behaviour within the course of performance of their job duties. For instance, when the educators are giving a speech to the students in terms of promoting empowerment opportunities among women, it is important for them to ensure, they provide factual information and facilitate understanding among students that they need to treat women and girls with respect and courtesy. The inculcation of values and beliefs among students is regarded to be of utmost significance to enable them to emerge into productive citizens of the country. Hence, leaders are performing the role of the ideologist, when they impart the traits of morality, ethics, norms and values to the individuals.

Traditional Leadership Theories

The traditional leadership theories have been stated as follows: (Tng, 2009).

Trait Approach – Leadership research initiated around 1940s with trait studies on the attributes of natural leaders focusing on their personalities, motives, values and skills. But the studies could not discover the universal traits for the success of leadership. It was found that leaders have implemented some of the managerial functions of the benefit and well-being of other individuals.

Behavioural Approach – Lack of success with the trait approach led to examination of leadership behaviour from the 1950s, which produced various two-dimensional models. Different researchers gave the dimensions various names, including consideration and initiating structure, concern for individuals, concern for production as well as employee-centric and job-centric behaviours, and leading to a task relationship dichotomy for leadership behaviour. This dichotomy corresponded to two behavioural sets. These are, administrative roles, including, planning, co-ordinating and organizing and human ones, such as consideration for subordinates, conflict resolution in a peaceful manner and so forth.

Contingency Approach – The contingency approach around the 1970s, recognized the dependency of leadership effectiveness on organizational situations. This approach put emphasis upon the contextual factors, influencing the leadership processes, such as, characteristics of environment, subordinates and tasks. Specific situational variables include situational control, combination of task structure, leader-member relations and position power of the leaders to evaluate the performance of the subordinates. The other situational variables are amount of relevant information processed, importance of decision making and acceptability of decisions. In other words, how they would be productive. Traditional leadership research put emphasis on seeking universal qualities of leaders before examining situational factors, and moderating leadership effectiveness.

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Conclusion

In educational institutions, in order to lead to their operative growth and development, to achieve the educational goals and objectives and bring about up-gradation in the overall system of education, it is essential for the individuals to hone their leadership skills. It is the main job duty of the leaders to ensure, they make provision of appropriate information and guidance to the individuals to lead them in the right direction. They need to provide them with adequate support and assistance to carry out their tasks and activities satisfactorily. The leadership roles are classified into three main categories, interpersonal, informational and decisional. The dimensions of leadership are, defining the vision, values and direction, improving conditions for teaching and learning, assignment of roles and responsibilities, redesigning and enriching the curriculum and instructional systems, improving teaching and learning processes, upgrading of quality of educators, building of relationships inside and outside of the educational institutions, selecting and developing smart tools, participating in providing effective solutions to problems and ensuring an orderly and supportive environment.

The leadership activities are, symbol of the group, arbitrating, suggesting, determining objectives, creating an amiable environment, providing security, appreciating, motivating, possessing responsibility, and possessing ideological viewpoints. The traditional leadership theories are, trait approach, behavioural approach and contingency approach. It is apparent that in order to carry out their tasks and activities in an appropriate manner, the leaders need to augment their knowledge in terms of modern and innovative methods. Particularly with advancements taking place and with the advent of modernization and globalization, it is essential to upgrade one's knowledge and competencies particularly in terms of usage of modern, scientific and innovative methods.

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EMPLOYEE BENEFITS AND REWARD AT ABC COMPANY

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Abstract

The current study's purpose is to analyze human resource management issues, especially issues of employee benefits and reward at a Vietnamese event management service company that is ABC. Both primary data and secondary data on employee benefits and reward at ABC company were collected. Case study is utilized to analyze the gathered data. Recommendations to improve ABC Company's policy on employee benefits and reward are also made to help ABC company retain their employees and thus enhance their organizational performance.

Keywords: *Human Resource Management, Strategic Human Resource Management, Employee Benefits and Reward, Case Study, Vietnam.*

Introduction

An Overview of ABC Company

ABC (the official name of ABC is kept confidential) provides event management services through its website and its Facebook fanpage and other social networking sites. The company being founded by the startup initiative of founder in 2017 specializes in providing venues for all types of events from general events such as corporate gatherings to private events such as weddings. ABC has created an integrated platform and features to provide customers with the best services including online booking system, new technology application systems such as 360 space sightseeing system, system 3D interaction, and so on.

Since its establishment, ABC has 120 employees including 65 male employees and 55 female employees. With 83% of employees in the company from 18-35 years old and 63% of employees have a salary from 10 million VND to over 60 million VND. From 2017-2018, ABC has developed double in size, turnover and personnel and has served about 24,000 customers in Vietnam. Gross Merchandise Value of company reached $650,000 with revenue above $ 77,000.

ABC's vision is to become a service provider leading in the connection and the link between the customer and the organization prestigious event by the use of new and innovative technologies service for this. ABC's mission is to bring customers good things, help customers optimize the process of finding event venue and save the most for customers. ABC will also become a solid link and support all event organizers and customers.

The Strategic Aims and Human Resources Management Strategies of ABC

There were 105 event service contracts signed with ABC in the first quarter of 2019 with a total revenue of $ 24,0000. To the present time, ABC has worked with 720 partners to provide prestigious event venues, including 320 event service partners in Vietnam. Expected revenue by the end of 2020 is about $ 4.2 million.

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Booking event services such as weddings, conferences, parties, celebrations or conferences via ABC, customers will save 80% of the time (view and select online locations using 360 and 3D technology) and 30% of the cost of organizing the event (monthly incentive/discount programs, membership packages, etc). Customers do not have to pay any fees to ABC when using the services here. Service charges (commissions) will be paid by event service providers. ABC has insurance policy for customer events, the refund amount can be up to 100% if service providers wrongly makes the event impossible. Regarding partners, ABC only works with reputable suppliers who have years of experience in organizing events and appreciation from customers. To protect service providers, ABC also hasa their own policies so that no one has risk.

The key to ABC' human strategy is identifying what is appropriate to promote employee development. ABC' people strategy includes competitive salaries, transparent and regular communications, investment in corporate social responsibility, employee autonomy, open-door policy, freedom to be creative.

Objective of the Study

The purpose of the present study is to collect ABC's information and personnel data to analyze ABC's human resource management issues in general and employee benefits and reward issues in particular. On the basis of the analysis of the current human resource problems at ABC, solutions to the human resource problems are made to satisfy and retain employees as well as improve the company performance.

Literature Review

Benefits and Reward System

Agarwal (1998) argued that rewards are what employees expect to be given in return for their accomplishments and contributions. According to Hosain (2014), the reward system includes both material rewards and non-material rewards, which motivate employees to be more motivated at work. There can be many reward systems in one business, especially large corporations. Businesses with different business situations, products, and competitive situations will have different reward systems. Attracting, motivating and retaining employees is one of the most important goals of rewarding. Although, there is not a long-term measure and the best motivation, large companies and corporations often use the financial part as a tool to motivate and increase employee satisfaction (Mossbarger and Eddington, 2003).

Although money is not considered the most important factor to increase employee satisfaction, motivation and satisfaction can be significantly reduced if there is a shortage of money (Deeprose, 1994). Therefore, Armstrong (1996) argues that rewards are not only a means of exchange or value, they are also considered a representative tool for personal values to be determined, representing achievements, achievements recognition and status at work. Financial and non-financial rewards are often used by organizations to compensate workers. According to Ibidunni et al. (2016), material incentives stem from financial benefits such as bonuses, salaries, etc. Financial rewards include direct financial rewards and indirect financial rewards.

Employees receive direct financial rewards in the form of salaries, bonuses, stock options, incentives. It can be paid and converted. The rewards that employees receive are based on job evaluations, agreements and negotiations between the company and its employees (Shanks, 2007). In addition, this award is based on employee payments/compensation and the amount of time the employee worked (Mathis and Jackson, 2004). Therefore, it is possible to develop human resource organization strategies by using the organization's direct

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financial rewards. Employees can receive indirect financial rewards through benefits and services. The basic salary is the fixed income of employees. Whereas additional rewards are rewards received when performance exceeds expectations or the profits are shared in proportion to the amount of work the employee has accomplished. These include indirect financial rewards such as health insurance, pensions, housing subsidies, transportation benefits, and short travel. Lai (2009) argued that not all employees have the same desire and motivation to work. Some people prefer monetary rewards but others prefer to be recognized by everyone or the opportunity for promotion at work.

Organizations should pay more attention to non-financial rewards, not just financial rewards. According to Chiang and Birtch (2008), organizations will better understand the needs of employees as well as create incentives for employees to work more effectively, increase job performance by keeping a balance between financial and non-financial rewards within the organization. Walker (2001) and McGuire et al. (2003) argued that employees' loyalty is enhanced when they receive job recognition from managers, colleagues and customers. In addition, the respect and encouragement of superiors also increase motivation in the work of employees, making them more satisfied with their work and organization (Khan et al., 2011). Rewards make sense that they create value and leave a lasting impression of satisfaction on employees (Silbert, 2005).

According to Chiang and Birtch (2008), more and more companies are using financial rewards to boost performance and increase employee satisfaction. There are many studies that show that non-financial rewards (such as promotions or recognition) are one of the most frequently mentioned reasons for increasing employee satisfaction with the company and helping employees. Members are more loyal to the organization (Hausknecht et. al., 2008). In addition, Heskett et al. (1994) also found that when employees feel satisfied with the job and the company, the percentage of employees who stay with the organization for a longer time is also higher. Therefore, the researchers study the effects of the reward system, including financial and non-financial rewards on employees' satisfaction, and thus help keep employees staying with ABC.

Employee Benefits and Reward at ABC Company

The information about ABC’s employee benefits and rewards indicated that ABC had no official employee reward system. This is consistent with the situation that ABC presents, although the salaries that the employees receive are quite high and satisfied with the jobs they receive, recently there has been a feeling of dissatisfaction with the company.

Smith et al. (1969) argued that it was very important to improve and maintain employee satisfaction. In the previous study on employee satisfaction levels on issues such as pay, colleagues, jobs, and promotion opportunities, employee satisfaction surveys were used as a measure for research to increase the employee retention rates. According to the report of Hackman and Oldham (1980), the level of employee satisfaction decreases when what they receive from the company does not match the effort in their work. The organization's commitments to the work and the benefits its employees receive, as well as the recognition and respect they provide the employees, make them feel satisfied (Mcguire et. Al., 2003). According to Heskett et. al. (1994), employee retention comes from satisfying employees' needs. When workers' expectations for work are not met, frustration and dissatisfaction occur. Employees are satisfied with their job when it meets employees’ expectations and they receive rewards and recognition for completing the job well (Mathis & Jackson, 2004). Similarly, Dovlo (2003) stated that the reducing of employee satisfaction

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and employees dissatisfied with their jobs are leading to the reducing of employee retention.

The personnel policies of ABC are quite good. However, despite providing competitive salaries for employees, ABC still receives many complaints from employees. Therefore, ABC need to have measures to improve the company's benefits and reward policy. In deed, the human resources department should have changes in the policy of reward, compensation and employee evaluation. Reward should consist of both financial incentives and non-financial incentives. Rewards are based on performance, over time, promotions for employees who contribute, and good performance. In addition, insurance packages or outside benefits also make employees more satisfied with their work and motivate employees to work more effectively. Non-financial rewards for recognition, respect for employees, consideration for promotion after evaluation are in need of gaining more attention at this time. Johnson and Welsh (1999) suggested that employees expect more recognition that they are more valuable from management and colleagues to them than money. The employee's reflection on the preferential policies, support of the organization, the working environment indicates their satisfaction with the job (Patah et al., 2009). In addition, the evaluation management system helps employees know clearly their future career development steps, increasing employee and organizational performance and creating long-term development goals of the company's human resources.

Recommendations to ABC's Policy on Employee Benefits and Reward

On the basis of data provided by ABC, it can be seen that the employee satisfaction has been significantly reduced due to the ABC reward policy. ABC has competitive salary policies. But they have been focusing mainly on financial rewards. The balance between financial and non-financial rewards is quite important. Recommendations to ABC's policy on employee benefits and reward are made as the followings. In terms of financial rewards, the company should offer appropriate financial rewards depending on the performance of employees and create bonus policies on major holidays such as birthdays, Christmas days, Tet holidays. Especially the company should pay the 13th month salary to motivate employees. In addition, the reward that depends on employees' KPIs is also a way to increase organizational productivity and promote employees' potential. For employees who exceed KPIs, the company should have a financial reward based on a percentage that exceeds the original KPI set in order to offer the appropriate amount to encourage employees. Some welfare policies should be implemented at ABC such as providing labor insurance, health insurance, transportation support to employees to contribute to their satisfaction. These policies show the company's interest in employees and thus improve employees' satisfaction. In addition, organizing travel at least once a year for all employees at the company is another way of reducing stress at work and helping employees increase creative motivation at work. Joining the company trips is the time for everyone in the company to network, socialize and get to know each other better as well as to create a friendly and intimate culture in the organization. In terms of non-financial policies, promotions give employees greater opportunities and this will directly or indirectly affect their workplace satisfaction. Therefore, the company should assign one human resource management person to be responsible for evaluating the employees' performance. For talented employees, the promotion process should be considered as a reward for employees, enabling employees to work better and increasing employees' job satisfaction. Furthermore, the company should allocate work reasonably to avoid team conflicts and to create a sense of awakening, increase job satisfaction and contribute to retaining employees in the company.

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QUESTION OF THE GENDER WAGE GAP: TRENDS ACROSS THE WORLD

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Abstract

The gender pay gap is about gender representation in roles that pay differently, and is about gender portrayal in jobs that pay in an unexpected way, and is not quite the same as equivalent compensation concerns. The gender pay gap is determined by taking the normal compensation for all females in an association, paying little mind to job or duties, and contrasting that with the normal pay for all guys in a similar association, paying little heed to job or obligations. The distinction in these two normal sums is the " gender pay gap." On the other hand, equivalent compensation is about people getting similar prizes for a similar activity or work of equivalent worth. We are resolved to rise to pay, and our organized activity and grade profiles, together with our compensation rehearses, are intended to guarantee equivalent compensation for proportionate employments, paying little heed to gender. There is a significant differentiation between inconsistent compensation and the gender pay gap, every one of which has various causes. Paying ladies not as much as men for a similar activity, absolutely by virtue of their gender , is unlawful and is banned by correspondence enactment. It alludes to the gap between what is earned on normal by ladies and men dependent on normal gross hourly income of every single paid representative – not simply people doing likewise work, or with a similar encounter or working example. It doesn't demonstrate or distinguish separation or inclination or even a nonattendance of equivalent compensation for equivalent worth work. Numerous nations have required some kind of pay information answering, to government specialists or openly, for a long time. In any case, straightforwardly contrasting universal gender pay gap can be risky because of contrasts in sources, definitions and strategies used to ascertain the gap in various nations. What is clear, notwithstanding, is that gender pay gaps for men are a reliable element. The remainder of the paper is organized as follows. The next section reviews the theoretical and empirical literature analyzing gender wage differences. Section III describes the trends in gender wage gaps across countries and regions in this date. The fourth section presents how to close gender pay gap. The final section concludes with some thoughts on policy implications.

Keywords: *Gender Wage Gap, Equal Pay, Value of Work, Gender Pay Gap, Legislations, Government Authorities.*

1. INTRODUCTION

For quite a while, the writing on the gender gap in compensation has been commanded by only a bunch of systems, in particular the Oaxaca-Blinder decay and sham factors in pool relapses of various kinds (OLS, IV, and so forth.). The evaluations were alluded to as balanced compensation gap, for example the size of the

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gender wage gap controlling for contrasts in qualities significant for profitability, (for example, age, instruction, industry, occupation, firm attributes, and so forth.). Nonetheless, these techniques are bothered with shortcomings very much perceived in the writing: the appraisals can't be effortlessly applied if the qualities wander; they can't quantify the distinctions outside the mean; and they can't right for determination into work. Both of the issues may produce a huge predisposition in the outcomes.

The most recent two decades achieved the development of the accessible toolset with the goal to address at least one of the three issues. Beginning with the Juhn, Murphy and Pierce (1993) deterioration another flood of strategies was created. The new techniques endeavor to address numerous shortcomings related with conventional parametric methodology. One strand of the writing goes past the examinations of mean wages, utilizing quintile and testing techniques to have the option to appraise balanced pay gaps along the conveyance. Another strand centers around guaranteeing equivalence, by executing what is alluded to as the normal help requirement. Both these strands mean to address unequivocally the issue of determination inclination. Unmistakably, every one of the techniques gives econometric progression, however refines additionally the manner in which balanced gender wage gap can be deciphered for approach purposes.

In spite of the fact that the expansion of techniques is welcome from a methodological point of view, it likewise presents disarray from a professional's viewpoint. Are results powerless to a strategy? How do the evaluations of the gaps contrast with one another? These inquiries were in part tended to by Wichselbaumer and Winter-Ebmer (2006), who led a meta-investigation of the gender wage gap writing. They find that gauges with Heckman remedy are on a fundamental level higher, however the outcomes from various databases utilizing various controls and compensation measures are not straightforwardly equivalent to one another. In our paper we propose to fill this gap by offering a near investigation of the most mainstream strategies and molding factors.

The gender wage gaps have been intricately concentrated in numerous nations around the globe to uncover gender segregation in labor markets. Prior examinations on the gender gap in compensation center around the distinctions in mean wages. Later research has focused on contemplating the gender wage gap along the whole compensation conveyance to uncover significant examples. In many nations ladies acquire not as much as men at the highest point of the circulation. Specialists have credited this finding to unfair limitations ladies face. Actually, biased based impediments exist when the gender wage gap at the 90th percentile surpasses the reference gap by at any rate 2 rate focuses. At the opposite finish of the appropriation, the gender gap enlarges in numerous nations also, highlighting clingy floors. A clingy floor impact exists when the tenth percentile gender wage gap surpasses the reference gap by in any event 2 focuses.

For what reason does the gender gap change so radically along the compensation appropriation? The typical clarifications may apply. We realize that people in the work showcase have various qualities that may underlie the gender wage gap, for example, instruction, work advertise understanding, residency. We likewise realize that work advertise comes back to these attributes may contrast. At the end of the day, the work market may not treat these attributes similarly across genders. In conclusion, both the attributes and the profits may change along the pay circulation. Besides, the degree to which qualities and profits change may depend for gender .

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While we don't talk about access to work showcase, nor to the callings, we investigate extensively current degree of the gender wage gap unexplained by the distinctions in enrichments.

2. LITERATURE REVIEW

While different concentrates regularly focus on different highlights as to the gender wage gap, there are a few perspectives that are commonly basic to every one of them. The first includes Blinder (1973) and Oaxaca (1973)- type disintegration, which can be depicted as a technique for parting the unadjusted gender wage gap into two sections, where one section is portrayed as the clarified part and the rest of the unexplained part. The clarified part infers that piece of the gap that can be emphatically credited to differences in specific qualities, while the other part is normally deciphered as segregation.

The Blinder and Oaxaca approach depends on human capital hypothesis, which expresses that wages are attached to profitability, with the goal that a watched male-female compensation gap ought to be clarified by differences in efficiency among people. Subsequently, most investigations consider factors affecting profitability, for example, instruction, work understanding and residency.

Any conversation of past investigations can in no way, shape or form be definitive or comprehensive. Neverthe less, a few patterns and late outcomes can be condensed. Different researchers and establishments pick different components to add to the essential human capital and efficiency qualities which show up in practically all investigations. The selection of variables relies upon the specific request, and can build the part that can be clarified through relapse investigations. As of late, along these lines, progressively nitty gritty examinations have would in general display littler unexplained parts than either prior works or widely inclusive universal investigations.

Boll and Leppin (2015) show that in Germany, the unadjusted gender wage gap of (up to) 23.9% leaves an unexplained piece of 2.3% when different qualities are controlled for. Differences in experience, working hours, work status, division and the relocation foundation of people speak to the five variables that clarify the vast majority of the gender wage gap in Germany. The creators further separate the gap over the compensation dissemination, indicating that, while ladies in the base quantiles experience positive segregation of 9% (most likely through aggregate understandings), ladies at the highest point of the circulation experience an unexplained pay gap of 8%. Blau and Kahn (2016) paint a comparable picture for the US.

In a crosscountry study, Boll et al. (2016) include factors, for example, overeducation, saw wellbeing, presence of a supervisory position and data on an accomplice's work showcase attributes (if accessible), to the standard qualities. They find an unadjusted crosscountry gap of 18.4%, which they separate into a 11.1% unexplained gap and a 7.2% clarified gap. Despite the fact that on this crosscountry premise the unexplained part despite everything makes up most of the gap, a few nations, specifically Austria, France, Norway, Serbia and Switzerland, display an unexplained gap of under 5%.

Crosscountry examinations of the gender wage gap show specific issues. Boll et al. (2016), alongside different examinations, for example, Tijdens et al. (2012), cause to notice the way that low occupation advertise support rates among females correspond with a little gender wage gap. This is clarified by the choice procedure that outcomes in lower work advertise support among females. In nations with low female cooperation rates, just the most taught and qualified ladies partake, finding themselves in generally

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generously compensated employments.

The inquiry concerning female work power support frequently depends on national family approaches. An enormous piece of the gender gap writing centers around the effect of the 'youngsters factor' on guardians' wages, which is frequently called the family wage gap. Meurs et al. (2010) inspect the effect of youngster related vocation interferences on ladies' wages, while studies, for example, Angelov et al. (2016) have indicated no proof of the immediate effect of youngsters on the wages of moms. Besides, Meurs et al. (2010) also presume that it isn't the insignificant nearness of a kid that affects ladies' wages, yet youngster related profession interferences.

Since having a youngster may require more occupation flexibility, particularly in nations where the arrangement of open childcare is restricted, it is frequently contended that this factor influences compensation. Goldin (2014), when researching BA graduates working all day and for a whole year, found that a large portion of the gender hole (68%) was expected to differences inside occupations. Moreover, she exhibited that occupations that show nonlinearity in income as for the time worked, additionally show the most noteworthy gender pay gap. Additionally, late research by Deschacht et al. (2017) proposes one more channel for word related arranging. Deschacht et al. (2017) report that female youthful experts have a less articulated inclination for employments suggesting an advancement as far as occupation content and that this effect is intervened by the more serious hazard avoidance and foreseen gender separation among ladies.

Autor and Handel (2013) show that undertakings in the US shift significantly among gender and race inside occupations. At the point when we consolidate these findings with the aftereffects of Goldin (2014), we can infer that the differences in expertise use at work could clarify wage differences between genderes. As far as we could possibly know, no exact writing exists at present that expressly gauges the effects of aptitude use busy working on the gender wage gap.

In addition, Albrecht are one of the first to consider the gender gap along the pay dissemination and they use quantile relapse and Machado and Mata disintegration methods. The creators find that the gender wage gap is a lot more extensive at the highest point of the dissemination when they control for covariates, for example, age and instruction. They additionally find that the unexplained piece of the gender wage gap is extensively enormous. Following their work, Arulampalam study the gender wage gap for 11 nations in Europe utilizing the quantile relapse procedures to examine the gender wage gap along the compensation dispersion just as the Machado-Mata disintegration system. They find that biased based impediments and clingy floors exist in numerous nations. The creators likewise show the distinctions in compensation because of contrasts in returns are sizeable and once in a while considerably bigger than the watched gender gap itself. Christofides et al. affirm these discoveries utilizing information from 27 European nations.

Gender gap in compensation has additionally been concentrated in Turkey. Be that as it may, all the examinations on Turkey focus on the mean gender gap and its decay. Our own is the principal study that reviews the gender wage gap along the whole pay circulation to uncover significant contrasts in gender wage gaps along the compensation dissemination. Dayioglu and Kasnakoğlu center around urban breadwinners utilizing the Household Income and Expenditure Survey of 1987 and discover a gender wage gap of 4 percent. The creators show that at any rate 66% of the gender gap is because of separation. Gender gap dependent on information from the Household Labor Force Survey of 1988 is 2 percent as indicated by

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Dayioglu and Tunali. A similar report additionally utilizes the Household Labor Force Survey of 1994 and finds a gender wage gap of 15 percent. Further examination shows that at any rate half of the gender gap is because of segregation. Again for 1994, Tansel utilizes one more informational collection, for example Family unit Expenditure Survey, and process a gender wage gap of 27 percent for the formal and casual workers just as for the independently employed. Tansel infers that 37 percent of the gender gap can be ascribed to separation.

3. TRENDS ACROSS THE WORLD

The gender wage gap issue is a tricky issue that is happening over the world. As per the new report by the world financial gathering, it will take an additional 81 years for the gender gap to close around the world. Among the 142 nations in the report, the United states positioned 65th in wage correspondence. In spite of the fact that nations like Italy and Israel offer the most equivalent open doors for ladies, they positioned the least in wage equity. Israel's ladies gain just 47% of men compensation and Italy ladies win 48% in men pay. It isn't in each nation that ladies gain not as much as men. In spite of the fact that the thing that matters is just 2%, in Denmark, ladies procure more on normal than men. The explanation for this imbalance is that in Denmark, there are more ladies in better paying employments. Despite the fact that ladies acquire more than men in specific occupations in Denmark, assuming maybe, ladies and men are doing likewise correct employment, the men will get paid more than the ladies. Equivalent compensation is significant for all ladies.

The male–female compensation gap is a tenacious worldwide marvel. In the Organization for Economic Cooperation and Development (OECD) nations, for instance, ladies despite everything gain 84% of men's hourly profit by and large (OECD 2002). Nation concentrates reliably show that the pay gap stays significantly subsequent to controlling for gender contrasts in capabilities and kind of work. In addition, progress in shutting the gap is sporadic. In the United States (US), the gap limited during the 1980s after a steady time frame following the 1960s (Blau and Kahn 2000), however wage combination at that point eased back with the gap remaining practically consistent since the mid 1990s (Blau and Kahn 2006). Comparative discoveries are introduced for other propelled economies, for example, Sweden's (Edin and Richardson 2002) and Denmark's (Datta Gupta, Oaxaca, and Smith 2006). As the compensation gap may dishearten ladies from putting resources into human capital or taking part in the work advertise—basically making an endless loop that blocks ladies' future advancement toward fairness—understanding its underlying driver is significant.

Gender gap contemplates utilizing smaller scale information are abundant for both created and creating nations, however information impediments make crosscountry correlations troublesome. Pay and gaining pointers will in general be created dependent on nation (or locale) explicit criteria that are not constantly tantamount. For instance, Blau and Kahn (2003) directed an examination searching for universal correlation in gender pay gap, however their example is restricted for the most part to created economies. Weichselbaumer and Winter-Ebmer (2005) use meta-examination to sum up the outcomes from in excess of 260 nation contemplates. We add to this strand of the writing by enlarging wage information incorporated by the International Labor Organization (ILO) to make an informational collection of 53 economies during 1995–2011. Exploiting the board parts of the information, this paper models crosscountry gender wage gap

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contrasts by both miniaturized scale and large scale level components. We utilize vigorous estimators following Lewbel (2012) to address heterogeneity and endogeneity issues. Further, the paper examines if the elements impacting the gender gap carry on diversely across created and creating nations to feature creating nation explicit issues and strategy suggestions.

For the 53 economies with tantamount information, the pay proportion, estimated as the log of normal female to male month to month ostensible pay, is for the most part negative—female laborers get lower compensation than male specialists. This is valid in most developed5 and creating economies. In 2010, normal female specialists are paid around 17 rate focuses not exactly their male partners on the planet. This is an improvement from an expected 22 rate focuses distinction in 2005 and 24 rate focuses in 2000.

While the mean qualities all bunch beneath zero, female specialists in creating nations are shockingly paid more than their male partners contrasted and female laborers in created economies. Female laborers in created nations win just about 75% of their male partners, while it is about 83% in creating nations during the period 2005–2010. The distinction can be ascribed to the unmistakable varieties in gender wage gap among creating nations. Female specialists are paid the most noteworthy in Southeast Asia, and the Middle East and North Africa (MENA) locale, at more than what their male laborers get, trailed by those in upper-center salary OECD nations and non-OECD Europe. The least paid can be found in Central Asia and East Asia, however the last relates just to information for Taipei, China and the Republic Korea. The gender wage uniqueness issue in the Republic of Korea is all around reported and the hypothetical underpinnings that clarify its event flourish.

Notwithstanding the enormous compensation gap, what is increasingly troubling is the persistency of this gap. This is valid for both created and creating nations. Compensation gap limited internationally, however gradually. In the US, since the time ladies entered the work power, the gender wage gap has been shutting. The gap limited during the 1980s after a steady time frame following the 1960s (Blau and Kahn 2000). From that point forward the intermingling of male and female wages has eased back. The gender wage gap has remained practically consistent since the mid 1990s (Blau and Kahn 2006). Comparable discoveries are introduced for other propelled economies, for example, Sweden.

In creating nations remembered for the example, the pattern differs across districts. In Latin America, the gap broadened a piece from 81% in the 1996–2000 period to 79% in 2001–2005 at that point limited to 82% in 2006–2010, while it reliably decreased since 1996–2000 in creating Asia, non-OECD Europe, MENA, and upper-center salary OECD. The gap limited the most in creating Asia and MENA in 2006–2010, improving by 16% since 1996–2000, while it stagnated in Latin America, improving just by %.1.3 during a similar period. In the remainder of the creating nations the gap limited by %.8.

Notwithstanding, the narrowing of the gap in creating nations since the 1990s is marginally quicker than the pace of union in created nations. The gap in creating nations limited from 77% during the period 1996–2000 to 80% in 2001–2005 and afterward to 84% in 2006–2010, with a recognizable drop during the worldwide money related emergency in 2008–2009; while the gap in created nations during the three 5-year time frames scarcely moved, staying for the most part at around 73% during the initial two time frames and improving marginally to %75 in 2006 to 2010. This is likely because of pay inversions in most created nations from the period 1996–2000 to 2001–2005. Pay inversions proceeded for few nations in 2006–2010,

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likely because of the monetary and social aftermath from the worldwide budgetary emergency, yet the progressions have been commonly unobtrusive, at under 1%..

Results recommend that both smaller scale and large scale factors influence the gender wage gap. Specifically, higher female offer in the business part matters in extending the female specialists' pay beneath their male partners. This outcome holds for both creating and created nations. In the mean time, having more kids would bring about enlarging the gender wage gap, true to form, however we find this is critical just in creating nations. Further, for creating nations, we locate that more work showcase interest or more years in tutoring by ladies alone would not prompt limited the gender wage gap. Truth be told, the gender wage gap could extend as more ladies are enlisted for low-paying occupations in creating nations. More lucrative employments ought to be made, for example, through building up the administration division in these economies. In created nations, then again, more work power cooperation by ladies seems to limit the gender wage gap, most likely because of progressively composed worker's guild made accessible paying little heed to gender and female specialists taking up more lucrative help division employments.

4. HOW TO CLOSE THE GENDER PAY GAP

Shutting the gender pay gap is by all accounts a subtle objective. The gender pay gap despite everything perseveres, even as ladies' conduct has changed. They have become increasingly consistent and better instructed individuals from the workforce, enhanced the subjects they learn at college, taken on double provider jobs in family units and joined worker's organizations, regularly to a similar degree as men when they work in composed divisions. Social strategy support for ladies' business has additionally extended with more ordered state paid leave and more childcare support.

There are maybe two center reasons why the gender pay gap is a progressing issue which can't be settled by the endeavors of ladies alone in changing their conduct. The first is that endeavors to close the gender pay gap are occurring against an evolving situation, which may make gender fairness increasingly hard to accomplish. In fact the steadiness of the gender pay gap doesn't really infer there has been no change yet rather that it might have been reconstituted in an alternate structure. Progress towards equivalent compensation may, in this way, not be straight however may include inversions. Nor is it in any sense inescapable: gender imbalance doesn't just emerge out of an inheritance of female subjection with the end goal that, as social orders modernize and push ahead, disparity can be relied upon to decay. Rather it is additionally reexamined in new types of disparity, in new types of non-standard types of business (NSFE) and in extending exercises, for example, paid consideration work. The second and related explanation is that a progressively equivalent circulation of pay requires a political will towards redistribution. This includes redistribution from men as well as from capital as the pay share in social orders has declined similarly as more work – and basically female work – has entered the work showcase. Gender uniformity likewise requires all the more sharing of care work with men or progressively social help for care work through freely financed administrations (Pearson 2014).

For every one of these reasons the spotlight right now on changing the auxiliary conditions to advance gender balance as opposed to on the endeavors and conduct of the ladies themselves. The last has been the essential focal point of research yet these endeavors might be made against an undeniably horrible condition. Our attention is more on changing the conduct of businesses and the state who shape the open door structure

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for ladies. The result of the emphasis on people, instead of the earth where they are working, is that the distinctions among nations and changes after some time in the institutional setting are overlooked or given more restricted consideration than issues, for example, contrasts in efficiency qualities of people and contrast in paces of come back to those attributes.

Another subject zone we don't cover in any profundity is the broad discussions on how changes to business guideline and compensation structures may have exchange off impacts on work openings. This is on the grounds that this contention, regardless of whether substantial, could be utilized to legitimize not shutting the gender pay gap. As the undervaluation of ladies' work is installed in existing business sector and estimating structures, endeavors to close the compensation gap that don't simply prompt other burdened gatherings taking up the occupations that ladies move out of will expect changes to business sectors and costs which may have some momentary effects on business.

Pragmatist or efficiency based clarifications of the gender pay gap accept that ladies gain not as much as men since they are less beneficial, and the gender pay gap in this manner bodes well in financial terms (see for an audit Grimshaw and Rubery 2015). In any case, we start from the fundamental recommendation that ladies are as skilled and conceivably beneficial as men so that there is no long haul motivation behind why a gender equivalent society, where pay structures are perfect with gender pay value, ought not be steady with objectives of long haul monetary intensity. The exemption would be the place a nation or a division is exchanging basically based on undervaluation of ladies' work; this might be a reality in certain areas and nations. In any case, it is critical to clarify in talking about the hindrances to gender pay value that the issue isn't ladies' intrinsically lower efficiency levels however the low worth appended to ladies' work that is installed in business sectors and costs.

