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Highlights

A Comparative Study of Grameen Bank

Management(Shura)in an Organization

Discovering Thoughts, Inventing Future

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Change Management and Organizational Development: A Critical Conceptual Study

By Mohammad S. Alhmeidiyeen
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Abstract- The main aim of this paper is to enhance the concept of organizational development (OD) in the mind of the readers, as a field of planned change that aims to enhance organizational effectiveness for the organizations. Also, to review the roots of OD and CM, which one of them is the base for the other, based on numerous similarities and differences, that is clarify the relationship between OD and CM. The conceptual literature shades the light on the historical back ground of OD and CM, that focusing on the emergence of CM as a service provided by some advisory organizations in private sector, where OD has evolved mainly in the public sector. The shift or movement from OD to the new trend CM started in the mid of 1980s.Finally a brief discussion and conclusions were included.

Keywords: organizational development, organizational effectiveness, change management, behavioral science, public sector, and planned change.

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I. Introduction

Organizational Development (OD) is a planned change field designed to enhance organizational effectiveness, by meeting human and organizational needs (Bradford and Burke, 2005).Whereas, Harrison (2011) reported that, the goals of organizational development can be achieved through combining individual, group along with the organizational goals (as argued by Mee-Yan, 2011). On the other hand, OD is concerned with using systematic and planned approaches that help in developing more effective organizations. Newly developed organizations work in a turbulent and changing environment. Therefore, managers must continually strive for ways which ensure that their organizations appropriate for these changing environments, by adapting continuous improvement for the activities, and increase the long-term prospects for their organizations which can be achieved through the use of OD (Mulili and Wong, 2011).On the same context, no doubt, that organizations need to learn to deal with these changing environments; this emphasizes the great importance of the learning organization, which uses organizational learning, to achieve the necessary competitive advantage.

Meanwhile, Holland and Salama (2010) pointed out that OD is a process through which organizations can be developed, through the adoption of numerous planned change strategies that ultimately aim to achieve the objectives of the firms and the well-being of members. On the other hand, Alejandro, (2016) concluded his discussion that the successful development of an organization is based on the correct choice of OD tools that will enhance the planned change.

It is agreed upon that change is inherent in any organization. Whether we like it or not, all organizations, both public and private, must change to continue and sustain in the market. Despite of the diversity of definitions, however, everyone agrees that Change Management (CM) refers to a style or an art of leading an organization into introducing new methods or transitioning to a desirable state. On the same context, Kotter (2011) argued that CM is a set of tools that aims to maintain any change activity under control. Meanwhile, Küçüközkan, (2015) stated that CM is an art of making appropriate the firm culture and behavior with the changing world (as cited in Argüden, 2008).Moreover, Küçüközkan, (2015) stated that, it is a collection of strategies and activities that enable the shift to desired situation from the current one (as cited in Karamazarcadik, 2007).

After all the study is a critical conceptual review of the literature, that aims to review the roots of OD and CM, which one is the base for the other? The remainder of this study is structured as follows: the next section is historical review of OD, its emergence and stages. Then OD concepts exploring the definitions analysis, the three main components and a brief of their characteristics. Finally, CM and OD an overview of their differences and similarities, and the movement or shift from OD to CM, followed by discussion and conclusions.

II. Historical Review of OD

OD has been emerging since the late 1950s and early 1960s, in which it goes through mainly five themes or stages; the first one was the evolution of the National Training Laboratories (NTL) and the growth of training groups (T-groups). The second was the prior or past work on action research; where the concept formally emerged in the 1950s, and is generally credited to psychologist Kurt Lewin (Lewin, 1951) (as cited in Child, 2005). Where his valuable work laid down the foundations for a number of researchers followed later in 1960s and 1970s.The third theme was the reflection of then or mative view or approach of OD, which suggest the best way to design organizations and run

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them. The fourth one is the approach which focuses on the firms' productivity and the work life quality for employees. The final theme which is the latest impact on current practice, involves organizations transformation and strategic changes (Cummings and Worley, 2015). On the same context, Marshak (2014) argued that OD till now demonstrating difficulties in explaining what it is, and why it is needed. Well, the answer for that; OD is still an evolving field of practice. Moreover, it requires an integration of several sets of knowledge. Therefore, to understand what OD is, and what it does, we have to understand the dimensions of knowledge, ideas, and values that areas whole produce practices, which can be classified as organization development.

Hinckley (2006) pointed out that the expanding field of OD in 1970s, the large number of people working in many development projects was growing very rapidly, due to that, it is difficult to track what was created and when. During this period several themes were evolved in the journey of development of OD, some of these evolved themes are as follows; open systems approaches, globalization, and learning organizations. On the same context, Grieves (2000) argued that by the end of the last century, many of the earlier ideas had been transformed, and new images of OD had emerged. This is due to the emergence of numerous new topics, which have had a significant effect on the field of OD.

III. Concept of OD

The evolution of the OD emerged as a term for more than five decades ago in organizational terminology, like any social science concept; it has many definitions, components and characteristics:

a) *Definitions*

OD can be seen as a process of planned change in the culture of organizations, through optimal use and application of behavioral science techniques, and system theory, as (Jamieson, 2014) argued that. OD pioneers French and Bell (1999) defined OD as a methodological process used for applying behavioral science principles and techniques in an organization in order to increase employees and organizational effectiveness. On the other hand, Beck hard, (1969) shared with the definition of OD as a planned effort at organization level and starts from the top management of an organization, in order to enhance and maximize the effectiveness of the organization, through planned actions in the organizational processes, using behavioral sciences knowledge. Mangiofico (2017) stated that Beck hard believed that the aim of OD was to ask how to improve the organizations, and then finding the best ways to improve it.

Qureshi and Afzal (2008) argued that OD is an improvement offered to the organization through developing its human resource using planned change interventions at organization-wide using human behavior approach.

Back to the definition of OD by French and Bell above, to take a close look at this definition we can analyze it as follows:

- A methodological process that,
- Using a behavioral science principles, and techniques in organizations,
- To increase and enhance employees, and organizational effectiveness.
- Meanwhile, the same look at the definition of OD by Richard Beck hard, it can be analyzed as follows:
- A planned effort at,
- Organization-wide,
- Top-management control,
- To maximize and enhance effectiveness of the organization ,
- Using planned actions in the processes of the organization and the behavioral science knowledge used.

b) *Components*

OD programs have many components, these components which focus on various areas of OD operations; mainly it has three basic components agreed upon by many authors (French and Bell, 1999; Singh, 2009), which are as follows;

1. Diagnosis (identification): Identifying the subsystem as well as the processes of the organization.
2. Action or intervention: It consists of all planning activities, and evaluating the results of the action plans.
3. Program management: During the application of behavioral science practices and principles by the practitioners to improve organizational performance; they also apply the same practices and principles, as they manage OD programs.

c) *Characteristics*

Given the variety of definitions available to OD, this is in line with the organization's objectives and business originated in the field of behavioral sciences, long range and ongoing, based on collaboration, and a systems orientation. Therefore, there are many characteristics of OD which can be drawn, but the main are; (Mulili and Wong, 2011; Singh, 2009; McLean, 2005; French and Bell, 1999; Beck hard, 1969).

- A planned and long-range strategy or effort for managing change.
- Focuses on an entire organization (organization-wide), all parts of the organization; therefore, it is a collaborative approach to change.
- Top-down management control.

- Maximize problem solving methods in an organization, therefore, it emphasis on improving and enhancing performance and quality.
- Maximize and enhance the organization effectiveness, as it is based on the scientific approaches.
- Experiential learning process, in the traditional approaches, training was provided to the people by lecture and discussion method, in which people talk about only abstract ideas.

IV. CM and OD

The evolvement of OD in the middle of the last century, basically in the public organizations, encourages the emergence of the new trend "Change Management" in the private sector. Meanwhile, Holbeche, (2010) pointed out that the CM as a term was originated and founded by Linda A. Anderson in 1968, which emerged and come out as OD subfield, and as an organizational response to environmental imperatives.

On the same context, Oswick et al., (2005) in their discussion that the movement from OD to CM, started two decades ago, when OD texts have been replaced with texts on CM. This movement was not only a rename of the process itself.

OD as Lewin (1951) argued, is a bounded process, characterized with beginning and endpoint. In the contrast, CM can be viewed as an ongoing or a continuous process. On this context, we can imagine OD takes the form of ended journey, i.e., it has a beginning and end, while CM can be imagined as a continuous journey (as cited in Inns, 1996).

On the other hand, Worren et al., (1999) stated that over the past decade, there has been an increase in the dissatisfaction with the traditional OD, surfaced and become apparent (as cited in Jelinek and Litterer, 1988), OD has become irrelevant and unwelcomed (as concluded and cited by Quinn, 1993). Meanwhile, Garrow, (2009) argued that it will remain relevant if it can continue to prove and create value. Therefore, the demand and claim for a new better ways of managing change is extremely very high. On the same context, Worren et al., (1999) believed that, the emergence of CM is a significant and important trend, and concluded (1999) that, CM promises to be the discipline that will integrate the thought worlds that separate OD from strategy and technology, thus allowing concerted efforts for strategic change. Also they added that CM is considering as an appropriate OD replacement, as it is satisfy both business and human needs. Mean while, Kezar (2001) argued that OD has an effect on the organizations by changing the employees and the overall performance. Therefore, change becomes the natural OD conceptualization.

After all, OD can be described as a transformational leap into a desirable vision, where strategies and systems are adapted to local culture in innovative and authentic leadership style by using high-technological tools, this is what (Sullivan, 2010) reached to. This led to the conclusion that, OD is a transformational process, where the whole systems of the organization in align with the strategies taken by management.

On the other hand, Roth well et al., (2015) argued that, CM is the application of tools and processes to manage the human side of change, from a current status to a new or desirable future status. Therefore, the desired outcomes of the change are achieved (as cited in Hiatt and Creasey, 2012).

Nevertheless, many researchers argued this subject as; an important CM application relates to the OD of units, functions, and organizational processes. Therefore, CM represents the broadest framework for all change programs, including OD (Worren et al., 1999). CM is comprehensive for all programs and projects, organizational culture, new concepts and principles, methods and skills related to change in the organization. Change in the organization's culture, or in the skills of individuals. OD refers to redesign of structures, functions, processes in order to improve organizational effectiveness (the extent to which the company's objectives are achieved). While management of change refers to different dimensions: Strategic (transformational and continuous change), organizational (structures, functions, processes), technology (technology, technical processes, new products, new systems), behavioral (organizational culture, skills, incentives, new methods of work) and any new applications such as: governance, digitalization of organization, green policies, flexible work systems and others (Cummings and Worley, 2015; Haque et al., 2014; Burchell, 2002).

Although, the relationship between OD and CM is very complicated, it is interesting and it is based on many similarities and differences. On this context, Creasey et al., (2015) introduced few difference dimensions, and three significant interferences which provide the basis for similarity between OD and CM. The difference dimensions between OD and CM, which are as follows: application scope, process duration, effort focus, and engagement level. Moreover, Cummings and Worley (2015) pointed out that OD is more concerned with the transfer of knowledge and skills, whereas CM does not concern with that. These differences and interferences are summarized in table (1).

Table 1: Dimensions of differences and interferences between OD and CM

Dimensions of Differences between OD and CM	OD	CM
Application scope	Whole system application, which is focus on holistic, organization-wide frameworks.	A specific project application (narrower) or a particular change.
Process duration	Doesn't have an end date (continuous improvements)	Have fixed start and ending date
Effort focus	How system function	How to motivate employees in changing how they execute their works, i.e., focus on people.
Engagement level	Designing activities to change higher order organizational Components	Focuses on systematic and frequent methods toease individual espousal of changes in the employee's process.
Knowledge and skills transfer	Concerned with the transfer knowledge and skills	Not necessarily required
Interferences between OD and CM		
▪ OD and CM acknowledge the human side within the organization. ▪ Acknowledges that employees are a critical factor in making an organization successful, and therefore focuses on the initiatives, and organization continuous improvement. ▪ Each focusing on improving the effectiveness of organization, supporting the change initiatives' returns on investment, and enhance alignment of strategic imperatives with staff behavior.		

Some important notes can be drawn from the above table:

- For OD, the three dimensions of difference focus on the system application, as a holistic, how it is functioning, and designing components. i.e., focus on processes.
- For CM, the three dimensions of difference focus on projects application, catalyzing individuals change, how to catalyze them, and facilitate individual adoption of changes. i.e., focuses on individual's roles during change, and the outcome as a whole.
- The people or human in general are the critical aspect of the organization's success or failure.
- Both OD and CM focus on enhancing the organizational effectiveness.
- Both OD and CM emphasis on planned change effective implementation (Cummings and Worley, 2015).
- OD deals with the humanistic approach to CM (Ferlie et al., 1996).

V. Discussion

Change management represents the new and significant trend of organizational development, which focuses on the role of individual during change process. Moreover, it is focuses on the outcome as a whole, Whereas, OD focuses on processes (French and Bell, 1999; Worren et al., 1999).

The dissatisfaction of the traditional OD has been noted, and the need for a new another better way to manage change is become extremely very high, this is what was reached to by (Quinn, 1993; Worren et al., 1999; Garrow, 2009).This dissatisfaction pave the way for the emergent of the new trend of managing the change which is change management.

There is a question, is OD a fad trend? Although, OD is not a clear instrument or a technique, and it is a combination of procedures, theories, and models. Nevertheless, OD, will not be a fad, because there is a need for improvement method that the organizations and individuals in need for it. All agreed upon, that OD is a planned change which will not disappear, but with the evolution of technology it will remain and evolve at least in public sector. This conclusion agreed with what (Tripon and Dodu, 2005) reached to.

It is obvious that, OD is intended to address long-term change, not for short- term change, as it is clear that one of the characteristics of OD is along-range strategy for managing change.

On the same context, Creasey, et al.,(2015) concluded that OD prepare individuals, management, and the whole organization, to provide necessary and

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important support to adopt the changes needed to transform the organization for the best situation i.e., successful change. Therefore, there is a need for a combination of change management, and organizational development during the recession, when speed and effective changes are required for a successful change, as (Holbeche, 2010; Mackenzie and Gordon, 2016) concluded.

VI. Conclusions

It can be concluded that no doubt, OD seeks a continuous improvement of the organization effectiveness that is why its timelines tend to be longer (long range), this is compatible with what Beck hard believed (Mangiofico, 2017). Moreover, there is a need for integrated and holistic approaches that minimize the differences between OD and CM. as well as, maximize the similarities between them. Both OD and CM are aimed at improving the performance and efficiency of an organization to attain the required results. Although, OD can be considered as the root for CM, but each one of them has its own shiny field. For instance, OD has its own field, which is grown in i.e., public sector, and it will remain more profitable in this field. On the same context, CM is more profitable in private sector, due to the recent evolutions of managing the change process.

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Abbreviations	
Symbol	*Meaning*
CM	Change Management
OD	Organizational Development
NTL	National Training Laboratories

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Determinant of Employee Performance: Case in Diskop UKM

By Kausar Hanum, Said Musnadi & Hamdi Harmen
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Abstract- This study aims to analyze the determinant of employee performance. Based on theories indicate several variables the company needs to pay attention to, there are job satisfaction, work environment, employee individual commitment and work motivation. The research object is the Small and Medium Enterprises of Cooperative Service (Diskop UKM) in Aceh. The sampling technique used is a census, takes population as a sample, that is as much as 130 people as the respondents. This study also uses Structural Equation Modeling (SEM) to test the causality model. The result shows that job satisfaction effects work motivation significantly, work environment effects work motivation significantly, individual commitment effects work motivation significantly, job satisfaction effects employee performance significantly, work environment effects employee performance significantly, individual commitment effects employee performance significantly, and work motivation effects employee performance significantly in which the Critical Ratio value is greater than 2.00 and the probability level is above 0.05. It means that all hypotheses are verified.

Keywords: *job satisfaction, work environment, individual commitment, work motivation, employee performance.*

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Determinant of Employee Performance: Case in Diskop UKM

Kausar Hanum [α], Said Musnadi [σ] & Hamdi Harmen [ρ]

Abstract- This study aims to analyze the determinant of employee performance. Based on theories indicate several variables the company needs to pay attention to, there are job satisfaction, work environment, employee individual commitment and work motivation. The research object is the Small and Medium Enterprises of Cooperative Service (Diskop UKM) in Aceh. The sampling technique used is a census, takes population as a sample, that is as much as 130 people as the respondents. This study also uses Structural Equation Modeling (SEM) to test the causality model. The result shows that job satisfaction effects work motivation significantly, work environment effects work motivation significantly, individual commitment effects work motivation significantly, job satisfaction effects employee performance significantly, work environment effects employee performance significantly, individual commitment effects employee performance significantly, and work motivation effects employee performance significantly in which the Critical Ratio value is greater than 2.00 and the probability level is above 0.05. It means that all hypotheses are verified. The originality lies in the integration model of causality theories from the previous ones, and uses SEM as a test technique. The limitation is in the number of variables and the object. This has the implication of enriching knowledge in the social sciences, and as a basis for further new research models. It also implies practical people who implement related variables.

Keywords: job satisfaction, work environment, individual commitment, work motivation, employee performance.

I. Introduction

Employees are people who work and have advantages in terms of their human resources and have a strategic role for the company / institution so that they can manage well and contribute optimally. employee performance is one of the important indicators in determining the progress of a company, in which with the increase in employee performance, the company can maintain and improve its existence in supporting the company progress (Hasibuan, 2007). (Qadariah, Majid and Idris, 2019) employee performance will influence the success of an organization. Thus the organization must always improve the performance of its employees in order to achieve organizational objectives. employee performance is based on the achievement of an employee as it is measured by certain criteria which is set by the organization. According to (Marhayani, Musnadi and Ibrahim, 2019) employee performance is action and results. Therefore, employee performance is considered a multi-dimensional concept. (Marhayani, Musnadi and Ibrahim, 2019) describes job performance as an individual level variable that distinguishes employee performance from organizational performance. Therefore, when compiling employee performance, one must distinguish between aspects of action and aspects of results.

In connection with these conditions, a company is expected to give more attention to improve employee performance to the employees who have performance below the company work standards. This is due to the increase in employee performance of the employees who have low standard. It automatically gives an opportunity for the company to improve itself to be better in the future. In general, the performance of employees in Diskop UKM Aceh in general is good. It is more due to the existence of an application system that causes employees to be more careful in working because it deals directly with the sanctions that will be obtained when violating work restrictions. One of the systems that made a significant change in the employees of Diskop UKM Aceh is the implementation of e-performance system. The e-performance program is a web-based internet application program. This program can be used as a measurement of SKPD and PNS work in accordance with the complete analysis of both positions, workloads and as a basis for calculating income increment.

E-Performance makes performance measurement more effective and efficient. Previously the performance measurement system was still calculated through DP3 format, but now DP3 writing system is irrelevant, so it is replaced by SKP with PP No. 46 of 2011 which was applicable from 2014. E-Performance is a government program that is designed to support the management of resources residing in each Service. The existence of E-Performance is able to answer the problems in management including identifiers, reporting, assessment, and awarding to employees in the Service. E-performance is an example from the application of human resource management theories that are summarized in a web-based application. E-performance can measure, identify, deliver, give an assessment, and award in the form of additional income.

Diskop UKM Aceh is a government institution that has become one of the government arms as the executor of government programs of cooperative and small medium enterprise (SME). They have the aim of

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trying to build cooperatives and all small and medium-sized businesses by improving the quality and quantity of both businesses and HR, so that results are fast, precise and produce competitiveness in both HR and its products. In an effort to improve employee performance, the company is expected to pay attention to several aspects that will influence the performance of employees. With more attention by the company to the employees, especially in the factors of job satisfaction, work environment, individual commitment and work motivation can produce high employee performance. According to (Idris *et al.*, 2017), motivation is formed from the attitude of employees who work in companies in certain situations. In other words, work motivation is a picture of energy that is directed at employees to achieve organizational goals. This condition is positively charged with the work situation so that it influences the sense of work optimism in completing work in order to achieve maximum performance goals. According to (Idris *et al.*, 2017), work motivation is part of the enthusiasm from someone who is growing because of the ultimate goal to be achieved. These goals become stimuli so as to motivate someone to work more diligently, efficiently and effectively to achieve company goals.

(Robbins and Judge, 2012) say that job satisfaction is a response which is expressed by someone to the work they are doing. (Mathis and Jackson, 2001) job satisfaction is a positive form of employee enthusiasm for work he is done. Thus the job satisfaction of emotional feelings is shown by someone in a positive way from the results of work evaluations and one's experience. (Luthans, 2006) says that job satisfaction is one's perception of the work which they are doing positively. The opinion of (Sutrisno, 2014), job satisfaction will be a problem that is quite sensitive, because with the feeling of job satisfaction, it will be something that is expressed positively.

Work environment is the support of facilities that are owned by workers around the work place in an effort to support work to be better, therefore the existence of work environment is a component that supports workers in carrying out their duties, such as appropriate facilities and infrastructure (Isyandi, 2004). (Simanjuntak, 2003), it is interpreted as the overall supporting equipment that is around the worker in an effort to facilitate the work. Whereas according to (Mardiana, 2005) work environment is everything around the workers do their work.

Individual commitment of the employee is the relationship between a person and the promise that is applied in the employee himself. Commitment is the basis or the ultimate goal of employees in work and provides great motivation to continue in achieving what has been promised to the employees themselves in an effort to achieve company goals. (Robbins, 2006) says that employee individual commitment is an effort to present one's opinion in an effort to increase the interests of the company without leaving self-interest. Whereas according to (Luthans, 2006), an outline commitment to attitude is shown as loyalty to the sustainability of someone in the company.

Based on the previous theories and equipped with data and facts that occur in Diskop and UKM Aceh, therefore, researchers are interested in conducting study to verify the causality of the variables that contribute to employee performance, with research paradigm and hypothesis bellows.

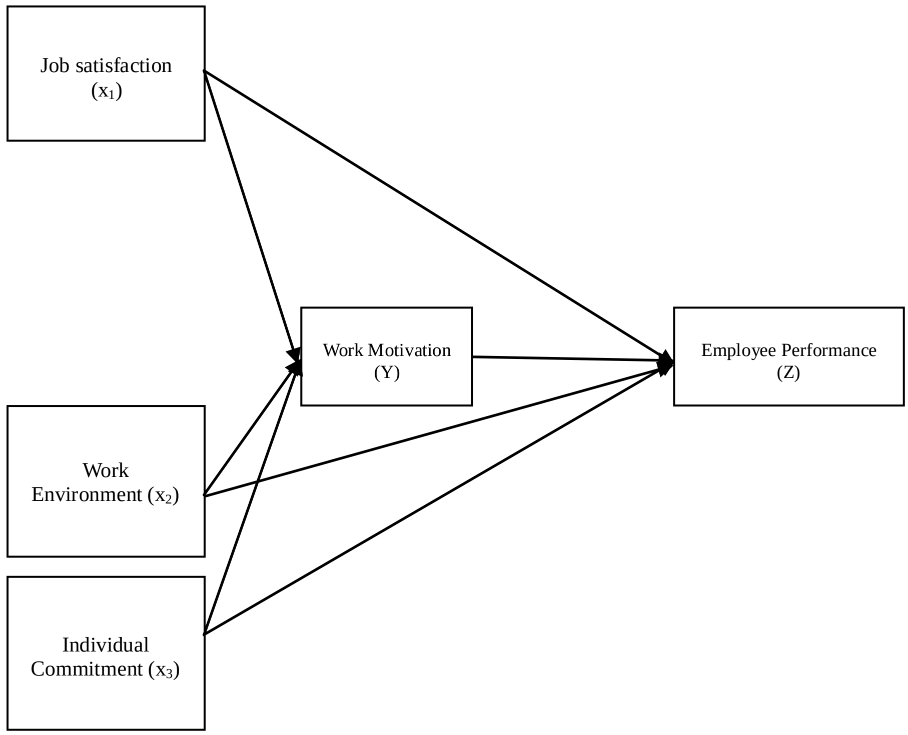

Figure 1: Research Paradigm

H1= There is influence of job satisfaction on work motivation

H2= There is influence of work environment on work motivation

H3= There is influence of individual commitment on work motivation

H4= There is influence of job satisfaction on employee performance

H5= There is influence of work environment on the employee performance

H6= There is influence of individual commitments on the employee performance

H7= There is influence of work motivation on the employee performance

II. Method

The object in this research is in Diskop UKM in Aceh and the respondent is the employees at Diskop UKM Aceh. The population is 130 employees and the sampling technique uses census, so for the sample takes all the population so it is 130 people.

Table 1: Population

No.	Field	Population (Person)
1	Secretariat	22
2	Field of Institution	10
3	Field of Inspection and Supervision	12
4	Field of Cooperative Empowerment	13
5	Field of SME Empowerment	10
6	UPTD Training Center for Cooperatives and SME	12
7	Widiyaiswara	6
8	Contract Employees	28
9	PLUT Consultants and PLUT Contract Work Force PPKL	12
10		5
	Total	130

The model is tested with SEM method by using AMOS as an application. So there will be a goodness of fit also as fit test. This type of research is a verification research which verify and analyze the causality theories from the previous ones.

This research builds costructs using several theories to measure the variables. (Fadel, 2009) suggests several indicators used to measure employee performance, namely understanding of basic tasks and functions, Innovation, working speed, work accuracy, and cooperation. According to (Priansa, Pd and Suwatno, 2011), employee motivation is influenced by physical needs, the need for security, safety, social needs, the need for self-esteem and the need for self-

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actualization. (Robbins and Judge, 2012) says there are five aspects used to evaluate job satisfaction, that are the work itself, salary, promotion, supervision, and co-workers. (Sedarmayanti and Pd, 2001) outlines seven indicators of the work environment, including lighting, air temperature, room color, spatial work space, work safety, work relations and work atmosphere. (Mowday, Porter and Steers, 1982) measures employee commitment using four indicators, namely a strong desire to remain as a member, the desire to try hard at work, acceptance of organizational values, and acceptance of organizational goals. These all indicators is used in this research as constructs in verifying the model.

III. Result

Based on the result of confirmatory factor analysis (CFA) on each indicator, it can be used as it is shown in Figure 1 below:

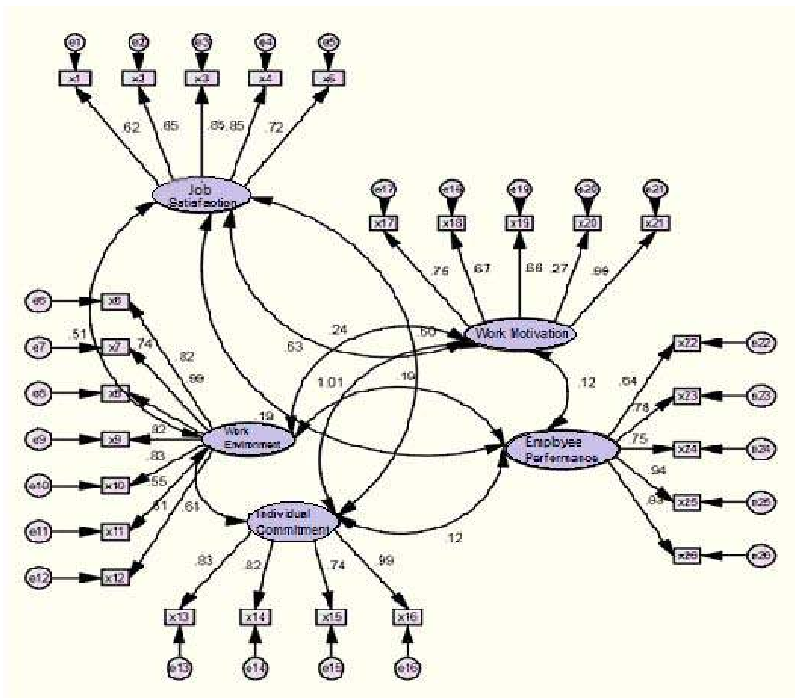

Figure 2: Confirmatory Factor Analysis

It can be explained the loading factor values are as follows:

Table 2: The Result of Confirmatory Factor Analysis

Indicator		Variable	Estimate	Loading Factor
x1	<---	Job satisfaction	0.72	
x2	<---	Job satisfaction	0.85	
x3	<---	Job satisfaction	0.85	>0.50
x4	<---	Job satisfaction	0.65	
x5	<---	Job satisfaction	0.62	
x12	<---	Work Environment	0.61	
x11	<---	Work Environment	0.73	
x10	<---	Work Environment	0.86	
x9	<---	Work Environment	0.82	>0.50
x8	<---	Work Environment	0.69	
x7	<---	Work Environment	0.71	
x6	<---	Work Environment	0.82	
x16	<---	Individual Commitment	0.99	>0.50
x15	<---	Individual Commitment	0.74	

x14	<---	Individual Commitment	0.82	
x13	<---	Individual Commitment	0.83	
x17	<---	Work Motivation	0.75	
x18	<---	Work Motivation	0.67	
x19	<---	Work Motivation	0.66	>0.50
x20	<---	Work Motivation	0.77	
x21	<---	Work Motivation	0.99	
x22	<---	Employee Performance	0.64	
x23	<---	Employee Performance	0.78	
x24	<---	Employee Performance	0.75	>0.50
x25	<---	Employee Performance	0.94	
x26	<---	Employee Performance	0.83	

Based on the comparison of the loading factor value with the limit value, the loading factor value indicates that it is feasible to be used in the data analysis. There is no elimination of indicators in the model. Based on the results of the full model from SEM analysis, the figure can be seen below.