The prime spotlight is consequently on what should be possible to build up a strong situation for gender pay value. In any event three elements can be viewed as significant in comprising such a domain: First, gender correspondence measures ought not need to make up for general augmenting wage imbalances which not just eases back advancement in shutting the total gender pay gap yet may build wage disparities among ladies just as among ladies and men. Second, a strong domain likewise infers some overall population support for the guideline of sexual orientation balance; this might be more probable if gender pay uniformity issues are lined up with more extensive dynamic balance motivation to broaden backing and collaborations. Third, a strong situation is additionally a straightforward domain; without straightforwardness progress isn't just hard to quantify and screen however the reasons for imbalance stay covered up and cloud.

This article on the most proficient method to close the gender pay gap takes a more extensive point of view on administrative and approach measures than is common in conversation of gender pay gaps; it centers around gender explicit measures as well as on the best way to consolidate these with increasingly broad arrangement measures to make a progressively favorable condition for gender fairness. In addition to the fact that gender are explicit strategy gauges bound to be viable in a strong situation yet there may likewise be settings in which general arrangement measures may even fill in for sexual orientation explicit strategies – however the requirement for carefulness against gender separation is constantly required.

We embrace a three level system for investigating arrangement measures: First we recognize the different kinds of approach quantifies that can affect straightforwardly on the gender pay gap: legitimate measures,

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social exchange and aggregate dealing and intentional measures. Inside every part we examine gender explicit strategy gauges as well as general approach quantifies that may advance progressively rise to and comprehensive situations, including measures for making work showcases increasingly straightforward. We likewise recognize the various levels at which measures might be created (universal, national, division, organization and so on.) and the entertainers concerned (the state, bosses, worker's organizations, local gatherings, people and so on.).

So what to do ?

We will disclose at 12 stages to close the gender pay gap:

Step 1: Treat closing the gap as a human rights priority

Pay value isn't a benefit or a ruffle. It is the law. The privilege of those doing "ladies' work" to be paid on a similar premise as those doing "men's work"- - or the option to be liberated from pay separation in business and to be liberated from boundaries to monetary balance - is a key human right of ladies which is ensured by commonplace human rights laws and by worldwide duties made by all nations.

Pay Equity is both a

substantive human rights qualification to gender equity in the work showcase

fundamental human rights solution for past and progressing separation.

It is a major legitimate commitment of each one of the individuals who administer, paying little mind to their gathering, to collaborate to take the fundamental human rights measures to close the compensation gap.

Unfair compensation gaps are an infringement of human rights, and human rights authorization is certifiably not a fanatic issue.

Step 2: Raise awareness through annual Equal Pay Days and Education

Governments and every single metropolitan board ought to cherish a yearly Equal Pay Day in one month every year.

There is as yet an absence of comprehension about the gender pay gap in all nations. The Equal Pay Coalition needs to bring issues to light about compensation and business value issues by remembering training for schools and by having a yearly Equal Pay Day.

Organizations ought to install consciousness of shutting the gender pay gap in business vision, qualities and objectives. Familiarity with pay and work value issues and consistence ought to likewise be implanted in instructive educational program for understudies.

Step 3: Develop a 'Close the gender pay gap by some Year Plan like 2025

Governments create point by point plans key on open approach issues, for example, medicinal services and the economy, yet they have not done as such for shutting the gender pay gap. This is inadmissible.

Taking care of a tenacious issue requires authority and arranging - examining what works, what doesn't and what further advances or corrections to an arrangement are vital.

Ladies have just stood by excessively long. 2025 is the year is to be without hindrance for people with incapacities. We ought to likewise have the option to end pay segregation by at that point. Additionally The Equal Pay Coalitions ought to be built up.

Step 4: Enforce and expand pay equity laws

There are different existing laws and approaches as of now set up to close the gender pay gap, however they

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are unevenly authorized and don't cover everybody.

1. Pay value laws and approaches are aimed at guaranteeing that people are paid similarly where they accomplish work of equivalent worth.
2. Business value laws and strategies are aimed at guaranteeing that means are taken to expel hindrances and take positive measures to give ladies equivalent access to more lucrative, regularly male-ruled work.
3. Business models and work laws set the base floor of rights for representatives.

Also, the Coalition is calling for:

1. Another compensation straightforwardness standard that would expect bosses to report and post their compensation frameworks and works on including pay and pay structures, any legitimacy pay frameworks, the occupation and the idea of the business relationship, (for example, low maintenance, contract, hiring office).
2. A modernized Equal Pay for Equal Work area of the Employment Standards Act. Given that ladies are most of laborers in a non-standard business relationship, the ESA ought to be changed to guarantee low maintenance, part-year, contract, hiring office laborers are paid a similar rate as all day laborers.
3. Full subsidizing for pay value modifications owed to ladies attempting to offer open types of assistance to all individuals. Nations convey open administrations through its own representatives or through exchange installment offices without giving legitimate financing to guarantee pay value is both accomplished and kept up for those accomplishing ladies' work.

Step 5: Implement employment equity law and policies

The Equal Pay Coalition needs Employment Equity Act to be reestablished.

It's a great opportunity to reintroduce Employment Equity Act. This proactive enactment assisted with reviewing work environment separation in enlistment, business conditions and maintenance against ladies, racialized laborers, native people groups and people with incapacities – every single central point adding to the gender pay gap.

Pay differences looked by racialized ladies, native ladies, and ladies with inabilities are more noteworthy. Access to better-paying occupations is a basic advance in shutting the gender pay gap.

Step 6: Promote access to collective bargaining

The Equal Pay Coalition recognizes that entrance to aggregate haggling is a solid instrument to close the gender pay gap, and is calling for expanded access to unionization.

Unionization is one of the best apparatuses to close the gender pay gap. One explanation that the compensation gap has diminished throughout the years is the expanding unionization of ladies, especially in the open part.

Associations have a joint job with managers to make pay value designs and unionized ladies are significantly more prone to get pay value changes which help to close the gap with their male collaborators performing work of practically identical worth.

Be that as it may, unionization rates are declining, especially in the private division. The ascent of tricky work connections, for example, transient agreement, hiring office, and different structures has debilitated the worker's guild portrayal of ladies.

Step 7: Increase the minimum wage

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The Coalition should call for the governments to bring in emergency legislation to increase the minimum wage to effective immediately. The minimum wage must keep up with inflation and keep on increasing until it is at the level of a living wage.

Step 8: Provide affordable and accessible child care

Access to quality, affordable child care is one of the biggest challenges for working women. The Equal Pay Coalition is calling on the governments to provide an affordable child care program.

Step 9: Mainstream equity compliance into government laws and policies

Open approaches that don't consider the unique and inconsistent conditions confronting ladies are not successful in shutting the gender pay gap. The Equal Pay Coalition needs the legislature to vet arrangements for their effect, considering these components.

There is a fundamental inability to represent the extraordinary and inconsistent conditions confronting ladies, especially the individuals who are racialized, Aboriginal, have handicaps, or are poor. Open strategies regularly utilize a methodology which accept all representatives face "comparable" or "impartial" conditions to overwhelmingly physically fit, white, male specialists.

All social and monetary strategies ought to be verified by government divisions for their effect, responding to this inquiry: Do they help close or extend sexual orientation and other value pay gaps?

Bureau approach entries ought to incorporate a close down to guarantee proposed laws and arrangements have been checked on for their commitment to shutting these compensation gaps. Work showcase information, research, and observing that is touchy to human rights is vital to a successfully finishing the gender wage gap.

Step 10: Mainstream equity compliance into workplaces and businesses

The Equal Pay Coalition perceives that value consistence must turn into a basic piece of work environment practice.

Businesses need to standard value compliances into their working environment works on, including investigating the effect on defenseless gatherings of enlistment and maintenance practices, pay and advancement structures, and states of work. A compensation straightforwardness standard would be a beginning stage to get this going.

Step 11: End violence and harassment of women

The Equal Pay Coalition should encouraging the legislature to proceed with their methodology to end gender based savagery.

Genderual brutality and badgering are associated with gender disparity and adds to the gender wage gap.

A lady who is the casualty of attack or bugged out of an occupation is left with not many monetary assets. A gender wage gap methodology needs to react to the underlying drivers of brutality, including training, work, and destitution.

Step 12: Secure decent work for women across the economic spectrum

It is the ideal opportunity for the legislatures to focus on the better than average work plan. For right around four decades, the idea of work advertise "adaptability" has been uneven. The business' principle accentuation is to reduce expenses and discover approaches to lessen the unit cost of work.

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The work connections most firmly connected with ladies and overwhelmed by ladies - the unstable types of low maintenance, agreement, and transitory - have grabbed hold as the new model. The shaky work advertise implies dominatingly lower compensation, and less access to benefits, occasion pay, extra time pay, annuities, severance pay, and business protection. In the present work showcase, there is little harmony between the intensity of managers and the numerous problematically utilized ladies.

The administration needs to guarantee that measures are set up to help ladies who are really possess account independently employed business visionaries (not masked workers) in accessing awards and business advancement help, along these lines to how male business people approach financial improvement awards.

5. CONCLUSION

The examination above has recognized the advancement made as for the lawful components tending to the issue of gender equity and specifically pay value. However, as observed, there are as yet noteworthy inadequacies restricting the viability of the lawful instruments both at the universal and the national level.

The restrictions of the lawful components have suggestions for all parts of work markets, regarding the comprehensiveness of the work showcase, issues exist concerning both pay imbalance and comprehensive inclusion. Regarding the previous, the lowest pay permitted by law arrangements, for example, bomb as a rule to incorporate components for uprating the degree of wages to stay aware of costs. As for the last mentioned, huge quantities of ladies are still prohibited from the secured extent of enactment.

In any case, legitimate systems have a significant task to carry out in advancing more noteworthy inclusivity. Measures ought to be considered for growing the extent of fairness and other pertinent enactment, including the lowest pay permitted by law laws, to cover distraught gatherings at present barred from the use of such enactment and cutoff the danger of instability in such cases. The advancement of better implementation instruments in the inventory network would go about as a corresponding procedure intended to restrain the degree of managers' absence of consistence with the lowest pay permitted by law norms. Thought ought to be given to an 'average compensation'/'living pay' approach that empowers the people to meet the fundamental needs to keep up a sheltered and better than average way of life inside the network and take part in the social and social life. This would imply that enactment ought not just target setting up a fundamental least floor of wages yet ought to likewise be educated by a desire of guaranteeing that the pay is adequate to give a 'nice' way of life (in spite of the fact that care must be taken to forestall any revitalisation of the thought of male family compensation). Thus, the help for not too bad least wages (through, including arrangement for redesigning components) would secure against redistributing or the utilization of NSFE that expansion the danger of instability.

From a gender equivalent markets point of view, observational proof has featured the constraints of an ordinary way to deal with gender balance that is fixated on a negative restriction on separation as opposed to a positive obligation to advance balance (Hepple et al. 2000). Against this unique circumstance, treating shutting the gender pay gap as a human right need would be a critical advance towards guaranteeing progress in gender equity. Right now, would be important to receive and bolster positive equity obligations at both the universal and national level. These would expand on and reinforce the equivalent compensation standards perceived in numerous legitimate frameworks. In activating every single general approach and measures explicitly for accomplishing fairness by effectively and transparently considering at the arranging

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stage their consequences for ladies and men, a 'transformative' (Hepple 2014) type of equity would be advanced. The interest of partner gatherings and particularly those straightforwardly influenced would be urgent here.

Impediments in existing enactment concerning getting to data on pay frameworks have undermined authorization and consistence with balance law as well as neglected to address the awkwardness of intensity between the business and representative and to exploit rising customer activism in regards to work and social comprehensively issues (Estlund 2014). So as to grow progressively straightforward work markets, legitimate frameworks need to move to establish extra creative laws on straightforwardness. Thought here ought to be given to the advancement of activities in regards to elevating ladies' privileges to demand point by point data on pay, bosses' obligations concerning standard writing about compensation arrangements and practices, and leading compensation reviews with the interest of partner bunches that include straightforwardly influenced people.

In the interim, having more youngsters would enlarge the gender wage gap true to form, however this outcome must be found in creating nations while it isn't the situation for created nations. Further, for creating nations, we locate that more work showcase interest or more long periods of tutoring by ladies alone would not prompt tight the gender wage gap. These outcomes point to issues identified with industry structure and occupation quality. More lucrative occupations ought to be made through building up the administration segment, for instance, in these economies. Something else, more years in school would not restricted the compensation gap. In created nations, then again, more work power investment by ladies seems to limit the gender wage gap, most likely because of female specialists entering the work market to take up more lucrative help segment occupations, which will in general be accessible just in chosen created economies.

Regardless of the equivalent compensation act, the pay gap endures. So as to accomplish equivalent compensation, we should fortify our equivalent compensation laws so ladies can retaliate against pay separation. Organizations need to improve their way of life around flex work strategies. As indicated by the New York time post's article, "How to Win the Battles to the Sexes Over Pay" by Claudia Goldin, dispensing with the gender income gap will require changes in a great many family units and a large number of individual working environments and adjusting for time off and long periods of work decreases the distinction in the profit among people, however doesn't wipe out Reorganizing the work environment an entangled endeavor would help lessen the gap. Moreover, we should hold gathering and encourage ladies and men over the word about the gender wage issue. I think settling this issue will require everybody enter and less predisposition individuals in the workforce. A few arrangements that will help decline the gender wage gap are:

• Build stepping stools to better paying employments for ladies by expelling obstructions to passage into male-ruled fields.

• Lift up the wages of ladies in low-wage employments by raising the lowest pay permitted by law and guaranteeing that tipped laborers get at any rate the ordinary the lowest pay permitted by law before tips.

• Increase the accessibility of high-caliber, reasonable youngster care.

• Help forestall and cure parental figure and pregnancy victimization ladies laborers.

• Provide reasonable work routines, paid family leave, and paid days off so laborers with providing care

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obligations are not unjustifiably burdened.

• Ensure ladies' entrance to the reasonable conceptive human services they need.

• Protect laborers' capacity to all in all deal.

The continuous issue of the past has now become a clear issue in our modernday society.

Among different discoveries, a generous lion's share of study respondents concurred that the gender wage gap is a difficult issue that ought to be tended to. To limit the pay gap, a scope of lawful (for example raising the lowest pay permitted by law), open arrangement (for example making reasonable and great youngster care progressively accessible), and Human Resources (for example more pleasant and increasingly adaptable work routines) approaches should be given cautious thought.

A few creators, while investigating the gender wage gap, infer that the unexplained part is diminishing after some time. In any case, our findings that extra data at work and laborer qualities, (for example, abilities, errands and expertise coordinating) lessen the unexplained gender wage gap, rather propose that piece of the reduction after some time can be ascribed to better information access and progressively advanced econometric strategies. This thusly infers a reliable estimation of the gender wage gap after some time is as yet absent, while obvious proof for a diminishing gender wage gap is yet to be introduced. In any case, there are signs that the gap is by all accounts much smaller than theorized. This implies we could be nearer to clarifying the gender wage gap than we at first idea, particularly concerning low-salary workers.

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INVESTIGATING PROSPECTS OF RICE MARKET AND FACTORS AFFECTING PRICE FLUCTUATION OF RICE IN BANGLADESH

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ABSTRACT

Rice is the staple food of Bangladesh. Although Bangladesh has achieved self-sufficiency in rice, the supply chain and logistics management of rice reveal inefficiency resulting in continuous fluctuation of price and artificial crisis. The main purpose of this paper is to explore the factors affecting the price volatility and prospects of rice market from the context of consumer and wholesaler. This study employed an in-depth interview with 50 consumers who reside in the three different villages and 30 rice wholesalers of Barishal city, Bangladesh. The findings of this study illustrated that the price fluctuation of rice is caused due to improper management and syndication among the channel members which leads a situation where a farmer sells paddy at a lower price in contrast a consumer buys rice paying a high price. Furthermore, seasonal productivity and natural calamities expand the gap between demand and supply of rice. Therefore, the paper will help the policymakers to form an overall understanding of the structure of the rice market in Bangladesh and undertake necessary strategies to meet price fluctuations. Additionally, the study will support prospective marketers to design market strategies to meet consumers' needs efficiently.

Keywords: price fluctuation, prospects of rice market, Bangladesh

1. INTRODUCTION

Rice dominates a larger portion of diet for a large portion of world's human population, especially in Asia (Faisal et al., 2019). In Bangladesh, rice is regarded as the staple food, which covers almost three-quarters of the total cropped area in Bangladesh. Also, Bangladesh is the world's fourth-largest rice-producing country, yielding a total of 34.18 million metric tons. Cultivating rice three times a year, the average production of rice in our country is 4.2 metric tons per hectare (BRRI, 2017). According to the annual report of the Bangladesh Bureau of Statistics (BBS, 2011) the per capita consumption of rice in Bangladesh is one of the highest in the world which is estimated at 188 kg yearly. The World Bank (2017) survey showed that the population of Bangladesh in 2016 was 162.95 million which has been growing at a yearly rate of 1.09%. This rapidly growing population is the major factor driving the market while the consumption rate of rice of consumers is increasing year by year. The consumption rate in 2016 was 36.3 million metric ton and is

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expected to reach 39.7 million metric ton.

According to Murshid and Yunus (2016), rice cultivation accounts for 48 percent of total rural employment which is expected to rise even more if rice trading, transport, and processing activities are also taken into account. Furthermore, rice provides two–thirds of the caloric needs of the nation along with half the protein consumed. Also, the contribution of rice to agricultural GDP is about 70% while its share of national income is one-sixth. Therefore, rice is playing a robust role in Bangladesh even though the long–term trajectory is one of declining (Faruqee, 2012).

In recent times, more than 13 million farms grow rice covering some 10.5 million hectare (Hossain, 2011). Despite rice production has increased in the last couple of decades with self-sufficiency in rice food security, the availability of rice to consumers has not been stabilized. As a result, the fluctuations have been seen as a common phenomenon in the price of rice by days and even by minutes in Bangladesh. Additionally, the supply chain of rice does not meet the requirement at the right time at the right place, which creates an artificial crisis and price volatility. Moreover, the supply of paddy is significantly affected by natural calamities such as drought and flood (Murshid and Yunus, 2016).

On the other hand, according to the annual report of the FAO showed that the prices gradually declined after they soared to Tk 47.78 in September 2017. Just following the year in November 2018, the prices fell below the Tk 40 mark. Presently the average price of 1 kg rice is being sold at the price of 34 Tk. Thus, the market prices have gradually been declining due to good crop harvest, which creates a situation that hurts farmers but benefits consumers. For this reason, farmers are said to be in real trouble as they have to pay very high wages to hired workers to harvest paddy during this peak season, but they sell their paddy at nearly half the production cost. Therefore, it is necessary to identify the appropriate demand and meet them accurately in a profitable way and it is the primary concern of rice production and supply chain management.

However, the study intended to investigate the reasons behind the causes of fluctuating the price of rice in Bangladesh as well as identifying the prospects of offering the fair fixed price to the consumers throughout the year from the consumer and wholesaler context. Thus, the goal of the study was to explore the rice market in Barishal. Hence, the study formulated the research question as "What are the factors affecting price volatility of rice and business prospects from consumer and wholesaler perspectives?"

2. LITERATURE REVIEW

Generally, rice production is operated in all districts of Bangladesh including Barishal, which is well-known as the granary state. The rice areas in Bangladesh have remained mostly unchanged over the last three decades, although production seasonality has changed significantly (Siddique, 2010). Hence, the rice market of Bangladesh is dominated by *Boro* production (harvested in May-June). Presently it becomes the dominant rice-growing season in the country. *Aman* is harvested in (November-December). The introduction of irrigation has made it possible to grow rice heavily in the dry season. A third rice crop is also grown in some areas, namely the *Aus* crop, harvested in July–August (Murshid and Yunus, 2016). The following Figure 1

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shows that there Bangladesh has been experiencing an upward trend of rice production from 1997 to 2016, though there are some fluctuations.

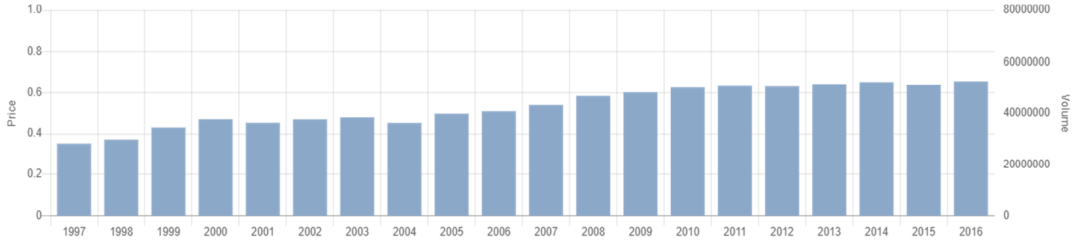


Fig. 1: Rice production of Bangladesh (source: TRIDGE, 2019)

2.1 Parties Involved in the Supply Chain of Rice Market

The key structural aspects of the rice market involve several intermediaries or agents who perform different functions at different levels of the marketing channel. Murshid and Yunus (2016) found that several agents are involved in the rice market including *Farias* (small itinerant paddy traders, who normally purchase from farmers and sell to *Beparis*) and *Beparis* (large itinerant paddy wholesalers) are primary level market participants, whereas *Paikers* (rice wholesalers) and *Aratdars* (rice commission agents) are terminal market operators. Millers are secondary market agents that operate between paddy *Beparis* on one side and *Pikers* and *Aratdars* on the other side (Chowdhury, 1992). The final consumers following the local rice retailers operate at the end stage of the supply chain. (Siddique, 2010) found several types of intermediaries in the rice supply chain which included *Faria, Bepari, Paiker, Aratdar,* wholesaler and retailer. According to Raha et al., (2013), in 1986, the BBS enumerated the total number of agents involved in rice trading and processing at 107,657.

2.2 Trade and Milling

The unhusked rice is milled in semi-automatic and automatic rice mills and sold to both local and long-distance traders – the bulk of it going to the latter (Murshid and Yunus, 2016).This was a huge change since 20 years before when marketed quantities were much smaller and when milling technology was much more basic with a significant "traditional" segment relying on small or minor processors for initial preparations before carrying out paddy crushing in semi-automatic mills.

According to the FAO (2004), the rice supply chain in Bangladesh is demand-driven. Although Bangladesh is self-sufficient in rice, the rice supply chain in Bangladesh mainly consists of milling sector, the wholesale sector, and the retail sector. The milling sector procures paddy from the farmers, whereas paddy traders and wholesalers and then prepare the milled rice. After that the wholesale sector procures the milled rice from this sector and sells the milled rice to the retail sector while the retail sector sells the milled rice to the consumers. The product turnover of retailers is about 22 kg per day. This compares with 10 tons per day for the wholesalers and up to 50 tons per day per mill (Murshid and Yunus, 2016).

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According to the previous studies, (Dawson and Dey, 2002; Ahmed and Bernard, 1990; Goletti et al., 1995; M. I. Hossain and Verbeke, 2010) it is found that the number of research related to identifying the factors causing price fluctuations and exploring the rice market in Bangladesh especially in Barishal from the consumer and wholesaler point of views has not been yet much explored. Therefore, the study aimed to explore the rice market from both of these perspectives.

3. METHODOLOGY

This study was qualitative where the researcher attempted to explore new ideas and findings of the phenomenon through in-depth interview. According to Wright (1996) and Maxwell (2012), the in-depth interview is regarded as an effective tool to gain a detail understanding of a new phenomenon. All the participants participated in in-depth interview session willingly while they were selected randomly with judgmental sampling technique to remove the research bias. Two sets of structured questionnaires were designed for the consumers (village people) and wholesalers, both of the interviewees were from Barishal.

A total of 50 village people, who are from 3 different villages, and 30 wholesalers of rice were interviewed to collect data for the study. The age level of all the respondents was above 18 years. For a single interviewee, the interview session took an average of 20 to 30 minutes. In these cases, all the research questions were translated into Bengali so that the respondents could understand and respond easily and smoothly. Furthermore, personal observation was also employed in this study. Both primary and secondary data were employed in this study. Therefore, the primary data was analyzed by using the Microsoft spreadsheet program.

4. DATA ANALYSIS

In this section, the results were analyzed for each research question along with illustrating the key findings of the study to make clearer and better understanding the real scenario of the rice market in Barishal. The study comprised of two sections. The first section illustrated the analysis from the corner point of consumers, who are the village people. On the other hand, the second section described the analysis and findings from the wholesaler point of views. Both of the sections are discussed as follows:

4.1 Analysis from the Consumer Perspective

4.1.1 Demographic characteristics of the participants

Table Ⅰ: Demographic characteristics of the participants (consumers) (source: in-depth interview)

Variables /Dimensions	Frequency	Percentage
Total number of respondents (N)= 50		
Gender		
(a) Male	32	64%

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(b) Female	18	36%
	Age Level	
(a) 15-25 years	2	4%
(b) 26-35 years	12	24%
(c) 36-45 years	18	36%
(d) 46-55 years	14	28%
(e) 56 years or above	4	8%
	Monthly Income	
(a) 0-10000 tk	27	54%
(b) 10001-20000 tk	15	30%
(c) 20001-30000 tk	7	14%
(d) 30001tk or above	1	2%

Table Ⅰ shows the demographic characteristics of the consumers. Total of 50 consumers precipitated in the interview session willingly as they were not provided any gift to overcome the response biases. Among the participated respondents 32 (64%) were male and 18 (36%) were female. However, the age level of all the respondents was above 18 years. According to Table 1, between 15-25 years old there were 2 participants and between 26-35 years, 36-45 years, 46-55 years, and 56 years or above were 12, 18, 14, and 4 participants respectively. In the case of income levels, the highest number of participants were ranged between the monthly of 0-10000tk, which were 25 along with the lowest number of participants was 1 falling between 300001-above. The occupation of the participants was ranged as farmers, housewives, businessmen, fishermen, teachers, and day-laborers.

4.1.2 The frequency of going to shop to purchase rice

Figure 2 illustrates that among 50 participants, 48 mentioned that they have to purchase rice in different intervals while the other 2 participants told that they need not buy rice at all as they have enough lands for growing paddy which procures the source of rice for their family throughout the year. However, as it is shown in Figure 2, almost 74%, the highest portion, consumers buy rice regularly whereas 21% of consumers purchase rice weekly, 5% of consumers buy rice monthly and no consumers buy rice on yearly basis.

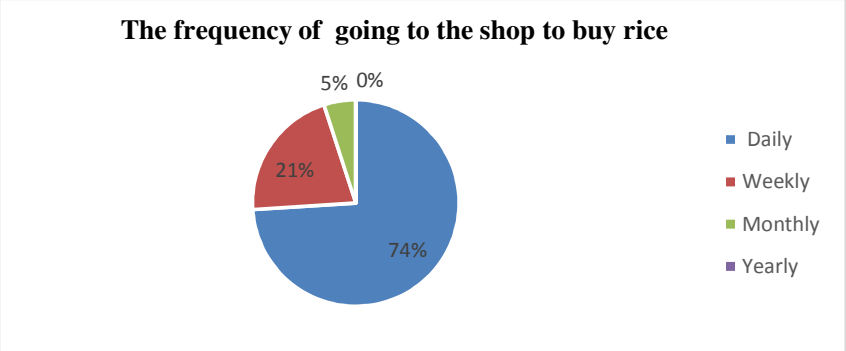


Fig. 2: The frequency of going to the shop to buy rice (source: in-depth interview)

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4.1.3 The quantity of rice consumers purchase when they go for shopping

The quantity of purchased rice of a consumer varies because of different intervals when he or she goes for purchasing. As we find from figure 1 that around 74% of consumers buy rice daily that's why their quantity of purchasing rice falls between 0-5 kg. Furthermore, the consumers who purchase rice weekly generally their quantity ranges from 5 kg to 10 kg. On the other hand, the consumers who purchase rice monthly basis buy rice of 25 kg sacks or 50 kg sacks. Almost 75% of consumers who buy rice monthly basis purchase 25 kg sacks.

4.1.4 The amount of rice cooked per day

The quantity of rice consumption depends on the number of family members the consumer has. According to the following Figure 3, among total 50 participants, the highest number of participants (22) said that they need to cook approximately 1.6 kg to 2 kg rice per day following the second-highest number (11) of participants who need almost more than 2 kg rice per day for their family. In contrast, and the lowest number of participants (3) mentioned that they require around less than or equal to 0.5 kg rice per day.

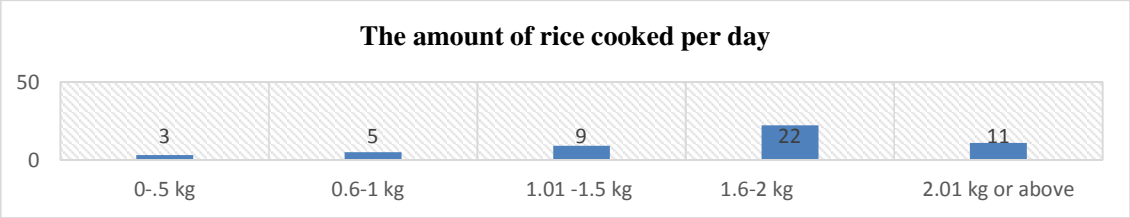


Fig. 3: The amount of rice cooked daily by the respondents (source: in-depth interview)

4.1.5 The trends of price of rice

In Bangladesh, the price of rice changes frequently over the year because of several reasons including natural disasters, strong syndicates, creating an artificial crisis, high-profit tendency, the high price of seeds and fertilizers, etc. In most of the cases, consumers enjoy low price in November, December and January because in this period of farmers pick up *Aman* paddy in their house.On the contrary, in May, June, July and August consumers have to high price due to floods and other natural disasters though it's *Boro* cultivation period. But till on 20th July in 2019 the average of rice is 33 tk (Parvez, 2019). Because every year the government of Bangladesh purchases a huge amount of paddy from the local farmers to reduce the unusual price hike over the year. Besides, the government imports rice to meet local demand of a huge population. The following Figure 4 describes the average price of rice changes from 2016 to 2019.

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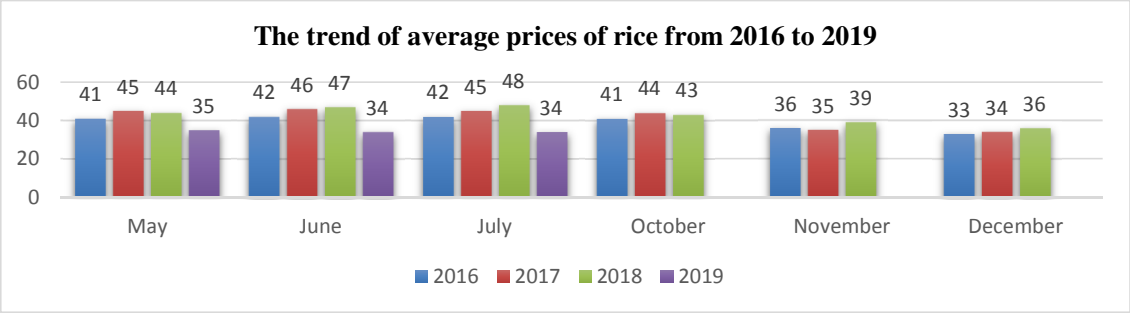


Fig. 4: The trend of average prices of rice from 2016 to 2019 (source: in-depth interview)

In Figure 5, it shows the wholesale price trend in Bangladesh from the period of 28th October 2018 to 28th July 2019. At the end of October 2018, the wholesale price of rice was about $ 0.55 which sharply fell at around $ 0.4 and the ups and downs of price continued. But on 10th February 2019, the price rose up to $ 0.6 and went downward quickly in the following month. In the middle of July 2019, the price again crossed $ 0.5 level which was around $ 0.55 and lowered somewhat under $0.5 level.

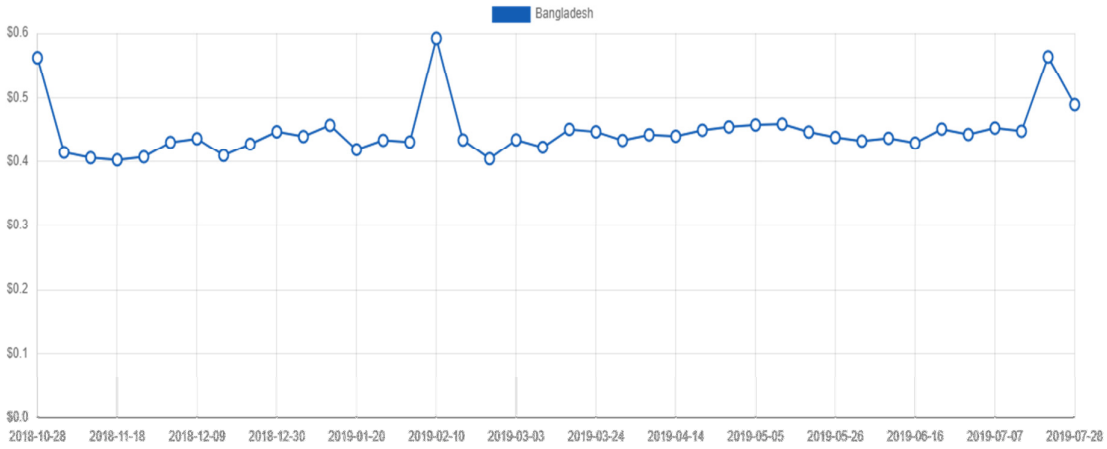


Fig. 5: Bangladesh's Wholesale Price Trend (source: TRIDGE, 2019)

When consumers were asked what they do if price increases, almost 82% of them answered that they buy low priced rice-Bullet, Shorna, Hira. These types of rice are generally cheap and produced locally. Whereas some consumers do not change their purchasing pattern in terms of choosing rice although the price of rice changes. Some consumers agreed that they store rice when the price of is lower especially at the time of harvesting.