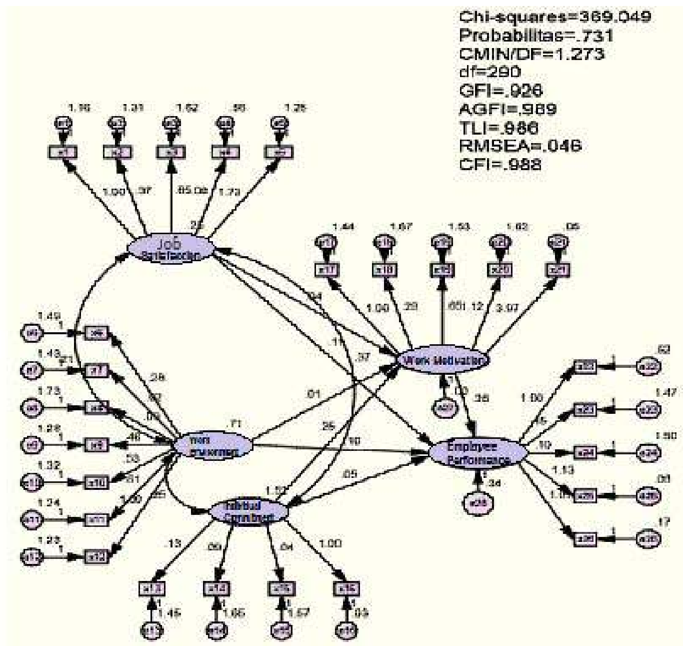

Figure 3: Strutural Equation Modeling (SEM) Analysis

The goodness of fit test with Strutural Equation Model analysis is shown in figure 3. Goodness of Fit value has met the applied criteria with probability (p) 0.731. Likewise with other criteria such as GFI = 0.926, AGFI = 0.989, TLI = 0.986 and CFI = 0.988, the values are above 0.950, and also RMSEA value 0.046. Thus this SEM model is good fit so that this model is acceptable. Based on the calculation results that are obtained the values are as follow:

Table 3: Test Result

No.	Hipotesis	CR Cut off > 2,00	P Value Cut off < 0,05	Keterangan
1	The Influence of job satisfaction on work motivation	2.683	.007	H_1 = Accepted
2	The Influence of work environment on work motivation	2.743	.004	H_2 = Accepted
3	The Influence of individual commitment on work motivation	3.526	.000	H_3 = Accepted
4	The Influence of job satisfaction on employee performance	3.820	.000	H_4 = Accepted

5	The Influence of work environment on employee performance	2.371	.011	H_5 = Accepted
6	The Influence of individual commitment on employee performance	3.087	.000	H_6 = Accepted
7	The Influence of work motivation on employee performance	3.118	.000	H_7 = Accepted

From the table 3 above, it can be seen that the verification hypothesis tested meets the requirements to be accepted, so it can be concluded that hypotheses 1, 2, 3, 4, 5, 6, and 7 are accepted. The explanation we can see as follows.

H1 (Accepted): The value of CR = 3.526 > 2.00. It explains that job satisfaction has a significant effect on work motivation. This means that by increasing the job satisfaction, there will increase the work motivation. These result is in line with (Lie and Siagian, 2018) that job satisfaction has an effect on employee motivation and work motivation and job satisfaction have a significant effect on employee performance.

H2 (Accepted): The value of CR = 2.743 > 2.00. It figures that work environment has a significant effect on work motivation. This means that by making a good work environment, there will increase the work motivation. These result is in line with (Ardiani and Nugraheni, 2015) that the non-physical work environment has a significant positive effect on motivation, incentives have a negative influence on employee motivation and performance, the non-physical work environment and motivation does not have a significant positive effect on performance employee

H3 (Accepted): The value of CR = 2.683 > 2.00. It describes that individual commitment has a significant effect on work motivation. This means that by increasing the individual commitment, there will increase the work motivation. This is in line with (Indarti and Anidar, 2015) which states that ability has a positive and significant effect on motivation, and commitment has a significant positive effect on motivation.

H4 (Accepted): The value of CR = 2.371 > 2.00. It indicates that job satisfaction has a significant effect on employee performance. This means that by increasing the job satisfation, there will increase the employee performance. These result is in line with research (Indrawati, 2013) Results that obtain results: 1) job satisfaction has a significant positive effect on employee performance, 2) employee performance also has a significant positive effect on customer satisfaction, and 3) job satisfaction has a direct positive effect on and indirectly through employee performance on customer satisfaction.

H5 (Accepted): The value of CR = 3.820 > 2.00. It states that work environment has a significant effect on employee performance. This means that by makin a good the work environment, there will increase the employee performance This result is in line with the research of (Budianto and Katini, 2015) that taking into account the work environment contained in the agency will affect employee performance.

H6 (Accepted): The value of CR = 3.087 > 2.00. It explains that individual commitment has a significant effect on employee performance. This means that by increasing the individual commitment, there will increase the employee performance. This is in line with the study of (Meidiana, 2015) where there is a positive and significant influence between employee commitment to the performance of employees in the Mirota Batik Yogyakarta operational area.

H7 (Accepted): The value of CR = 3.118 > 2.00. It figures work motivation has a significant effect on employee performance. This means that by increasing the work motivation, there will increase the employee performance. This is in line with (Lusri, 2017) reveals that work motivation has a positive effect on employee performance, work motivation has a positive effect on job satisfaction, job satisfaction has a positive effect on employee performance, and job satisfaction acts as a mediating variable between work motivation on employee performance.

Tabel 4: Standardized Coefficient

No.	Variable	Direction	Variable	Estimate
1	Work Motivation	<---	Individual Commitment	.979
2	Work Motivation	<---	Work Environment	.628
3	Work Motivation	<---	Job satisfaction	.759
4	Employee Performance	<---	Work Environment	.840
5	Employee Performance	<---	Job satisfaction	.789
6	Employee Performance	<---	Individual Commitment	.899
7	Employee Performance	<---	Work Motivation	.634

For the amount of coefficient of the effect, we can see in the table 5 that explains about the magnitude of the effect between one variable to another. There is the biggest one that affect the employee performance, that is the individual commitment, as much as 0.899. this describes that the individual commitment has a dominant effect on the employee performance rather thatn others. There is also the biggest one that affect the work motivation, that is individual commitment, means that this is the dominant variable to affect work motivation rather than others.

IV. Conclusion

The result shows that job satisfaction effects work motivation significantly, work environment effects work motivation significantly, individual commitment effects work motivation significantly, job satisfaction effects employee performance significantly, work environment effects employee performance significantly, individual commitment effects employee performance significantly, and work motivation effects employee performance significantly. These all findings are the verification of the previous theories, which means that this research is a development model from the causality theories. This integrates several models from the past and being an update, with the new object. This is also tested with SEM, different from the previous ones. This implies to an enrichment of knowledge in the academic area, and can be a basic to develop other research in the further. Other than that, this also impacts to the managerial tchniques that are implemented by managers who related to the variables, especially the object of this case, Diskop UKM Aceh, to pay more attention to the variables that effect its employee performance.

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Meta-Analytical Validity of the Social Entrepreneurship Inventory: A Study of Random Effect Sizes

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Abstract- The meta-analytic validity understood as the evidence of homogeneity demonstrated through parameters that measure the normal distribution, sum of total effects and proportions of differences between the studies consulted was the objective of the present work. A meta-analytical study was conducted with a selection of sources indexed to international repositories, considering the publication period from 2015 to 2019. The meta-analytical threshold of predictive confidence was established, although the research design limited the findings of heterogeneity to the study sample, suggesting the extension of the work towards indexed sources and publications prior to that observed.

Keywords: migration, entrepreneurship, meta-analysis, confidence interval, homogeneity.

GJMBR-A Classification: JEL Code: L26

METAANALYTICALVALIDITYOFTHESOCIALENTREPRENEURSHIPINVENTORYASTUDYOFRANDOMEFFECTSIZES

Strictly as per the compliance and regulations of:

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I. Introduction

The text reviews and introduces various intertwined themes on the one hand, using important theoretical approaches to social psychology and, on the other, the analysis of the strong economic dependence of countries with emerging economies (Aguilar, 2016). Thus, the problems of the migration of Mexicans from Huasteca Potosina, the social and environmental conditions that expel them from the communities of origin, the adaptive adjustments to the receiving culture on their trip to the United States, and the use of resources Economic generated are amalgamated presenting a very valuable approximation of the reality addressed. Likewise, the Latin American education system is increasingly subject to the demands of the market and to promote consumerism, and how the relationships of an automotive company and the public university develop trying to strengthen ties that allow a local entrepreneurial training system (Garcia, 2015).

Approaching a comprehensive vision of the migration process is undertaken from the perspective of migrants from the Huasteca Postosina in their perspective of reaching north and obtaining a way of life that exceeds their limitations of place of origin, which implies a cultural and adaptive cost social that they will have to face when they remain in the United States and upon their return (García, 2018). Statistical models, scalar measurement techniques and the analysis of the effects between the factors help to test clearly grounded assumptions (Limon, 2018). The analysis of surveys allows a quantitative approach to the interdependence of variables such as the identity of the migrant and the social representation of the northern country (Sanchez, 2016).

Also, entering the mental schemes exposed by residents with migratory experience with the help of interviews generates a wealth of very wide information that helps to give understanding of the process that includes the departure, the stay and the return (Aldana, 2018). This cycle leaves the migrant and his family new ways of understanding and appreciating their place of origin but gives them a reason to create initiatives for transformation in their community, which may consist of expanding and maintaining their family and community buildings (Hernandez, 2014). Conditions of low water availability and employment are indicated as events that push them to migrate (Quintero, 2015).

The basic theories of this extensive study include social representation, social categorization, identity and comparison. Social representation, a theory whose dynamism shows its validity and explanatory power in the present, judging by the Papers on social representations, dissemination body of many of the world's most renowned social psychologists who are inspired by Sergei Moscovici's theory (Aldana, 2019). The social representations bring the social to the analysis where other notions of social psychology seem to go astray in individualism as an explanatory basis of events (Morales, 2014). In Mexico, the theory has taken root in an important way and has been used in diverse social issues such as marginalized groups, health and illness, the environment, gender, worker's work, academic evaluation systems, and violence among several others (Martinez, 2019).

The adequacy of the theory and the social problems addressed account for its versatility, even if it is taken as a dependent or independent variable (Garcia, 2019). Regarding theories of social categorization, identity and social comparison, they are approximations that are intertwined in the explanations about the dynamics of the groups and their conformation (Bustos, 2018). As Henri Tajfel said, social

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categorization results from a need to bring the components of social reality into groups that are more understandable to people (Mecalco, 2014).

While social categories are being integrated, we determine the defining elements of social identity, intra-group and intergroup comparison, as well as the links attributed to categorization and identity (Mejia, 2016). These processes are useful to approach the explanation of the migratory phenomena of the Potosí peasants in their journey, stay and return of the United States (Anguiano, 2018). The work shows us how an exchange is generated between the cultural elements of origin of the migrant and those of the culture it reaches, the migrant does not lose his identity, but enriches it, which can mean a high cost for the migrant , while feeling part of a town, a way of being and thinking clearly defined, to those who eventually return and that if possible provide economic resources that result in improvements to housing and its properties as well as those of the community to which it belongs (Hernandez, 2016).

The work shows us how an exchange is generated between the cultural elements of origin of the migrant and those of the culture it reaches, the migrant does not lose his identity, but enriches it, which can mean a high cost for the migrant , while feeling part of a town, a clearly defined way of being and thinking, to those who eventually return and who possibly provide economic resources that result in improvements to housing and its properties as well as those of the community to the one that belongs (Blanes, 2018). Despite the rejection and discrimination of migrants, continuous migration, so it is essential to understand the ways in which they are integrated or adapted to the socio-cultural contexts to which they arrive and on which their long-term stay can depend greatly (Salinas, 2015). Several groups have taken the alternative of settling in small towns as a way of living satisfactorily with their aspirations (Mendoza, 2017).

However, this means facing high levels of discrimination against residents and overcoming numerous barriers such as mastering a new language, adjusting to the ways of acting before the laws and policies of the new country, which will consequently cause customs, values and ways of life are adjusted, in an interplay with local customs and conditions (Bustos, 2019). The receiving culture, consequently also undergoes changes that are gradually reflected in the culinary, musical, and language customs, among other exchange spaces (Morales, 2013).

Many of the social and psychosocial processes that emerge from the interactions between cultures that migration entails expect to be addressed by social scientists in which case theories of categorization, identity and social comparison will have a central role (Delgado, 2018). The exposed research work shows us that the returning migrant maintains his identity, but achieves a certain differentiation based on his economy and his work and cultural experience abroad that categorizes him in a different community group in his own locality of origin (Quezada, 2017).

The theoretical analysis, focused on small and medium enterprises in the context of multinational companies, refers to the education and education of the population as a gradual form of extinction of the reflective spirit. Universities are increasingly designed under a model of education dependent on market needs, reducing their curricula to information systems away from critical reflection and communication (Juarez, 2017).

A next issue aims to explore the discourses, meanings and senses about the knowledge network of a public university and a transnational company. It shows how there has been collaboration between the two in the field of technology transfer and in the organizational one, while recognizing the little national capital invested in the field of automotive production, even when the export of vehicles has increased (Carreón, 2013). The study of this problem detects that students have before them the possibility of extending their knowledge in a specific high-level business context in our country, while teachers have to establish an academic situation conducive to such knowledge exchange, process which is difficult if any of the parties conceives the situation in a diametrically different way (Quezada, 2018).

An economic issue is discussed when dealing with the relationship between small and medium-sized companies with transnational corporations, it is also analyzed in their psychosocial perspective, based on theories that consider human development, the search for salary improvement, autonomy, of which they formalize several hypotheses that serve to understand organizational processes (Rivera, 2014). In short, a perspective is presented on the way in which consumption through the presence and development of SMEs allows the community to access global products while promoting local products at the international level (Juarez, 2019).

The social study through the discussion on the theories of Fishbein, Ajzen, Festiger, Fazio, among others analyzes the causality of the attitude, its development and change. It is a relevant issue for countless social problems, whose theoretical differentiation, sometimes very specific, raises the need to consider the causal order of the elements that constitute them (Carreón, 2016). The predictive power of each theory is based on the conjugation of more proven and confirmed components that lead to the intention being the closest determinant of the action (Sandoval, 2016).

Attitudes theories themselves have been questioned by the narrowness of their conceptions and are confronted in specialized literature with approaches such as social representations, however, entrepreneurship as an attitude survives thanks to these theories that have managed to extend and Confirm its predictive power of action. In sum, the problems of our region clearly serve as a basis to stimulate research on business, technology, education and development migration (Castillo, 2015).

II. Method

A meta-analytical review study was conducted with a selection of sources indexed to international repositories, considering the period of publication from 2015 to 2019, as well as the type of results reported in the literature consulted (see Table 1).

Table 1: Descriptive data

Repository	Literature	Year	Author	Sample	Metanalysis	β
Copernicus	A	2016	Aguilar	260	v1🡐 v3	,45
Dialnet	B	2018	Aldana	280	v1🡐 v4	,38
Ebsco	A	2018	Anguiano	220	v1🡐 v5	,45
Latindex	A	2018	Blaness	200	v1🡐 v3	,39
Publindex	B	2016	Carreon	240	v1🡐 v2	,40
Redalyc	C	2015	Castillo	180	v1🡐 v4	,37
Scielo	D	2018	Delgado	160	v1 🡐 v5	,46
Scopus	D	2019	Garcia	120	v1🡐 v2	,44
Zenodo	B	2017	Juarez	100	v1🡐 v4	,38

Source: Elaborated with data study

A: Positive and significant effect of entrepreneurship on the quality of life; B: Positive and spurious effect of entrepreneurship on the quality of life; C: Null effect of entrepreneurship on the quality of life; D: Negative effect of entrepreneurship on the quality of life: v1 = Entrepreneurship, v2 = Wellbeing, v3 = Entry, v3 = Cooperativism, v4 = Innovation, v5 = Satisfaction.

The qualitative, statistical and meta-analytical analysis packages for social sciences were used in order to be able to establish the norms and counting parameters of homogeneity of the effect sizes in the literature consulted, considering the moderating effect of the prestige of the source embodied in the repository of publication, as well as the index of impact factor of the magazine, the author and the citation of the selected article (Sandoval, 2018).

III. Results

Table 2 shows the values that show the normal distribution of effect sizes in the literature consulted, as well as the interval and predictive confidence of the relationships of the Social Entrepreneurship Inventory with respect to others included in the reviewed literature.

Table 2: Descriptive metanalytic data

Author	Sample	Metanalysis	CI	SE	Q	I^2	T^2	T	Moderator
Aguilar	260	v1🡐 v3	,24 to ,59	,68	13,24	10%	,88	,10	Year
Aldana	280	v1🡐 v4	,25 to 69	,69	14,35	20%	,81	,12	Repository
Anguiano	220	v1🡐 v5	,21 to ,46	,58	15,43	18%	,80	,11	Repository
Blaness	200	v1🡐 v3	,20 to ,68	,55	13,25	22%	,76	,09	Citation
Carreon	240	v1🡐 v2	,24 to ,58	,63	14,37	32%	,69	,10	Year
Castillo	180	v1🡐 v4	,20 to ,47	,66	13,45	28%	,70	,11	Year
Delgado	160	v1 🡐 v5	,30 to ,61	,51	16,57	40%	,83	,08	Repository
Garcia	120	v1🡐 v2	,38 to ,71	,40	13,21	31%	,89	,07	Citation
Juarez	100	v1🡐 v4	,19 to ,57	,51	12.35	28%	,82	,09	Repository

Source: Elaborated with data study

v1 = Entrepreneurship, v2 = Wellbeing, v3 = Entry, v3 = Corporativism, v4 = Innovation, v5 = Satisfaction. CI = Confidence Interval, SE = Size Effect, Q = Squares the differences between individual effect sizes with respect to block size effects; I^2 = Percentage degree of heterogeneity attributed to random effects; T^2 = Degree of variance of the effects observed in the analyzed literature, T = Degree of standard deviation of the effects observed in the analyzed literature.

Because Q is reduced, suggesting the non-contrast of the hypothesis concerning the effects of normally distributed sizes and with homogeneity, parameter I^2 was used to warn if the differences between effect sizes are random, as well as parameter T2 and T to demonstrate the differences between the effect sizes observed in the literature consulted.

IV. Discussion

The contribution of the present work to the literature consulted consists in establishing the threshold and predictive confidence in a sample of studies related to the relationship between entrepreneurship with respect to innovation, satisfaction, wellbeing, income and cooperativism, although the research design limits and suggests the extension of the work to publications prior to 2015 and in other regional repositories in order to demonstrate the hypothesis of homogeneity of the total effects.

In relation to other systematic reviews on the Social Entrepreneurship Inventory, it can be said that the use of this work was to demonstrate the moderating effect of the relationship between the independent variable and the dependent variable in order to establish a meta-analytic structure and corroborate the relationships in a network of meta-analysis of structural equations (Valdés, 2019).

With respect to the meta-analytic validity, it can be noted that in the present work the heterogeneity parameters suggest the extension of the work towards publications prior to the period observed, as well as indexed to repositories with greater local or regional prestige than international because the entrepreneurship is a phenomenon determined by economic relations in general and migratory flows (Vilchis, 2016).

In this sense, the migratory flow and its phases of rupture, stay, crossing and return would be moderators of the relations established between the enterprise and with respect to dispositional variables. A meta-analytical review of the structures that explain migrant achievement could reveal predictive confidence intervals for studies that used the same instrument and obtained different results.

Regarding the psychosocial theoretical framework that explains the systematic review of literature as part of a social process of representation, categorization and identity, the results show that the social entrepreneurship inventory has been measuring a complex process of beliefs, values, decisions and actions. oriented towards reducing the gap between migratory flows and native communities with respect to their labor opportunities (Villegas, 2018).

Future lines of research concerning the establishment of a predictive confidence threshold will allow us to observe and infer meta-analytical relationships of structural equations between the variables involved as independent, moderating and dependent.

V. Conclusion

The objective of this work was to establish the predictive threshold of confidence in the size of the effects of a systematic review published in the period 2015 to 2019, considering the prestige of the source.

However, the design of the research based on a theoretical framework that explains the decision making and actions from social processes rather than individual ones demonstrated the non-rejection of the null hypothesis regarding the homogeneous random effects of entrepreneurship with respect to other organizational variables.

It is recommended to use more regional databases that allow the prestige of the source, the product update and the citation of the contents as meta-analytical moderators of the functions established by the consulted literature.

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Pengaruh Kepuasan Kerja, Keadilan Organisasional Dan Pemberdayaan Karyawan Terhadap Komitmen Organisasional Karyawan

By I Made Angga Saputra & I Made Artha Wibawa

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Abstract- This study aims to describe the influence of job satisfaction, organizational justice and employee empowerment towards organizational commitment to Amanusa Hotel employees in Nusa Dua. Samples taken as many as 60 people with proportional random sampling. The data was collected by distributing questionnaires using a 5- point Likert scale to measure 42 statement items. The analysis technique used is Multiple Linear Regression Analysis. These results show that job satisfaction has a positive and significant effect on organizational commitment. Organizational justice has a positive and significant impact on organizational commitment. Empowerment has a positive and significant impact on organizational commitment. Parties should always pay attention to job satisfaction, organizational justice and employee empowerment so that employees will have a high commitment to the organization.

Keywords: job satisfaction, organizational justice, employee empowerment, organizational commitment.

GJMBR-A Classification: JEL Code: M10

PENGARUHKEPUASANKERJAKEADILANORGANISASIONALDANPEMBERDAYAANKARYAWANTERHADAPKOMITMENORGANISASIONALKARYAWAN

Strictly as per the compliance and regulations of:

Pengaruh Kepuasan Kerja, Keadilan Organisasional Dan Pemberdayaan Karyawan Terhadap Komitmen Organisasional Karyawan

I Made Angga Saputra [α] & I Made Artha Wibawa [σ]

Abstrak- Penelitian ini bertujuan untuk menjelaskan pengaruh kepuasan kerja, keadilan organisasional dan peberdayan karyawan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua. Sampel yang diambil sebanyak 60 orang dengan *proportional random sampling*. Pengumpulan data dilakukan dengan penyebaran kuisioner dengan menggunakan skala Likert 5 poin untuk mengukur 42 butir pernyataan. Teknik analisis yang digunakan adalah Analisis Regresi Linier Berganda. Hasil ini menunjukan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional. Keadilan organisasional berpengaruh positif dan signifikan terhadap komitmen organsasional. Pemberdayaan berpengaruh positif dan signifikan terhadap komitmen organisasional. Pihak Hotel sebaiknya selalu memperhatikan kepuasan kerja, keadilan organisasional dan pemberdayaan karyawan sehingga karyawan akan memiliki komitmen yang tinggi terhadap organisasinya.

Kata Kunci: kepuasan kerja, keadilan organisasional, pemberdayaan karyawan, komitmen organisasional.

Abstract- This study aims to describe the influence of job satisfaction, organizational justice and employee empowerment towards organizational commitment to Amanusa Hotel employees in Nusa Dua. Samples taken as many as 60 people with proportional random sampling. The data was collected by distributing questionnaires using a 5-point Likert scale to measure 42 statement items. The analysis technique used is Multiple Linear Regression Analysis. These results show that job satisfaction has a positive and significant effect on organizational commitment. Organizational justice has a positive and significant impact on organizational commitment. Empowerment has a positive and significant impact on organizational commitment. Parties should always pay attention to job satisfaction, organizational justice and employee empowerment so that employees will have a high commitment to the organization.

Keywords: job satisfaction, organizational justice, employee empowerment, organizational commitment.

I. Pendahuluan

Sumber daya manusia (SDM) adalah salah satu unsur terpenting bagi suatu perusahaan. Kinerja individu merupakan kunci kesuksesan bagi organisasi, sehingga peran SDM sangat penting demi keberlangsungan aktivitas dalam perusahaan. Ardana, dkk. (2012: 3) menyatakan bahwa sumber daya manusia adalah harta atau aset yang paling berharga dan paling penting dimiliki oleh suatu organisasi, karena keberhasilan organisasi sangat ditentukan oleh unsur manusia. Widayanti (2016) menyatakan bahwa salah satu permasalahan yang seringkali dihadapi oleh perusahaan mengenai sumber daya manusia adalah bagaimana caranya agar karyawan tetap memiliki komitmen terhadap perusahaan.

Organisasi perlu membenahi diri agar menjadi lebih efektif, sehingga sumber daya manusia dapat bekerja dengan lebih baik. Teori komitmen organisasional yang di temukan oleh Meyer and Allen (1991) yaitu *Three component model of commitmen,* yang mengemukakan bahwa komitmen memiliki tiga bentuk yang dapat dibagi, yaitu : *continuence, affective, normative*. Ketiga hal ini lebih dapat dinyatakan sebagai komponen atau dimensi dari komitmen organisasional. Anggota organisasi dengan organisasi mencerminkan perbedaan derajat ketiga dimensi tersebut.

Komitmen organisasional sebagai gambaran karyawan dalam mengidentifikasikan dirinya dengan organisasinya dan kesediaan karyawan untuk tetap bekerja dalam organisasi (Wibowo dkk., 2015). Tania dan Sutanto (2013) menyatakan bahwa komitmen organisasional dipandang sebagai suatu orientasi nilai terhadap organisasi yang menunjukkan pemikiran individu dan mengutamakan pekerjaan dan organisasinya.

Kepuasan kerja merupakan suatu sikap seseorang karyawan terhadap tugas yang didapat. Jika seseorang karyawan memiliki tingkat kepuasan yang tinggi terhadap pekerjaannya, maka karyawan tersebut akan memiliki produktivitas kerja yang baik. Sebaliknya apabila tingkat kepuasan karyawan rendah terhadap pekerjaannya, maka karyawan tersebut kemungkinan besar memiliki produktivitas yang rendah terhadap pekerjaannya dan akan memicu terjadinya kemungkinan serta tidak adanya komitmen dalam berorganisasi (Putra, 2014). Muliani (2016) menyatakan bahwa kepuasan kerja adalah sikap umum terhadap pekerjaan seseorang dimana pekerjaan yang menyenangkan untuk dikerjakan dapat dikatakan bahwa pekerjaan itu memberi kepuasan bagi pelakunya.Lee *et al*. (2013) menyatakan bahwa karyawan akan cendrung mebalas budi pada organisasi ketika mereka diperlakukan adil dan diikut sertakan dalam proses pengambilan keputusan dan mendapatkan dukungan dari pimpinan.

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Sutrisna dan Rahyuda (2014) menyatakan bahwa untuk memicu tumbuhnya rasa komitmen dalam diri karyawan, organisasi dalam memperlakukan karyawan dapat menerapkan keadilan organisasi yang merupakan sebuah konsep keseimbangan. Gibson *et al.* (2012) menyatakan keadilan organisasi sebagai suatu tingkat seorang karyawan merasa diperlakukan sama di organisasi tempat dia bekerja. Ogut *et al.*(2013) menyatakan bahwa saat karyawan merasa manajer berprilaku dengan adil, kerjasama antara karyawan dengan manajer akan lebih mudah serta akan timbul dukungan karyawan terhadap keputusan yang dibuat oleh manajer.

Dewi dan Utama (2015) menyatakan memberdayakan karyawan dilakukan dengan memberikan kesempatan karyawan agar dapat menunjukkan kemampuan serta keterampilannya. Jafari *et al*. (2013) dalam penelitiannya menyatakan terdapat hubungan positif antara pemberdayaan karyawan terhadap komitmen karyawan. Pemberdayaan berarti manajemen merencanakan untuk melibatkan karyawan dengan tujuan untuk meningkatkan kontribusi karyawan serta menghasilkan komitmen organisasional (Astuti *et al.,* 2013).

Tabel 1: Data Tingkat Kehadiran Karyawan pada Hotel Amanusa Nusa Dua Bulan Oktober 2016 – Maret 2017

No.	Bulan	Jumlah Karyawan (orang)	Jumlah Hari Kerja Per Bulan (hari)	Jumlah Hari Kerja Seharusnya (hari)	Jumlah Absensi Per Bulan (hari)	Jumlah Hari Kerja Sesungguhnya (hari)	Persentase Absensi (%)
		(1)	(2)	(1X2)= (3)	(4)	(34)=(5)	(4:3)x100 %=(6)
1	Okt 2016	145	26	3.770	160	3.610	4,24
2	Nov 2016	140	26	3.640	152	3.488	4,17
3	Des 2016	143	27	3.861	159	3.702	4,12
4	Jan 2017	145	26	3.770	162	3.608	4,29
5	Feb 2017	148	24	3.552	165	3.387	4,64
6	Mar 2017	148	27	3.996	170	3.826	4,25
Rata-Rata		144,83	26	3.764,83	161,33	3.603,5	4,28

Sumber: HRD Hotel Amanusa Nusa Dua, 2017

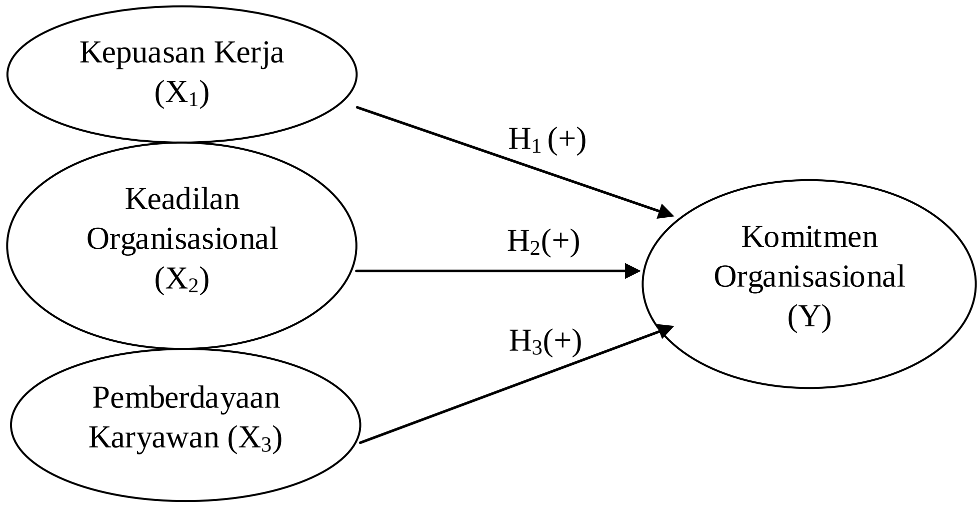
Berdasarkan pra-riset melalui wawancara yang dilakukan kepada Bapak I Made Rigih selaku Manajer HRD Hotel Amanusa Nusa Dua menyatakan bahwa tingkat absensi karyawan dalam 6 bulan terakhir cukup tinggi seperti contohnya pada bulan Oktober 2016, tingkat absensi dari karyawan Hotel Amanusa mencapai 4,24% yang berarti bahwa keterlibatan karyawan terhadap perusahaan rendah, sehingga dapat dikatakan komitmen karyawan sangat rendah.Kebijakan dari HRD Hotel Amanusa dalam melihat rendahnya komitmen dari karyawan yaitu tidak akan memberikan kesempatan kenaikan gaji bagi karyawan yang tingkat absensinya tinggi, sehingga hal tersebut akan memicu karyawan untuk meningkatkan komitmennya.