4.1.6 Availability of groceries in consumers' villages

All the respondents participated in the study were asked whether they have a grocery in their village or not. All of them stated positively that they have at least one grocery in their village. Most of the groceries are located in such a place where they can buy whatever they need. These types of groceries sell almost all the

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necessary items that the consumers need daily.

4.2 Analysis from the Wholesaler Perspective

4.2.1 Demographic characteristics of the participants

Table Ⅱ: Demographic characteristics of the participants (wholesalers) (source: in-depth interview*)*

Variables /Dimensions	Frequency	Percentage
Total number of respondents (N)= 30		
Gender		
(a) Male	30	100%
(b) Female	0	0%
Age Level		
(a) 15-25 years	2	7%
(b) 26-35 years	13	43%
(c) 36-45 years	8	27%
(d) 46-55 years	6	20%
(e) 56 years or above	1	3%
Monthly Income		
(a) 0-10000 tk	1	3%
(b) 10001-20000 tk	6	20%
(c) 20001-30000 tk	11	37%
(d) 30001tk or above	12	40%

Table Ⅱ shows the demographic characteristics of the wholesalers of the rice market. A total of 30 wholesalers who are actively performing business activities in Barishal city precipitated in the interview session. Among 30 participants, all of them were male as no women are associated with rice wholesaling business in Barishal. The age level of all the participants was above 18 years. As per the table-2, 2 participants' age level was between 15-25 years and the age level between 26-35 years, 36-45 years, 46-55 years, and 56 years or above were 13, 8, 6, and 1 respectively. Besides, the lowest number of participants' income levels were ranged between the monthly 0-10000tk, which was 1 and the highest number of participants' income levels between 300001-above was 12. Among 30 respondents, their occupation comprised as 17 were owners and 13 were hired managers who are directly and indirectly related to the wholesaling business.

4.2.2 Number of wholesalers in Barisal currently selling rice

All of the participants in this section under this question demonstrated their opinions but the answers were somewhat varied from one participant to others. According to their responses, the average number of wholesalers who are presently selling rice within Barisal city to the retailers and consumers are approximately 60 to 70.

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4.2.3 The price trends changed in per quantity in wholesaling

In most of the cases, the wholesalers of rice in Barisal purchase rice from the northern part of Bangladesh. As, in Barishal, there is very a few number Millers who process local paddy into rice .Besides, the output of these Millers are too poor to meet the local demand. That's why wholesalers have to buy rice from other parts. These regions include- Kushtia, Rajshahi, Bogra, Jhenaidah, Nator, satkhira because in these parts there are lots of *Beparis, Aratdars, and Millers* of rice. In addition, some Rice Agents import rice from India. So, when they purchase from these rice intermediaries almost 84 % of respondents demonstrated that there is no relationship between the purchased quantity of rice and its price. Because every day the association of *Beparis, Aratdars , Millers* of rice set the price of rice. The wholesalers use trucks to carry rice into their warehouses. After adding the transport and other costs, for 1 kg rice the wholesalers pay almost 22 BDT to 30 BDT. On the other hand, when wholesalers sell rice to the local retailers and consumers they offer almost 10% to 15% price off on their wholesaling price. Wholesalers sell 1 kg rice almost 32 BDT to 45 BDT as price varies based on the quality of rice.

4.2.4 In wholesaling, the percentage of rice comes in 25 KG sacks and 50 KG sacks

Rice is packed in two types of the sack- 25 KG sack and 50 KG sack. According to the responses of the participants, almost 78% of rice comes in 25 KG sack as it is easy to carry and store as well as a large number of consumers are likely to buy rice of this quantity. On the other hand, 22% of rice comes in 50 KG sack.

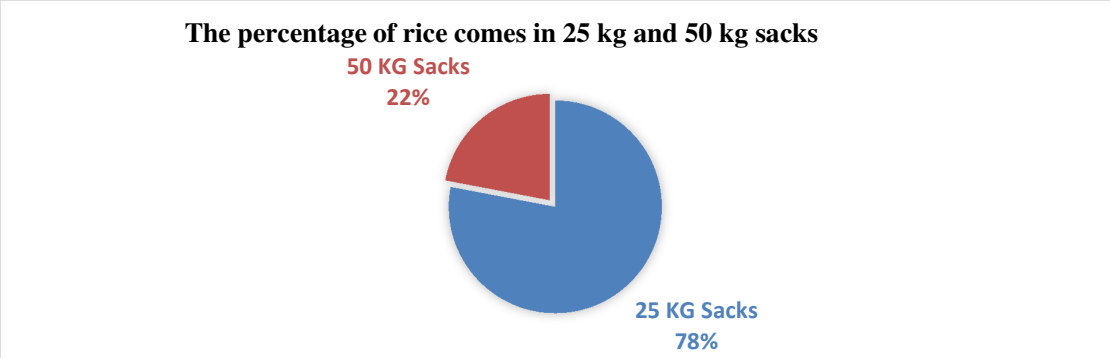


Fig. 6: The percentage of rice comes in 25 KG and 50 KG sacks (source: in-depth interview)

4.2.5 The number of intermediaries or channel members existing between the paddy field and the final user and their activities

There are several channel members involved in rice trading. According to the Figure 7, *Farias* the first party who purchase paddy from farmers and sell to *Beparis*. To some extent farmers sell paddy directly to the *Beparis* and Millers. *Farias* and *Beparis* are considered as the primary parties involved in the rice market. Then, *Beparis* are itinerant paddy wholesalers who sell rice to the rice Millers who process the paddy into the rice as well as do packaging in their brands. After that, the local wholesalers or *Aratdars* purchase rice from the Millers in a large quantity and sell to the district level wholesalers or *Paikers*. These *Paikers* sell rice to

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local retailers and consumers in a small quantity. There is also another independent party in the supply channel of rice who import rice from countries India, Myanmar. The wholesalers also buy rice from them.

Locally produced paddy in Barishal is somewhat consumed by the local people and a large proportion of local paddy goes outside of Barisal as there is very a few number of Millers who can process paddy into rice. After being processed rice comes into Barisal by local wholesalers.

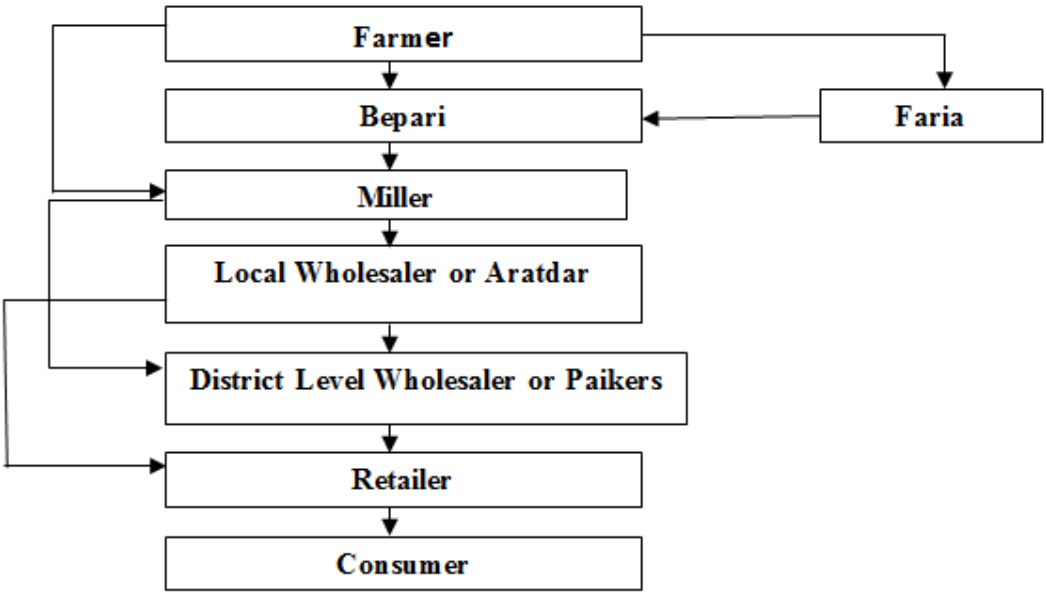


Fig. 7: The number of group members involved in the supply channel of rice and their flow of operations (source: in-depth interview)

4.2.6 Parties from whom a new wholesaler buy rice if he or she decides to begin a business

The rice mill owners act as a middle party among farmers, Farias and Paikers, retailers, consumers. Among 30 respondents, almost 75% of respondents noted that if anyone wants to start up a wholesaling business he or she needs to buy rice from the rice mill owners. 5% of the total respondents suggested that a new wholesaler can also buy rice from the rice agents (importers). And the other 20% of respondents recommended that if the quantity of rice is relatively low, he or she may buy rice from the local wholesalers of Barishal. No one suggest to buy rice from farmers as no one buy rice from farmers. Only one can buy paddy from them. Besides, paddy is needed to process it to make rice. Thus, it requires larger operations which are costly and time consuming. But if anyone has the paddy processing options, the idea is good.

4.2.7 Transportation the rice from the wholesalers' warehouse to the villages

All the parties involved in the supply chain of rice do business independently. Thus, there is no authorized agents who sell rice in the village areas. Therefore, every party has to bear the cost of transportation of their own. Furthermore, the wholesalers do not have any warehouse in the village areas.

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4.2.8 The best cost-effective ways to transport rice to the villagers

According to the responses of the respondents, approximately 55% retailers use Pickups to carry rice to the village areas. Pickup is one of the most effective vehicles to carry up-to 1.5 ton rice. As Barishal a riverine region, engine boats are also effective transportations for carrying rice to the rural areas of Barishal. Furthermore, autos and three-wheeler vans are used to transport small quantity of rice from the wholesalers to the villagers.

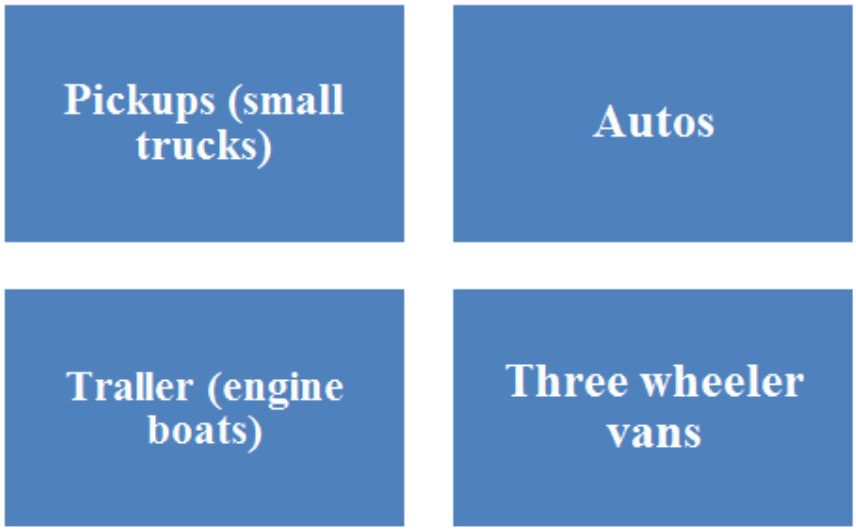


Fig. 8: The best cost-effective ways to transport rice to the villagers (source: in-depth interview)

4.2.9 The wholesalers monthly cost for maintaining their warehouse

The following Figure 9 illustrates the monthly cost of maintaining a warehouse. Among 30 respondents, the highest number of respondents (16) mentioned that to maintain a warehouse their range of monthly cost falls between 20001 BDT to 30000 BDT following the second largest number of respondents (6) whose range of monthly cost is 10001 BDT to 20000 BDT. In contrast, 1 participant, the lowest number of the respondent, noted that his cost of maintaining warehouse is between 000 BDT to 10000 BDT.

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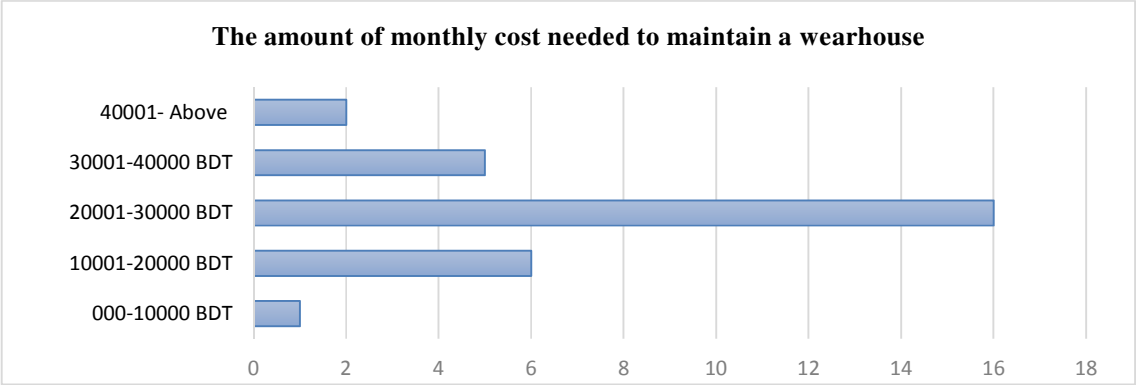


Figure 9. The amount of monthly cost needed to maintain a warehouse (source: in-depth interview)

5. DISCUSSION AND CONCLUSION

The major portion of the population in Bangladesh live in the village areas and most of them live from hand to mouth. For this reason, they have to all the daily necessities regularly. If the price of rice fluctuates on a continuous interval, these impoverished people's suffering no knew bounds. Therefore, it is a big opportunity to offer them all the daily necessities i.e. rice at a fixed lower price relative to the market price. As they buy rice daily with low quantity, a wide range of rice packaging can also be promoted like 5 kg bag, 10 kg bag, 15 kg bag and so on. This packaging approaches may reduce the burden of spending more TK to buy rice at one time. Besides, in harvesting time when the farmers pick up new paddy in their house a huge amount of paddy can be purchased from them at a lower and fair price as the price of paddy remains lower due the peak season.

From the corner point of wholesalers, results showed that the rice market of Bangladesh is consisted of multiple channel members who individually add markup with their cost resulting in the high price of rice to the consumers. Additionally, they operate their business independently whereas there exist a lacking of effective supply chain and logistics management. As a result, from farmer to consumers there is a huge supply and demand gap. In the last weeks of May 2019, farmers sold 40 kg (one maund) average paddy at between 450 tk to 500 tk (Khan, 2019). That means 1 kg paddy is sold at around 12 tk. You get 25 kg to 27 kg rice from 40 kg paddy along with 15kg to 13 kg by products which are used as foods of animals and other purposes. If the retail price of this rice is 30 tk per kg that means the price of 25 kg rice is 750 tk. The average consumer price of rice is 34 tk to 48 tk per kg. This gap happens because of the intermediaries involved between farmers and consumers. Therefore, if effective management supply chain and logistics of rice can be ensured, the price of rice will be in affordable range of consumers.

However, the new marketers who want to start rice wholesaling business in Barishal, it would be an opportunity for them to sell rice at lower fixed price to the villagers as there are no businessmen who are still selling rice at a fixed price throughout a year. Also paddy can be purchased at lower price from the local farmers of Barishal since almost 80% of local paddy is sold to the Millers of northern parts of Bangladesh.

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Then after processing it backs to Barishal with higher price. In case of purchasing rice from the Millers and wholesalers, often retailers and consumers have to suffer a lot because they randomly create artificial crisis of rice and charge high price. This artificial crisis is caused due to the strong syndication of the Millers and wholesalers. Therefore, before starting a business it is important to assess the market trends and formulate contemporary strategies.

The study aimed to investigate the factors that play as the actors of price changes of rice as well as identify business prospects from the consumer and wholesaler point of views. The findings of the study revealed that the supply chain of rice is still a multi-agent system consisting of many actors, i.e. stakeholders such as a retailer, wholesaler, Faria, and miller. For this reason, there is a huge gap between the price of paddy of farmers and the price of rice of retailers, for which, farmers do not get the fair prices of paddy though they have to manage high production cost due to high price of fertilizers, high cost of labors and so on. On the other hand, consumers have to pay a high price when they buy rice from the retailers. Furthermore, the strong syndication among the stakeholders of rice creates complex conditions which also responsible for the instability of the price of rice. Therefore, if any newly established business in Bangladesh aims to sell rice at a fixed lower price than the other channel members throughout the year, it will be difficult to operate due to this strong syndication of the channel members.

5.1 Limitations

The sample size of the study was limited within three different villages of Barishal and Barishal city. As the data collection procedure was confined to in-depth interview which represents a qualitative research approach, a larger sample may generate more specific generalizations about the study. Furthermore, if the study is conducted further in other parts of Bangladesh and other developing countries the findings may be somewhat different.

6. ACKNOWLEDGEMENTS

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YOUNG CONSUMER GREEN PURCHASE BEHAVIOR

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Abstract

Environmental pollution is increasing day by day which is causing serious threats to our planet. Global warming, increase in temperature, melting of glaciers are some of issues which the world is facing now. Due to ease of information sharing and technology business across the globe has become quite easier and businesses are operating in whole world. Multinationals are working in whole world. Business are one of the sources of pollution. The production process, supply chain process and many other process from manufacturing to end product cause pollution. So to prevent Earth from pollution concept of green marketing emerged which means to produce products which are eco friendly and then promote these products through ecofriendly ways. The main aim of a company is to satisfy consumers. So company keep focus on the factors which forces the consumer to buy the product. Consumer can be motivate by various factors while purchasing product. In this paper those factors are discussed and their effect is measured on green purchase behavior.

According to environmental performance index Pakistan is among top 12 countries which are affected by pollution. Meanwhile according to DAWN newspaper 2019 Pakistan has largest population of youngsters in history. So this paper investigate the factors that influence green purchase behavior of young students

Key words:

Green purchase behavior; Altruism; Environmental knowledge; interpersonal influence; Environmental attitude.

Introduction:

Due to hazards to environment, green marketing has gained importance. According to Mintu and Lozada (1993) green marketing is implementation of marketing tools that not only satisfy organization and consumer needs but it preserve, protect, and conserve physical environment. According to American Marketing Association, Yazdanifard & Mery (2011) green marketing is approach to marketing whose focal point is environmental safety which include activities like packaging, modification, green ads, production process.

Environmentally concern consumers pay leading role in reducing problems related to environment.(Laroche,Bergeron & Barbavo-Ferleo,2001; Mustafa,2006;Zelezny,Chua & Aldrich,2000;Milfont,2012,).like in other continents, in Asia green marketing has also become

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popular.(Gurau & Ranchod, 2005 ; Khan and Kirmani,2015 ; Uddin & Khan,2016).Marketers are showing great interest in ecological climate. Organizations lack of interest in environmental issues encouraged consumers to shift their focus towards green movement (Mandelson & Polonsky, 1995).Companies are trying to gain competitive advantage over other firms by applying different strategical approaches and by relocating consumers thinking using green products.(Elham Rahbar,2011).

Trust, Belief, taste of young customer depends upon external and internal factors. Internal factors are usually psychological factors like needs, motivations, personality and characteristics, ability to learn. (Olejniczak-Merto,2009,p52-53).External factors are economic, cultural, family, groups and opinion leaders(4).Since, young consumers have sufficient environmental knowledge, so they act as potential force for the protection of environment.(Caruana & Rosella , 2003).Young consumers can be influencing tool for their peers.(Moses,2000;Lee,2009).But research of (McCrndle,2005) disclosed that environmental awareness and peer impact did not change into actual behavior, still there is gap, a value action gap.

Background of study:

Consumer purchasing pattern has been altered due to rapid growth in population. (Gruber & Schlegelmilch, 2014). Advancement in technology and consumption of non-sustainable products have played their part in creating problems for environment.Lancet commission report on pollution and health (2017) blamed pollution for the death of 9 million people. Environmental pollution has existed for centuries but got attention in 19th century after industrial revolution (internet).According to United nations every year world uses 500 billion plastic bags,8 million tons of plastic ends up in ocean.

(Axelrod & Lehman 1993: pg. 153) In order to determine the ecological behavior psychologists focus on individual behavior instead of focusing the behavior of whole society (i.e. which actions will make contribution towards preservation of nature). So environmental attitude can answer these questions.(New house,1990).Over last three decades vast study have been conducted to find the factors of consumer behavior. (main)Balder- jahn, 1988; Bamberg, 2003; Kaiser & Fuhrer, 2003; Bamberg & Moser, 2007; Chen& Chai, 2010; Cholette et al., 2013; Punyatoya, 2014).

To gain full understanding of complexity of sustainable marketing, youngsters are perfect for research view point. (Lee, 2008). Generally young consumers consider new ideas and are willing to accept innovations.(Ottman et al,2006;Sullivan& Heitmeyar,2008;Hume,2010).Youngsters are important part of market process these days.(Olejnicuk-Merta,2001).Young consumer become more important when we consider the fact that this child will become potential consumer, and he is developing his purchase behavior at his early age.(Kicinka,2009).In west researchers have studied relationship between green buying behavior and various psychographic variables. (Busse & Menzel, 2014; Guéguen & Stefan, 2016). Factors like interpersonal influence, environmental concern, altruism, skepticism, perceived environmental responsibility, environmental knowledge, and environmental attitude have significance in exploitation of green buying behavior. (Bearden et al., 1989; Laroche et al., 1996; Chan& Lau, 2001; Kaiser & Gutscher, 2003; Cleveland et al., 2005; Lueg & Finney, 2007; Albayrak, 2011; Wesley et al., 2012; Guéguen & Stefan, 2016; Nguyen, Lobo, & Nguyen, 2017).

According to DAWN (2019) Pakistan has largest percentage of young people in its history. According to UNDP report 64% of population is below 30 while 29% are between 15 to 29 years. As Pakistan has largest

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percentage of youngsters so they can play leading role in protection of environment. Since youngsters have innovative mindset and they have knowledge, they can be source of promotions of green products. So this study explore the relationship between green purchasing behavior and factors such as knowledge, altruism, interpersonal influence, and environmental attitude in the context of young consumers of Pakistan.

Problem statement:

Due to increase in world population, consumption of consumers is increasing which leads to pollution i. Pollution is creating serious threats for our plant. Change in weather, melting of glaciers, depletion of ozone is some threats for Earth. Companies are diverting towards ecofriendly products to reduce the impact of harmful products and production procedures on environment. Consumers green buying behavior is influenced by various factors so this study tend to see the impact of various variables on green purchase behavior.

Research gap:

Previous studies measured the impact of altruism, , environmental knowledge, interpersonal influence on green purchase behavior wit mediating role environtonal attitude but this research will measure the the direct influence of these variables on green purchase behavior of young consumers of Pakistan.

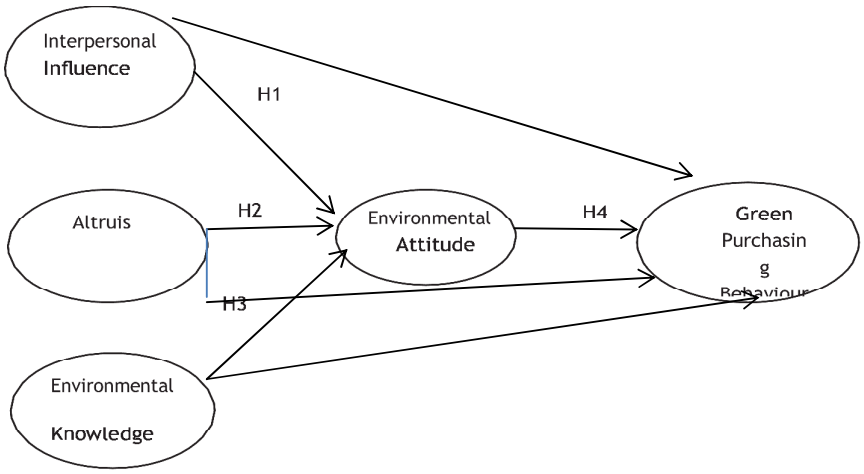
Research objective:

- To measure direct influence of altruism
- To measure direct influence of, environmental knowledge on green purchase behavior
- To measure direct influence of interpersonal influence on green purchasing behavior.

Research question

- What is impact of altruism on green purchase behavior of young consumer?
- What is impact of environmental knowledge on green purchase behavior of young consumer?
- What is impact of interpersonal influence on green purchase behavior of young consumer?

Research model:



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Hypothesis:

H1: There is direct influence of altruistic values on green purchase behavior

H2: There is direct influence of, environmental knowledge on green purchase behavior

H3: There direct influence of interpersonal influence on green purchasing behavior.

Methodology

Research design

This is descriptive research. Survey method was used to conduct the research. Different respondents were surveyed.

Instrument

Research instrument consist of two sections. First section comprises of validated scales which were taken from previous studies. Whereas second section consist of demographic characteristics of the respondents. Research instrument consist of 5 constructs. interpersonal influence (IP), environmental knowledge (EK), altru- ism (ALT), environmental attitude (EA), and green purchasing behavior (GPB). The EK measure comprised four statements and was adapted from Ellen et al. (1991) and Suki (2013). Five items to measure IP were adapted from Bearden et al. (1989). There were four scale items to measure GPB, while the EA scale had five statements adapted from Lee (2009). The five items employed to measure ALT were borrowed and modi- fied from the study by Shwartz (1977).

Data collection

English is spreading fast in Pakistan. According to Wikipedia 92 million of population have command over English language .Pakistan produces 445000 university graduates every year . This researcher controlled sampling was employed. So final research tool was administrated on graduated and undergraduate student of different universities of Multan.

Population

The population of the research consists of English medium universitiy of Multan. University of education Lahore, Multan campus.

Sample

Sample is the representative part of the population. So researcher collected data from 100 students by distributing questioner .for data collection pen and paper format was used.

Literature review:

Green purchase behavior:

The purchase of eco-friendly products and avoiding the products which are harmful avoiding the products which are harmful to environment is known as green purchase behavior (Chano, 2001). Most oftenly green purchase intention and green buying behavior are measures of green purchasing. Willingness of consumers to pay for green products is known as green purchase intention. Green purchase behavior of consumer is influenced by factors which captured by intention (Ramayah, Lee & Mohammad, 2010).Green purchase behavior is regarded as socially responsible behavior. A green consumer consider himself as socially responsible consumer and he always keep in mind the public consequences that might others have to face due to his private consumption. He try to utilize his purchasing power to change the society (Morsander, 2005).

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For the explanation of green purchase behavior the focal point of the previous was underlying attitudes, values and intention towards eco-friendly products (Foxall & Pallister,2002; Vermeir & Verbeke,2006; Wheale & Hinton,2007). The theory of reasoned action (TRA) by Ajzen and Fishbein (1980) and the theory of planned behavior (TPB) were 2 approaches that most of the studies followed. According to TRA there are2 factors that determine the behavior of the individual which are individual attitudes and social norms.TPB included additional factor which was individual behavior-perceived behavior control.

Environmental attitude:

All favorable or unfavorable responses of individual towards certain thing, place or object can be referred as attitude (khan & khan 2006). There are 3 basic components of attitude : cognitive (thinking about the object) conative (include action) affective (feeling about object) (Breckler,1984).There might be confusion with attitudes and other construct such as beliefs and values, opinions, personal norms. Although these construct to some extent relates to the components of attitudes but there is difference.(Shrigley, Koballa & Simpon, 1988 pg 659).

Environmental attitude is explained along with similar lines. The ability to assess the condition of environmental in favorable or unfavorable responses. (Milfont $ Duckitt, 2010). Green purchase behavior of individual is affected by environmental attitude (Laroche et al, 2001 Lee, 2001; Akhurst et al., 2012; Zhao et al., 2014). If individual are concerned about environment, they will behave to minimize the impact of one's actions on nature and there will be positive affect on green purchase decision (Chan & Lau, 2001; Laroche et al.,2001; Chen & Chai,2010; Zsoka et al. 2013; nguyen et al ., 2017). According to previous studies, one of the most relevant factors of green purchase behavior is environmental attitude (Stern & Dietz, 1994; Lee, 2011; Akeshurst et al., 2012; Uddin and Khan, 2016 a).There is substantial impact of environmental attitude on green buying behavior of youngster(Kaise et al,2007).

Interpersonal influence

According to S.M. Fateh & M. naeved Khan (2018) interpersonal influence is composed of persuading others or convincing others. Interpersonal influence is widely accepted as one of determinants of individual (Bearden et al., 1989;Cheah & Phau, 2011).According to suggestion of Stanford & Cocan…..1977 ip3) to fully understand behavior of consumer effects of interpersonal influence on formation of values, attitudes, aspiration and purchase behavior should be considered. Family and friends are the source of giving awareness about eco-friendly products to consumers friends (Cheah & Phau, 2011; Lim et al., 2014). Many researchers have proposed that buying behavior of consumers is shaped by the influence of peer's consumers (Singh et al., 2006; Kaur & Singh, 2007; Lueg & Finney, 2007; Lee, 2011). Social groups and norms also influence attitude of consumer towards green products(Chan & Lau, 2001; Lee, 2009; Kim & Chung, 2011. Cheah and Phau (2011).

Altruism

Definition of Matear(1993) describe altruism as kind behavior for benefit of others and without expecting any reward. Leads (1963) stated that altruism is voluntarily performed behavior that is beneficial to at least single individual and action is done without any desire or demand of any reward. Altruistic behavior is shaped by personality traits. The actions which are done with intention of helping others is called altruism. Biological and evolutionary minds tend to focus on potential benefits of particular behavior while

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psychologist interest is in knowing the motivation behind particular behavior. According to biological view point behavior which reduces the fitness of one individual while increasing the fitness of other individual is altruism.

Environmental knowledge:

Knowledge is important factor that influence the ways of customer collection , organization of information and the ways by which consumer evaluate product and services (Syahbandi, 2012). Environmental knowledge is the awareness of general public on health and welfare issues. It also includes the issues that rise from negative impact of harmful gasses, pollutants, chemicals and potential issues that affect positive attitude regarding green products (Ali et al.,2011; Haryanto & Budiman, 2014). Research of (Gan et al ; cited by Chen, 2013) development of environmental knowledge takes into 2forms, consumer should able to understand effects of various products on environment through education. According to Julina (2013) one's attitude can be effected by knowledge on environment. Noor et al 2012 is of view point that attitudes are positively influenced by environmental knowledge. According to definition of Wu and Teg (2013) environmental knowledge is awareness of consumer regarding environmental issues.

Data analysis:

Correlation

		INTERPERSONALINFLUANCE	ENVIROMENTALKNOWLEDGE	ALTRUISM	ENVIROMENTALATTITUDE	GREENPURCHASEBEHAVIOR
INTERPERSONALINFLUANCE	Pearson Correlation	1	.386**	.401**	.346**	.402**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	99	98	99	99	99
ENVIROMENTALKNOWLEDGE	Pearson Correlation	.386**	1	.403**	.387**	.272**
	Sig. (2-tailed)	.000		.000	.000	.006
	N	98	99	99	99	99

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ALTRUISM	Pearson Correlation	.401**	.403**	1	.403**	.286**
	Sig. (2-tailed)	.000	.000		.000	.004
	N	99	99	100	100	100
ENVIRONMENTAL ATTITUDE	Pearson Correlation	.346**	.387**	.403**	1	.224*
	Sig. (2-tailed)	.000	.000	.000		.025
	N	99	99	100	100	100
GREENPURCHASEBEHAVIOR	Pearson Correlation	.402**	.272**	.286**	.224*	1
	Sig. (2-tailed)	.000	.006	.004	.025	
	N	99	99	100	100	100

Regression:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	INTERPERSONALINFLUANCE[b]	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

Model Summary

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402[a]	.162	.153	.80248

a. Predictors: (Constant), INTERPERSONALINFLUANCE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.035	1	12.035	18.688	.000[b]
	Residual	62.466	97	.644		
	Total	74.501	98			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), INTERPERSONALINFLUANCE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.272	.311		7.316	.000
	INTERPERSONALINFLUANCE	.400	.092	.402	4.323	.000

Interpretation: According to above results there is positive relation between interpersonal influence and green purchase behavior. Which means that influence of other people can lead to green purchase behavior. The value of R square is .162 so IV can change DV up to 16%.

Regression:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ALTRUISM[b]	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.286[a]	.082	.072	.83580

a. Predictors: (Constant), ALTRUISM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.097	1	6.097	8.727	.004[b]
	Residual	68.459	98	.699		
	Total	74.556	99			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), ALTRUISM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.604	.336		7.743	.000
	ALTRUISM	.269	.091	.286	2.954	.004

a. Dependent Variable: GREENPURCHASEBEHAVIOR

Interpretation

Above results shows that the significant value is less than 0.05 so hypothesis is accepted altruism has significant impact on green purchase behavior and altruism can influence green purchase behavior up to 8 percent.

Regression:

Variables Entered/Removed[a]

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Model	Variables Entered	Variables Removed	Method
1	ENVIROMENTAL Knowledge	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.272[a]	.074	.065	.83663

a. Predictors: (Constant), ENVIROMENTALKNOWLEDGE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.438	1	5.438	7.768	.006[b]
	Residual	67.896	97	.700		
	Total	73.333	98			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), ENVIROMENTALKNOWLEDGE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.665	.330		8.071	.000
	ENVIROMENTALKNOWLEDGE	.261	.094	.272	2.787	.006

Interpretation:

According to above result significant value is 0.06 which shows that our hypothesis is rejected that there is significant relation between environmental knowledge and green purchase behavior. But environmental knowledge can influence GPB up to 7 percent.