Hotel Amanusa adalah perusahaan yang bergerak di pelayanan jasa. Hotel Amanusa merupakan salah satu bagian dari Aman Group yang ada di Bali. Saat ini, dengan merangkul 31 Resort, Hotel, dan tempat tinggal pribadi di 20 negara, Aman Group terus mencari pengalaman transformatif dan lokasi yang menabjubkan di seluruh dunia. Destinasi Aman Group terkenal dengan ruang dan privasi, dengan cermat mereka merancang dan mengelola pengaturan alam mereka, Masing-masing menyambut tamu seolah olah ke rumah seorang teman dekat, menanamkan rasa damai dan rasa memiliki di antara beberapa penataan alam dan sejarah yang paling beragam.

Dengan demikian, berdasarkan penelitian terdahulu dan masalah yang terdapat pada Hotel Amanusa Nusa Dua, maka di lakukan penelitian mengenai "Pengaruh kepuasan kerja, keadilan organisasional dan pemberdayaan karyawan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua".

Berdasarkan masalah yang telah dipaparkan pada latar belakang, maka rumusan masalah dari penelitian ini adalah sebagai berikut: 1) Bagaimana pengaruh kepuasan kerja terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua ?; 2) Bagaimana pengaruh keadilan organisasional terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua?; 3) Bagaimana pengaruh pemberdayaan karyawan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua ?

Berdasarkan latar belakang dan rumusan masalah yang telah disebutkan, maka tujuan dari penelitian ini adalah 1) Untuk menjelaskan pengaruh kepuasan kerja terhadap komitmen organisasional pada karyawan Hotel AmanusaNusa Dua; 2) Untuk menjelaskan pengaruh keadilan organisasional terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua; 3) Untuk menjelaskan pengaruh pemberdayaan karyawan terhadap komitmen organisasional pada karyawan Hotel AmanusaNusa Dua.



Gambar 1: Kerangka Konseptual

Tania dan Sutanto (2013) mengatakan bahwa kepuasan kerja memiliki pengaruh positif dan signifikan terhadap komitmen organisasional. Karim dan Rehman (2012) menyatakan terdapat hubungan yang kuat antara komitmen organisasional dan kepuasan kerja. Parwita dkk. (2013) menyatakan bahwa kepuasan kerja berpengaruh positif signifikan terhadap komitmen organisasional.Azeem (2010) menyatakan kepuasan kerja sebagai prediktor signifikan dari komitmen organisasional. Indrayani (2016) menemukan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional. Lee *et al.*(2013) menunjukan bahwa kepuasan kerja berpengaruh positif terhadap komitmen organisasional.

Berdasarkan beberapa penelitian sebelumnya maka dapat dirumuskan hipotesis sebagai berikut.

H1: Kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua.

Karim dan Rehman (2012) menyatakan keadilanmemiliki hubungan positif dengan komitmen organisasional. Ravangard *et al*. (2013) menyatakan keadilan organisasi menjadi alat motivasi serta faktor yang mempengaruhi komitmen organisasional. Dehkordi *et al*. (2013) menyatakanterdapat hubungan positif dan signifikan keadilan organisasi terhadap komitmen organisasional. Demirel dan Yucel (2013) menyatakan keadilan organisasionalberpengaruh positif terhadap komitmen afektif. Akuzum (2014) menyatakan terdapat pengaruh positif dan signifikan antara keadilan organisasi dengan komitmen organisasi.

Indrayani (2016) menemukan bahwa keadilan organisasional berpengaruh positif dan signifikan terhadap komitmen organisasional. Hal ini berarti bahwa semakin tinggi tingkat keadilan yang dirasakan karyawan di tempat kerja maka akan membuat semakin tinggi juga tingkat komitmen yang dimiliki oleh karyawan itu sendiri. Jawad *et al*. (2012) menemukan bahwa keadilan distributif, keadilan prosedural dan keadilan interaksionalberpengaruh positif dan signifikan terhadap komitmen organisasional. Kristanto (2015) menemukan bahwa terdapat pengaruh keadilan organisasional terhadap komitmen organisasional. Suwandewi (2016) menemukan bahwa keadilan organisasional memiliki pengaruh positif dan signifikan terhadap komitmen organisasional.

Berdasarkan beberapa penelitian sebelumnya maka dapat dirumuskan hipotesis sebagai berikut.

H2: Keadilan organisasional berpengaruh positif dan signifikan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua.

Karim dan Rehman (2012) menyatakan bahwa pemberdayaan karyawan akan meningkatkan komitmen organisasional. Nursyamsi (2012) menyatakan pemberdayaan karyawan berpengaruh positifterhadap komitmen karyawan. Suhermin (2012) menyatakan terdapat pengaruh langsung pemberdayaan terhadap komitmen organisasi. Pratiwi (2012) menyatakan pemberdayaan berpengaruh positif terhadap komitmen organisasi. Pemberdayaan psikologis memainkan peran penting dala mengelola karyawan dengan organisasi. Persepsi tugas bermakna, otonomi dalam pekerjaan, perasaan kemahiran dalam melaksanakan tugas dan persepsi, mempengaruhi signifikan dalam komitmen organisasional dengan organisasi (Hashmi dan Naqvi, 2012).

Ismail *et al*. (2011) menyatakan terdapat hubungan positif dan signifikan pemberdayaan karyawan dengan komitmen organisasional. Begitu juga Kuo *et al*. (2010) menyatakan bahwa pemberdayaan

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berpengaruh positif terhadap komitmen karyawan. Jafari *et al*.(2013) menyatakan pemberdayaan karyawanberpengaruh positif dan signifikan terhadap komitmen karyawan.

Berdasarkan beberapa penelitian sebelumnya maka dapat dirumuskan hipotesis sebagai berikut.

H3: Pemberdayaan karyawan berpengaruh positif dan signifikan terhadap komitmen organisasional pada karyawan Hotel Amanusa Nusa Dua.

II. Metode Penelitian

Pendekatan yang digunakan dalam penelitian ini adalah pendekatan kuantitatif yang berbentuk asosiatif. Penelitian asosiatif berdasarkan atas uraian penjelasan hubungan antara dua variabel atau lebih. Variabel kepuasan kerja, keadilan organisasional, pemberdayaan karyawan sebagai *independent variable* dan komitmen organisasional sebagai *dependent variable*. Metode pengumpulan data yang digunakan dalam penelitian ini dengan menggunakan kuisioner dan wawancara kepada responden.Populasi dalam penelitian ini adalah seluruh karyawan pada Hotel Amanusa Nusa Dua yang berjumlah 148 orang. jumlah sampel yang diteliti sebesar 60 orang. Metode penentuan sampel menggunakan *proportional random sampling*.

Item pernyataan yang digunakan dalam kuisioner di ukur dengan menggunakan skala likert yang dimana 1 berarti sangat tidak setuju dan 5 berarti sangat setuju. Untuk variabel kepuasan kerja (X_1) diukur dengan 5 indikator. Untuk keadilan organisasional (X_2) diukur dengan 3 indikator. Untuk pemberdayaan karyawan (X_3) di ukur dengan 4 indikator dan komitmen organisasional (Y) di ukur dengan 4 indikator. Adapun model regresi linear berganda yang dapat dijabarkan dengan menggunakan persamaan sebagai berikut:
Keterangan:

$$Y = a + \beta 1X1 + \beta 2X2 + \beta 3X3 + e \qquad (1)$$

A=	Konstanta
$\beta_1\ \beta_2\ \beta_3$=	Koefisien regresi
Y=	Komitmen organisasional
X_1=	Kepuasan kerja
X_2=	Keadilan organisasional
X_3=	Pemberdayaan karyawan
e=	Error

Cekmecelioglu *et al.* (2012) menyatakan bahwa indikator untuk mengukur kepuasan kerjameliputi: 1) Prestasi (X1.1); Perasaan yang timbul dalam diri karyawan mengenai kepuasan pribadi yang diperolehnya dari prestasinya dalam perusahaan sehingga di hargai oleh perusahaan. Indikator ini di ukur dari persepsi karyawan mengenai kepuasanya terhadap penghargaan yang diberikan perusahaan atas prestasi yang telah diraihnya; 2) Pengakuan (X1.2) Suatu perasaan yang timbul dalam diri karyawan terhadap pengakuan yang oleh perusahaan atas penyelesain tugas yang memadai di dalam pekerjaanya. Indikator ini diukur dari persepsi karyawan menegenai kepuasannya terhadap pengakuan yang diberikan perusahaan jika telah menyelesaikan tugas dengan baik; 3) Pekerjaan itu sendiri (X1.3) Merupakan suatu perasaan yang timbul dalam diri karyawan terhadap pekerjaan yang di ambil, apakah pekerjaan menarik. Indikator ini diukur dari persepsi karyawan atas perasaanya yang timbul ketika melakukn pekerjaanya, seperti perasaan tertarik terhadap pekerjaanya; 4) Pertumbuhan (X1.4) Perasaan yang timbul dalam diri karyawan terhadap perkmbbangan karirnya. Indikator ini di ukur dari persepsi karyawan atas perkembangan karirnya karena pekerjaan yang dilakukan; 5) Kemajuan (X1.5) Merupakan perasaan yang timul dalam diri karyawan terhadap pekerjaan yang mementingkan kemajuan karirnya dari pada insentif monoter dari perusahaan. Indikator inii diukur dari persepsi karywan yang lebih mementingkan kemajuan karirnya dari pada insentif moneter.

Al-Zu'bi (2010) menyatakan bahwa indikator-indikator untuk mengukur keadilan organisasional adalah sebagai berikut: 1) Keadilan distributif (*distributive justice*) (X2.1)Mengacu pada keadilan yang dirasakan oleh responden berdasarkan hasil yang mereka terima dari organisasi. Indikator ini diukur dari persepsi responden mengenai jadwal kerja, dan imbalan yang mereka terima di tempat kerja; 3) Keadilan prosedural (*procedural justice*) (X2.2)Mengacu pada keadilan yang dirasakan responden dari suatu aturan dan prosedur yang mengatur suatu proses dalam organisasi. Indikator ini diukur dari persepsi responden mengenai keputusan yang dilakukan oleh pimpinan, pimpinan mendengarkan masalah karyawan sebelum membuat keputusan, pimpinan mencari informasi yang akurat dan lengkap sebelum membuat keputusan, pimpinan menyediakan informasi tambahan ketika dibutuhkan oleh karyawan, keputusan kerja diterapkan secara konsisten kepada seluruh karyawan; 3) Keadilan interaksional (*interactional justice*) (X2.3)Mengacu pada keadilan yang dirasakan oleh responden terhadap perlakuan pimpinan kepada karyawan seperti ketika pemimpin memperlakukan karyawan dengan hormat dan bermartabat. Indikator ini diukur dari persepsi responden mengenai perlakuan pimpinan saat membuat keputusan kerja, pimpinan mempertimbangkan hak-hak karyawan serta implikasi dan justifikasi untuk keputusan kerja.

Spreitzer (1995) (dalam Fadzilah, 2006) menyatakan bahwa adaempat dimensi pemberdayaan karyawan yaitu: 1) *Sense of meaning* (memiliki rasa berarti) (X3.1) adalah nilai tujuan pekerjaan yang dilihat dari hubungannya pada idealisme atau standar individu. Indikator dari dimensi ini di ukur dari; 2) *Sense of competence*(memiliki rasa berkompeten) (X3.2) adalah dimana para karyawan yakin dan percaya diri terhadap kemampuan maupun keahlian yang mereka miliki, sehingga dapat diwujudnyatakan dalam melaksanakan pekerjaan. Indikator dari dimensi ini di ukur dari : 3) *Sense of self-determination*(memiliki rasa menentukan nasib sendiri) (X3.3) adalah sikap yang ditunjukkan karyawan untuk menentukan pilihan yang sesuai atau dianggap mewakili dirinya dalam bekerja di organisasi. Indikator dari dimensi ini di ukur dari: 4) *Sense of impact*(memiliki rasa berdampak) (X3.4) adalah dampak yang dirasakan dari cara kerja seorang karyawn, yang dapat mempengaruhi hasil rekan kerjanya maupun lingkungan kerja.

Meyer dan Allen (1991) menyatakan bahwa indikator-indikator dalam komitmen organisasional adalah sebagai berikut: 1) Komitmen afektif (*affective commitment*) (Y1.1) berkaitan dengan hubungan emosional karyawan terhadap organisasi. Indikator ini diukur dari persepsi responden mengenai perasaan bangga menjadi bagian dari organisasi, senang untuk menghabiskan karir di organisasi dan merasa masalah yang dihadapi organisasi juga merupakan bagi karyawan: 2) Komitmen berkelanjutan (*continuance commitment*) (Y1.2) berkaitan dengan kesadaran karyawan akan kerugian jika meninggalkan organisasi. Indikator ini diukur dari persepsi responden mengenai perasaan sulit untuk meninggalkan organisasi, memiliki sedikit pilihan untuk meninggalkan organisasi, dan kehidupannya akan sangat terganggu bila meninggalkan organisasi; 3) Komitmen normatif (*normative commitment*) (Y1.3) menggambarkan perasaan keterikatan untuk terus berada dalam organisasi. Indikator ini diukir dari persepsi responden mengenai nilai harus setia terhadap organisasi, dan tidak etis jika berpindah ke organisasi lain.