Regression

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Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	INTERPERSONALINFLUANCE[b]	.	Enter

a. Dependent Variable: ENVIROMENTALATTITUDE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346[a]	.119	.110	.78229

a. Predictors: (Constant), INTERPERSONALINFLUANCE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.053	1	8.053	13.159	.000[b]
	Residual	59.361	97	.612		
	Total	67.414	98			

a. Dependent Variable: ENVIROMENTALATTITUDE

b. Predictors: (Constant), INTERPERSONALINFLUANCE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.545	.303		8.407	.000
	INTERPERSONALINFLUANCE	.327	.090	.346	3.627	.000

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Interpretation: **The significant value is .000 which means that there is perfect relation between interpersonal influence and environmental attitude. While value of R square is 11% which means that interpersonal influence can influence environmental attitude up t0 11 percent.**

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ENVIROMENTALATTITUDE[b]	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224[a]	.050	.040	.85006

a. Predictors: (Constant), ENVIROMENTALATTITUDE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.740	1	3.740	5.176	.025[b]
	Residual	70.816	98	.723		
	Total	74.556	99			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), ENVIROMENTALATTITUDE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.744	.371		7.390	.000

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	ENVIROMENTALATTITUDE	.229	.101	.224	2.275	.025

a. Dependent Variable: GREENPURCHASEBEHAVIOR

Interpretation: **According to anova table value of significant is 0.25 which is less then 0.05 so our hypothesis is accepted that there is significant relationship between green purchase behavior and environmental attitude. The value of R square is 0.50 which means environmental attitude can influence GPB up to 5%.**

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ALTRUISM[b]	.	Enter

a. Dependent Variable: ENVIROMENTALATTITUDE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403[a]	.162	.154	.77984

a. Predictors: (Constant), ALTRUISM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.539	1	11.539	18.975	.000[b]
	Residual	59.598	98	.608		
	Total	71.138	99			

a. Dependent Variable: ENVIROMENTALATTITUDE

b. Predictors: (Constant), ALTRUISM

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

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		B	Std. Error	Beta		
1	(Constant)	2.263	.314		7.209	.000
	ALTRUISM	.370	.085	.403	4.356	.000

a. Dependent Variable: ENVIROMENTALATTITUDE

Interpretation: Above result shows that value of significant is .000 so there is perfect relation between above variabes.Our hypothesis is accepted and there is perfect relation. Value of R square is .154 which means IV can cause 15% change in DV.

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ENVIROMENTALATTITUDE[b]	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224[a]	.050	.040	.85006

a. Predictors: (Constant), ENVIROMENTALATTITUDE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.740	1	3.740	5.176	.025[b]
	Residual	70.816	98	.723		
	Total	74.556	99			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), ENVIROMENTALATTITUDE

Coefficients[a]

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.744	.371		7.390	.000
	ENVIROMENTALATTITUDE	.229	.101	.224	2.275	.025

a. Dependent Variable: GREENPURCHASEBEHAVIOR

Interpretation: According to anova table value of significant is 0.25 which is less then 0.05 so our hypothesis is accepted that there is significant relationship between green purchase behavior and environmental attitude. The value of R square is 0.50 which means environmental attitude can influence GPB up to 5%

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ENVIROMENTALKNOWLEDGE[b]	.	Enter

a. Dependent Variable: ENVIROMENTALATTITUDE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387[a]	.149	.141	.77555

a. Predictors: (Constant), ENVIROMENTALKNOWLEDGE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.252	1	10.252	17.044	.000[b]
	Residual	58.343	97	.601		
	Total	68.595	98			

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a. Dependent Variable: ENVIROMENTALATTITUDE

b. Predictors: (Constant), ENVIROMENTALKNOWLEDGE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.380	.306		7.776	.000
	ENVIROMENTALKNOWLEDGE	.359	.087	.387	4.128	.000

a. Dependent Variable: ENVIROMENTALATTITUDE

Interpretation:

According to above table value of significant is .000 so there is perfect relation between environmental knowledge and environmental attitude so our hypothesis is accepted. The value of R square is .149 so IV can cause 14% change in DV

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ENVIROMENTALATTITUDE[b]	.	Enter

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224[a]	.050	.040	.85006

a. Predictors: (Constant), ENVIROMENTALATTITUDE

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.

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1	Regression	3.740	1	3.740	5.176	.025[b]
	Residual	70.816	98	.723		
	Total	74.556	99			

a. Dependent Variable: GREENPURCHASEBEHAVIOR

b. Predictors: (Constant), ENVIROMENTALATTITUDE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.744	.371		7.390	.000
	ENVIROMENTALATTITUDE	.229	.101	.224	2.275	.025

a. Dependent Variable: GREENPURCHASEBEHAVIOR

Interpretation: According to anova table value of significant is 0.25 which is less then 0.05 so our hypothesis is accepted that there is significant relationship between green purchase behavior and environmental attitude. The value of R square is 0.50 which means environmental attitude can influence GPB up to 5%.

Conclusion:

This research help marketers to predict key indicators of young consumer green purchase behavior. It also help marketers to understand divers and barriers to green purchase behavior. With clear idea marketers can formulate strategies to encourage green purchase behavior. Marketers and Government policy makers should publicize information regarding environmental issues to encourage youngsters to purchase green products. Young consumer's altruistic orientation propose that youngsters genuinely care for environment. So these youngsters can be target market for marketers. These young consumers will be adults in future. Among youngsters there is thought sharing process. Through information sharing process youngsters gain knowledge and this knowledge leads to development of altruism and interpersonal influence effectuate environmental attitude which leads to green purchase behavior.

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IMPACT OF ADMINISTRATIVE EMPOWERMENT ON ORGANIZATIONAL BELONGINGNESS: EVIDENCE FROM BAHRAIN

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Abstract

The aim of this research is to identify the impact of administrative empowerment (teamwork, independence, training & participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain. Two hundred and twelve employees were surveyed through a comprehensive inventory method. The analysis is based on the outcomes of the questionnaire survey that was given out to the sample of the employees of the Ministry of Industry, Trade and Tourism. The researchers hypothesized that there is a positive significant impact for the administrative empowerment (teamwork, independence, training & participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain. The findings reveal that there is a positive significant impact for the administrative empowerment (teamwork, independence, training & participation) on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain. Moreover, the results indicate that there is no significant differences relating to the impact of administrative empowerment (teamwork, independence, training & participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position).

Keywords: *Empowerment, Organizational Belongingness, Teamwork, Independence, Training, Participation, Kingdom of Bahrain.*

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1. Introduction:

Administrative empowerment contributes to supporting the ability of employees to exercise their responsibilities, as it is a fundamental building block upon which organizations build strategies b which to face obstacles and changes in internal and external business environments (Mohamdia, 2016, 2). One of the most important strategic goals that organizations seek to achieve is to increase the rates of organizational affiliation for their employees, where organizational affiliation is considered as a main indicator through which many behavioral aspect of the employees can be predicated. At the forefront of these aspects, comes the work turnover rate, where employees who are organizationally belonging tend to continue for the longest period of work while achieving organizational goals (Al Baqi, 2005, 68). The Ministry of Industry, Trade and Tourism in Bahrain is one of the organizations that sets its sights on preserving an retaining employees by raising their organization affiliation level because of its effective impact in enabling the Ministry to achieve its goals, especially as it is the beating heart of the economic development process in the Kingdom of Bahrain.

2. Theoretical Framework and Literature Review:

2.1 Administrative empowerment:

2.1.1 Definition of administrative empowerment:

Administrative empowerment is defined as giving the employee greater authority and freedom in the area of the specific job that the performs according to the description for his job, which puts the capabilities of the employee outside his own job, so, he is given freedom to participate, express his opinion, free him from restrictions and encourage him to initiate (Al Mogableh & Otoum, 2014). It is also defined as sharing the degrees of strength with the lower levels and giving the employees responsibilities and powers to take decisions related to all aspects of product development and therefore it is an introduction to transferring information-based power or issuance of decisions from higher administrative levels to the lower levels after ensuring that they possess all the essential capabilities in order to maximize the value to the stakeholders (Bose, 2018, 2). It also refers to that organizational strategy that aims to transfer sufficient powers to employees and give them freedom and confidence in decision-making by expanding the scope of delegation of authority and increasing participation and self-motivation and emphasizing the importance of teamwork, developing employee personality and developing creative behavior and providing the appropriate environment to activate it in order to be able to carry out their tasks assigned to them in their own way, without direct interference from senior management (Yacob, 2004, 34).

2.1.2 The importance of administrative empowerment:

Administrative empowerment represents a major principle of decentralized management principles that contribute to giving those who are empowered an opportunity to present their best creative experiences, skills and ideas to help improve the competitive position of the organization and put it in the lead and enable it to achieve organizational excellence. Also, administrative empowerment contributes to increasing the

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effectiveness of performance through achieving the best exploitation of human resources, as it increases the motivation of employees and makes them feel that they are an important part of the organization, so that some see themselves under the empowerment as one of the owners of the organization, which increases his motivation and also leads to achieving the goals of the organization (Abou Samra & Salama 2015, 19). It also increases the level of employee affiliation with the organization, while providing better opportunities for quick and effective decision-making and unleashes their creative capabilities and achieves job satisfaction, improving their psychological status, which has a positive reflection on the productivity level in the organization (Kathem, 2016, 39).

2.1.3 Dimensions of administrative empowerment:

Multiple studies have confirmed that the most important dimensions of administrative empowerment are represented in team works independence, training and participation. Hence, these more frequent dimensions were used to be examined in the current research model (Abdeldayem, 2018), (Al Atwi & Marei, 2018), (Al Douri, 2018), (Ipsita & Kumar, 2018), (Taifor, 2018), (Hanaysha, 2016), (Mohamadia, 2016). (Al Sabti, 2015), (Hajar Wajdi, 2013), (Speritzer, 2007) & (Franz, 2005).

2.1.4 Administrative empowerment requirements:

The most important requirements of administrative empowerment are the mutual administrative trust between managers and their subordinates (Bose 2018, 6), the organization's support for employees through their bosses and colleagues (Al Omari, 2017), the compatibility of the goals and vision of employees with the top management, the organization's possession of a culture of teamwork (Franz, 2005), the effective communication between all levels of administration (Melhem, 2006), the ongoing and appropriate training to employees the goof knowledge and decision-making skills employees' rewards for good performance (Ahmed & others, 2015).

2.1.5 Administrative empowerment obstacles:

The most important obstacles to administrative empowerment are the hierarchical organizational structure, extreme centralization in decision-making, senior management fear of losing power, unwillingness to change, employees fear of taking responsibility, strict procedures, weak system of motivation and administrative mistrust (Al Omary, 2017 PP. 11 – 12)

2.2 Organizational Belongingness

2.2.1 Definition of organizational belongingness:

Organizational belongingness is defined as mergers or affiliation with the organization in which the employee works (Al Kholi 2001, 78). It is also known as the desire not to leave the organization despite external incentives (Abou Samra & Salama, 2015, 14). It is strong belief in accepting the goals of organization and strong desire to retain membership in it (Heery & Noon, 2001, 9).

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2.2.2 The importance of the organizational belongingness:

- Achieving the organizational affliction of the employees and contributing in reducing job turnover rates and also it contributes to reducing the expenses of organization on selection and recruitment processes in addition to that it increases the amount of production.
- A competitive advantage can be achieved through organizational affiliation.
- It contributes to achieving work stability, in addition to developing the positive motivations that exist among employees and increasing their satisfaction with work and the organization itself, which is shown through the acceptance by the individual belonging to his organization of its goals, dedication, strong desire and continuous effort to achieve its goals (Rushdy and Saqer, 2011).
- The impact of the administrative empowerment on the organizational belongingness administrative empowerment is one of the most important factors that can be linked to a direct impact relationship with organizational affiliation in various organizations. Administrative empowerment is greatly concerned with granting employees powers and responsibilities and encouraging them to participate and initiate appropriate decisions and giving them freedom and confidence to perform work in their own way without direct intervention from management and motivating them and breaking the administrative and organizational dead lock between the administration and the employees, and all this necessarily leads to an increase in the organizational affiliation of the employee (Ajhaei & Savari, 2013).

3. Methodology:

3.1 Research Problem:

On the basis of various studies that confirmed the importance of the administrative empowerment and its positive impact on the organizational belongingness of the employees. Researchers wanted to identify the impact of the administrative empowerment (teamworks, independence, training and participation) on the organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain. The problem of the research could therefore be expressed in the following key questions:

“What is the impact of the administrative empowerment (Teamwork, independence, training and participation) on the organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain?”

The main question results in the following sub-questions:

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- What is the reality of administrative empowerment at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain?
- What is the reality of organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain?
- What is the reality of the relationship between the administrative empowerment and the organizational belongingness of the employees at the Ministry of Industry Trade and Tourism in the Kingdom of Bahrain?

3.2 Importance of the research:

This study addresses on of the important topics in the field of business administration which is the administrative empowerment that can have a significant impact on the organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain. It provides a theoretical and guiding framework for officials in the ministry that can be used when making decisions regarding adopting policies and procedures that strengthen the positive effects of administrative empowerment on organizational affiliation.

3.3 Research objectives:

The objectives addressed by this research are as follows:

- Identify the impact of administrative empowerment (team works, independence, training and participation) on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.
- Identify the differences relating to the impact of administrative empowerment (team works, independence, training and participation) on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position).

3.4 Research Hypotheses:

- Main Hypothesis 1:

H1: There is a positive significant impact of the administrative empowerment (team works, independence, training and participation) on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.

- Subsidiary hypothesis 1:

H1.1: There is a positive significant impact for the team works on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.

- Subsidiary hypothesis 2:

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H1.2: There is a positive significant impact for independence on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.

- Subsidiary hypothesis 3:

H1.3: There is a positive significant impact for training on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.

- Subsidiary hypothesis 4:

H1.4: There is a positive significant impact for [participation on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain.

- Main Hypothesis 2:

H2: There is a positive significant differences relating to the impact of the administrative empowerment (team works, independence, training and participation) on organizational belongingness of the employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position).

3.5 Research Framework

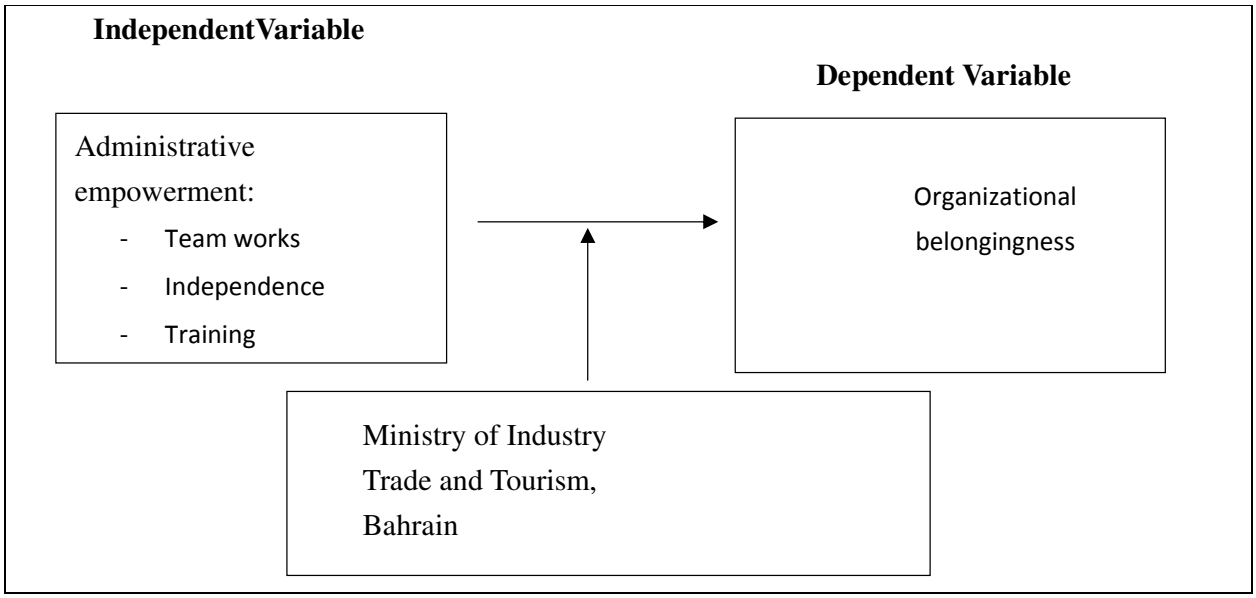


Figure 1 (Research framework)

3.6 Population and sample of the research:

The researchers selected a simple random sample (n= 212) of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain out of a population (470) employees. The sample provided information through filling survey questionnaires which is considered the core of data for this research.

3.7 Data collection:

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A five-point Likert scale was used to collect questionnaire survey as follows:

5	4	3	2	1
Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

A number of 212 questionnaires were circulated and a total of 178 were collected. Two of them were incomplete, so we discarded them. 176 were considered with a response of 83%.

4. Research Findings and results:

4.1 Pearson correlation co-efficient:

Table (1) below shows that all correlation co-efficient as significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson correlation co-efficient

Statement	Correlation co-efficient	Statement	Correlation co-efficient	Statement	Correlation co-efficient
1	0.444	21	0.492	41	0.589
2	0.287	22	0.569	42	0.485
3	0.259	23	0.500	43	0.571
4	0.380	24	0.406	44	0.242
5	0.093	25	0.590	45	0.431
6	0.377	26	0.520	46	0.459
7	0.269	27	0.315	47	0.500
8	0.376	28	0.527	48	0.492
9	0.405	29	0.306	49	0.216
10	0.161	30	0.535	50	0.326
11	0.677	31	0.588	51	0.589
12	0.401	32	0.479	52	0.485
13	0.233	33	0.505	53	0.571
14	0.583	34	0.331	54	0.463
15	0.526	35	0.305	55	0.435
16	0.569	36	0.360	56	0.649
17	0.541	37	0.647	57	0.545
18	0.633	38	0.459	58	0.653
19	0.523	39	0.451	59	0.345
20	0.341	40	0.478	60	0.674

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4.2 Reliability:

The data were analyzed using SPSS and statistical results of Cronbach Alpha are as follows:

Table 2 Cronbach's Alpha

Reliability	
Dimensions	**Cronbach's Alpha**
Organizational belongingness variable	0.913
Administrative empowerment variable: - Team works (0.751) - Independence (0.841) - Training (0.831) - Participation (0.819)	0.810
Total	**0.862**

Table (2) indicates that the Cronbach's Alpha is 0.862. This result indicates a high level of internal consistency for the research questionnaire.

4.3 Analysis of the demographic variables of the research:

4.3.1 Gender variable:

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	63	35.8%
Females	113	64.2%
Total	**176**	**100%**

It is clear from the analysis of research sample by gender (table 3) that the percentage of females is almost twice that of males.

4.3.2 Age variable:

Table 4 Distribution of the research sample according to age

Variable	Number	Percentage
Less than 25 years	80	45.5%
25 and less than 45 years	88	50.0%
45 and less than 60 years	3	1.7%
60 years and above	5	2.8%
Total	**176**	**100%**

It can be seen from (table 4) that the ministry depends in its structure on youth category.

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4.3.3 Qualification variable:

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
High School and less	22	12.5%
Bachelor	108	61.4%
Master	44	25%
Doctorate	2	1.1%
Total	**176**	**100%**

Table (5) indicates that the ministry relies on holders of university and post graduate qualification

4.3.4 Years of experience variable:

Table 6 Distribution of the research sample according to years of experience

Variable	Number	Percentage
Less than 5 years	13	7.4%
5 – 10 years	37	21%
11 – 19 years	88	50%
20 years and above	38	21.6%
Total	**176**	**100%**

Table (6) reveals that most of the ministry's employees range in experience between 10 – 20 years.

4.3.5 Position variable:

Table 7 Distribution of the research sample according to position

Variable	Number	Percentage
Employee	115	65.3%
Director	45	25.6%
Head of Division	11	6.3%
Director of department	5	2.8%
Total	**176**	**100%**

Table (7) shows that the majority of the sample members were employees.

4.4 Analysis of answers to the questionnaire variable:

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Table 8 Analysis of the research sample answers to the questionnaire variable administrative empowerment, team works.

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
1	The administration pays great attention to forming team employees to accomplish tasks quickly and professionally.	3.81	0.980	Agree
2	The team works are an opportunity to present new ideas for departments.	4.13	0.714	Agree
3	The team works highlight the ministry's ability to achieve harmony between employees from a variety of cultural background.	3.88	0.735	Agree
4	Teams have the ability to achieve the goals and tasks assigned to them with minimal time and effort.	3.94	0.836	Agree
5	The management depends on the capabilities of the team works to deal with challenges facing the organization.	3.78	0.967	Agree
6	The ministry is team works provide a variety of solutions to the problems encountered	3.84	0.808	Agree
7	The ministry's team works contribute to emphasizing cooperative work and distributing tasks.	3.93	0.855	Agree
8	The team works in the ministry reflect the culture of planning. Each member has its specific tasks and everyone works according to predetermined plans by the higher management and everyone agrees to them.	3.77	0.916	Agree
9	Ministry team works show multiple intelligence to their members	3.72	0.785	Agree
10	Creativity and innovation in performance is the main focus for the performance of the teams that the ministry relies on.	3.63	1.011	Agree
Total		**3.84**	**0.861**	**Agree**

Results of table (8) show that the general average of the variable (Administrative empowerment, team works_ reached (3.84) which shows that the opinions of the research sample were positive relating to this dimension.

Table 9 Analysis of the research sample answers to the questionnaire variable (Administrative

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empowerment, independence)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
11	The administration gives and opportunity for employees to make decisions independently	3.14	1.110	Neutral
12	Management believes in self-censorship instead of direct supervision.	3.32	1.009	Neutral
13	Employees have great confidence in their ability to deal with the practical challenge facing them.	3.60	0.934	Agree
14	Management provides employees with sufficient opportunities to make important decisions to accomplish tasks.	3.31	0.968	Neutral
15	The administration does not exercise its authority in matters that it delegated to employees during the authorization period.	3.31	0.968	Neutral
16	The administration trusts the employees ability to carry out the tasks assigned to them	3.69	0.887	Agree
17	The administration grants employees the freedom to dispose of performance in the tasks assigned to them.	3.41	1.055	Neutral
18	Employees make decisions related to the tasks assigned to them without feeling that they are under any pressure from management.	3.33	1.108	Neutral
19	The administration gives employees enough space to consult with them or their colleagues before making critical decisions.	3.78	0.843	Agree
20	There is always another opportunity for employees to correct their decisions that they don't trust that will enable them to achieve goals.	3.80	0.844	Agree
Total		**3.49**	**0.974**	**Neutral**

Results displayed in table (9) show that the general average of the variable (Administrative empowerment, independence) reached (3.49), which shows that the opinions of the research sample were moderate of this dimension.

Table 10 Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, training)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation

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21	The administrative provides various training courses to suit the training needs of employees in order to develop their skills.	3.64	1.086	Agree
22	The administration pays great attention to research and studies in order to develop employees.	3.31	1.160	Neutral
23	The administration encourages employees to exchange experiences with each other through training.	3.61	0.991	Agree
24	The administration provides on-the-job and off-job training courses	3.78	1.037	Agree
25	The most recent training strategies and techniques are employed in providing employees with varied knowledge and new skills.	3.45	1.084	Neutral
26	There is an approach of management to turn into an educational organization through training and knowledge transfer	3.39	1.180	Neutral
27	There is great interest in developing and improving the performance of human resources management.	3.61	1.047	Agree
28	E-training is employed, so employees receive training materials while they are in their office, which contributes to saving time and effort.	3.20	1.200	Neutral
29	Peer learning and active learning are the most prominent training strategies used with employees.	3.66	0.966	Agree
30	The training content is provided by agreement of the trainers and the trainees, so that the training process reflects the actual needs of the trainees.	3.57	1.006	Agree
Total		**3.52**	**1.076**	**Agree**

Results presented in table (10) show that the general average of the variable (Administrative empowerment, training) reached (3.52), which shows that the opinions of the research sample were positive relating to this dimension.

Table 11 analysis of the research sample answers to the questionnaire variable (Administrative empowerment, participation)

Sr.	Statement	Mean	Standard	Mean

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			Deviation	Interpretation
31	The administration pays great attention to holding meetings with employees formally of informally.	3.64	1.138	Agree
32	Employees can easily meet officials and discuss with them work situations.	3.80	0.934	Agree
33	The important information is effectively shared between the different departments which contributes to the end of the work procedures in an immediate and very effective way.	3.70	0.999	Agree
34	The administration announces the information it has available that contributes to dealing with challenges.	3.57	1.012	Agree
35	Employees can discuss all matters with management to arrive to correct decisions in the field of work.	3.66	0.983	Agree
36	There is an effective system that provides information quickly to decision makers.	3.59	1.060	Agree
37	The administration has great confidence in employees in such a way that it shares with them important information.	3.41	1.168	Neutral
38	There is a high level technological infrastructure that contributes to the easy access to all the information I need.	3.47	1.094	Neutral
39	The administration adopts an information system that maintains the confidentiality of the information that is shared between individuals and management.	3.73	0.884	Agree
40	The annual reports issued by the administration contain all the information of interest to internal and external stakeholders.	3.82	0.869	Agree
Total		**3.64**	**1.017**	**Agree**

Results table (11) show that the general average of the variable (Administrative empowerment, participation) reached (3.64), which shows that the opinions of the research sample were positive relating to this dimension.

Table 12 Analysis of the research sample answers to the questionnaire variable (Organizational belongingness)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation

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1	I feel proud of being one of the employees at the Ministry of Industry, Trade and Tourism	4.02	0.91	Agree
2	I adopt the ministry's mission and vision	4.07	0.79	Agree
3	The Ministry of Industry, Trade and Tourism is an important part of career.	4.08	0.81	Agree
4	I am interested in the success of the ministry in carrying out its job	4.39	0.74	Agree
5	I always keep the reputation of the ministry.	4.38	0.80	Agree
6	I am willing to do more at work if asked.	4.30	0.84	Agree
7	I feel proud when I talk to others about mu work at the Ministry of Industry, Trade and Tourism.	4.15	0.83	Agree
8	I show my full commitment to the ministry's values and culture.	4.23	0.80	Agree
9	I consider my work in the ministry as a decoration on my chest.	4.14	0.88	Agree
10	I preserve the Ministry's properties as I maintain my private properties.	4.49	0.63	Agree
11	I agree to the ministry's policies regarding its employees	3.98	0.94	Agree
12	I am not thinking of leaving my job in the ministry.	3.95	1.07	Agree
13	The ministry deserves sincerity in work.	4.31	0.74	Agree
14	I feel happy while in the ministry.	4.03	0.78	Agree
15	I feel job security and stability in the job in the ministry	4.05	0.84	Agree
16	I feel that my work in the ministry fulfills my career ambition	3.60	1.06	Agree
17	I don't mind staying at work after the end of working hours, if the conditions of work require it	3.90	0.86	Agree
18	I consider my job in the ministry the best opportunity offered to me	3.57	1.04	Agree
19	I am ready to do volunteer work for the ministry	3.99	0.93	Agree
20	I am glad to finish my career among the pillars of the ministry	3.74	1.13	Agree
Total		**4.07**	**0.87**	**Agree**

Results of table (12) show that the general average of the variable (organizational belongingness) reached (4.07), which shows that the opinions of the research sample were positive relating to this variable.

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4.5 Testing research hypotheses:

To make sure that the main hypothesis (1) is correct "There is a positive significant impact for the administrative empowerment (Team works, independence, training and participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain", simple linear regression analysis is used (refer to tables 13, 14, 15 and 16) where the results shows the following:

Table 13 Linear regression analysis (teamwork)

Model F	Adjusted R^2	Beta	P. Value (Beta)
27.40	0.203	0.274	0.00

Table 14 Linear regression analysis (independence)

Model F	Adjusted R^2	Beta	P. Value (Beta)
16.70	0.115	0.115	0.019

Table 15 Linear regression analysis (training)

Model F	Adjusted R^2	Beta	P. Value (Beta)
11.40	0.060	0.008	0.011

Table 16 Linear regression analysis (participation)

Model F	Adjusted R^2	Beta	P. Value (Beta)
10.71	0.045	0.158	0.017

According to the results presented above in table (13, 14, 15, 16), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), "There is a positive significant differences relating to the impact of administrative empowerment (teamwork, independence, training and participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position), showed that there are no statistically significant differences at the level of (0.05) relating to the demographic (gender, age, qualification, years of experience and position).

5. Concluding Comments:

- The Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain carries out empowerment operations with high efficiency.
- The Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain relies on team works in all its departments and divisions.

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- The team works in the ministry in question are of great importance, as they contribute to finding creative solutions to various problems.
- The culture of planning in the ministry in question, is reflected through administrative empowerment practices.
- The ministry in question emphasizes the importance of sharing data and information with employees at all levels, which is evident through the annual reports of the ministry and through the mechanisms that follow them in the dissemination and preservation of information.
- The technological information sharing and transmission policy, among the departments, contribute to empowering employees in the ministry in question.
- Staff training and applied training policies play prominent roles in increasing the effectiveness of employees' empowerment as training has become a major part of the ministry's culture and has a direct impact on administrative empowerment.
- The ministry in question focuses on granting employees significant autonomy in decision-making and participating in it with senior management, where independence is the most prominent component and pillar of staff empowerment in the ministry.
- The independence granted to employees contributes to increasing their self-confidence and improving their affiliation with the ministry.
- The employees at the ministry in question show a high level of organizational affiliation, which is evident in their association with the ministry and their desire to continue working with it until reaching the retirement stage.
- The organizational affiliation of the employees in the ministry in question is reflected in their desire to improve organizational performance and achieve organizational goals.
- The organizational affiliation of the employees in the ministry in question is related to each of the team works and the independent granted to them, and training policy and the participation policy used in the ministry.

6. Recommendations:

In the light of conclusions formulated, the following recommendation were proposed:

- The need to benefit from the experience of ministries and other institutions in administrative empowerment operations, especially foreign institutions that have previous experience in improving the effectiveness of administrative empowerment.
- The necessity of employing the latest strategies in building teamworks to form teams that possess various intelligence, competencies and skills that contribute to creating innovative solutions to the challenges facing the ministry.
- It is important to give employees training courses on increasing the effectiveness of independence in making decisions.

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- It is necessary to encourage employees to make good use of their mandate to make decisions in real time without recourse to leadership.
- The need to pay more attention to the subject of research that contributes to the development of employees.
- The need to pay attention to the issue of becoming an educational organization though training and knowledge transfer.
- The need to focus on employing e0training effectively in the ministry, so that employees can receive training while they are in their office, thus contributing to saving time and efforts.
- The importance of employing training strategies and techniques in providing employees with varied knowledge and new skills.

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E-GOVERNMENT SERVICE QUALITY EVALUATION ON TAX OPERATIONS: A TEST OF USERS' SATISFACTION PERCEPTION IN TANZANIA

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ABSTRACT

Perception of users in e-government services is not guaranteed. This study investigated users' perception in satisfaction about e-government service quality on tax operations. The survey method was used to collect primary data from 412 users of electronic tax operations. Data was analyzed statistically using component factor analysis to confirm the latent variables. The developed hypotheses were tested using structural equation modeling. Findings indicate that two e-government service quality dimensions (one stop service and interactive service quality) had positive effect on improving users' perception on e-government satisfaction; however, one stop service variable was insignificant. Moreover, it was found that a construct for fear of system security matters had a negative effect on users' satisfaction as proposed, unfortunately it was insignificant. The study provides important insights on e-government service quality useful to several stakeholders including public administrators for proper improvements of public electronic operations.

Keywords: *E-government service quality, user satisfaction*

BACKGROUND

Electronic government (e-government) is relevant in provision of information to users in cost effective manner (Idoughi & Abdelhakim, 2018), and governments need to encourage frequent use of public electronic services (e-services) by citizens (users). It is important, therefore, to satisfy users by ensuring re-use for the success of e-government services. In view of the meaning, e-government has several definitions (Soledad & Javier, 2018). World Bank (2015) defines e-government as the use of Information and Communication Technology (ICT) such as the internet and mobile services by government agencies to transform relationships with citizens, business, as well as other government organs for the purpose of improving delivery of services. E-services in tax operations are among e-government operations that are

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regarded most successful and important to both, users (taxpayers) and revenue administrators. The importance of e-government in tax activities include enhancement of efficiency, lowering cost of tax operations as well as ensuring convenience in operations (Shareef, Kumar, Kumar & Dwivedi, 2011; Schaupp and Carter, 2009; Karkin & Janssen, 2014). Despite the success experience of e-government operations, perception of users is compromised due to low usability, access and participation (Ishengoma, Mselle & Mongi, 2019; Lupilya & Jung, 2015; United Republic of Tanzania, 2016; United Nations, 2016).

Moreover, the perception of users for their satisfaction especially for mandatory e-government services is not guaranteed since authors provide different observations (Anwer, Esichaikul, Rehman & Anjum, 2016; Chopra & Rajan, 2016; Islam, Yusuf, Yusoff & Johari, 2012; Fan & Yang, 2015). It was, therefore, necessary to know factors affecting user satisfaction and develop a new e-government framework in relation to this need. Thus, this study considered two items from the Information System (IS) success model (Delone & McLean, 2003), that is, user satisfaction and service quality. The study under review assumes that Tanzania electronic tax operations (such as e-filing, e-payment of tax and use of developed electronic one stop service) might be successful if the factors that influence user satisfaction in tax operations could be of concern for the betterment of e-government implementation. This study, therefore, assessed user satisfaction in terms of e-government service quality (one stop service, interactive service quality and how users perceive on the fear of system security matters). The results of this assessment are useful to public organizations especially tax practitioners, policy makers, academicians and researchers as they provide relevant inputs for improving e-government services.

Theoretical Framework

Two study variables (service quality and user satisfaction) are informed by the DeLone and McLean (2003) IS success model. Service quality is the degree to which the service is delivered to best meet customers' needs in relation to the support of the organization handling the system (DeLone& McLean, 2003). In the study under review, service quality has been explained by three variables, namely, quality of interactive services, one stop service users receive and security concerns. Service quality was chosen because it is among important factors that can influence users' satisfaction because of the accuracy, timeliness, as well as reliability of the responses to requested services (Venkatesh, Thong & Xu, 2012; Chen, Jubilado, Capistrano & Yen, 2015). User satisfaction in the other hand is the extent to which a user perceives that the IS available meets his information requirements. User satisfaction is relevant for continual usage and success of e-government (Alawneh, Al-Refai & Batiha, 2013).