III. Hasil Dan Pembahasan

Tabel 2 menunjukkan terdapat 4 karakteristik responden yang digunakan dalam penelitian ini yaitu: 1) Karakteristik Responden Berdasarkan Usiamenunjukan bahwa responden yang berusia antara 20-30 tahun adalah sebanyak 33 orang (55 persen). Responden yang berusia antara 31-40 tahun adalah sebanyak 24 orang (40 persen). Responden yang berusia di atas sama dengan 40 tahun adalah sebanyak 3 orang (5 persen). Hal ini menunjukkan bahwa karyawan yang bekerja di Hotel Amanusa Nusa Dua dominan berusia antara 20-30 Tahun.

Tabel 2: Karakteristik Responden

No.	Karakteristik	Klasifikasi	Jumlah Responden	Persentase (%)
1	Usia (Tahun)	20-30	33	55
		31-40	24	40
		≥ 40	3	5
	Jumlah		60	100
2	Jenis Kelamin	Laki – Laki	35	58.4
		Perempuan	25	41.6
	Jumlah		60	100
3	Pendidikan	SMA/SMK Sederajat	8	13.4
		Diploma	47	78.3
		Sarjana	5	8.3
	Jumlah		60	100
4	Masa Kerja (Tahun)	1 ~ 5	46	76.7
		5 ~ 10	10	16.6
		>10	4	6.7
	Jumlah		60	100

Sumber: Data Primer diolah, 2017

2) Karakteristik Responden Berdasarkan Jenis Kelamin. Pada tabel 2 menunjukkan bahwa jumlah laki-laki sebanyak 35 orang dengan persentase 58.4 persen dan jumlah perempuan sebanyak 25 orang dengan persentase 41.6 persen. Hal tersebut menunjukkan bahwa karyawan yang bekerja di Hotel Amanusa Nusa Dua sebagian besar di dominasi oleh laki-laki dibanding perempuan.; 3) Karakteristik Responden Berdasarkan Pendidikan Terakhir. Tabel 2 menunjukkan bahwa responden yang memiliki pendidikan terkahir SMA/SMK sederajat adalah sebanyak 8 orang (13.4 persen). Responden yang memiliki pendidikan terakhir Diploma adalah sebanyak 47 orang (78.3 persen). Responden yang memiliki pendidikan terakhir Sarjana adalah sebanyak 5 orang (8.3 persen). Hal ini menunjukkan pendidikan terakhir karyawan Hotel Amanusa Nusa Dua yang paling dominan adalah diploma. 4) Karakteristik Responden Berdasarkan Masa Kerja. Tabel 2

menunjukkan bahwa responden yang memiliki lama kerja antara 1-5 tahun adalah sebanyak 46 orang (76.7 persen). Responden yang memiliki lama kerja antara 5-10 tahun adalah sebanyak 10 orang (16.6 persen) dan sisanya responden yang memiliki lama kerja diatas 10 tahun adalah sebanyak 4 orang (6.7%). Hal ini menunjukkan bahwa masa kerja karyawan Hotel Amanusa Nusa Dua yang dominan adalah antara 1 sampai 5 tahun.

Tabel 3 menunjukkan bahwa seluruh indikator pernyataan dalam variabel komitmen afektif, komitmen berkelanjutan, komitmen normatif, kepuasan kerja, keadilan organisasional dan pemberdayaan karyawan, memiliki korelasi item total (*pearson correlation*) lebih dari 0,30 sehingga seluruh indikator tersebut telah memenuhi syarat validitas data.

Tabel 3: Rekapitulasi Hasil Uji Validitas Instrumen Penelitian

No.	Indikator	Item Pernyataan	Korelasi Item Total	Keterangan
1	Komitmen Organisasional (Y1)	Y1.1.1	0.776	Valid
		Y1.1.2	0.830	Valid
		Y1.1.3	0.903	Valid
		Y1.1.4	0.865	Valid
		Y1.1.5	0.896	Valid
		Y.1.1.6	0.819	Valid
		Y1.2.1	0.876	Valid
		Y1.2.2	0.827	Valid
		Y1.2.3	0.812	Valid
		Y1.2.4	0.836	Valid
		Y1.2.5	0.936	Valid
		Y1.2.6	0.873	Valid
		Y1.3.1	0.837	Valid
		Y1.3.2	0.880	Valid
		Y1.3.3	0.798	Valid
		Y1.3.4	0.840	Valid
		Y1.3.5	0.880	Valid
		Y1.3.6	0.809	Valid
2	Kepuasan Kerja (X1)	X1.1	0.836	Valid
		X1.2	0.789	Valid
		X1.3	0.852	Valid
		X1.4	0.822	Valid
		X1.5	0.882	Valid
3	Keadilan Organisasional (X2)	X2.1	0.891	Valid
		X2.2	0.853	Valid
		X2.3	0.902	Valid
		X2.4	0.872	Valid
		X2.5	0.856	Valid
		X2.6	0.912	Valid
		X2.7	0.824	Valid
		X2.8	0.848	Valid
		X2.9	0.842	Valid
4	Pemberdayaan Karyawan (X3)	X3.1	0.852	Valid
		X3.2	0.794	Valid
		X3.3	0.916	Valid
		X3.4	0.897	Valid
		X3.5	0.833	Valid
		X3.6	0.878	Valid
		X3.7	0.839	Valid
		X3.8	0.839	Valid
		X3.9	0.848	Valid
		X3.10	0.849	Valid

Sumber: Data Diolah, 2017

Tabel 4: Hasil Uji Reliabilitas

Variabel	*Cronbach's Alpha*	Keterangan
Komitmen Organisasional (Y1)	0.920	Reliabel
Kepuasan Kerja (X1)	0.891	Reliabel
Keadilan Organisasional (X2)	0.958	Reliabel
Pemberdayaan Karyawan (X3)	0.958	Reliabel

Sumber: Data Diolah, 2017

Tabel 4.Menunjukkan hasil uji reliabilitas, yaitu komitmen organisasional, kepuasan kerja, keadilan organisasional dan pemberdayaan karyawan memiliki koefisien *Cronbach Alpha*>0,60. Hal ini berarti semua *instrument* reliabel sehingga dapat digunakan untuk melakukan penelitian.

Tabel 5: Penilaian Responden terhadap Variabel Komitmen Organisasional

No.	Pernyataan	Skor Jawaban					Jumlah Skor	Rata Rata	Kriteria
		1	2	3	4	5			
1	Saya akan sangat senang untuk menghabiskan sisa karir saya dengan organisasi ini. (Y1.1.1)	0	15	11	20	14	213	3.55	Baik
2	Saya senang mendiskusikan organisasi saya dengan orang-orang di luar organisasi. (Y1.1.2)	1	10	20	19	10	207	3.45	Baik
3	Saya benar-benar merasa masalah dalamorganisasi ini adalah masalah saya sendiri. (Y1.1.3)	1	17	19	14	9	193	3.22	Cukup Baik
4	Saya berpikir bahwa saya dapat dengan mudah berpindah pada organisasi lain seperti saya ke organisasi ini. (Y1.1.4)	5	9	18	17	11	200	3.33	Cukup Baik
5	Saya tidak merasa seperti "bagian darikeluarga" di organisasi saya. (Y1.1.5)	5	13	19	15	8	188	3.13	Cukup Baik
6	Saya tidak merasa terikat secara emosional dengan organisasi ini. (Y1.1.6)	2	17	16	17	8	192	3.2	Cukup Baik
	Komitmen Afektif (Y1.1)							3.31	Cukup Baik
7	Saya tidak takut dengan apa yang mungkin terjadi jika saya berhenti dari pekerjaan saya. (Y1.2.1)	2	15	9	19	15	210	3.5	Baik
8	Akan sangat sulit bagi saya untuk meninggalkan organisasi ini sekarang, bahkan jika saya menginginkannya. (Y1.2.2)	1	11	24	15	9	200	3.33	Cukup Baik
9	Kehidupan saya akan terganggu jika saya memutuskan untuk meninggalkan organisasi ini sekarang. (Y1.2.3)	0	10	19	20	11	212	3.53	Baik
10	Tidak akan terlalu merugikan bagi saya untuk meninggalkan organisasi ini sekarang. (Y1.2.4)	0	14	17	17	12	207	3.45	Baik
11	Bertahan pada organisasi ini hanya untuk memenuhi kebutuhan saya. (Y1.2.5)	1	13	16	19	11	206	3.43	Baik
12	Saya merasa bahwa saya memiliki terlalu sedikit pilihan untuk meninggalkan organisasi ini. (Y1.2.6)	0	11	22	20	7	203	3.38	Cukup Baik
	Komitmen Berkelanjutan (Y1.2)							3.43	Baik
13	Saya berpikir bahwa kebanyakan orang akhir-akhir ini berpindah dari satu perusahaan ke perusahaan lain. (Y1.3.1)	0	10	21	19	10	209	3.48	Baik
14	Saya tidak percaya bahwa seseorang harus selalu setia kepada organisasinya. (Y1.3.2)	3	15	19	13	10	192	3.2	Cukup Baik

15	Berpindah dari satu organisasi ke organisasi lain tampak tidak etis bagi saya. (Y1.3.3)	1	9	23	21	6	202	3.37	Cukup Baik
16	Salah satu alasan utama saya terus bekerja untuk organisasi ini adalah karena saya percaya bahwa kesetiaan itu penting dan karena itu sayamerasa memiliki kewajiban moral. (Y1.3.4)	1	11	21	13	14	208	3.47	Baik
17	Jika saya mendapat tawaran kerja yang lebih baik di perusahaan lain, tidak membuat saya ingin meninggalkan organisasi ini. (Y1.3.5)	1	15	18	22	4	193	3.22	Cukup Baik
18	Saya diajarkan untuk percaya akan nilai kesetiaan pada satu organisasi. (Y1.3.6)	0	8	19	18	15	220	3.67	Baik
	Komitmen Normatif (Y1.3)							3.40	Cukup Baik
	Komitmen Organisasional (Y)							3.40	Cukup Baik

Sumber: Data Diolah, 2017

Komitmen organisasional dalam penelitian ini diukur dengan menggunakan 18 item pernyataan. Tabel 5.menunjukkansemua item pernyataan memiliki nilai rata-rata di atas 3,00 yang berarti semua item pernyataan tersebut sudah dinilai cukup baik. Nilai rata rata tertingi jawaban responden dari pernyataan "saya di ajarkan untuk percaya akan nilai kesetiaan pada suatu organisasi (Y1.3.6) "dan nilai rata rata terendah jawaban responden dari "Saya tidak percaya bahwa seseorang harus selalu setia kepada organisasinya. (Y1.3.2)"

Tabel 6: Penilaian Responden terhadap Variabel Kepuasan Kerja

No.	Pernyataan	Skor Jawaban					Jumlah Skor	Rata-Rata	Kriteria
		1	2	3	4	5			
1	Saya puas dengan pekerjaan ini karena perusahaan menghargai prestasi yang telah saya raih (X1.1)	0	10	16	22		12 216	3.6	Baik
2	Saya puas dengan pekerjaan ini karena perusahaan memberikan pengakuan apabila telah menyelesaikan tugas denganbaik. (X1.2)	0	10	20	25	5	205	3.42	Baik
3	Saya memiliki pekerjaan yang menarik (X1.3)	0	13	20	18	9	203	3.38	Cukup Baik
4	Saya mendapatkan perkembangan karir karena pekerjaan yang saya lakukan (X1.4)	1	9	23	17	10	206	3.43	Baik
5	Saya lebih mementingkan kemajuan karir saya dari pada insentif moneter (X1.5)	2	18	15	16	9	192	3.2	Cukup Baik
	Kepuasan Kerja							3.41	Baik

Sumber: Data Diolah, 2017

Tabel 6. menunjukan bahwa Kepuasan Kerja yang digunakan didalam penelitian ini yang diukur dengan menggunakan 5 item pernyataan. Berdasarkan hasil tabel 6. dapat ditunjukan bahwa kelima item pernyataan dari indikator kepuasan kerja memiliki nilai rata-rata di atas 3,00, yang berarti semua item pernyataan tersebut sudah dinilai cukup baik. Demikian juga secara rata-rata variabel Kepuasan Kerja memiliki nilai 3,41 yang artinya variabel Kepuasan Kerja sudah dinilai baik, , dengan 3 indikator diatas rata – rata yaitu prestasi (3.6), pengakuan (3.42) dan pertumbuhan (3.43) serta 2 indikator dibawah rata – rata yaitu pekerjaan itu sendiri (3.38) dan kemajuan (3.2).

Tabel 7: Penilaian Responden terhadap Variabel Keadilan Organisasional

No.	Pernyataan	Skor Jawaban					Jumlah Skor	Rata Rata	Kriteria
		1	2	3	4	5			
1	Jadwal kerja diberikan secara adil kepada seluruh karyawan. (X2.1.1)	1	12	17	17		13 209	3.48	Baik
2	Beban kerja yang diberikan oleh perusahaan sesuai dengan kemampuan saya. (X2.1.2)	1	11	18	21	9	206	3.43	Baik
3	Saya merasa bahwa gaji yang saya terima sudah adil. (X2.1.3)	3	9	26	13	9	196	3.27	Cukup Baik
	Keadilan Distributif (X2.1)							3.39	Cukup Baik
4	Pimpinan berusaha untuk mendengarkan pendapat karyawan sebelum membuat keputusan terkait pekerjaan. (X2.2.1)	1	14	17	21	7	199	3.32	Cukup Baik
5	Pimpinan selalu mencari informasi yang akurat untuk membuat keputusan terkait pekerjaan. (X2.2.2)	2	11	20	18	9	201	3.35	Cukup Baik
6	Semua keputusan terkait pekerjaan diterapkan secara konsisten kepada semua karyawan. (X2.2.3)	1	11	22	17	9	202	3.37	Cukup Baik
	Keadilan Prosedural (X2.2)							3.34	Cukup Baik
7	Pimpinan selalu membicarakan dampak dari keputusan yang dibuat pada karyawan. (X2.3.1)	1	11	17	25	6	204	3.40	Cukup Baik
8	Pimpinan selalu mempertimbangkan hak-hak karyawan ketika membuat keputusan kerja. (X2.3.2)	2	7	21	23	7	206	3.43	Baik
9	Pimpinan menjelaskan secara lengkap setiap keputusan yang dibuat tentang pekerjaan. (X2.3.3)	1	15	16	16	12	203	3.38	Cukup Baik
	Keadilan Interaksional (X2.3)							3.40	
	Keadilan Organisasional (X2)							3.38	Cukup Baik