DeLone and McLean (2003) IS success model, useful in informing IS success like user satisfaction, was developed by modifying the DeLone and McLean (1992) which faced criticisms due to interpretation of different variables (check for instance, Seddon,1997). The model suggests that system quality, information quality and service quality have a direct relationship with use or intention to use and user satisfaction; the net benefits can be derived after the use/intention to use as well as satisfaction by users. There are several extended and improved works basing on the DeLone and McLean (2003) IS success model. Some authors

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apply few variables in the model; others modify to suit their researches' circumstances. For instance, variables including adaptability (to accommodate new changes); and perceived value of IT have been proposed. Studies (such as those of Seen, Rouse and Beaumont, 2007; Chae, 2007; Kutlu and Alkaya, 2015; as well as Gable, Sedera and Chan, 2008) address additional variables useful for IS success. The current study has applied few variables, suggesting other variables be applied in future researches of similar nature since one cannot research every aspect (Perry, 1998).

Other Related Works

This study reviewed empirical works for the three predictor constructs (interactive service quality, one stop service, as well as fear on security matters) that explained e-government service quality and user satisfaction (a criterion variable). Users expect some level of satisfaction while dealing electronically (Pappas, Kourouthanassis, Mikalef & Giannakos, 2018; Fan and Yang, 2015; Karkin & Janssen, 2014; Carter, Shaupp, Hobbs & Campbell, 2011). A study by Veeramootoo, Nunkoo and Dwivedie (2018) observed 'user satisfaction' as an important item for continue usage of the system. Other factors (such as perceived usefulness) have been suggested to mediate the relationships found between the IS quality dimensions and trust (opposed to fear on security matters) for systems continue usage. However, user satisfaction is commented as an important factor for e-government success in service quality, perceived usefulness and many others (Idoughi & Abdelhakim, 2018). Carter *et al.* (2011) integrated technology adoption factors commented by the unified theory of acceptance and use of technology (UTAUT) with users' perceptions on efficacy, security as well as trust to evaluate the role of the users' perceptions in tax electronic services. One of the findings indicates that perceived security control with UTAUT factors have a significant impact on taxpayers' satisfaction (intentions) to e-file their tax returns.

Additionally, in reviewing quality and trust factors for IS success, Pappas *et al.* (2018) showed none of the factors can be sufficient alone, suggesting IS quality factors be merged with trust factors. Fan and Yang (2015) opined that information clarity, system security and stability, interactive services as well as "one-stop" services are significant factors for users (public) satisfaction. To achieve users satisfaction and IS success in general, Anwer *et al.* (2016) insisted on services availability on multiple channels, citizen-centric features, process performance, skills divide, awareness, information security and transaction security. Lupilya and Jung (2015) opined on technology reliability. Other issues include updated, responsiveness and functionality service quality, access as well as usability, perception of service and customization (Islam *et al.*, 2012; United Republic of Tanzania, 2016; Ishengoma *et al.*, 2019). Conversely, empirical literature review revealed some peculiar results. For instance, Chopra and Rajan (2016) showed no significant effect of e-services quality on satisfaction. Gupta, Dasgupta and Gupta (2008) indicated low levels of significance. According to Islam *et al.* (2012) service quality (in terms of reliability and flexibility) did not show any influence on user satisfaction; also, customization and flexibility could show weak relationship**.** Due to such observations, there was a need to further investigate on users' perception on e-government service quality for their satisfaction and develop a new framework to meet this requirement. Issues related to integration and availability of e-services were mapped into 'one stop service' variable; other matters including 'satisfied

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results' grouped into 'interactive service quality'; while trust or system security concerns clustered in the variable 'fear on system security'. Variable measures are presented in Table 1. Thus, the developed hypotheses were:

H_1: One stop service has a direct influence on user satisfaction.

H_2: Fear on system security matters has an indirect influence on user satisfaction.

H_3: Interactive service quality has a direct influence on user satisfaction.

METHODOLOGY

This research is purely quantitative. Quantitative approach was preferred because the study is deductive in nature requiring testing how e-government service quality affects user satisfaction by narrowing the scope for generalization purposes (Gill & Johnson, 2010). Primary data (described in Table 1) and other respondents' demographic characteristics were collected by questionnaire technique. Measures of the items used in the questionnaire were adapted from Fan and Yang (2015). This questionnaire was also checked by experts before using it. Questions were developed on a five-point Likert type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The field area was Tax Centers of Temeke, Ilala and Kinondoni Districts of Dar es Salaam region as most of information technology initiatives are developed in Dar es Salaam. A convenient sampling was done focusing 500 respondents from different groups of age, sex and organization types. Thus a sample included tax practitioners, which are taxpayers and few Tanzania Revenue Authority (TRA) employees as they are the ones using e-government systems for tax operations.

Out of 500 distributed questionnaires, 412 (82%) were returned and used for analysis. The used questionnaires were the retained ones after data cleaning process which was performed by first, ensuring questionnaires are completely filled; consequently, encompassing items without missing values. The result on response rate is far above minimum requirement for Structural Equation Modeling (SEM) tool, that is, 200. Preliminary analysis started by coding (Table 1) the items to minimize errors (Saunders, Lewis, & Thornhill, 2012). Data was then entered into Statistical Package for Social Sciences (SPSS) and Analysis of Moment's Structures (AMOS) version 20. Other descriptive analyses indicated respondents' characteristics. Before conducting Confirmatory Factor Analysis (CFA), the study conducted a reliability test by use of Cronbach alpha measure – taking into account values above 0.7 for each latent variable. Using CFA, data was tested for validity, normality and multi-collinearity issues. These tests were done to reduce measurement errors (Hair, Black, Babin, & Anderson, 2010). Three developed hypotheses were tested using SEM due to presence of latent (unobserved) variables explained by field observed variables.

Table 1: Measures of the Study Variables

Variable	Code	(Study mapped as a measure of:)
User satisfaction	USAT1	Clear and easy instructions
	USAT2	Quick information finding
	USAT3	Display of relevant information
	USAT4	Information properly detailed

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	USAT5	Ability to convey trust
	USAT6	Services clear and easy to follow
	USAT7	Effective search engine
Security (fear of security matters)	SECU1	Data use for intended reasons
	SECU2	Users' privacy protected
	SECU3	Secure user name and password
	SECU4	Only necessary personal data for authentication
	SECU5	Data stored securely
	SECU6	Systems protection against unauthorized access
	SECU7	Users' privacy protection settings
	SECU8	Information not disclosed
Interactive service quality	ISERQ1	Channels reply on time
	ISERQ2	Channels answer questions
	ISERQ3	Informing new records
	ISERQ4	Websites have real time communication channels
	ISERQ5	Provision of personalized customer service
	ISERQ6	Transactions completed with time
	ISERQ7	Satisfied results
One stop service	OSSE1	Logging in on one portal
	OSSE2	Systems integrated
	OSSE3	Success in the first request
	OSSE4	Availability of e-services
	OSSE5	Services provided in time
	OSSE6	Quick download of pages

Source: Adapted from Fan and Yang (2015)

RESEARCH FINDINGS

Descriptive Statistics

Descriptive statistics on demographic data indicate that majority of users of the tax electronic services were male; a sample was dominated by respondents with 46-50 age group; and more than 90% of the respondents were working with business oriented organizations. These categories were included because sometimes they

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might have influence in user satisfaction (Venkatesh, Morris, Davis, & Davis, 2003; Ilias, Mohd, & Mohd, 2009); thus, it was observed that the sample was not much biased (Table 2) according to the investigated respondents (tax practitioners or e-government users) who operate formalized businesses that were included in the sample.

Table 2: Demographic Profile

Category	**Dimension, frequency and percentage**		
Sex	Male: 311 (75.5%)	Female: 101 (24.5)	
Age	20 - 35 Years: 94 (22.8%)	36 – 50 Years: 244 (59.3%)	Above 50: 74 (18.0%)
Background	Business oriented: 219 (53.2%)	Tax related: 112 (27.2%)	Others (Such as law and ICT): 81 (19.7%)

Source: Research data

Reliability Measure

Reliability of the scale was confirmed through Cronbach's Alpha test. Hair *et al.* (2010) argue that Cronbach alpha values of 0.7 or above indicate instrument reliability (Table 3). All four latent variables had Cronbach alpha values above 0.7. These findings were achieved after removal of one item (OSSE1 – logging in one portal) from the variable one stop service**.**

Table 3: Reliability Measure

Construct	**Number of Items**	**Cronbach Alpha Value**
Users' satisfaction	7	0.730
Security	8	0.968
Integrated service quality	7	0.756
One stop service	5	0.870

Source: Research data

Model Fit

Using CFA, fit indices determined whether the model was fit for interpretation or not. Not all fit indices are reported as Hair *et al*. (2010) advise at least one fit index from each category of absolute, incremental and parsimonious fit indices to be sufficient for model fit. Accordingly, chi-square per degree of freedom ($\chi^2/_{DF}$) from parsimonious fit category; Comparative Fit Index (CFI) under incremental fit indices; and the last group, absolute fit indices category included Goodness of Fit Index (GFI) as well as Root Mean Square Error of Approximation (RMSEA) were reported for this study. Findings indicate a $\chi^2/_{DF}$ value of 3.052

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which is acceptable, that is, less than 4; GFI = 0.917 and CFI = 0.938 both with recommended values greater than 0.9; and the RMSEA = 0.071 below minimum threshold of 0.08(Hair, Black, Babin, & Anderson, 2010; Awang, 2012; Bryne, 2010). These indices were attained after deletion of some items having low factor loadings from each of the study variables. USAT 1, 2 and 6 were removed from user satisfaction variable; SECU 2, 6, 7 and 8 from security variable; ISERQ 1, 6 and 7 from integrated service quality variable; as well as one item – OSSE 3 from a one stop service variable.

Data Validity

Measurement model factor loadings were used to test data validity (Table 4). A factor loading is a measure of how a variable contributes to a factor. High loadings are desirable as they signify convergent validity. Findings indicate that all factor loadings were acceptable, that is, above 0.5 (Hair, Black, Babin, & Anderson, 2010; Chau, 1997; Awang, 2012).

Table 4: Factor Loadings and VIF Test

Item Code		Description	Factor Loadings (Estimate)	Square Estimate (VIF)
USAT3	<---	User Satisfaction	.519	.269
USAT4	<---	User Satisfaction	.538	.289
USAT5	<---	User Satisfaction	.600	.360
USAT7	<---	User Satisfaction	.596	.355
SECU1	<---	Security	.880	.774
SECU3	<---	Security	.866	.750
SECU4	<---	Security	.919	.845
SECU5	<---	Security	.908	.824
ISERQ2	<---	Integrated Serv Quality	.537	.288
ISERQ3	<---	Integrated Serv Quality	.598	.598
ISERQ4	<---	Integrated Serv Quality	.628	.358
ISERQ5	<---	Integrated Serv Quality	.735	.540
OSSE2	<---	One Stop Service	.722	.521
OSSE4	<---	One Stop Service	.747	.558
OSSE5	<---	One Stop Service	.743	.552
OSSE6	<---	One Stop Service	.779	.607
Total - Variance Inflation Factors (VIF) column				8.488
Average VIF				0.531

Source: Data analysis

Results on Tests for SEM Assumptions

SEM assumptions' tests on multicollinearity and normality of data are shown in Figure 1 and Table 5. Figure

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1 provides results on the variables' correlations for multicollinearity test. Findings show that there were no multicollinearity problems, as all correlations between predictor variables were low. Thus, the study fulfilled the discriminant validity as correlation between predictor variables did not exceed 0.85 (Awang, 2012). Further supplementary test on average variance inflation factor signify the same (Table 4, average VIF exceeding 0.5). Likewise, normality test was observed using skewness measure (Table 5). In addition, the study used maximum likelihood estimation because it is known that the use of AMOS in SEM is robust to skewness and kurtosis to decide if data was normally distributed (Awang, 2012; Hair, Black, Babin, & Anderson, 2010; Bryne, 2010). The maximum likelihood is mostly used in SEM because it overcomes problems that might arise due to violation of normality assumptions. Yet, there are no clear-cut guidelines on the degree of non-normality. Kline (2011) advocated that if studies view skewness above 3, it would be extremely non-normal. The study findings indicate that skewness values were acceptable since all were below 1.5.

Table 5: Normality Test

Variable	Skewness
OSSE6	1.449
OSSE5	1.094
OSSE4	1.325
OSSE2	1.245
ISERQ5	0.943
ISERQ4	1.153
ISERQ3	0.798
ISERQ2	1.223
SECU5	0.672
SECU4	0.727
SECU3	0.652
SECU1	0.731
USAT7	0.958
USAT5	1.002
USAT4	1.139
USAT3	1.183

Source: Data analysis

Results on Hypotheses Testing

SEM analysis was used to test the developed hypotheses through a structural model (Figure 1). Using SPSS – AMOS version 20, SEM results indicate that a structural model was fit for interpretation purposes. Fit indices on the structural model show a $\chi^2/_{DF}$ value of 3.052, GFI = 0.917, CFI = 0.938 and RMSEA = 0.071- all within suggested values (Hair, Black, Babin, &Anderson, 2010; Awang, 2012; Bryne, 2010). After

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being satisfied with the fit indices on the structural model, the study interpreted the hypotheses testing results. The results on hypotheses testing show that interactive service quality construct had a significant positive effect on users' perception on e-government satisfaction; one stop service variable had also a positive effect on users' satisfaction, but insignificantly related. Moreover, it was found that system security had a negative insignificant effect on users' satisfaction (Table 6).

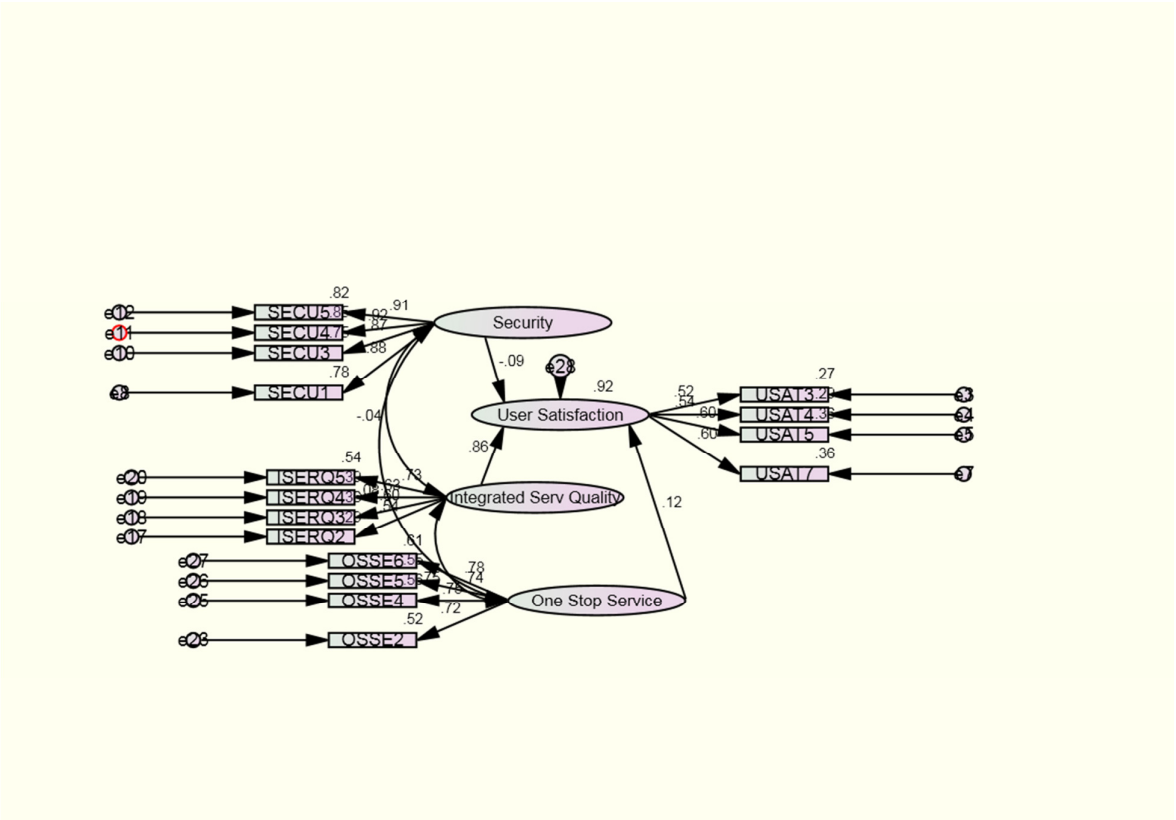
Table 6: Hypotheses Testing

Relationship			Probability	Hypothesis Number
User Satisfaction	<-- -	One Stop Service	0.258	H_1
User Satisfaction	<-- -	Security	0.079	H_2
User Satisfaction	<-- -	Integrated Service Quality	***	H_3

*** = probability value less than 0.001

Source: Data analysis

Figure 1: Structural Model of the Study



Source: Data analysis

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DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Low levels of adoption, use, access as well as usability of the government electronic services (Yonazi, 2013; United Nations, 2016; Ishengoma *et al*., 2019) reflect user satisfaction problems. This study assessed e-government service quality (interactive service quality; perception on fair about system security; and one stop service) on users' satisfaction as authors provide different results. It was found that interactive service quality seems to be an important factor for users' satisfaction because it was positive and significantly related to users' satisfaction. These results advocate the need for "channels to answer users' questions"; "new records informed"; "real time for communication"; and "personalized customer services" measured as ISERQ2, ISERQ3, ISERQ4 and IRERQ5. Moreover, these findings conform to those of the previous studies (such as Fan and Yang, 2015 as well as Anwer *et al*., 2016). Fan and Yang (2015) show the relevance of information clarity and Anwer *et al*. (2016) posit on availability of services and process performance (important service quality dimensions) for user satisfaction. The results indicate further that fear on system security had a negative relationship with users' satisfaction as proposed, but insignificant; while one stop service had a positive insignificant effect. These peculiar results could be due to low awareness on a subject matter and low familiarity to new operations of one stop service. Nevertheless, the study contributes to the body of knowledge on service quality especially for e-government projects by putting emphasis on interactive service quality and not "fear on system security" as well as "one stop service" which other studies advocate.

In addition, this study expands theoretically the knowledge on e-government by validating the relationship between user satisfaction and service quality (in terms of interactive service quality) one of the DeLone and McLean (2003) IS success model variables. Moreover, a developed framework can be helpful in enhancing user satisfaction for e-government implementation activities. Furthermore, study's scale items are reliable and valid to be applied in other similar studies. For instance, the developed model of user satisfaction in government institution (Figure 1) can be tested using longitudinal data to observe its response in the future. Conversely, the study has practical implications to administrators in government organs (such as tax administrators) and policy makers as it informs on user satisfaction inputs. The results are useful to e-government practitioners to realize user satisfaction factors and give attention in enhancing satisfaction for the system usage. Policies can be modified to suit the needs as well as further efforts be devoted in enhancing interactive service quality for improving e-government services (refer Table 1 scale items such as emphasis in real time communication and informing new records). The inputs of the study are also useful to academicians and researchers in their daily activities especially in the area of e-government.

Finally, as e-government requires awareness of ICT matters and given ICT infancy stage in Tanzania due to cultural background; the study observed insignificant results for H_1 and H_2 on fear of system security and one stop service. Regardless of the low familiarity in ICT for the sampled respondents, the tax systems are mandatory. Low familiarity can be associated by recent introduced activities in the tax systems like the one stop service. The observed results, therefore, suggest further debates in different situations. Besides, according to the scope (Perry, 1998) of the study, other remaining variables in the IS success model (such as

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"use"), can be looked at. Additionally, just three constructs (interactive service quality, one stop service and system security fear) were assessed, probably others should take time to identify other variables relevant for user satisfaction in e-government operations.

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ROLE OF ORGANIZATIONAL CULTURE IN PROMOTING PROFESSIONALISM

Dr. Radhika Kapur

Abstract

The main objective of this research paper is to identify the role of organizational culture in promoting professionalism. In order to make sure that organizational culture renders an effectual contribution in enhancing professionalism, it is necessary for the individuals to bring about effectual transformations, make use of technologies and innovative methods, communicate effectively and inculcate the traits of diligence, resourcefulness and conscientiousness. In various organizations and educational institutions, it is apparent that individuals need to possess the required educational qualifications and competencies to carry out their job duties well. Apart from these, it is essential for them to augment professionalism. The individuals need to be professional in the implementation of tasks and activities and particularly in dealing with others. Through organizational culture, the individuals need to generate awareness in terms of values, morals, principles and ethics. The inculcation of these traits are regarded as indispensable for the individuals to achieve personal and professional goals and form effective terms and relationships with each other. The main areas that have been taken into account in this research paper include, significance of organizational culture, dimensions of organizational culture, aspects of organizational culture, and measures to improve organizational culture.

Keywords: *Adult Learners, Communication, Knowledge, Organizational Culture, Values*

Organizational culture is referred to the set of shared assumptions, values and beliefs, which make provision of efficient knowledge and understanding to the individuals regarding how to conduct themselves within their workplace. These shared assumptions have a strong impact upon the individuals within the organization and influence their conduct, attitudes and the performance of job duties. The individuals can perform their job duties in a well-organized manner, when they have an appropriate understanding regarding the organizational culture. Through organizational culture, the individuals can identify their problems and areas, which need to be improved. The organizational culture of educational institutions enables the individuals to understand, formulate measures and principles, behaviour, expectations, norms, and patterns, which would help the individuals to achieve high level performance. The organizational culture provides a sense of identity to the individuals, increase their commitment, reinforces organizational values and serves as a control mechanism for shaping behavioural traits (Kumar, 2018).

A good organizational culture needs to include norms and values supportive of excellence, teamwork, profitability, honesty, superiority, quality, morality and ethics (Efeoglu, Universitesi, & Ulum, 2017). When the members of the educational institutions acquire an efficient understanding in terms of these aspects, they are able to identify organizational culture. Organizational culture is represented as a remedy to provide

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solutions to any types of problems and bringing about improvements. The organizational culture of the educational institutions on the whole are characterised by various aspects, such as, educational goals, how individuals collaborate and work in integration with each other, making provision of equal rights and opportunities to all the members, implementing effective teaching-learning methods and instructional strategies, providing rewards and incentives, organization of competitions, workshops and seminars, promoting teamwork, promoting discipline, implementation morality and ethics and focusing upon improving knowledge, competencies, and professionalism. Positive organizational culture generates awareness among individuals that they need to be knowledgeable, competent and professional, particularly within the workplace.

Significance of Organizational Culture

Organizational culture is referred to the pattern of shared assumptions that the group learns as it solved its problems of adaptation and internal integration. These have worked well enough to be considered valid and therefore, to be taught to new members as the appropriate way to think, perceive and provide solutions to problems (Pandya, n.d.). When the members of the educational institutions meet each other, they need to wish. It is the duty of the subordinates to wish their superiors and students too are taught that they need to wish their professors, heads and other staff members, when they meet them. Hence, wishing is one of the important aspects of organizational culture. When there are organization of workshops or seminars, then a prayer ceremony is performed, before initiating any activities. Therefore, the performance of prayer ceremony is regarded as an important aspect that depicts organizational culture of the educational institutions.

The formulation of measures, programs, and approaches depict organizational culture. The ways the individuals are implementing to carry out tasks and functions depict organizational culture. Organizational culture is transferred from generation to generation and is learnt by members from their superiors. It is the job of the educators to make provision of adequate knowledge and information to the students in terms of organizational culture. The management of resources, making of decisions, implementing teaching-learning methods and instructional strategies, bringing about improvements in infrastructure, resources, amenities and overall environmental conditions and making provision of equal rights and opportunities to all members are regarded as important factors that depict organizational culture. Apart from implementation of their job duties, it is vital for the members to augment their understanding in terms of organizational culture. Attaining efficient understanding in terms of organizational culture will enable the individuals to achieve personal as well as professional goals.

Dimensions of Organizational Culture

The dimensions of organizational culture have been stated as follows: (Chapter – IV. Conceptual Framework, n.d.).

A Humanistic/Helpful Culture – A humanistic or helpful culture is the one that focuses upon possessing a humanistic attitude and helpful nature. The members are supportive towards each other. They possess constructive viewpoints and share their ideas and suggestions with each other. The members possess an approachable nature and look forward towards making provision of support and assistance to each other.

An Approval Culture – An approval culture characterises organizations in which conflicting situations

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are avoided and interpersonal relationships are present superficially. Members possess the viewpoint that they should agree with, gain approval and are appreciated by others. In other words, they attempt to seek support and assistance from others in performing their job duties satisfactorily.

An Affiliated Culture- The affiliated culture is the one that places high priority on constructive interpersonal relationships. Members are expected to be open, friendly and sensitive to the satisfaction of their work group. In other words, this culture puts emphasis upon the fact that it is important for individuals to form good terms and relationships with each other to carry out their job duties in a well-organised manner.

A Conventional Culture – The conventional culture characterises the organizations that are descriptive, traditional and bureaucratically controlled. Members are expected to conform, follow the rules and make a good impression. Apart from implementation of their job duties, they need to ensure they follow the rules and regulations and deal with others appropriately.

A Dependent Culture – The dependent culture is descriptive of organizations that are hierarchically controlled and non-participative. Centralized decision making in such organizations leads members to do only what they are told and to clarify all the decisions with their superiors. When they are to make decisions, they need to communicate them with their superiors. In other words, they are dependent and need to obtain ideas and suggestions from them.

An Avoidance Culture – An avoidance culture characterises organizations that do not reward individuals, even when they perform their tasks successfully and punish them for their mistakes. This system of avoiding giving of rewards enables the members to shift their responsibility to others and avoid any possibility of getting blamed for making any mistakes.

An Oppositional Culture – An oppositional culture describes the organizations in which confrontations prevails and negativism is rewarded. Members gain status and influence by being critical and thus are reinforced to oppose the ideas of others and to make safe decisions. The decisions that are made in this culture are safe but ineffective. In other words, members are unable to gain productive outcomes through this culture.

A Power Culture – A power culture is descriptive of non-participative organization, structured on the basis of the authority inherent in the position of the members. Members possess the viewpoint that they will be rewarded for taking responsibilities, controlling the working of the subordinates, and at the same time, being responsive to the demands of superiors.

A Competitive Culture – A competitive culture is the one, in which winning is valued and members are rewarded for out-performing one another. People in such organizations function in a win-lose framework. They possess the viewpoint that they must work against, rather than with their peers. In other words, the members are competing against each other. They aspire to carry out their job duties better than their colleagues and fellow students.

A Competence/Perfectionist Culture – A competence and perfectionist culture characterises an organization in which perfectionism, persistence and hard work is valued. The members inculcate the traits of diligence and conscientiousness and aim to carry out their job duties with perfectionism. The individuals possess the viewpoint that they need to avoid all the mistakes, generate awareness in terms of all factors and

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work long hours to achieve the desired goals and objectives.

An Achievement Culture – An achievement culture characterises organizations that do things well and set and value goals. The members of these organizations set challenging and realistic goals and dedicate themselves wholeheartedly towards their achievement. They form plans and carry out their tasks and activities appropriately towards the achievement of desired objectives.

A Self-Actualization Culture – The self-actualization culture characterises organizations that value creativity, quality, task accomplishment and growth and development of the individuals. The members in this culture are encouraged to gain pleasure from their work, develop themselves and take on new and interesting activities.

The Sociability Dimension

The sociability dimension is the one that pertains to the measure of friendliness among the individuals within the educational institutions. The new recruits within the educational institutions generate information through socialization and development of constructive viewpoints. The individuals work together in cohesive and organized teams. The positive side with the high sociability dimension indicates that the employees are friendly and ingenious. They work in teams to share information and generate new ideas and perspectives. On the other hand, the individuals, who are on the lower side of the dimension are interpreted as the ones, who do not take pleasure in socialising with others. They keep to themselves and prefer to carry out their tasks and activities on an individual basis. The individuals in the high sociability dimension take pleasure in interacting with others and prefer to work in groups. They possess the viewpoint that they can carry out their tasks and activities in a well-organized manner, generate information in terms of various factors and achieve the desired goals and objectives, when they socialize with others.

The Solidarity Dimension

The solidarity dimension is the one that focuses upon the extent to which co-workers share a common understanding in terms of their workplace, educational goals and job responsibilities. The higher side of the solidarity dimension indicates that individuals work together to achieve the desired goals. Whereas, lower side indicates that individuals do not have shared interests. The individuals lying farther on the positive side display high solidarity and work in co-ordination to achieve the desired goals. On the other hand, the individuals lying on the negative side of the dimension may avoid making provision of opportunities to the new comers, as they are regarded as being unaware and would not be able to render an effective contribution to the team. In order to strengthen the solidarity dimension, when new individuals are recruited or enrolled, it is vital to make provision of adequate information in terms of educational institutions and guide them well to carry out their job duties satisfactorily.

Aspects of Organizational Culture

In educational institutions, there are three main aspects that enable the individuals to generate information in terms of organizational culture, these are, artefacts, values and basic assumptions (Chapter – IV. Conceptual Framework, n.d.).

Artefacts

Artefacts are regarded as the symbol of culture, which exists in the personal and social framework. The major artefacts of culture are understood in personal enactment, ceremonies and rites, stories, symbols and

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rituals.

Personal Enactment – Personal enactment is understood by the examination of the behaviour of the members of the educational institutions. The behaviour is one of the most significant aspects that is observed. The individuals are able to establish good terms and relationships with each other and retain their jobs, when they are good in their behaviour. The behaviour of the individuals reflects organizational values. In personal enactment, the other aspects that are taken into consideration are, attire, language and overall personal appearance.

Ceremonies and Rites – Ceremonies and rites are carried out occasionally in educational institutions. They are acknowledged particularly when there is occurrence of an event or function. For instance, in educational institutions, particularly in pre-schools and regular schools, there are celebration of festivals. Hence, at the time of celebration of festivals, ceremonies and rites are performed. Whereas, in higher educational institutions, the adult students may organize a workshop in collaboration with their professors and heads and recognize the significance of ceremonies and rites or when a professor is retiring or transferring to another city or country, a farewell ceremony may be performed.

Stories – Stories are regarded as one of the most important ways of strengthening organizational values. The adults, who are usually above 50 years of age and are senior citizens, do not depict interest and enthusiasm in honing their literacy skills. In order to arouse interest among them and to stimulate their mind-sets, they are imparted information in terms of stories of adults, who have contributed in bringing about improvements in their overall quality of lives through up-grading academic skills. Hence, stories are regarded as indispensable in generating information in terms of organizational culture.

Symbols – The names of educational institutions and training centres are depicted through images or objects. It is observed that in advertisements in newspapers or on the websites as well, when one looks at any information regarding the educational institutions and training centres, there are symbols illustrated. Hence, symbols are important in depicting culture of the educational institutions.

Rituals – Rituals are the organizational practices that are carried out within the fixed time-frame and in the same manner within the organizations. Rituals are regarded as important factors that not only depict culture of the individuals, belonging to different religions. But, they are also regarded as indispensable in organizations and educational institutions. In educational institutions as well, rituals are observed, and members of the educational institutions are able to acquire an efficient understanding in terms of organizational culture.

Values

Values are the aspects that facilitate an in depth understanding of organizational culture. Values make provision of adequate information to the individuals in terms of what they need to do and what they need not do in various situations. Values are not clearly visible to the individuals, they can be learned and discovered. The understanding of values influence the conduct and behaviour of the individuals. For instance, from the stage of early childhood, the individuals are taught at home as well as in school that they need to possess an amiable and pleasant attitude and communicate with others in a polite and respectful manner. When the individuals began to grow, they are imparted enhanced information in terms of values. They are taught that anger and frustration are natural feelings. The individuals, belonging to various age groups, categories and

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backgrounds may experience them, but it is vital for them to keep control on these feelings and prevent them from assuming a major form. Hence, through values, individuals generate information in terms of implementation of morality and ethics.

The adult learners need to ensure they recognize the significance of values in the implementation of tasks and activities. They are older and are able to acquire a better understanding of various aspects. Research has indicated that within the course of pursuance of academic programs or in employment, they tend to forget values and get engaged in criminal and violent acts. These impose detrimental effects upon the lives of the individuals. When the individuals are dealing with others within as well as outside the homes, it is vital for them to implement values, norms, morality and ethics. In educational institutions, it is vital for students to communicate with others appropriately and carry out their job duties with diligence and resourcefulness. Therefore, in order to be successful, it is important for the individuals to not only understand the significance of values, but put them into practice.

Basic Assumptions

Basic assumptions are aspects that guide the individuals in terms of implementing appropriate behavioural traits, effective communication, carrying out activities satisfactorily, recognising their duties and responsibilities, maintaining good terms and relationships with others and settling disputes and conflicts peacefully.

Behavioural Traits – The behavioural traits of the individuals are regarded as indispensable in putting into operation tasks and activities in an appropriate manner, establishing a social circle and enriching one's overall quality of lives. The behavioural traits of the individuals are of two types. These are positive behavioural traits and negative behavioural traits. The positive behavioural traits are characterized by being helpful, supportive, accommodating, polite and decent. Whereas, negative behavioural traits are characterised by depicting anger and frustration. Hence, it is vital for the individuals to implement positive behavioural traits and control negative behavioural traits.

Effective Communication – Communicating in an effective manner is one of the aspects that is of utmost significance. Whether the individuals get engaged in verbal or written communication with each other, they need to make use of decent and respectful language. When the individuals possess effective communication skills, they are able to carry out their job duties in an appropriate manner, maintain good terms and relationships with others and augment organizational culture. Effective communication is important in making provision of knowledge and information to the individuals, especially new educators, staff members and students in terms of organizational culture.

Carrying out Activities Satisfactorily – In order to carry out one's tasks and activities satisfactorily, it is vital for the individuals to possess adequate knowledge and information. They need to upgrade their competencies and aptitude. Apart from these aspects, it is vital for them to work in collaboration and integration with others. As it is apparent that one cannot carry out their tasks in isolation. The educators conduct research on regular basis, making use of internet and other sources, they participate in discussion meetings with their superiors and colleagues and work in co-ordination to carry out activities satisfactorily. On the other hand, students too need to communicate with educators as well as fellow students to ensure they perform their tasks well and are able to achieve the desired academic outcomes.

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Recognising Duties and Responsibilities – The individuals within educational institutions are engaged in various duties and responsibilities on the basis of their educational qualifications, skills, competencies and abilities. The various job positions that they are engaged in include, heads, professors, researchers, technical workers, clerical workers, administrative workers, custodians and students. It is vital for the individuals to recognize their duties and responsibilities and focus upon augmenting their skills. In order to achieve the desired goals, it is vital for the individuals to remain updated in terms of advancements taking place and put into operation, modern and innovative methods.

Maintaining Good Terms and Relationships with Others – It is of utmost significance for individuals to maintain good terms and relationships with other individuals, particularly their working environment. For heads, directors, educators, staff members and students to carry out their job duties satisfactorily and achieve professional goals, it is necessary to maintain good terms and relationships with others. When the members of the educational institutions are sociable and work in co-ordination and integration, they are able to generate awareness in terms of various ideas and perspectives. They are able to incur job satisfaction and generate interest and enthusiasm in the performance of their job duties. Normally the educators encourage adult learners to work as a group. Particularly, when the individuals are working on projects, they need to work in a group. Therefore, maintenance of good terms and relationships will enable the individuals to generate productive outcomes.

Peaceful Settlement of Disputes and Conflicts – In educational institutions as well as in other organizations, the individuals in some cases get involved into disputes or conflicts. Whereas, in other cases, they may not agree with others over certain issues and differ in their viewpoints and perspectives. Through organizational culture, the individuals are able to generate information in terms of peaceful settlement of disputes and conflicts. In the case of occurrence of disputes or conflicts, the individuals should possess effective listening skills. They need to listen calmly and then express their viewpoints and perspectives in a polite manner. Hence, peaceful settlement of disputes and conflicts requires the individuals to possess effective listening skills and communicate with others in a polite manner.

Measures to Improve Organizational Culture

The measures to make improvements in organizational culture have been stated as follows:

Evolution of a New Perspective – Evolution of a new perspective is referred to development of modern and innovative ideas and approaches that would enable the individuals to augment organizational culture, carry out tasks and functions in a manageable manner and generate information in terms of pioneering methods. The education system aims at expanding the spheres of existence by social awareness. In other words, to enrich organizational culture and system of education, it is not only essential to form effective terms and relationships with the members within the educational institutions, but also the members of the community. Evolution of a new perspective in organizational culture provides information to the individuals in terms of augmenting their skills and abilities, promoting a culture of peace, and examining national policies on education (Saraswati, 1998).

Management of Resources – Human resources, financial resources and teaching resources are the important resources that need to be taken into consideration. The heads need to work with others to make effectual decisions in terms of management of resources. When the educational institutions experience

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shortage of resources, they need to implement methods and approaches that may enable them to make provision of adequate resources. Management of resources is regarded as crucial in leading to improvements in organizational culture.

Making Effective Decisions – Decision making processes are regarded as an integral part of organizations and educational institutions. When the individuals are making decisions, they need to ensure they are beneficial to the members and educational institutions. The individuals in leadership positions are vested with the authority of making decisions. But it is necessary to obtain ideas and information from others. When the individuals participate in the decision making processes, they would render an effective contribution in enriching organizational culture.

Improvement in Infrastructure and Amenities – In order to enhance organizational culture, promote student learning and develop interest and motivation among students towards the implementation of their tasks and activities, it is necessary to bring about improvements in infrastructure and amenities. It is necessary to make provision of proper infrastructure, equipment, tools, machinery, restrooms, clean drinking water, furniture and pleasant environmental conditions that may enable the individuals to concentrate well on their work.

Usage of Technology – The usage of various types of technologies are regarded as indispensable in facilitating organizational culture. Through the use of technology, the individuals are not only carrying out their tasks and functions in an appropriate manner, but also are able to augment their knowledge and understanding. In adult education centres in rural communities, the individuals do not make use of technology. Hence, in order to enrich organizational culture and help the individuals to work effectively towards their job duties, it is essential to make use of technology.

Improving Quality of Teaching – Teaching is the main aspect within educational institutions. Hence, to enrich organizational culture, it is necessary to bring about improvements in the quality of teaching. In order to improve quality of teaching, it is necessary to utilize modern and innovative methods in the teaching-learning processes. In the present existence, the use of computers, I pads, smartphones and mobile technology are regarded as important aspects in making improvements in the quality of teaching. Research has indicated that improvements are brought about in the teaching-learning methods through usage of technology even in rural communities. The elderly individuals in rural communities are also making use of technologies, in acquiring understanding of academic concepts, generating awareness in terms of various aspects and for leisure purposes as well. Therefore, it can be stated that technologies have rendered an important contribution in not only making improvements in quality of teaching, but overall quality of lives of the individuals.

Social Responsibility – In adult education as well as in other fields, it is necessary to focus upon social responsibility. When the individuals acquire an understanding of social responsibility, they realise that they need to make use of their educational qualifications, competencies and aptitude for promoting well-being of the community. The adult learners normally pursue educational programs and training courses, so they are able to sustain their living conditions better and promote well-being of the community (Pandya, n.d.). In higher educational institutions, the social responsibility is focused upon participating in social work as well. For instance, students make provision of free coaching classes to individuals, belonging to poverty stricken,

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deprived and socio-economically backward sections of the society.

Research and Writing – In higher educational institutions, the tasks of research and writing are integral. The individuals are required to get engaged in these tasks, so they are able render an effective contribution in not only adding value and meaning to their academic learning, but also in promoting well-being of the community. The educators encourage the students to get engaged in the tasks of research and writing, so they are able to hone their writing skills and enrich their learning. Within the course of pursuance of masters and doctoral programs, it is vital for the students to get engaged in the tasks of research and writing.

Promoting Changes – In educational institutions, in all aspects, such as, teaching-learning methods, infrastructural facilities, technologies, and overall working environmental conditions, it is necessary to promote changes. When changes are to be brought about in various aspects, it is vital to ensure that they prove to be beneficial to the individuals and educational institutions on the whole. When changes are brought about, then not only the individuals develop interest and motivation towards the implementation of job duties, but they also contribute in enhancing organizational culture.

Planning and Governance – Planning and governance are regarded as important aspects that need to be carried out not only by the heads, but other members also are required to render an effective participation in these functions. The function of planning is regarded important in the implementation of numerous tasks and activities within the educational institutions. These aspects are important in not only enriching functioning of the educational institutions, but tasks and activities within the classrooms as well. When the educators are putting into practice the teaching-learning methods within the classrooms, they are required to ensure that they carry out these functions in such a manner that would contribute effectively in enriching organizational culture and overall system of education.

Conclusion

Organizational culture of the educational institutions generates awareness and augment understanding among the individuals in terms of values, norms, morals, ethics, principles and standards, which may lead to up-gradation of system of education and enable the individuals to achieve desired goals and objectives. In understanding the dimensions of organizational culture, there are different types of cultures, which are identified. These are, humanistic/helpful culture, approval culture, affiliated culture, conventional culture, dependent culture, avoidance culture, oppositional culture, power culture, competitive culture, competence/perfectionist culture, achievement culture and self-actualization culture. The other dimensions are sociability dimension and solidarity dimension. In educational institutions, there are three main aspects that enable the individuals to generate information in terms of organizational culture, these are, artefacts, values and basic assumptions. These aspects make provision of knowledge to the individuals in terms of conducting themselves appropriately, carrying out their tasks and functions in a well-organized manner and maintaining good terms and relationships with others.

It is necessary to implement appropriate measures to make improvements in organizational culture. These are evolution of a new perspective, management of resources, making effective decisions, improvement in infrastructure and amenities, usage of technology, improving quality of teaching, social responsibility, research and writing, promoting changes, and planning and governance. The members of the educational institutions need to put into operation the strategies and approaches that are geared to bringing

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about enrichment of these measures from time to time. Therefore, it can be stated that to enrich organizational culture, it is necessary for the members of the educational institutions to conduct research on regular basis and work in collaboration and integration with each other. Focusing upon the enrichment of organizational culture would render an effective contribution in enhancing the overall system of education and achievement of educational goals.

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BATTLE OF DESKTOP WEB BROWSERS: THE CASE OF INTERNET EXPLORER AND MOZILLA FIREFOX

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ABSTRACT

Day by day correspondence is encouraged by computerized advancements through Web locales and web based life, and got to by means of PCs and cell phones (Meeker, Devitt, and Wu, 2009). The PC has changed the manner in which we live, work and play" (Lunenfeld, 2011, p. 143). Specialized gadgets are driving the advancement of innovation guidelines that are ground-breaking for purchasers, yet much progressively incredible and productive for the organizations that control them. A fight proceeds for authority over the manner in which we get to data online by means of Web programs on PCs and cell phones. Internet browsers have been assuming a key job in electronic business and electronic trade. They have extraordinary usefulness that connect a huge number of web clients to the universe of wide the internet. In the event that there were no internet browsers today; there would not be web based business and all the more for the most part there would not be e-business in the good judgment. Along these lines, it isn't too amazing that the challenge among different internet browsers has been anxious in the course of the most recent ten years. Web innovation is one the very pinnacle of developments of our time and has contributed essentially in dispersing and gathering information and data. Viability and proficiency of the procedure relies upon the presentation of the internet browser. Google Chrome is the pioneer of the serious program showcase with Mozilla Firefox as its most grounded rival, and obviously Internet Explorer which has been and is increasing a significant degree of ubiquity among web clients. Picking the superlative internet browser is a troublesome errand because of the extensively huge determination of program projects and absence of substantial examination information.

This paper depicts and looks at imperative highlights of Internet Explorer and Mozilla Firefox, which speak to over 15% of the all programs advertise. The presentation of every program is assessed dependent on the general highlights, working framework support, program highlights, convention backing and language support. The paper is finished up with solid comments dependent on the examination.

Keywords: *Web Browser, Search Engines, Information Technology, Internet Explorer, Mozilla Firefox.*

I. INTRODUCTION

A web browser is a software program that allows accessing of information on the internet. Followed by the WorldWideWeb software that was written by Tim Berners-Lee and released to the public in 1991, numerous

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web browsers have been developed and released to the market. As a result, the Internet users have multiple web browsers to choose from which presents the unavoidable question of "Which is the best browser in the market?" Regardless of web browser developers' efforts to remain competitive in the market, the life of web browsers is rather short. Unlike most browsers, including Netscape, Internet Explorer (IE) that was developed by Microsoft in 1995 has remained most popular among internet users.

Next to Netscape, which was introduced to the market in 1998, Mozilla Firefox was released in 2004 to compete with IE. The software codes of Firefox are in the open source format, and any software developers around the world can put their own ideas into this browser. As a result, Firefox's performance effectiveness and efficiency improved every day and gained popularity rapidly.

Browser	Market Share
Google Chrome	67.63%
Mozilla Firefox	8.83%
Internet Explorer	7.26%

Figure 1: Market shares by January, 2020 between IE and Firefox

This paper discusses and compares the various features of two leading web browser competitors, Firefox and IE. First of all, a brief history of IE and Firefox is discussed in the next section. This is followed by a comparison of various features such as general features, operating system support, browser features, protocol support, and language support, of both web browsers. Finally, conclusions and comments are stated.

2. HISTORY OF INTERNET EXPLORER AND MOZILLA FIREFOX

Internet Explorer History

The starting point of Internet Explorer is Spyglass Mosaic, the principal mainstream internet browser, created at the National Center for Supercomputing Applications (NCSA) in late 1992. Notwithstanding, neither IE form 1.0, discharged in July 1995, nor IE form 2.0, discharged in November 1995, was especially mainstream until IE form 3.0 with falling templates (CSS) support was discharged in 1996. The form 3.0 additionally gave greater security; be that as it may, specialists and programmers discovered security and protection vulnerabilities a while after its discharge.

In September 1997, IE form 4.0 was discharged with supporting Group Policy which is a foundation used to convey and apply at least one wanted setups or approach settings to a lot of focused clients and PCs inside

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an Active Directory condition for unified administration. Web Explorer 5.0 was another huge discharge in September 1999 with bi-directional content help that permits composing both left-to-right and option to-left headings, ruby characters. The Dynamic HTML (DHTML) of IE 5.5, discharged in 2000, permitted progressively customized web applications, for example, intuitive and vivified sites utilizing a mix of HTML, JavaScript, and CSS. This innovation contributed intensely to the fast development of Ecommerce.

In 2001, Internet Explorer form 6 was discharged with Windows XP giving progressively private, dependable, and adaptable innovation than past adaptations utilizing the Platform for Privacy Preferences (P3P). The P3P was created by the World Wide Web Consortium (W3C) to fulfill the web clients' security and security requests, for example, ensuring against following clients' web surfing. Counting the P3P, Internet Explorer Administration Kit (IEAK), Media bar, Windows Messenger combination, and programmed picture resizing were presented right now.

The principal beta of IE7 was discharged on July 27, 2005 for specialized testing, and a first open review variant of Internet Explorer 7 (Beta 2 see: Pre-Beta 2 rendition) was discharged on January 31, 2006.

The last open rendition was discharged on October 18, 2006. Around the same time, Yahoo! given a post-beta rendition of Internet Explorer 7 packaged with Yahoo! Toolbar and other Yahoo!- explicit customizations.

In late 2007 Microsoft declared that IE7 would not be incorporated as a feature of Windows XP SP3, with both Internet Explorer 6 and 7 getting refreshes. Most PC producers, notwithstanding, have pre-introduced Internet Explorer 7 (just as 8) on new XP PC's, particularly netbooks.

On October 8, 2007, Microsoft removed the Windows Genuine Advantage portion of IE7, allowing it to be downloaded and presented by those without a genuine copy of Windows.Within a year after IE7's discharge (end of 2006 to end of 2007) bolster calls to Microsoft had diminished 10-20%.

On December 16, 2008, a security imperfection was found in Internet Explorer 7 which can be misused with the goal that saltines can take clients' passwords. The next day, a fix was given to fix the defect, assessed to have influenced around 10,000 sites.

As of May 2012, evaluations of IE7's worldwide piece of the overall industry were 1.5-5%

IE8 advancement began in or before March 2006. In February 2008, Microsoft conveyed private solicitations for IE8 Beta 1, and on March 5, 2008, discharged Beta 1 to the overall population, despite the fact that with an attention on web engineers. The discharge propelled with a Windows Internet Explorer 8 Readiness Toolkit site advancing IE8 white papers, related programming apparatuses, and new highlights notwithstanding download connections to the Beta. Microsoft Developer Network (MSDN) included new segments itemizing new IE8 innovation. Significant press concentrated on a discussion about Version

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Targeting, and two new highlights at that point called WebSlice and Activities. The availability toolbox was advanced as something "engineers can endeavor to make Internet Explorer 8 'light up'."

On August 27, 2008, Microsoft made IE8 Beta 2 for the most part accessible. PC World noted different Beta 2 highlights, for example, InPrivate mode, tab detachment and shading coding, and improved models and similarity contrasted with Internet Explorer 7. Two name changes included Activities to Accelerators, and the IE7 Phishing channel renamed Safety Filter in the main Beta to SmartScreen, both joined by gradual specialized changes also. By August 2008, the new element called InPrivate had taken the spotlight.

The first non-beta variant was discharged on March 19, 2009.

On January 5, 2009, an apparatus was given by Microsoft to hinder the programmed introduce of Internet Explorer 8 by means of Windows Update.

As of May 20, 2009, Windows XPe (Embedded) was not an upheld stage for Internet Explorer 8. There have been no declarations of arranged help.

On May 27, 2010, Microsoft discharged Internet Explorer 8 enhanced for Bing and MSN.

Advancement of Internet Explorer 9 started not long after Internet Explorer 8 was discharged. Microsoft started taking highlights proposals through Microsoft Connect not long after Internet Explorer 8 was discharged. The Internet Explorer group concentrated on improving help and execution for HTML5, CSS3, SVG, XHTML, JavaScript, equipment speeding up, and the UI highlighting dexterity and "a clean new plan".

Microsoft first reported Internet Explorer 9 at PDC 2009 and talked basically about how it exploits equipment speeding up in DirectX to improve the presentation of web applications and improve the nature of web typography.

Afterward, Microsoft declared that they had joined the W3C's SVG Working Group, which started theory that Internet Explorer 9 will bolster the SVG W3C suggestion. This was demonstrated to be valid at MIX 10, where they showed support for essential SVG markup and improved help for HTML5. They additionally reported that they would build the help enormously when the main Internet Explorer 9 Beta was discharged. The Internet Explorer group additionally presented the new JavaScript motor for 32-piece Internet Explorer 9, codenamed Chakra, which utilizes Just-in-time arrangement to execute JavaScript as local code.In mid-September 2011, the Acid3 test was overhauled to expel a couple "outdated and irregular" tests and thus IE9 now finishes the assessment with a score of 100/100.

At MIX 10, the primary Internet Explorer 9 Platform Preview was discharged, which highlighted support for CSS3 and SVG, another JavaScript motor called Chakra, and a score of 55/100 on the Acid3 test, up from 20/100 for Internet Explorer 8. On May 5, 2010, the second Internet Explorer 9 Platform Preview was

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discharged, which highlighted a score of 68/100 on the Acid3 test and quicker execution on the WebKit SunSpider JavaScript benchmark than the primary Internet Explorer 9 Platform Preview. On June 23, 2010, the third Internet Explorer 9 Platform Preview was discharged, which included a score of 83/100 on the Acid3 test and a quicker JavaScript motor than the second Internet Explorer 9 Platform Preview. The third Internet Explorer 9 Platform Preview additionally incorporates support for HTML5 sound, video, and canvas labels, and WOFF. On August 4, 2010, the fourth Internet Explorer 9 Platform Preview was discharged, which includes a score of 95/100 on the Acid3 test and a quicker JavaScript motor than the third Internet Explorer 9 Platform Preview. On September 15, 2010, the Internet Explorer 9 Public Beta was discharged close by Platform Preview 5, highlighting another UI. Rather than the reviews, the Beta replaces any recently introduced adaptation of Internet Explorer. The 6th Internet Explorer 9 Platform Preview was discharged on October 28, 2010, and incorporates support for CSS3 2D changes and HTML5 semantic components. The seventh Internet Explorer 9 Platform Preview was discharged on November 17, 2010, and includes better JavaScript execution.

These sneak peaks were not full forms of Internet Explorer 9, as they were for trying the most recent variant of the Trident design motor. They were for web designers to send input on the upgrades made, worked in corresponding with some other introduced programs, and were sneak peaks of the renderer innovation just, containing moderate UIs and lacking customary interface components, for example, a location bar and route catches. Microsoft refreshed these sneak peaks roughly at regular intervals.

On November 23, 2010, two updates for the Internet Explorer 9 Public Beta were discharged. KB2448827 carries enhancements to unwavering quality and fixes strength issues from the past beta discharge. There are very little subtleties of settled issues uncovered by Microsoft. In addition, KB2452648 settle the in-constructed criticism issue with Internet Explorer 9 and the most recent rendition of Windows Live Sign-in Assistant. These updates can be gotten from Windows Update or the Microsoft Download Center site. Around the same time, Internet Explorer fabricate 9.0.8027.6000 dependent on Internet Explorer 9 Platform Preview 7 was spilled. On February 10, 2011, the Internet Explorer 9 Release Candidate and Platform Preview 8 were discharged. The Release Candidate adaptation included improved execution, a Tracking Protection highlight, a refined UI, support for more web benchmarks, and different enhancements.

The last form of Internet Explorer 9 was freely discharged during the South by Southwest (SXSW) Interactive meeting in Austin, Texas, on March 14, 2011.

Web Explorer 10 was first reported on April 12, 2011 at the MIX 11 meeting in Las Vegas. Right now, displayed a demo rendition of Internet Explorer 10 alongside a demo form of Windows 8. Around the same time, a Platform Preview of Internet Explorer 10 was discharged on the Microsoft Internet Explorer Test Drive site. It just backings Windows 7; later stage reviews just help Windows 8. Web Explorer 10 Platform Preview 1 backings CSS3 framework design, CSS3 adaptable box format, CSS3 multi-section design, CSS3 slope, and full equipment speeding up.

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Commentators' reactions to the arrival of Internet Explorer 10 Platform Preview were fluctuated; be that as it may, they noticed how soon (29 days) after the arrival of Internet Explorer 9 Microsoft started discussing the following form. While Don Reisinger of eWeek recorded his mentioned highlights for the following adaptation, Michael Muchmore of PC Magazine tried Platform Preview 1's presentation and HTML5 support with both Microsoft's and outsiders' test suites. In his test, Platform Preview 1 performed superior to Internet Explorer 9 yet not in every case superior to anything the contending internet browsers.

On September 13, 2011, Microsoft discharged the designer see of Windows 8 to overall population, which accompanied Internet Explorer Developer Preview (the principal full program manifestation of Internet Explorer 10). Despite the fact that Internet Explorer is the last significant internet browser among Mozilla Firefox, Google Chrome, Opera, and Safari to help spell checking, it is the main work area program on Windows to help auto-revision.

Web Explorer 10 was discharged to assembling alongside Windows 8 and Windows Server 2012. The last arrived at general accessibility on September 4, 2012 while the previous arrived at general accessibility on October 26, 2012. A review of Internet Explorer 10 for Windows 7 and Windows Server 2008 R2 was discharged on November 13, 2012. It isn't good with past renditions of Windows.

Web Explorer 11 is highlighted in Windows 8.1, which was discharged on October 17, 2013. It incorporates an inadequate component for synchronizing tabs. It is a significant update to its designer devices, upgraded scaling for high DPI screens, HTML5 prerender and prefetch, equipment quickened JPEG deciphering, shut subtitling, HTML5 full screen, and is the principal Internet Explorer to help WebGL and Google's convention SPDY (beginning at v3). This rendition of IE has highlights devoted to Windows 8.1, including cryptography (WebCrypto), versatile bitrate gushing (Media Source Extensions) and Encrypted Media Extensions.

Web Explorer 11 was made accessible for Windows 7 clients to download on November 7, 2013, with Automatic Updates in the next weeks.

Web Explorer 11's client specialist string currently distinguishes the operator as "Trident" (the fundamental format motor) rather than "MSIE". It additionally declares similarity with Gecko (the format motor of Firefox).

Web Explorer 11 was made accessible for Windows Server 2012 and Windows Embedded 8 Standard in the spring of 2019

Microsoft Edge, authoritatively uncovered on January 21, 2015, has supplanted Internet Explorer as the default program on Windows 10. Web Explorer is still introduced in Windows 10 so as to keep up similarity with more established sites and intranet destinations that require ActiveX and other Microsoft inheritance web innovations.

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As per Microsoft, advancement of new highlights for Internet Explorer has stopped. Be that as it may, it will keep on being kept up as a major aspect of the help arrangement for the variants of Windows with which it is incorporated.

Mozilla Firefox History

The undertaking started as a test part of the Mozilla venture by Dave Hyatt, Joe Hewitt, and Blake Ross. They accepted the business prerequisites of Netscape's sponsorship and designer driven element creep traded off the utility of the Mozilla program. To battle what they saw as the Mozilla Suite's product swell, they made an independent program, with which they expected to supplant the Mozilla Suite. On April 3, 2003, the Mozilla Organization reported that they wanted to change their concentration from the Mozilla Suite to Firefox and Thunderbird. The people group driven SeaMonkey was framed and in the long run supplanted the Mozilla Application Suite in 2005.

The Firefox venture has experienced a few name changes. The incipient program was initially named Phoenix, after the legendary feathered creature that rose triumphantly from the cinders of its dead antecedent (right now, the "remains" of Netscape Navigator, after it was sidelined by Microsoft Internet Explorer in the "Main Browser War"). Phoenix was renamed because of a trademark guarantee from Phoenix Technologies. The substitution name, Firebird, incited an extraordinary reaction from the Firebird database programming venture. The Mozilla Foundation consoled them that the program would consistently bear the name Mozilla Firebird to maintain a strategic distance from disarray. After further weight, Mozilla Firebird became Mozilla Firefox on February 9, 2004. The name Firefox was said to be gotten from an epithet of the red panda, which turned into the mascot for the recently named venture.

The Firefox venture experienced numerous adaptations before rendition 1.0 was discharged on November 9, 2004. For the contraction of Firefox, Mozilla favors Fx or fx, however it is frequently shortened as FF.

In 2016, Mozilla declared an undertaking known as Quantum, which tried to improve Firefox's Gecko motor and different segments to improve Firefox's exhibition, modernize its engineering, and progress the program to a multi-process model. These enhancements came in the wake of diminishing piece of the overall industry to Google Chrome, just as worries that its exhibition was passing in correlation. In spite of its enhancements, these progressions required existing additional items for Firefox to be made contradictory with more up to date forms, for another expansion framework that is intended to be like Chrome and other ongoing programs. Firefox 57, which was discharged in November 2017, was the main form to contain improvements from Quantum, and has subsequently been named Firefox Quantum. A Mozilla official expressed that Quantum was the "greatest update" to the program since rendition 1.0.

On May 3, 2019, the termination of a moderate marking declaration caused Firefox to naturally handicap all program augmentations (additional items). Mozilla started the turn out of a fix presently, utilizing their Mozilla Studies segment.

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3. COMPARISON AND WEB EVALUATION CHECKLIST OF INTERNET EXPLORER AND MOZILLA FIREFOX

WEB BROWSER EVALUATION CHECKLIST

Name of Web Browser: Internet Explorer

Address (URL): http://www.microsoft.com/windows/internet-explorer/default.aspx

Q UESTION	*ANSWER*	*HOW TO SCORE*	*P t s*
CONTENT			
OPERATING SYSTEM SUPPORT:			
1. Does the web browser support Windows OS?	*1* **Y / N**	Y = +10 pts. N = -10 pts.	+10 pts.
2. Does the web browser support Mac OS X?	2 **Y / N**	Y= +5 pts. N= -5 pts.	+5 pts.
3. Does the web browser support Linux?	3 **Y / N**	Y= +5 pts. N= -5 pts.	-5 pts.
4. Does the web browser support BSD?	4 **Y / N**	Y= +5 pts. N= -5 pts.	-5 pts.
BROWSER FEATURES:		Y = +3 pts.	
5. Does the web browser provide bookmark	*3*	N = -3 pts.	+3 pts.

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managing?			
	Y / N		
	6		
		Y = +2 pts.	
Does the web browser provide download			
6. managing?	**Y / N**	N = -2 pts.	-2 pts.
	7	Y = +2 pts.	
			+2 pts.
Does the web browser provide password			
7. managing?	**Y / N**	N = -2 pts.	
	8	Y =+3 pts	
			+3 pts.
8. Does the web browser provide form managing?	**Y / N**	N = -3 pts.	
	9		
		Y = -2 pts.	-2 pts.
9. Does the web browser provide spell checking?	**Y / N**		
		N = +2 pts.	
	10		
		Y =+3 pts	
Does the web browser provide search engine			
10. toolbar?	**Y / N**		+3 pts.
		N = - 3 pts.	

ACCESIBILITY FEATURES:			
	11		
11. Does the web browser have tabbed browsing feature?	**Y / N**	Y=+4 pts.	+4 pts.

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		N=-4 pts.	
12. Does the web browser have pop-up blocking feature?	*12* **Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
13. Does the web browser have incremental finding feature?	*13* **Y / N**	Y = +1 pts. N = -1 pts.	+1 pts.
14. Does the web browser have ad filtering feature?	*14* **Y / N**	Y = +1 pts. N = -1 pts.	+1 pts.
15. Does the web browser have full-text history search?	*15* **Y / N**	Y = +2 pts. N = -2 pts.	+2 pts.
WEB TECHNOLOGY SUPPORT:		Y = +1 pts.	
16. Does the web browser have CSS 2.1 web technology feature?	*16* **Y / N**	N = -1 pts.	+1 pts.
17. Does the web browser have frames web technology feature?	*17* **Y / N**	Y = +2 pts. N = -2 pts.	+2 pts.

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18. Does the web browser have NAV Links web technology feature?	*18* **Y / N**	Y =+2 pts. N =-2 pts.	-2 pts.
19. Does the web browser have XHTML 1.1 web technology feature?	*19* **Y / N**	Y =+2 pts. N =-2 pts.	-2 pts.
20. Does the web browser have Web Forms 2.0 web technology feature?	*20* **Y / N**	Y =+3 pts. N =-3 pts.	-3 pts.
21. Does the web browser have Voice XML web technology feature?	*21* **Y / N**	Y =+3 pts. N =-3 pts.	-3 pts.
MOBILE WEB TECHNOLOGY SUPPORT:			
22. Does the web browser have C-HTML mobile web technology support?	*22* **Y / N**	Y = +5 pts. N = -5 pts.	-5 pts.
	23	Y = +4 pts.	-4 pts.

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23. Does the web browser have HDML mobile web technology support?	**Y / N**	N = -4 pts.	-2 pts.
	24	Y=+2 pts.	
24. Does the web browser have I-Mode mobile web technology support?	**Y / N**	N=-2 pts.	
	25		
25. Does the web browser have XHTML Mobile Profile mobile web technology support?	**Y / N**	Y = +3 pts. N = -3 pts.	-3 pts.
	26	Y = +3 pts.	
26. Does the web browser have WML mobile web technology support?	**Y / N**	N = -3 pts.	-3 pts.
PLUGINS & SYNDICATED CONTENT SUPPORT:	*27*	Y = +3 pts.	+3 pts.
27. Does the web browser have ActiveX support?	**Y / N**	N = -3 pts.	

	28		
28. Does the web browser have NPAPI support?	**Y / N**	Y = +3 pts.	-3 pts.

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		N = -3 pts.	
	29		
		Y = +5 pts.	+5 pts.
29. Does the web browser have JAVA support?			
	Y / N	N = -5 pts.	
	30		
			+2 pts.
30. Does the web browser have RSS support?	**Y / N**	Y = +2 pts.	
		N = -2 pts.	
PROTOCOL SUPPORT:			
	31		
Does the web browser have Hypertext Transmission 31. Protocol (HTTP)	**Y / N**	Y = +5 pts.	+5 pts.
support?		N = -5 pts.	
	32	Y = +3 pts.	-3 pts.
32. Does the web browser have E-Mail protocol support?	**Y / N**	N = -3 pts.	
	33		
Does the web browser have File Transfer protocol (FTP) 33. support?	**Y / N**	Y = +3 pts.	
			+3 pts.
		N = -3 pts.	
	34	Y =+3 pts.	
			-3 pts.
34. Does the web browser have Bit Torrent protocol	**Y / N**	N = -3 pts.	

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	support?			
	IMAGE FORMAT SUPPORT:			
35.	Does the web browser have JPEG image format support?	*35* **Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
36.	Does the web browser have GIF image format support?	*36* **Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
37.	Does the web browser have PNG image format support?	*37* **Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
38.	Does the web browser have TIFF image format support?	*38* **Y / N**	Y = +3 pts. N = -3 pts.	-3 pts
39.	Does the web browser have SVG image format support?	*39* **Y / N**	Y = +3 pts. N = -3 pts.	-3 pts.
40	Does the web browser have SVG image format support?	*40* **Y / N**	Y = +3 pts. N = -3 pts.	-3 pts.

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.			

Total Points for Internet Explorer: 5 pts.

WEB BROWSER EVALUATION CHECKLIST

Name of Web Browser: Mozilla Firefox

Address (URL): http:// www.mozilla.com/firefox/

Q UESTION	*ANSWER*	*HOW TO SCORE*	*P t s*
CONTENT			
OPERATING SYSTEM SUPPORT:			
12. Does the web browser support Windows OS?	*1* **Y / N**	Y = +10 pts. N = -10 pts.	+10 pts.
13. Does the web browser support Mac OS X?	2 **Y / N**	Y= +5 pts. N= -5 pts.	+5 pts.
14. Does the web browser support Linux?	3 **Y / N**	Y= +5 pts. N= -5 pts.	+5 pts.
15. Does the web browser support BSD?	4 **Y / N**	Y= +5 pts. N= -5 pts.	+5 pts.

BROWSER FEATURES:		Y = +3 pts.	
16. Does the web browser provide bookmark managing?	*3*		
	Y / N	N = -3 pts.	+3 pts.
17. Does the web browser provide download managing?	*6*	Y = +2 pts.	
	Y / N	N = -2 pts.	+2 pts.
18. Does the web browser provide password managing?	*7*	Y = +2 pts.	+2 pts.
	Y / N	N = -2 pts.	
19. Does the web browser provide form managing?	*8*	Y =+3 pts	+3 pts.
	Y / N	N = -3 pts.	
20. Does the web browser provide spell checking?	*9*	Y = -2 pts.	+2 pts.
	Y / N	N = +2 pts.	
21. Does the web browser provide search engine toolbar?	10	Y =+3 pts	
	Y / N	N = - 3 pts.	+3 pts.
ACCESIBILITY FEATURES:			
	11	Y=+4 pts.	+4 pts.

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22. Does the web browser have tabbed browsing feature?	**Y / N**	N=-4 pts.	
12. Does the web browser have pop-up blocking feature?	*12* **Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
13. Does the web browser have incremental finding feature?	*13* **Y / N**	Y = +1 pts. N = -1 pts.	+1 pts.
14. Does the web browser have ad filtering feature?	*14* **Y / N**	Y = +1 pts. N = -1 pts.	-1 pts.
15. Does the web browser have full-text history search?	*15* **Y / N**	Y = +2 pts. N = -2 pts.	-2 pts.
WEB TECHNOLOGY SUPPORT:		Y = +1 pts.	
16. Does the web browser have CSS 2.1 web technology feature?	*16* **Y / N**	N = -1 pts.	+1 pts.
17. Does the web browser have frames web technology	*17*	Y = +2 pts.	+2 pts.