Sumber: Data Diolah, 2017

Keadilan Organisasional dalam penelitian ini diukur menggunakan 9 item pernyataan. Kelima item pernyataan dari indikator keadilan organisasional memiliki nilai rata-rata di atas 3,00, yang berarti semua item pernyataan tersebut sudah dinilai cukup. Nilai rata rata tertinggi ditunjukan responden dari parnyataan "Jadwal kerja diberikan secara adil kepada seluruh karyawan. (X2.1.1)" dan nilai rata rata terendah ditunjukan oleh jawaban responden dari pernyataan " Saya merasa bahwa gaji yang saya terima sudah adil. (X2.1.3) "

Tabel 8: Penilaian Responden terhadap Pemberdayaan Karyawan

No.	Pernyataan	Skor Jawaban					Jumlah Skor	Rata Rata	Kriteria
		1	2	3	4	5			
1	Saya terlibat dalam proses perencanaan organisasi ini. (X3.1.1)	4	10	20	14	12	200	3.33	Cukup Baik
2	Saya merasa pekerjaan sangat sesuai dengan keinginan saya. (X3.1.2)	1	15	20	15	9	196	3.27	Cukup Baik
3	Saya merasa pekerjaan yang dilakukan sangat penting bagi diri saya.(X3.1.3)	1	15	15	18	11	203	3.38	Cukup Baik
	Sense of meaning (merasa berarti) (X3.1)							3.32	Cukup Baik
4	Saya ingin memberikan yang terbaik bagi organisasi ini.(X3.2.1)	2	14	13	18	13	206	3.43	Baik
5	Saya percaya diri pada kemampuan yang dimiliki.(X3.2.2)	0	10	20	16	14	214	3.57	Baik
6	Saya yakin dapat mencapai target organisasi ini.(X3.2.3)	1	14	22	18	5	192	3.20	Cukup Baik

	Sense of competence (merasa berkompeten) (X3.2)							3.40	Cukup Baik
7	Saya bisa menentukan sendiri bagaimana pekerjaan yang harus saya lakukan.(X3.3.1)	1	14	17	14	14	206	3.43	Baik
8	Saya memiliki kebebasan dalam mengeluarkan pendapat. (X3.3.2)	0	18	20	17	5	189	3.15	Cukup Baik
	Sense of self-determination (merasa menentukan nasib sendiri) (X3.3)							3.29	Cukup Baik
9	Saya dapat mempengaruhi hasil pekerjaan rekan kerja yang lain.(X3.4.1)	0	14	23	14	9	198	3.30	Cukup Baik
10	Saya memiliki kemampuan dalam mengelola konsumen yang datang.(X3.4.2)	0	10	21	21	8	207	3.45	Baik
	Sense of impact (merasa berdampak) (X3.4)							3.38	Cukup Baik
	Pemberdayaan Karyawan (X3)							3.35	Cukup Baik

Sumber: Data Diolah, 2017

Pemberdayaan Karyawan diukur menggunakan 10 item pernyataan. Tabel 8 menunjukkan 10 item pernyataan dari indikator Pemberdayaan Karyawanmemiliki nilai rata-rata di atas 3,00, yang berarti semua item pernyataan tersebut sudah dinilai cukup baik. Nilai rata rata tertinggi ditunjukan oleh responden dari parnyataan “Saya memiliki kemampuan dalam mengelola konsumen yang datang (X3.4.2) “ dan nilai rata rata terendah ditunjukan oleh jawaban responden dari pernyataan “Saya memiliki kebebasan dalam mengeluarkan pendapat (X3.3.2)“

Tabel 9: Hasil Uji Normalitas

	Unstandardized Residual
N	60
Kolmogorov-Smirnov Z	0,789
Asymp.Sig.(2-tailed)	0,562

Sumber: Data Diolah, 2017

Berdasarkan Tabel9 nilai *Kolmogorov-Smirnov Z* sebesar 0,789 dan nilai *Asymp.Sig.(2-tailed)* sebesar 0,562. Hasil tersebut mengindikasikan model persaaman regresi tersebut berdistribusi normal karena nilai *Asymp.Sig.(2-tailed)* 0,562 >*alpha* 0,05.

Tabel 10: Hasil Uji Multikolinearitas

Variabel	*Tolerance*	VIF
Kepuasan Kerja (X1)	0,230	4,340
Keadilan Org (X2)	0,275	3,643
Pemberdayaan Karyawan (X3)	0,274	3,653

Sumber: Data Diolah, 2017

Berdasarkan Tabel10, nilai *tolerance* untuk setiap variabel lebih besar dari 10 persen (0,1) dan nilai VIF < 10 yang memiliki arti variabel Kepuasan Kerja, Keadilan Organisasional dan Pemberdayaan Karyawan terbebas dari uji multikolinearitas.

Tabel 11: Hasil Uji Heteroskedastisitas

No.	Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	*Sig.*
		B	Std. Error	Beta		
1	*Constant*	6,404	2,610		2,454	0,017
	Kepuasan Kerja (X1)	-0,225	0,296	-0,209	-0,760	0,450
	Keadilan Org (X2)	0.120	0,146	0,206	0,820	0,416
	Pemberdayaan Karyawan (X3)	-0,051	0,137	-0,094	-0,374	0,710

Sumber: Data Diolah, 2017

Nilai Sig. dari masing-masing variabel Kepuasan Kerja, Keadilan Organisasional dan Pemberdayaan Karyawansebesar 0,450, 0.416 dan 0,710 yang lebih besar dari 0,05 yang memiliki arti tidak terdapat pengaruh antara variabel bebas terhadap *absolute residual*. Dengan demikian, model yang dibuat tidak mengandung gejala heteroskedastisitas.

Tabel 12: Hasil Analisis Regresi Linier Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Kepuasan Kerja	0.884	0.432	0.256	2.046	0.045
Keadilan Org	0.666	0.213	0.359	3.132	0.003
Pemberdayaan Karyawan	0.592	0.2	0.399	2.958	0.005
Constant	5,746		F ratio	74.009	
R Square	0.799		Sig	,000	
Adjust R Square	0.788				

Sumber: Data Diolah, 2017

Persamaan regresi linier berganda berdasarkan Tabel 12 untuk penelitian ini sebagai berikut.

$$Y = 5,746+0,884X_1+0,666X_2+0.592X_3+ e$$

1) X_1=0,884, menunjukkan bahwa Kepuasan Kerjamemberikan pengaruh positif terhadap Komitmen Organisasipada Hotel Amanusa Nusa Dua sebesar 0,884, artinya apabila Kepuasan Kerja meningkat, maka Komitmen Organisasi akan meningkat.; 2) X_2 = 0,666, menunjukkan bahwa Keadilan Organisasional memberikan pengaruh positif terhadap Komitmen Organisasi pada Hotel Amanusa Nusa Dua sebesar 0,666, artinya apabila Keadilan Organisasiona lmeningkat, maka Komitmen Organisasi akan meningkat.; 3) X_3=0,592, menunjukkan bahwa Pemberdayaan Karyawan memberikan pengaruh positif terhadap Komitmen Organisasi pada Hotel Amanusa Nusa Dua sebesar 0,666, artinya apabila Pemberdayaan Karyawanmeningkat, maka Komitmen Organisasi akan meningkat.

Koefisien determinasi (R^2) yang diperoleh sebesar 0,799. Hal ini berarti 79,9 persen variasi variabel Komitmen Organisasi dapat dijelaskan oleh variabel Kepuasan Kerja(X_1), Keadilan Organisasional (X_2) dan Pemberdayaan Karyawan (X_3) sedangkan sisanya sebesar 21,1 persen diterangkan oleh variabel lain yang tidak termasuk dalam model penelitian ini misalnya *turn over* dan stress kerja.

Hasil penelitian ini mengembangkan bahwa Kepuasan Kerja memiliki pengaruh positif terhadap Komitmen Organisasional. Hasil ini sesuai dengan hipotesis satu (H_1) yang menyatakan bahwa Kepuasan Kerja berpengaruh positif dan signifikan terhadap Komitmen Organisasional pada karyawan Hotel Amanusa Nusa Dua. Hal ini berarti bahwa semakin tinggi kepuasan kerja yang dirasakan karyawan di tempat kerja akan mengakibatkan semakin tinggi komitmen yang dimiliki oleh karyawan itu sendiri. Penelitian ini sesuai dengan penelitian yang sebelumnya dilakukan oleh Karim dan Rehman (2012), Parwita dkk. (2012), Azemm (2010), Indrayani (2016) dan Lee *et al.* (2013).

Hasil penelitian mengembangkan bahwa Keadilan Organisasional memiliki pengaruh positif terhadap Komitmen Organisasional. Hasil ini sesuai dengan hipotesis dua (H_2) yang menyatakan bahwa Keadilan Organisasional berpengaruh positif dan signifikan terhadap Komitmen Organisasional pada karyawan Hotel Amanusa Nusa Dua. Ini berarti bahwa semakin tinggi keadilan organisasi yang karyawan rasakan maka komitmen karyawan terhadap perusahaan akan meningkat. Penelitian ini sejalan dengan penelitian yang dilakukan oleh Karim dan Rehman (2012), Indrayani (2016), Jawad *et al*. (2012), Kristanto (2015), Suwandewi (2016) dan Ogut *et al.* (2013).

Hasil penelitian mengembangkan bahwa Pemberdayaan Karyawan memiliki pengaruh positif terhadap Komitmen Organisasional. Hasil ini sesuai dengan hipotesis tiga (H_3) yang menyatakan bahwa Pemberdayaan Karyawan berpengaruh positif dan signifikan terhadap Komitmen Organisasional pada karyawan Hotel Amanusa Nusa Dua. Ini berarti pemberdayaan karyawan yang tepat akan meningkatkan komitmen organisasional karyawan. Penelitian ini sejalan dengan penelitian yang dilakukan oleh Karim dan Rehman (2012), Hashmi dan Naqvi (2012), Ismail *et al.* (2011), Jafari *et al.* (2013),Kuo *et al.* (2010) dan Astuti *et al.* (2013).

IV. Simpulan Dan Saran

Simpulan yang dapat diperoleh berdasarkan pemaparan rumusan masalah, tujuan penelitian dan pembahasan hasil penelitian adalah sebagai berikut. 1)

Kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional. Hal ini disimpulkan bahwa semakin tinggi tingkat kepuasan kerja dari karyawan tersebut, maka akan meningkatkan komitmen organisasional.; 2)Keadilan organisasional berpengaruh positif dan signifikan terhadap komitmen organisasional. Hal ini disimpulkan bahwa semakin tinggi tingkat keadilan organisasional dalam suatu organisasi akan mempengaruhi tingkat komitmen organisasional karyawan.; 3) Pemberdayaan karyawan berpengaruh positif dan signifikan terhadap komitmen organisasional karyawan. Hal ini disimpulkan bahwa semakin baik proses pemberdayaan karyawan dalam organisasi dapat mempengaruhi tingginya tingkat komitmen organisasional dari karyawan tersebut.

Saran dari penelitian ini yang berkaitan dengan kepuasan kerja, keadilan organisasional, pemberdayaan karyawan dan komitmen organisasional pada Hotel Amanusa Nusa Dua, sebagai berikut: 1) Secara teoritis untuk meningkatkan komitmen organisasional, hal yang harus diperhatikan adalah kepuasan kerja, keadilan organisasional dan pemberdayaan karyawan. Variabel pemberdayaan karyawan menjadi salah satu variabel yang sangat penting untuk diperhatikan karena memiliki nilai standar koefisien paling tinggi. 2) Saran secara praktis terhadap Hotel Amanusa Nusa Dua untuk meningkatkan komitmen dari karyawannya adalah dengan memperhatikan komitmen afektif (karyawan akan merasa sangat senang untuk menghabiskan sisa karir nya dengan perusahaan), komitmen berkelanjutan (karyawan tidak merasa takut dengan apa yang mungkin terjadi bila karyawan berhenti dari pekerjaannya), komitmen normatif (karyawan diajarkan untuk percaya akan nilai kesetiaan pada suatu organisasi), pekerjaan itu sendiri, kemajuan, gaji, pendapat, keputusan, merasa berdampak, merasa berkompeten, merasa menentukan nasib sendiri dan merasa berdampak dari karyawan tersebut karena hal tersebut dapat meningkatkan komitmen dari karyawan. Disamping itu, untuk meningkatkan rutinitas evaluasi pegawai dan pengembangan standar SDM Aman group dengan cara penilaian kinerja dan rotasi kerja untuk mengurangi repetitas dan kejenuhan kerja. 3) Saran bagi penelitian selanjutnya untuk menambah variabel lain, seperti: stres kerja dan *turn over intention* dan diharapkan untuk dapat mengambil sampel di luar lingkungan industri Perhotelan, seperti: Perbankan, UMKM, dan Rumah Sakit.

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Participative Management: A Model of Islamic Perspective of Management (Shura) in an Organization

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Abstract- Management is one of the core corners in our societal activities. (Patwary, 2003). It refers to a process of influencing and supporting others to work enthusiastically towards achieving objective (Koontz, 1994). It is a major factor for the success of any organization whether it is small or large, formal or informal. An effective management is a necessary for attaining success in business concern, government and political parties. Management is an approach of getting things done through other most effectively and efficiently in an organization. However on the Islamic perspective, employee are not completely sentient whether Islam is encouraging to engage in decision making and the consciousness in them to partake to the best of their ability towards improving output. In addition, there is problem of job satisfaction among staff as a result of non holistic participative management model in organization. This research tends to study the practice of participatory management model in particular emphasis on Islamic perspective, the extend of the participation in decision making by employees, the Islamic perspective on participative management and the impact of participatory management on efficiency and job satisfaction.

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PARTICIPATIVEMANAGEMENTAMODELOFISLAMICPERSPECTIVEOFMANAGEMENTSHURAINANORGANIZATION

Strictly as per the compliance and regulations of:

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Lawan Ibrahim [α] & Habu Bah-Yaye Adamu [σ]

Abstract- Management is one of the core corners in our societal activities. (Patwary, 2003). It refers to a process of influencing and supporting others to work enthusiastically towards achieving objective (Koontz, 1994). It is a major factor for the success of any organization whether it is small or large, formal or informal. An effective management is a necessary for attaining success in business concern, government and political parties. Management is an approach of getting things done through other most effectively and efficiently in an organization. However on the Islamic perspective, employee are not completely sentient whether Islam is encouraging to engage in decision making and the consciousness in them to partake to the best of their ability towards improving output. In addition, there is problem of job satisfaction among staff as a result of non holistic participative management model in organization. This research tends to study the practice of participatory management model in particular emphasis on Islamic perspective, the extend of the participation in decision making by employees, the Islamic perspective on participative management and the impact of participatory management on efficiency and job satisfaction.