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feature?			
		N = -2 pts.	
	Y / N		
18. Does the web browser have NAV Links web technology feature?		Y =+2 pts.	
	18		-2 pts.
		N =-2 pts.	
	Y / N		
		Y =+2 pts.	
19. Does the web browser have XHTML 1.1 web technology feature?	*19*		+2 pts.
		N =-2 pts.	
	Y / N		
20. Does the web browser have Web Forms 2.0 web technology feature?	*20*	Y =+3 pts.	
		N =-3 pts.	-3 pts.
	Y / N		
21. Does the web browser have Voice XML web technology feature?	*21*	Y =+3 pts.	-3 pts.
	Y / N	N =-3 pts.	
MOBILE WEB TECHNOLOGY SUPPORT:			
	22		
22. Does the web browser have C-HTML mobile web	**Y / N**	Y = +5 pts.	+5 pts.

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technology support?		N = -5 pts.	
	23		-4 pts.
Does the web browser have HDML mobile web technology support?	**Y / N**	Y = +4 pts.	
	24	N = -4 pts.	+2 pts.
Does the web browser have I-Mode mobile web technology support?	**Y / N**	Y=+2 pts.	
	25	N=-2 pts.	
25. Does the web browser have XHTML Mobile Profile mobile web technology support?	**Y / N**	Y = +3 pts. N = -3 pts.	-3 pts.
	26	Y = +3 pts.	
26. Does the web browser have WML mobile web technology support?	**Y / N**	N = -3 pts.	-3 pts.
PLUGINS & SYNDICATED CONTENT SUPPORT:			
	27	Y = +3 pts.	-3 pts.
27. Does the web browser have ActiveX support?	**Y / N**	N = -3 pts.	
28. Does the web browser have NPAPI support?	*28*	Y = +3 pts.	+3 pts.

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	Y / N	N = -3 pts.	
	29		
		Y = +5 pts.	+5 pts.
29. Does the web browser have JAVA support?			
	Y / N	N = -5 pts.	
	30		
			+2 pts.
30. Does the web browser have RSS support?	**Y / N**	Y = +2 pts.	
		N = -2 pts.	

PROTOCOL SUPPORT:			
	31		
Does the web browser have Hypertext Transmission			
31. Protocol (HTTP)	**Y / N**	Y = +5 pts.	+5 pts.
support?		N = -5 pts.	
	32	Y = +3 pts.	-3 pts.
32. Does the web browser have E-Mail protocol support?	**Y / N**	N = -3 pts.	
	33		
Does the web browser have File Transfer protocol (FTP)			
33. support?	**Y / N**	Y = +3 pts.	
			+3 pts.
		N = -3 pts.	
	34	Y =+3 pts.	+3 pts.

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34. Does the web browser have Bit Torrent protocol support?	**Y / N**	N = -3 pts.	
IMAGE FORMAT SUPPORT:			
	35		
35. Does the web browser have JPEG image format support?	**Y / N**	Y = +3 pts. N = -3 pts.	+3 pts.
36. Does the web browser have GIF image format support?	*36*		
	Y / N	Y = +3 pts. N = -3 pts.	+3 pts.
	37	Y = +3 pts.	+3 pts.
37. Does the web browser have PNG image format support?	**Y / N**	N = -3 pts.	
	38	Y = +3 pts.	-3 pts
38. Does the web browser have TIFF image format support?	**Y / N**	N = -3 pts.	
		Y = +3 pts.	-3 pts.
	39		
39. Does the web browser have SVG image format support?	**Y / N**	N = -3 pts.	
	40	Y = +3 pts.	-3 pts.

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40. Does the web browser have SVG image format support?	**Y / N**	N = -3 pts.	

Total Points for Mozilla Firefox: 53 pts.

4. CONCLUSIONS AND RECOMMENDATIONS

This paper offered a correlation of two driving internet browsers, Internet Explore and Firefox, alongside their short chronicles. Settling on a choice on deciding the further developed program among IE and Fx is clear founded on the different figures in the tables. Notwithstanding, settling on such a choice isn't as goal as it appears when managing individuals. Most of normal clients will in general incline toward the items they are as of now acquainted with.

Some recommendations can be:

- **Integrated/completely safe software understanding** should be reflected out in all areas of Internet Explorer.
- **Lacking support & accessibility features** that take place at competitor software should be attached to the new versions of Internet Explorer.
- Open source project cannot directly apply to Internet Explorer hereafter but **user involvement** to software should be provided by Microsoft.
- **More financial resources should be allocated on vertical integration** strategy of the company – although it is not the creator of the web browser marketplace because it is already an industry creator company; it may not go bankrupt but it may lose some of its brand power due to that market.
- **Most importantly, Microsoft should differentiate IE more and more** as much as it can like what it did for Edge.
- **Mozilla should protect its innovative position** in the web browser marketplace because it mostly survives due to being most innovative company in that market.
- **Mozilla should work with people who gives extra care to openness of ideas, applications** in order to stay innovative. Continuous data flow from voluntary contributors to open source project should be analyzed carefully by Mozilla. With related to this it should also take into consideration that what type of data is required by Firefox project, when will it be used etc.

Taking everything into account, it is somewhat hard to dispassionately choose the champ of internet browser rivalry at this stage. So as to stay solid in the market, designers should additionally recognize and meet the

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necessities of web clients. All things considered, seriousness of the internet browser showcase is a decent sign of organizations' degree of exertion in supporting clients.

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THE POSSIBILITY OF USING BALANCE SCORECARD (BSC) IN EVALUATING THE PERFORMANCE OF INTERNAL CONTROL IN JORDANIAN COMMERCIAL BANKS (JCB)

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Abstract
This Study aimed to determine the possibility of using Balance Scorecard (BSC) in evaluating the performance of internal control in Jordanian Commercial Banks, The BSC considered one of the modern tools in banks management to improve banks performance and diversity of services provided by banks.
The present research investigates possibility of using BSC in evaluating the performance of internal control in selected JCB.
In order to achieve the objectives of the study and the testing of hypotheses, the researcher designed a questionnaire; this questionnaire distributed to managers, internal managers and employees in Jordanian Commercial Banks, Out of the 450 questionnaires distributed, 370 were recovered with an adoption to be valid for statistical analysis purposes (345) at a rate of 77%.
The findings revealed that balanced scorecard approach has a significant impact on the organizational performance of banks under study.
The results showed that there is a possibility of using BSC in evaluating the performance of internal control in JCB consisting of its four perspectives:
Financial perspective, Customer perspective, Internal Business Process Perspective, Learning and Growth Perspective.
Keywords: *Balance Scorecard, Internal Control, Commercial Banks, Performance*

Introduction

Banks considered one of the most important pillars of the economy and its development, as is evident in the evolution and diversity of services provided by banks. To achieve this progress and development efficiently and effectively, the importance of measuring and evaluating internal control appeared in order to reach the required performance of these services.
From this standpoint, the importance of using the Balanced Scorecard (BSC) in assessing the performance of internal control appeared.

The term Balanced Scorecard (BSC) reflects the balanced between short and long term objectives, between financial and non-financial measures, between lagging and leading indicators, and between external and

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internal performance perspectives (Kaplan and Norton, 1996). Balanced Scorecard is a measurement system that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results (Thomas, Gable, and Dickinson, 2014). BSC is a framework which translates an organization's vision and strategy into a coherent set of performance measures. It helps business to evaluate how well they meet their objectives. The BSC is a performance measurement system using a multi-dimensional scorecard to translate strategy into a balance of financial and non-financial performance measures. BSC is a combination of non-financial and financial measures developed to meet the shortcomings of traditional management control and performance measurement systems. BSC incorporates financial performance measures with non-financial performance measures in areas such as involving customers, internal processes and learning and growth (Mooraj, Oyon, and Hostettler, 2009).

BSC is a conceptual framework for translating an organization's strategic objectives into a set of performance indicators distributed among four perspectives- financial, customer, internal business process and learning- growth. BSC is a valuation methodology that converts an organization's value drive-such as customers, services, financial performance, operational efficiency and innovation- to a series of defined metrics, records and analyses these matrices to help determine if they are achieving strategic goals'. It explains how the BSC is a system that converts value drivers of the organization into metrics to evaluate strategic goal achievement (Phillips, and Louvieris, 2005).

BSC is a performance measurement system derived from vision-strategy and reflects the most important aspects of the business. BSC is a new management concept which helps managers at all levels to monitor results in their key areas (Khanka, 2012).

It monitors current performance as well as tries to gather information about how well the organization is positioned to perform better in future. BSC focuses on the link between business process and decisions and results. It is considered as a device to guide formulation, implementation and communication. It also helps in tracking the performance and evaluation. To conclude, it can be said that BSC is a system of combining financial and non-financial measures of performance in one single scorecard. It includes performance measures for four perspectives; financial, customer, internal business process and learning-growth (Chow, Haddad, and Williamson, 2012).

Objectives of the Study

The importance of this research stems from the fact that it is looking to discuss and determine the concept of balanced scorecard and the possibility of using it in the evaluation of internal control in Jordanian Commercial Banks, and that will improve the position of banks, which contributes to enhancing their competitive position in the long term.

Accordingly, the research seeks to achieve the following objectives:

1- To discuss the concept of balanced scorecard approach.

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2- Familiarize yourself with the appropriate environment and the essential ingredients needed to use a balanced scorecard in Jordanian banks.

3- Learn about the possibility of applying the Balanced Scorecard in evaluating the performance of internal control in Jordanian Commercial Banks

Literature Review and Theoretical framework

Internal control is defined as a set of methods and procedures used to develop efficient regulation and promote acceptance of sound policies and procedures in the Commission. This is used for checking the validity of information management, protection of assets, and for minimizing mistakes (ARABOSAI, 2012). It was also defined by complex internal auditors. The Institute of Internal Auditor's latest definition of internal auditing can be defined as an independent objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic and a disciplined approach in evaluating and improving the effectiveness of risk management, control, and governance processes (IIA, 2011).

The subject of performance evaluation has gained importance especially due to the contemporary economic developments, it is necessary for the organization to resort to performance evaluation in order to know the degree of achieving the goals and the actual operating rates.

Banks performance criteria and indicators

Commercial banks performance is evaluated through several criteria that express the financial position of the bank and the safety of its operation and management. It also enables the identification of strengths and weaknesses in various aspects of performance.

Given that the internal control is an ongoing process and not an independent administrative function, it is rather necessary to guide performance and reassurance that actual performance is carried out in accordance with the planned standards.

The success of internal controls is strongly associated with five elements (Messier, 1997; Candreva, 2006): control environment, risk assessment, control activities, information and communication and monitoring

To evaluate and assess the procedures of the internal control, the study came to explain the role of BSC in assessing internal control because of its importance and effectiveness in controlling performance within banks

The Balanced Scorecard was developed by Kaplan and Norton in 1992. Kaplan and Norton thought that measuring the financial performance is not enough to affect the companies‟ ability to create value (Rillyan et al., 2016). It is a complementary strategic model that considers financial and non-financial measures, and translates the organizational mission and strategy into a collection of performance measures (Afande, 2013).

There are different definitions of BSC, the most important of these definitions is that of Kaplan and Norton (1996) definition: "A management system designed to help the organization to translate its vision and strategy into a set of objectives and strategic measures that are linked through four perspectives: Financial

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Perspective, Customer Perspective, Internal Processes Perspective, and Learning and Growth Perspective." Subsequently, Balanced Scorecard has been also defined as “"a set of financial and non-financial performance measures which provides a
clear vision of the organizations performance to senior management executives" (Kaplan & Norton, 1998).

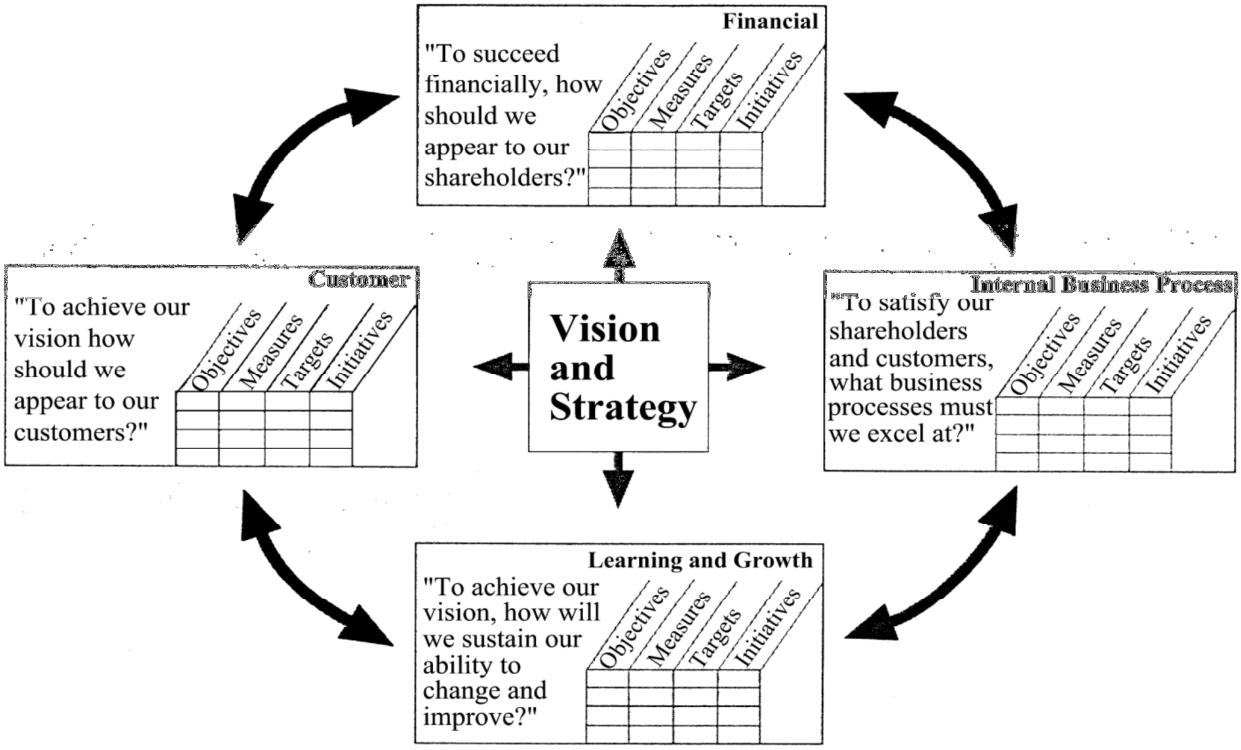


Fig 1: The general structure of the Balanced Scorecard
Source: Kaplan and Norton, (1996).

As we mention above the perspective of BSC include the following:

First: Financial Perspective

Financial Perspective consider the main perspective of BSC, This was despite the fact that most researchers criticize the financial perspective and support the non-financial perspective. It is worth mentioning that many of them consider that the ultimate goal of organization is to achieve financial goals (Niven, 2006; Alshaikh, 2007), this perspective described in different literature review such as **Umar and Olatunde (2011)**, in their study on “Performance Evaluation of Consolidated banks in Nigeria by using Non-Financial measures”, evaluated the performance of four consolidated banks in Nigeria. They identified the 7 non financial measures of bank performance out of 43 measures through factor analysis and assessed the overall performance of banks. Simple Random Sampling was used to select samples (customers of 4 Banks). Structured disguised Questionnaires were used to collect the data from 303 customers. Barlitt test of Sphericity for testing hypothesis and Kaiser-Meyer-Olkin method was used to measure sampling adequacy and multiple regression was used to find out variation caused by Non-financial measure in banks

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performance. They recommended that identified seven non-financial measures named: Cost of transaction, Information technology, service delivery, quality of service, bank offering, loan application and customer satisfaction should be adopted to fundamentally improve financial performance of consolidated banks.

Second: Customer Perspective

This perspective aims to answer questions on how costumers view the organization (AL Bishtawi, 2001). It is the essence of non-financial perspective (Niven, 2006). This perspective focuses on providing measures to achieve the specific goals regarding customers' satisfaction and to meet their requirements in obtaining high quality products and reasonable prices through market share analysis (Kaplan & Norton, 1996). In addition, the main focus of this perspective is to select strategies that meet customers' satisfaction and expand target market in order to enhance the competitive opportunity (Kaplan et al., 2004), this perspective described in different literature review such as : **Ombuna et.al (2013) conducted by entitled,** *"Impact of Balanced Scorecard Usage on the Performance of Commercial Banks"* explored the effect of balance scorecard usage on the performance of commercial banks in Nakuru District, Kenya. The sample size of the study was 72 respondents which include operations managers, human resource managers, branch managers and customer service mangers. The author applied Pearson's correlation to test the relationship between variables. The study revealed that the effectiveness of BSC usage lies on the organizations dynamics, execution, monitoring and evaluation procedures. Besides, it was revealed that BSC usage has a positive impact on the performance of commercial banks and it helps organizations in clarifying their vision and strategy. The authors suggested that banks should develop products and services that have competitive advantage in order to get competitive advantage and to satisfy the needs of customers.

In addition, **Northcott (2011)** conducted a study entitled "Using the Balanced Scorecard to Manage Performance in Public Sector Organizations – Issues and Challenges (practical case in the local government organizations in New Zealand)." However, the results of this study indicated that there is a decline in the use of the Balanced Scorecard by public sector organizations involved in the study. The study figured out the most important obstacles in applying the Balanced Scorecard in the public sectors. Thus, these obstacles include the fact that the traditional perspective of the Balanced Scorecard is inadequate to the public sector, especially the customer perspective. Also, it entails the inability to identify the effective relationship between cause and effect which is related to determining the performance measures.

Third: Internal Business Process Perspective

It is the perspective that related to the internal business process of the organization in which they meets the expectations of customers and ultimately shareholders, It identifies the critical processes, skills, competencies and technologies that add value to the expectation of customers and the success of the firm (Atkinson, 2006).

As in **Irbihat & Ashraf (2017)** in their research paper entitled, *"Impact of Balanced Scorecard Usage on the Organizational Performance: A Case Study of Jordan International Insurance"* examined the impact of balanced scorecard approach on the organizational performance of Jordan International Insurance. Data was collected with the help of a well structured questionnaire from 175 employees working in Jordan

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International Insurance. Besides, linear regression was used to test the hypotheses. The findings showed that customer perspective, internal business process perspective, learning and growth perspective, and financial perspective have a significant impact on the organizational performance because significant value in each variable was less than 0.05. Therefore, the research concluded that balanced scorecard approach has a significant impact on the organizational performance in Jordan International Insurance.

Forth: Learning and Growth Perspective

This perspective related to the organization employees Managers should perceive measures to answer the following question: How we will sustain our ability to change and improve to achieve our vision?

This is what we can see in **Wu et al. (2009)** in their study on "A Fuzzy MCDM Approach for evaluating banking performance based on Balanced Scorecard" identified 23 evaluation indexes from 55 indexes suitable for banking performance in terms of BSC perspective through expert opinions. Four BSC perspectives were ranked in the relative importance in the order Customer then Finance then learning & Growth and last internal process using FAHP process. Customer satisfaction, return on assets, earning per share, customer retention rate and profit per customer were found as top five evaluation indexes. U bank, C Bank and S bank respectively were ranked on the basis of performance using MCDM analytical methods. They suggested that there is no one performance evaluation index to fit all so it should be tailored to meet organization's overall goals as well as the objectives of each individual unit. The performance evaluation indexes of the BSC perspective may not be mutually independent so other analytical methods can be employed to solve the interactive and feedback relations among indexes.

And in **Ibrahim (2015) conducted a study entitled** "Investigating the Use of the Four Perspectives of Balanced Scorecard (BSC) as a Technique for Assessing Performance by Nigerian Banks". This study was carried out in an attempt to discover the use of BSC as a tool for measuring the performance of Nigerian banks. It is intended to fill a gap concerning the little attention to the use of BSC in Nigeria. The concepts of performance and its measurements, financial and non-financial measures of performance and the concept of BSC have been discussed. The preliminary population of the study encompassed 21 banks operating in Nigeria, and the use of a judgmental/purposive sampling technique reduced the sample to eleven banks. To collect data, a survey technique using questionnaires was used. The descriptive statistics and Kruskal-Wallis ANOVA and descriptive statistics have been used to analyze the data. The study concluded that Nigerian banks depend on financial and customer performance measures as a technique to assess their performance. A comprehensive view of the performance of Nigerian banks cannot be assured without incorporating all the four perspectives of BSC. Ibrahim recommended that Nigerian banks should improve their performance measurement systems by harmonizing their performance measures within the four views of BSC.

Hypotheses of the Study

To achieve the purpose of the study the researcher has proposed Main hypotheses branches in to four

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sub-hypotheses, which will tested in this study.

H0: BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Ho1: Financial perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Ho2: Customer perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Ho3: Internal Business Process Perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Ho4: Learning and Growth Perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks.

Research Methodology

The researcher distributed questionnaires to all members of the sample (450) personally and recovered (370) of the questionnaires. Furthermore, it shows the validity of the questionnaires recovered to be valid for statistical analysis purposes (345) at a rate of 0.77 as shown in table (1)

Table (1) : Distributed Questionnaires of the selected Banks

Banks Name	Questionnaires		
	Distributed	Accepted	valid for statistical analysis
Cairo Amman Bank	75	57	54
Housing Bank	75	60	56
Jordan Commercial Bank	75	59	55
Bank al Etihad	75	62	59
Bank of Jordan	75	65	62
Jordan Ahli Bank	75	67	59
Total	450	370	345

Hypotheses Testing

Analysis of Major Hypothesis

H0: BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

In testing this hypothesis, the researcher used T-test for one sample. This is used to verify the possibility of

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using balance scorecard (BSC) in evaluating the performance of internal control in Jordanian Commercial Banks (JCB) as shown in Table (2)

Table (2): T- test value to verify The Possibility of Using Balance Scorecard (BSC) in Evaluating the Performance of Internal Control in Jordanian Commercial Banks (JCB)

major hypothesis	NO.	Arithmetic Mean	Standard Deviation	DF	Calculated T value	Tabulated T Value	Sig*
BSC can be used to evaluate the performance of internal control in Jordanian commercial banks	345	3.561	.621	85	7.891	1.569	0.000

Demonstrated by the results shown in the table (2) BSC can be used to evaluate the performance of internal control in Jordanian commercial banks has a significance level ($\alpha \leq 0.05$).
The calculated T- value function is 7.891 and the indication level is $\alpha \leq 0.05$, when compared with tabulated T –Value 1.569 The table also shows the same level indication (0.000).
As such, BSC can be used to evaluate the performance of internal control in Jordanian commercial banks.

Analysis of First Sub- Hypothesis

Ho1: Financial perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Table (3): T- test value to verify The Possibility of Using Financial perspective of (BSC) in Evaluating the Performance of Internal Control in Jordanian Commercial Banks (JCB)

major hypothesis	NO.	Arithmetic Mean	Standard Deviation	DF	Calculated T value	Tabulated T Value	Sig*
Financial perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks	345	3.481	.552	85	6.921	1.421	0.000

Demonstrated by the results shown in the table (3) Financial perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks has a significance level ($\alpha \leq 0.05$).

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The calculated T- value function is 6.921 and the indication level is $\alpha \leq 0.05$, when compared with tabulated T –Value 1.421 The table also shows the same level indication (0.000).
As such, financial perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks

Analysis of Second Sub- Hypothesis

Ho2: Customer perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Table (4): T- test value to verify The Possibility of Customer perspective of (BSC) in Evaluating the Performance of Internal Control in Jordanian Commercial Banks (JCB)

major hypothesis	NO.	Arithmetic Mean	Standard Deviation	DF	Calculated T value	Tabulated T Value	Sig*
Customer perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial	345	3.512	.642	85	8.101	1.561	0.000

Demonstrated by the results shown in the table (4) Customer perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks has a significance level ($\alpha \leq 0.05$).
The calculated T- value function is 8.101 and the indication level is $\alpha \leq 0.05$, when compared with tabulated T –Value 1.561 The table also shows the same level indication (0.000).
As such, Customer perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks

Analysis of Third Sub- Hypothesis

Ho3: Internal Business Process Perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks

Table (5): T- test value to verify The Possibility of Using Internal Business Process perspective of (BSC) in evaluating the performance of internal in Jordanian Commercial Banks (JCB)

major hypothesis	NO.	Arithmetic Mean	Standard Deviation	DF	Calculated T value	Tabulated T Value	Sig*

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Internal Business Process Perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial	**345**	**3.872**	**0.571**	**85**	**6.502**	**1.435**	**0.000**

Demonstrated by the results shown in the table (5) Customers perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks has a significance level ($\alpha \leq 0.05$).
The calculated T- value function is 6.502 and the indication level is $\alpha \leq 0.05$, when compared with tabulated T –Value 1.435 The table also shows the same level indication (0.000).
As such, Internal Business Process Perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks

Analysis of Fourth Sub- Hypothesis

Ho4: Learning and Growth Perspective of BSC cannot be used to evaluate the performance of internal control in Jordanian commercial banks.

Table (6): T- test value to verify The Possibility of Using Learning and Growth Perspective of (BSC) in Evaluating the Performance of Internal Control in Jordanian Commercial Banks (JCB)

major hypothesis	NO.	Arithmetic Mean	Standard Deviation	DF	Calculated T value	Tabulated T Value	Sig*
Learning and Growth Perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial	**345**	**3.694**	**0.583**	**85**	**8.702**	**1.596**	**0.000**

Demonstrated by the results shown in the table (6) Learning and Growth perspective of BSC can be used to evaluate the performance of internal control in Jordanian commercial banks has a significance level ($\alpha \leq 0.05$).
The calculated T- value function is 8.702 and the indication level is $\alpha \leq 0.05$, when compared with tabulated T –Value 1.596 The table also shows the same level indication (0.000).
As such, Learning and Growth Perspective of BSC can be used to evaluate the performance of internal

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control in Jordanian commercial banks

Conclusion

BSC is a frame work convert strategy and vision of organization in to cohesive set of performance measure, and helps business manager to improve and develop how well they meet their objectives.

The findings of the research highlighted that we can use BSC to evaluate the performance of internal control in JCB, consisting of its four perspectives:

Financial perspective, Customer perspective, Internal Business Process Perspective, Learning and Growth Perspective which is contribute that BSC is a frame work convert strategy and vision of organization in to cohesive set of performance measure as we mention above.

BSC consider the best model used to evaluate the organization performance in a non-financial and financial measures using the four mention perspectives.

From the above, it appears to us that the use of BSC to evaluate internal control in the study community increases its effectiveness and efficiency

The researcher recommends continuing research in this field because of its importance

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TESTING THE SUSCEPTIBILITY OF EMPLOYEES TO PHISHING EMAILS

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Abstract

Phishing is a form of social engineering designed to harvest user credentials and/or install malware on electronic devices. In an effort to train company members, four different phishing test emails were sent over a four-month period to approximately 8,200 employees within one organization. These phishing test emails were designed to resemble emails that employees would commonly receive while conducting day-to-day operations. A service called PhishMe by Cofense was used to create and send the phishing emails and record how users interacted. Based on this experiment, organizations can expect up to 27% of employees will fall victim to such phishing attacks. This study can be beneficial to organizations in determining the risk associated with phishing emails and in designing programs to reduce such risk.

Keywords: *Phishing, risk management, information security, cybersecurity, social engineering, hacking*

Each day about 3.4 billion phishing emails are sent across the world to various users in an attempt to gain their credentials or initiate the installation of malicious software onto their devices (Verifybee, 2019). Unlike computers, humans cannot simply be programmed to ignore such threats, and they are certainly much easier to trick into completing an action, which makes the user domain very risky. The goal of this study is to determine the percentage of employees an organization can expect to fall victim to phishing attacks, as well as to uncover the factors that may influence such user reactions. To address these questions, four phishing test emails were sent to an organization's 8,200 employees over the course of four months (one phishing email per month). PhishMe by Cofense (cofense.com) was the service used to create, distribute, and analyze user reactions to phishing emails. Each phishing test was created to resemble an email that employees may commonly get while conducting day-to-day business activities. Based on the four phishing tests, organizations can assume that about 27% of their employees will fall victim to phishing emails.

Background

According to phishing.org: "Phishing is a cybercrime in which a target or targets are contacted by email,

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telephone or text message by someone posing as a legitimate institution to lure individuals into providing sensitive data such as personally identifiable information, banking and credit card details, and passwords." Phishing attacks are the most commonly used form of cyberattack where attackers attempt to trick users by using various social engineering techniques (Curtis, S. et al, 2017). Social engineering can use both psychological and technological ruses to gain the trust of the attack targets (Karakasiliotis, A. et al, 2007). Phishing is an attack that can be conducted through instant messaging or Voice over Internet Protocol (VoIP), but the most popular avenue for attackers is email and spoofed webpages (Mohebzada, J. et al, 2012). Phishing attacks are normally carried out by sending forged emails, where the sender is impersonating an individual or an organization that the recipient would trust. This goal is to get recipients to click on links in the bogus emails that would then redirect them to a spoofed landing page asking the user to enter credentials, such as username and password or even banking account numbers (Aleroud, A. and Zhou, L., 2017). In the case of a spoofed landing page, once the user has submitted login credentials, those credentials are at the attacker's disposal (Harrison, B. et al, 2016). The attacker thereby has full access to that user's account unless there is some form of multifactor authentication linked to the account. The attacker could then utilize the user's account to gain access to organizational data.

It is also dangerous to click a link or attachment in a phishing email as doing so can install malware on the user's computer (Matthews, R. and Lovell, K., 2019). Even opening a fraudulent email can give a hacker a foothold in your computing system (McGready, 2018).

Methodology

The four phishing tests were conducted during 2020 by the information services department of a large corporation with business units in the U.S. and U.K. All employees of the organization (approximately 8,200) received training on the dangers of phishing campaigns. They were then informed via email that they would receive at least four phishing emails over the next four months to test if they were following sound information security practices. If recipients opened the phishing test email and clicked on the link, they were presented with a spoofed landing page requesting username and password to continue.

The scenarios presented in each of the four phishing tests were created by the information services department. The phishing emails were created on the basis their believability and the types of actual scenarios encountered by most organization employees in the past. The first phishing test was administered in June, 2020, with the remaining three phishing tests given in each of the following three months.

After each of the four phishing tests, if recipients provided credentials, they immediately received a warning via email with additional training materials to avoid falling victim in the future. If recipients reported suspicious phishing emails, they immediately received a congratulatory email. If employees click on the link in the phishing email, but did not provide their credentials on the landing page, they were still identified to receive further training.

PhishMe by Cofense

The tool used to develop, distribute, and analyze interactions with the phishing test emails is PhishMe by Cofense (cofense.com). This tool offered full customization in the development of the phishing emails allowing for domains of the alleged sender address to be chosen as well as the display name that accompanied the sender's address in the email. The content of the body of the email was fully customizable

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to allow one to create a desired narrative for the desired phish. The coordinator of the program can also choose the URL displayed when a user hovers over the link in the email. The coordinator can also customize the landing page for the link in the email and insert pictures of company logos or other images to further lure employees into a false sense of security while on the spoofed login page. PhishMe gathers all data for how employees interact with the phish. All employees' email applications have a "Report Phishing" button that allows them to report suspicious emails that they receive. This "Report Phishing" button is not a part of the employee's email application—rather, it is an add-on that Cofense provides and the organization applies to workstations via BigFix, an endpoint management software package.

User Interactions with the Phish

There are five types of possible interactions that can occur between the recipient and the phishing email. The first category of interaction is, "Clicked link and Submitted Data". In this case the user opened the email and clicked the embedded link in the email. Then, when presented with the spoofed landing page that requests the user's credentials, the recipient obliges by supplying those credentials. In a real-world scenario the attacker would have then successfully harvested the employee's credentials. The second category of interaction with the phishing email is, "Clicked Link and did not Submit Data". This means that the recipient opened the email, clicked the embedded link, but did not provide any credentials on the landing page. The third category is called "Opened Email, only", which means the recipient opened the email but had no further interaction with the email—that is, the employee did not click on the link in the email. The fourth category of interaction is, "Unread/No Response", meaning the recipient did not open the email. The final category is called "Reported, only" meaning that the recipient of the phish did not open the test email and clicked the "Report Phishing" button provided by Cofense.

Results

The results of each of the four phishing test are now presented. It should be noted that in the following screenshots of phishing emails, personally identifiable information (PII) was blacked out for confidentiality reasons. All domains and display names found in these screenshots (generated by PhishMe) have no affiliation to the company conducting these tests.

Phishing Test 1

The first phishing test email revolved around the idea that a company HR specialist requests the recipient to agree to an updated remote work policy. This particular ruse was made more believable given the work-from-home environment associated with the COVID-19 pandemic in early 2020. The email that employees received is shown in Fig. 1.

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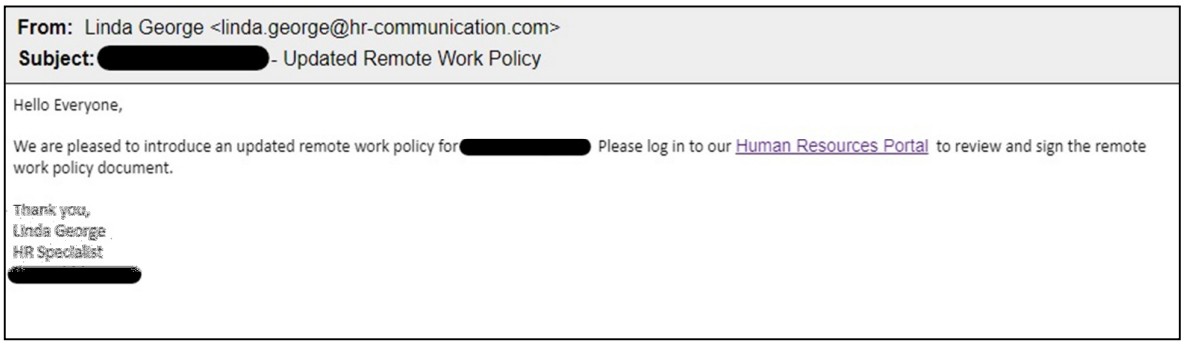


Fig. 2: Phishing Test 1 Email

The email entices employees to click on the link, informing them that they will need to sign in to accept the terms of the new remote work policy document. If recipients click the link they are redirected to the window shown in Fig. 2.

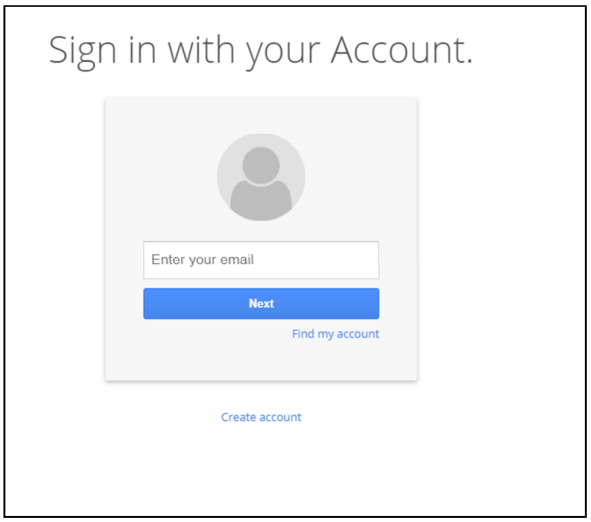


Fig. 3: Phishing Test 1 Landing Page

At the conclusion of the Phishing Test 1, the results were recorded by PhishMe as shown in Fig. 3.

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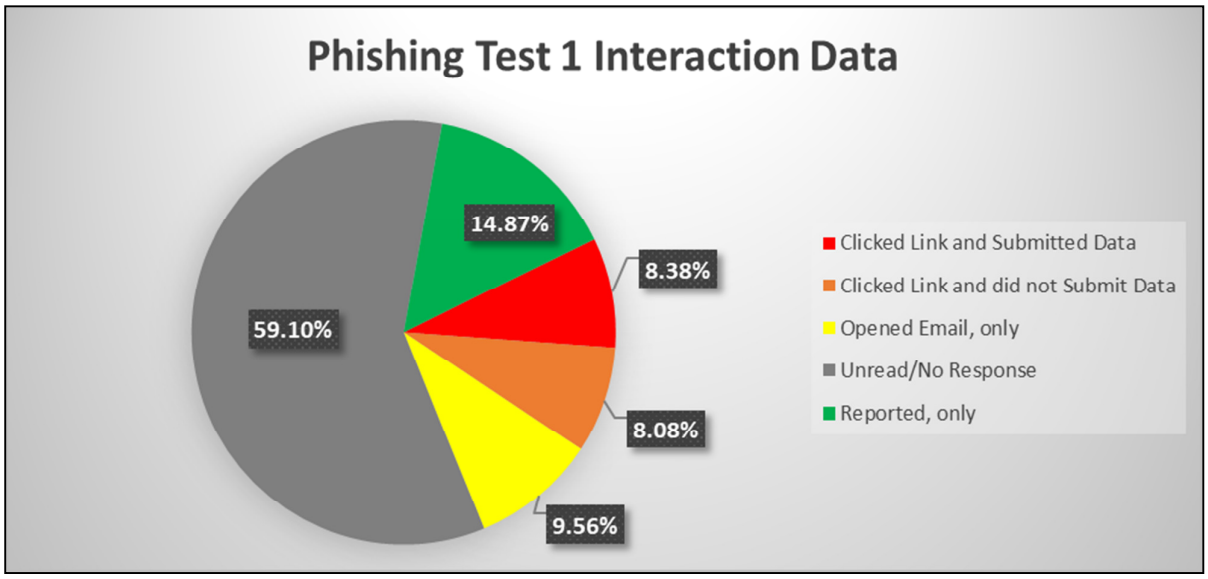


Fig. 4: Phishing Test 1 Interaction Data

Examining Fig. 3, one can see that 9.6% of employees opened the email, 8.1% opened the email and clicked on the link, and 8.4% actually provided their credentials. Some 59.1% didn't open the email (and didn't report the email) while 14.9% didn't open the email but did report it to information services.

Phishing Test 2

The second phishing test referred to a fake benefits package being offered to employees of the organization. At the time of the test, a new fiscal year was approaching. The intent of the phish was to trick recipients into thinking they were receiving a new benefits package offered by a third party hired by the organization to administer employee benefits. This test differed slightly from the other tests in that it was sent as a "double barrel". A double barrel approach is where users are sent multiple emails (two in this case). The initial email is not malicious and informs the recipient to be prepared to receive another email from the same address in the next 24 hours. The first email sent out in this test, known as the "lure", can be seen in Fig. 4.

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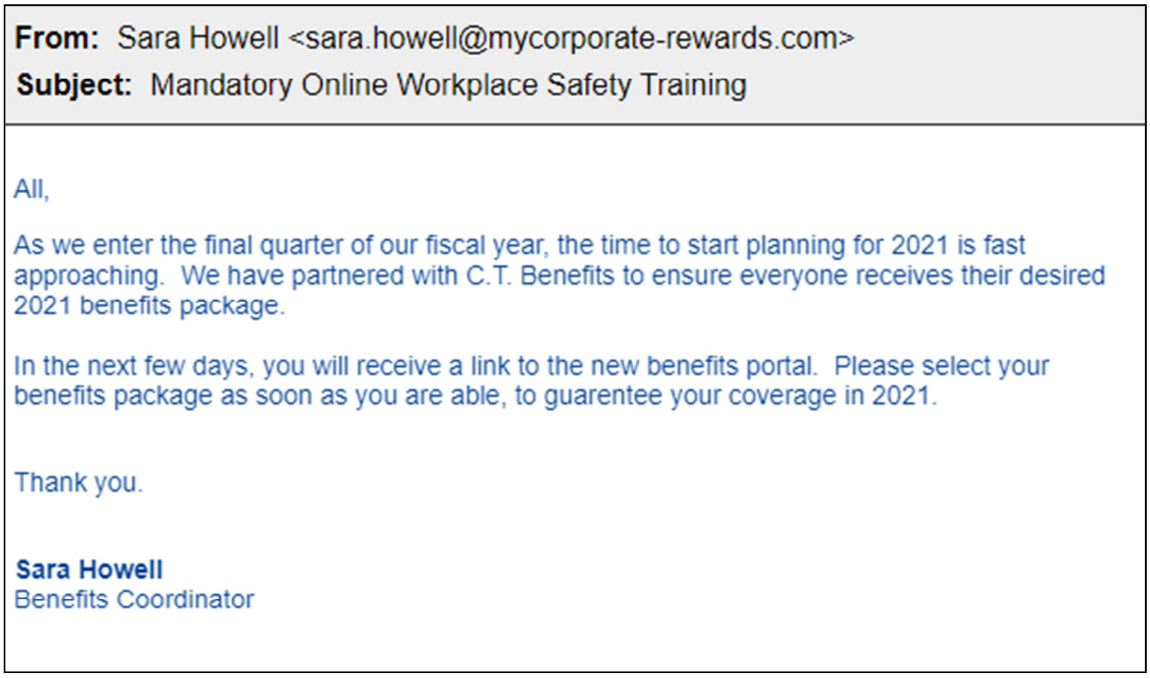


Fig. 5: Phishing Test 2 Lure

The lure is meant to put recipients at ease in an attempt to make them more comfortable when the next (malicious) email is delivered. Following the delivery of the lure, the email containing the link to the credential harvesting page was sent to employees 24 hours later. The second email containing the malicious link is shown in Fig. 5.

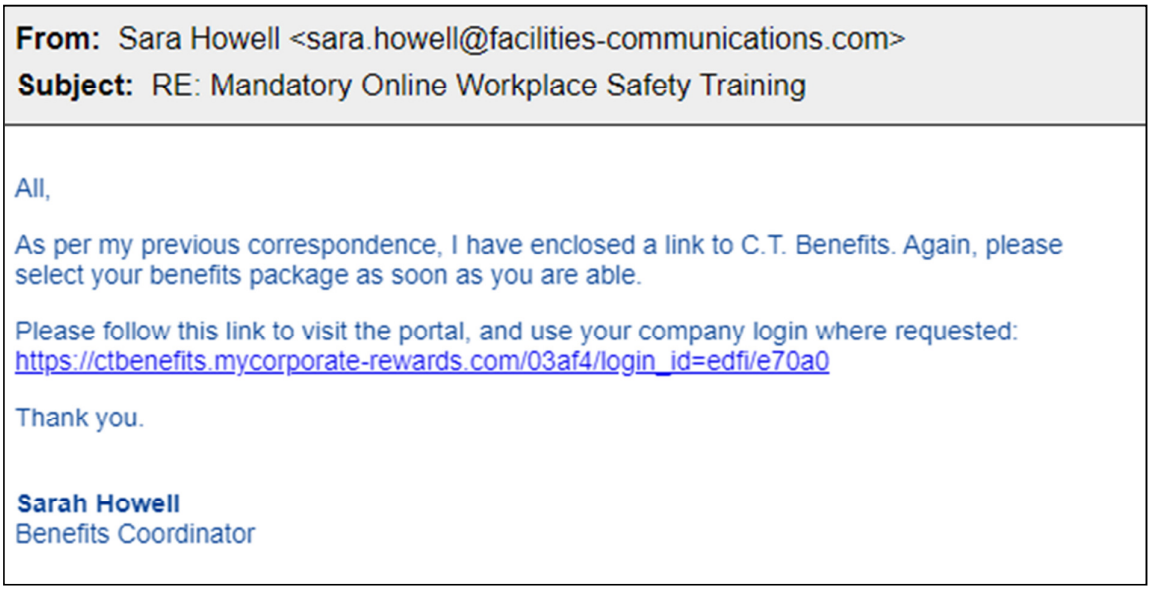


Fig. 6: Phishing Test 2 Email

This email refers to the lure that was sent 24 hours earlier and instructs employees to sign in to their new benefits portal so that they can chose their new benefits package for the upcoming fiscal year. Notice the subject line in this email does not relate to the contents presented in the body of the email. This was done in an attempt to give employees a clue that this was a phish and help them learn to carefully read emails and subject lines before they click on links contained in the body. Some users do not look at security indicators

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and their own negligence can contribute to an inappropriate response (Luga, C. et al, 2016). The "benefits portal" landing page to which users were directed, if they clicked the link in the second email, is shown in Fig. 6.

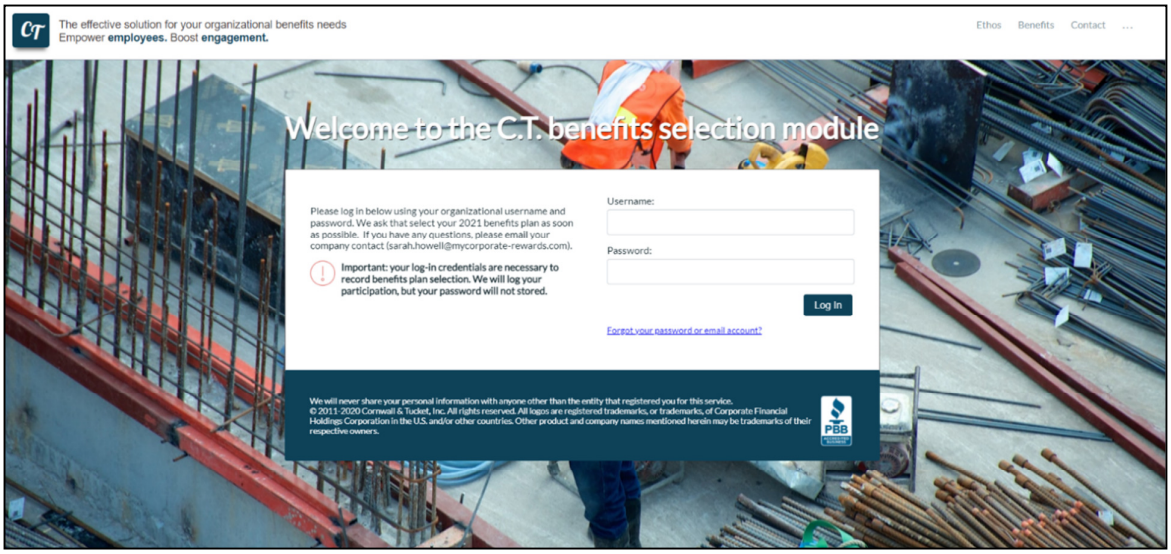


Fig. 7: Phishing Test 2 Landing Page

The data shown in Fig. 7 were recorded on the employee interactions with this particular test.

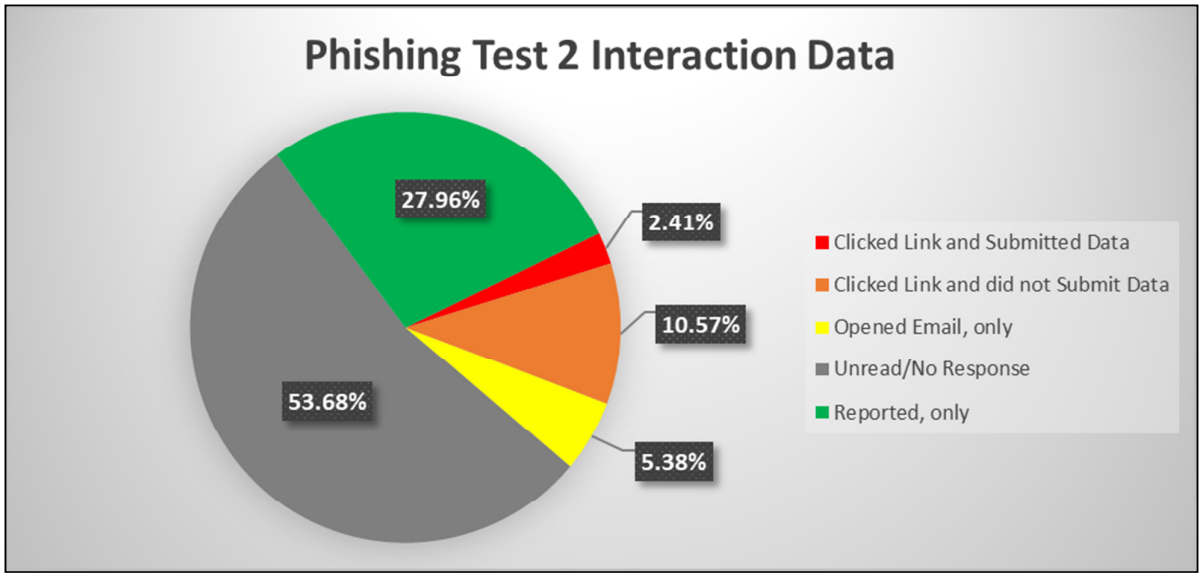


Fig. 8: Phishing Test 2 Interaction Data

Phishing Test 2 resulted in a total of about 5.4% opening the malicious email, 10.6% subsequently clicking the link, and 2.4% ultimately submitting username and password. Some 53.7% did not open the email and 28.0% also did not open the email while reporting it to information services.

Phishing Test 3

The third test in this study was meant to replicate a type of email that business employees normally see if they deal with pay orders (PO, also known as invoices). The phishing test was created to look like a user had sent an employee a secure document over SharePoint, and if they logged into SharePoint with their

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organization credentials, they would then be able to view the pay order. There is also a sense of urgency in this email that warns users the transfer will expire in six days from the time of receiving the email. However, only a relatively small number of the company's 8,200 employees would normally deal with pay orders. The email that was sent is shown in Fig. 8.

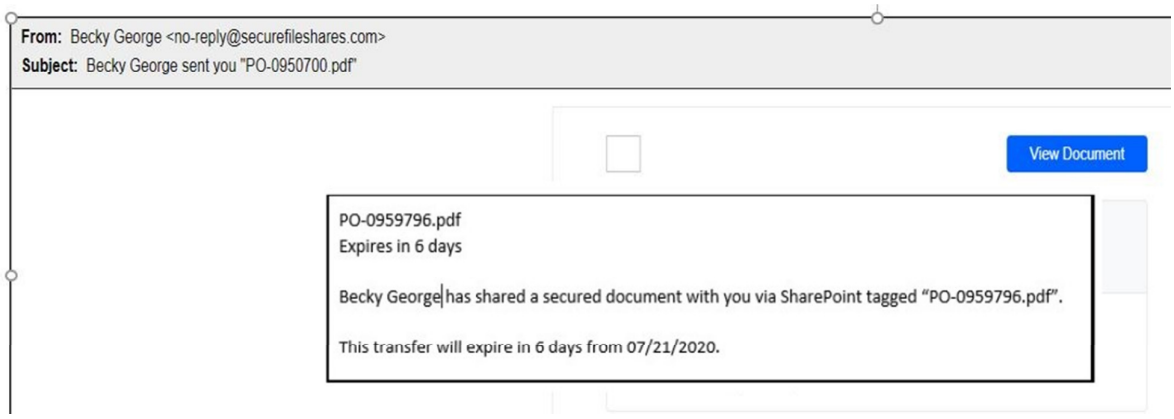


Fig. 9: Phishing Test 3 Email

This email requests the recipient view the document on SharePoint which is where the user believes they will be redirected if they click the "View Document" link in the email. The spoofed SharePoint landing page where users were redirected if they clicked the link is shown in Fig. 9.



Fig. 10: Phishing Test 3 Landing Page

The company logo (blacked out in Fig. 9) was placed on the landing page to make employees feel safer and more inclined to submit their credentials. Research indicates that even sophisticated users are more likely to succumb to phishing attacks that utilize visual deception (Luga, C. et al, 2016; Dahamija, R. et al, 2006). The data recorded for Phishing Test 3 are displayed in Fig. 10.

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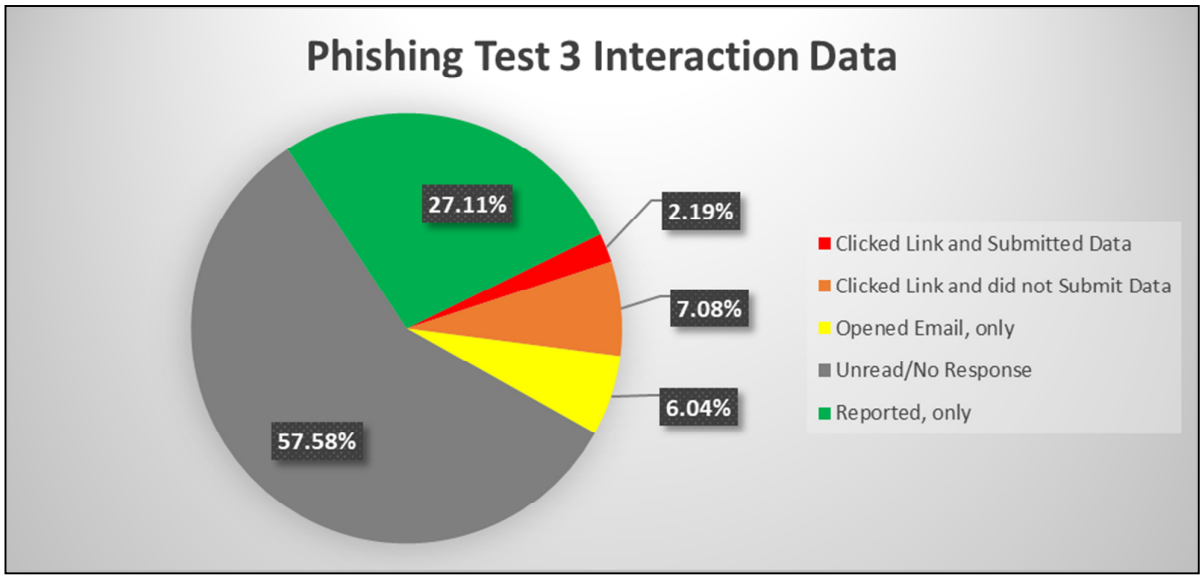


Fig. 11: Phishing Test 3 Interaction Data

Phishing Test 3 resulted in a total of about 6.0% opening the malicious email, 7.1% clicking the link, and 2.2% submitting username and password. Some 57.6% did not open the email and 27.1% also did not open the email while reporting it to information services.

Phishing Test 4

The fourth and final phishing test is a replica of a real OneDrive notification that can be sent to users in the event there are a large number of files that are deleted from their OneDrive accounts. For this organization-wide test, a replica of a OneDrive notification email was used. The link in the phish redirects the recipient to a spoofed web page used for credential harvesting. The email and landing page are shown in Fig.s 11 and 12, respectively. Note that all three links presented in the email of Fig. 11 redirect to the same landing page.

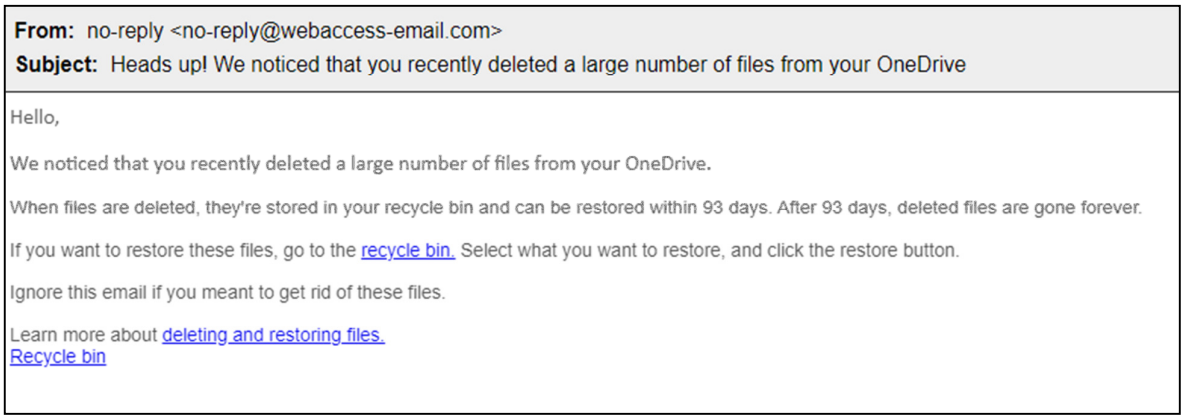


Fig. 12: Phishing Test 4 Email

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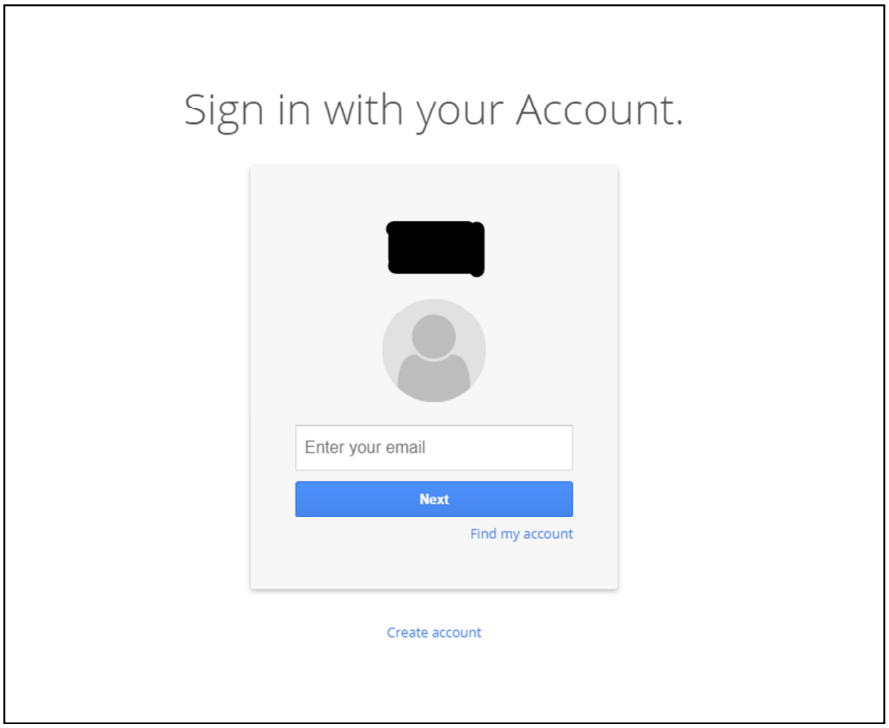


Fig. 13: Phishing Test 4 Landing Page

Similar to the Phishing Test 3 landing page, the Test 4 landing page included a company logo (blacked out in Fig. 12) to give the page added credibility in the eyes of the employee. The resulting data for Phishing Test 4 are presented Fig. 13.

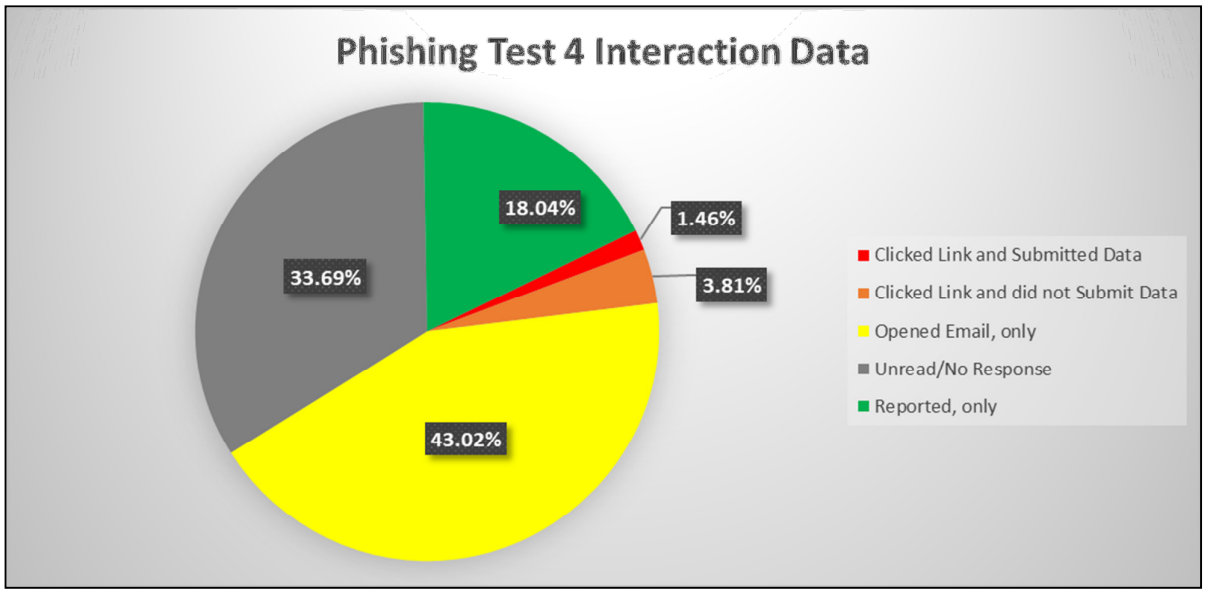


Fig. 14: Phishing Test 4 Interaction Data

Phishing Test 4 resulted in a total of about 43.0% opening the malicious email, 3.8% clicking the link, and 1.5% submitting username and password. Some 33.7% did not open the email and 18.0% also did not open the email while reporting it to information services.

The raw data for each of the four phishing tests are presented in Fig. 14. Note that the unique number of email recipients changes slightly over the four month period due to employees entering or leaving the

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organization.

TEST 1	
Clicked Link and Submitted Data	674
Clicked Link and did not Submit Data	650
Opened Email, only	769
Unread/No Response	4,752
Reported, only	1,196
Unique Recipients	8,041

TEST 2	
Clicked Link and Submitted Data	194
Clicked Link and did not Submit Data	851
Opened Email, only	433
Unread/No Response	4,322
Reported, only	2,251
Unique Recipients	8,051

TEST 3	
Clicked Link and Submitted Data	182
Clicked Link and did not Submit Data	588
Opened Email, only	501
Unread/No Response	4,779
Reported, only	2,250
Unique Recipients	8,300

TEST 4	
Clicked Link and Submitted Data	122
Clicked Link and did not Submit Data	319
Opened Email, only	3,606
Unread/No Response	2,824
Reported, only	1,512
Unique Recipients	8,383

Fig. 15: Raw data for all four phishing tests

Fig. 15 presents the average percentages for all four phishing tests combined.

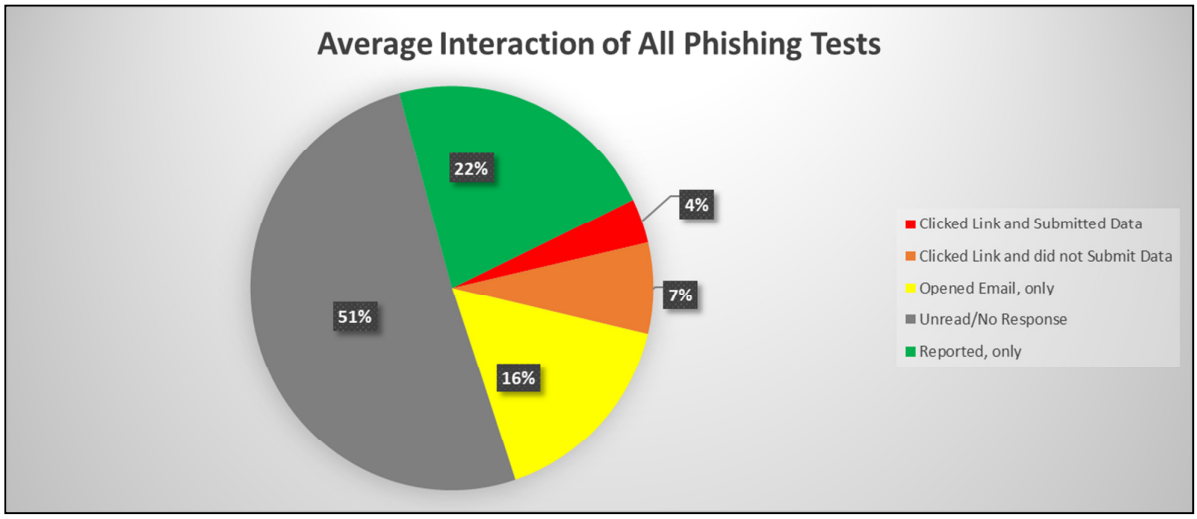


Fig. 15: Average interaction for all four phishing tests

Table 1 provides all the raw percentage data for the four phishing tests while Table 2 gives the percentages for the various types of what can be considered a success or failure for the hacker. For example, simply opening a fraudulent email can provide valuable information to a hacker about an individual and their computing system, as well as download malware. Likewise, clicking a link in a fraudulent email can download malware on the victim's computer. And, of course, providing user credentials can give a hacker easy direct access to a computing system.

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Table 1: Percent of employees by type of interaction for each phishing test

Phishing Test	(A) Percent of Employees Who Clicked the Link and Provided Credentials	(B) Percent of Employees Who Clicked the Link, Only	(C) Percent of Employees Who Opened the Email, Only	(D) Percent of Employees Who Reported the Phish, Only	(E) Percent of Employees Who Did Not Interact With the Phish
1 (Remote work policy)	8.4%	8.1%	9.6%	14.9%	59.1%
2 (Benefit package)	2.4%	10.6%	5.4%	28.0%	53.7%
3 (Pay order)	2.2%	7.1%	6.0%	27.1%	57.6%
4 (File deletions)	1.5%	3.8%	43.0%	18.0%	33.7%
Total	3.6%	7.4%	16.0%	22.0%	51.0%

Table 2: Percent of employees either falling victim or proving diligent for each phishing test

	1	2	3	4	5
Phishing Test	Percent of Employees Who Provided Credentials (A)	Percent of Employees Who Clicked the Link (A+B)	Percent of Employees Who Opened the Email (A+B+C)	Percent of Employees Who Reported the Phish (D)	Percent of Employees Who Did Not Open the Email (D+E)
1 (Remote work policy)	8.4%	16.5%	26.1%	14.9%	74.0%
2 (Benefit package)	2.4%	13.0%	18.4%	28.0%	81.7%
3 (Pay order)	2.2%	9.3%	15.3%	27.1%	84.7%
4 (File deletions)	1.5%	5.3%	48.3%	18.0%	51.0%
Average	3.6%	11.0%	27.0%	22.0%	72.8%

Discussion

There are several tentative findings based on the data collected from the four phishing tests.

1. It is somewhat dangerous to even open a fraudulent email. Column 3 in Table 2 shows that, even with prior training and warning, individuals open suspect emails on average about 27% of the time, which makes it difficult for organizations to adequately defend their computing resources.
2. Column 3 in Table 2 also demonstrates that as training in cybersecurity continues over time (after each subsequent phishing test), the percentage of individuals who open suspect emails does

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decrease except in the case of Phishing Test 4. This finding may be due to the nature of that test (the threat of losing many files on one's computer).

3. With respect to Column 2 in Table 2 (clicking on a link in a suspect email, which poses an even greater threat than simply opening the email), such responses did decrease steadily as the testing progressed. Thus, ongoing training of this sort can be effective. The average in this column (11%) closely aligns with a report by Verizon which found approximately 1 out 10 employees from tested organizations would click on links or attachments contained in phishing emails (Williams, E., Hinds, J., & Joinson, A., 2018).
4. Column 1 in Table 2 (providing credentials, which is the most worrisome response) shows again that these responses also decreased over time.
5. Column 4 in Table 2 (reporting suspect emails) held fairly consistently over time with an average of about 22%. This is disappointingly low implying that individuals are not especially aware or caring about taking corrective action.
6. Likewise, Column 5 in Table 2 (not opening suspect emails) was fairly consistent averaging 73%. However, this result may be due to some recipients simply not believing that the emails were relevant to them.

Conclusion

Phishing emails or texts pose one of the greatest threats to information security. This study of some 8,200 corporate employees who received four phishing tests over a four month period, even with prior training and continuous feedback, demonstrates that phishing is a continuous threat. Ongoing efforts to keep employees diligent through timely tests such as in this study can be effective but will never eliminate the threat entirely. Additional countermeasures, such as automatically quarantining suspected phishing emails, detecting and quarantining malware on users' computers, and flagging suspicious login activity, are obviously needed to further reduce threats posed by phishing.

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