I. Introduction

Shura (Islamic perspective of participative management) it is the process in which managerial leaders in Islam consult with their people before making any decision. Managers must consult with their subordinates in formulating any strategy or policy. Allah (SWT) directed his Prophet (PBUH) to consult with his companions. Allah says "And those who have answered the call of their lord and establish prayer and who conduct their affairs by consultation and spend out what we bestow on them for sustenance." (Surah Al shura, Verse 38). Shura is an Arabic word which exactly means "consultation. The term consultation is a noun which is mean in the Arabic word "Shura". In Arabic, the word shura literally means the process by which honey is extracted from the hive. (Mohiuddin 2016). The legal framework of participation in Islam can be derived from the following Qur'anic verse, "those who answer to the command of their Lord and establish regular prayer and conduct their affairs by "mutual consultations"; who spend out what we bestow on them for sustenance" (Surah Al-shura 42:38). The above verse of the Quran is the basis for participatory decision making on which every person charged with the affairs of the organization is ought to adhere. It is very clear from this verse that Islam does not support autocracy or absolutism and that a leader is accountable not only to Allah SWT but also to the people he purports to serve.

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II. Theoretical Framework

a) *The Theory and Practice of Shura under the Prophet (SAW)*

Prophet (SAW) was asked by Allah to consult believers in matters relating to state and government (3:159). The Qur'anic verses relating to shura have differently been interpreted by the classical commentators. Some expressed the view that the Prophet was directed to consult his companions in matters relating to war and peace in order to win over their loyalty and secure their willing cooperation. The most significant of views put forward in this respect is that the Prophet was advised by Allah to consult believers in all the matters where there were no specific injunctions in the Qur'an so that the generations after his demise should follow his precepts in the affairs of the state and government (Al-Tirmizi).

The basic aim of injunctions regarding shura was an eventual and permanent establishment of the institutionalization of the concept of consultation in Islamic Polity. This contention is supported by a tradition from the Prophet (SAW) on the authority of Hazrat Ali (RA). It has been transmitted that the Prophet (SAW) was asked as to what they should do after his demise in matters where they had no clear cut guidance of the Qur'an and Sunnah of the Prophet. To this query, the Prophet of Islam is reported to have replied that they should resolve their matters through mutual counsel, the condition being that the consultants must be men of piety and should have sound opinion.

The Qur'anic verse "obey Allah and obey His Rasul and those in Authority from amongst you. If then you create dispute over a matter, refer it to Allah and His Rasul (4:59)" also implies that besides the book of Allah and the Sunnah of his Rasul there must always exist in the Muslim Umma men of sound opinion (ulu'l amr) possessing acumen in the religious, economic, social and political affairs of the state and government to

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derive rules from the Qur'anic and Sunnah of His Prophet.

The Prophet SAW is reported to have expressed the utility and importance of collective discussion in the following words: "he who consults other in matters will never regret and he who has recourse to interrogation shall not fall into destination"

Al-Qurtabi, besides others, is of the opinion that consultation should take place both in religious and temporal affairs of Muslims.

b) Qur'anic Doctrine of Shura in the Holy Qur'an

It is evident, several documents of shura has been discussed, in the Holy Qur'an. Here below stated "And by the Mercy of Allah, you dealt with them gently. And had you been severe and harsh-hearted, they would have broken away from about; so pass over (their faults), and ask (Allah's) Forgiveness for them; and consult them in the affairs. Then when you have taken a decision, put your trust in Allah, certainly, Allah loves those who put their trust (in Him)". (Qur'an 3: 159). Also another evidence regarding shura can be extract from this verse of the holy qur'an "Those who hearken to their Lord and establish regular prayer; who conduct their affairs by mutual consultation; who spend out of what we bestow on them for sustenance" (42:38).

In given more weight to the evidence of shura in the Holy Qur'an verse, Allah says: "(Pharaoh) said to the chiefs and around him' "this is indeed a sorcerer well versed: his plan is to get you out of your land his sorcery; then what is it your counsel?" (26:35).

c) Hadith (Action and Deeds) of Prophet (SAW) emphasis on that the matter of Participative Management

Prophet (SAW) equally made mention of many opinion on the validation of shura activities. According to Al-Tirmizi, "my Ummah (muslims) cannot agree on error" (Ibn Umar: Al-Tirmizi 2167). This is sufficient evidence that the consultation is mandatory in Islam. In addition participation is guided by divine laws, which is absolutely pure source of knowledge.

Consultation has abundant value in Islam (Daryabadi 1998). If it is ordered to Muhammad SAW, then how much importance will it have on others? Participative management is the continuous involvement of people in decision making. Participatory management means that every member has input and influence over the decisions that affects the organization (Jahnoun 1994). Participatory management improves the effectiveness and capacity of an organization (Bartle 2008). It is a culture rather than a programme. Participatory approach is known as Shura in Islam (Abdus et al 2010).

There are three (3) reasons of giving so much importance to participatory approach (Shura) in Islam. (Abdus et al 2010).

First, in a matter which is related to more than one person, it is unjust that one person takes the decision and ignores others. No one has the right to enforce his own opinion. It is necessary that all those people to whom the matter is related should be consulted. If they are too many, those representatives should participate in the process of consultation.

Secondly, in common affairs, a person tries to enforce his own will due to two reasons; either he wants to snatch the rights of others or considers himself superior than others. From a moral point of view, both of these characteristics are bad for believers. A believer is neither selfish nor arrogant.

Thirdly, it is an important task to decide about the matters which are related to the right and interest of others. A person, who fears Allah (SWT) for his decision, will never take the responsibility on his shoulders alone.

Shura is aimed at building a consensus that will benefit the community or the business that has to make the decision. In case no consensus is reached, voting is resorted too (Jahnoun 1994).

The opinion of the majority is an expression of a higher common mind. This is because; it yields better outcomes than single person opinion. (Izetbegovic, Jahnoun1994). This is a declaration of democratic process. Participatory management is also critical for the motivation of people who are generally more motivated in executing the decisions that they were part of making.

Shura had been a culture during the time Prophet Muhammad SWA and his successors after him. No major decision had ever been make without consultation. In many occasions, Prophet Muhammad's SAW opinion was adopted as it received major support. On the other occasions such as during the battle of Uhud, other opinions received the majority and were subsequently adopted. Prophet Muhammad SWA wanted to stay in his town Madina when he heard that pagans of Makkah were about to attack. But the Prophet SWA decided to go to the mountain of Uhud instead, because the majority of his companions preferred facing their enemy there. In spite of the fact that consultation was a culture during his time, Umar (RA), the second successor of Muhammad SWA, created number of programmes to reinforce this culture. These include the creation of an annual conference for all Muslims during pilgrimage and the establishment of an agency of complaints. Muslims scholars state that consultation shall not be forsaken for any reason. (Abdus et al 2010).

The scope of consultation should be as wide as possible. Umar (RA) was so keen on listening to different opinions that he was seeking the opinions of even juvenile on some critical matters. In one of his saying, Prophet Muhammad SWA summarized the whole religion as an advice: religion is a sincere advice (Sahih Muslim).

Culture of participation of the Prophet's SWA companions resulted in high level of satisfaction and involvement, (Jahnoun 1994). It also induced numerous administrative innovations notably during the time of Umar (Ra). These innovations include building cities of Basra and Koufa in Iraq and creating new department of payroll and documentation where information was gathered and managed. In today's world, business proprietors are realizing the importance of participative decision making and the business proprietors that consult their workers are doing much better that those that did not. Abdus et al (2010).

In Gazwatul-badr Muhammad SWA stopped at one place and the companions who were expert in war affairs asked the messenger of Allah "did you choose this place through revelation or is it your opinion?" "he replied, it is my personal opinion". The companions replied, we should stay close to Badr, because according to war strategy, it is better place. Prophet SWA agreed.

Ethos of consultation in management affairs brings satisfaction, involvement, togetherness and innovation. (Abdus et al 2010).

d) *Characteristics of Management by Shura or Consultative Management*

From the above discussion we should understand some special characteristics of consultative management. These include:

A group of people: Consultation will be practiced by a group of persons. Decisions are not taken by one person alone.

Participative process: Management by consultation is a participative process. All of the members of the consultation participate in discussion and decision making. They can express their opinions without fear or hesitation. Well participation makes the consultation effective and successful.

No over emphasis on person opinion: In shuratic process every member participate s democratically. There is no scope to emphasis any member and his opinion. Every member will be treated equally for the better participation in consultation process.

No discussion before and after the shura: In Islamic consultation there is any provision of discussion before the shura or after the shura. All the discussions and bargaining will be in meeting. Discussion before or after the consultation will hamper the objective of the management by consultative.

Discussion must not be contradictory with qur'an and sunnah: If there is any discussion or decision taken which is contradictory with qur'an and sunnah, the collective consultation will be null and void. Shura is concerned with the basic principle which helps true in Islamic law is that with respect to worship, do what has been prescribed and do not deviate or innovate; while with respect to the general affairs of life, follow what has been commanded, avoid what has been forbidden.

e) *Objectives of the principle of consultation*

Objectives of the principle of consultation taken by the prophet saw are as follows:

1. To teach the consultation policy to the ummah.
2. To arise the realization of mutual unity and solidarity in the mind of organizational members and to motivate them to revive the sense of mutual help.
3. To develop confidence among the members of the organization.

It must be observed that from the very inception of the Islamic policy, Prophet SAW set up the precedent of consulting muslims generally and a few men having acumen in the religious, economic, social and political affairs of the state in particular. (Abdus et al 2010).

III. Methodology

The methodology of any research work is the blueprint for the researchers' activity which specifies how the investigator intends to carry out the study and test the hypothesis. (Bazza & Vandibe 2013). The research design adopted for this work is survey research. Sample of the population was drawn from respondents. Also a sample of respondents was taken from the population of the managers in these firms. These samples were drawn using appropriate sampling techniques and procedures.

a) *Research Objectives*

The general objective of this study is to understand the concept of participative management and Islamic perspective in an organizational setting; their relationship on decision making process in Nigeria. Mainly, the variables to be assessed are the participative management models, Islamic model of participative management, and their holistic area of application in management.

However, the researcher intends to examine the following specific objectives for the purpose of this study.

1. Islamic management perspective on the practice of participative management.
2. To identify how Islamic perspective correlates with participative management style.
3. Examine the impact of the practice of participatory management on the organization.

b) *Research Questions*

1. What is the Islamic perspective on the practice of participative management?
2. How participative management correlates with Islamic perspective in decision making?
3. What is the Impact of the practice of participative management on an organization?

c) Hypothesis

H_0: There is no existence of Islamic management perspective on the practice of participative management.

H_0: There is no correlation between Islamic participative management and conventional participative models.

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

IV. Discussion of Findings

a) Findings

Based on the analysis of the data, it has revealed that Islamic practice encourages participation in decision making process, furthermore, Islamic injunctions encourages participative management model in decision making.

b) Finding

The research showed the participative management model is similar with the Islamic perspective of management, on the other it has revealed participative management and Islamic management are similar in decision making process, even though, organization are not fully incorporating Islamic management in the management of the organization.

c) Findings

The research question was positively answered, this can be affirmed by the respond of the organization which implements participative management style often succeeds in efficiency and effectiveness, it also affirmed that participative management increases job satisfaction among employees, furthermore, participative management model brings job enrichment and productivity, to this end, the changes made towards implementing participative management approach in organization create good understanding between management and staff.

d) Test of Hypothesis

1. H_0: There is no existence of Islamic management perspective on the practice of participative management.

Table 1.1

Table 1	Table 2	Table 3	Total
3	11	6	20
5	13	7	27
9	5	8	22
8	6	6	20
13	3	11	28
38	38	38	117

Table 1.2

Fo	Fe	Fo – Fe	(Fo - Fe)²	(Fo - Fe)² / Fe
3	3	0	0	0
11	3	8	64	21
6	3	3	9	3
5	5	0	0	0
15	5	-10	100	20
7	5	2	4	0.8
9	9	0	0	0
5	9	-4	17	1.9
8	9	-1	2	0.22
8	8	0	0	0
0	8	-8	64	8
6	8	-2	4	0.5
14	13	-1	2	0.15
3	13	-10	100	7.69
11	13	-2	4	0.31
				63.57

Decision Rule

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

Degrees of freedom = (R-1) (C-1) = (6-1) (3-1) = 12. Level of significance = 0.05.

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

Decision

Since the computed value (63.57) is greater than the table value (12.592), therefore reject the null hypothesis and accept the alternate hypothesis. This affirmed that there is existence of Islamic perspective on the practice of participative management.

2. H_0: There is no correlation between Islamic participative management and conventional participative models.

Table 2.1

Table 4	Table 5	Total
25	24	47
12	11	25
1	1	4
0	0	0
0	0	0
38	38	76

Table 2.2

Fo	Fe	Fo – Fe	(Fo - Fe)²	(Fo - Fe)² Fe
25	65.8	-40.8	1664	25.29
24	65.8	-41.8	1747	26.55
12	31.6	-1.2	1.44	0.04
11	31.6	-19.6	0.04	0.001
1	2.6	-1.6	1.21	0.46
1	2.6	-1.6	0.81	0.31
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
				52.651

Decision Rule

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

Degrees of freedom = (R-1) (C-1) = (5-1) (2-1) = 8. Level of significance = 0.05.

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

Decision

Since the computed value (52.651) is less than the table value (12.592), therefore accept the null hypothesis. This affirmed that there is correlation between Islamic participative management and conventional participative models.

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

Table 3.1

Table 6	Table 7	Table 8	Table 9	Total
16	19	19	9	63
19	15	13	11	58
2	3	2	6	13
0	0	0	3	3
1	1	4	9	15
38	38	38	38	152

Table 3.2

Fo	Fe	Fo – Fe	(Fo - Fe)²	(Fo - Fe)² / Fe
16	15.8	0.2	0.04	0.002
19	15.8	3.2	10.24	0.65
19	15.8	3.2	10.2	0.64
9	15.8	-6.8	46.24	2.93
19	14.5	4.5	20.25	1.40
15	14.5	0.5	0.25	0.02
13	14.5	-1.5	2.25	0.15
11	14.5	-3.5	12.25	0.84
2	3.25	1.25	1.56	0.48
3	3.25	0.25	0.06	0.02
2	3.25	-1.25	1.56	0.48
6	3.25	2.75	7.56	2.33
0	0.75	-0.75	0.56	0.75
0	0.75	-0.75	0.56	0.75
0	0.75	-0.75	0.56	0.75
3	0.75	2.25	5.1	6.8
1	3.75	-2.75	2.56	0.68
1	3.75	-2.75	2.56	0.68
4	3.75	0.25	0.06	0.02
9	3.75	5.25	27.56	7.35
				27.722

Decision Rule

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

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

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

Decision

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

V. Conclusion

Participative management is an inevitable mechanism in organizations Shura is encouraging employees' participation in decision making process, particularly increases the frequency and level of workers participation in decision making considering the fact employees are part of the organization. The incorporation of Islamic perspective of management provides holistic approach to participative management. Islamic perspective on management studies is emerging area of research of modern management scholar for true sustainable future. (Abbasi et al., 2010). Consultation decision followers are always committed, loyal, obedience and maximum sacrifices mentality to implement or execution the decision for the organization; On the other part coin, conventional decision making style are practiced taking decision making and execution as a routine work, dedication and sacrifice is rare example in current corporate world. It is concluded that decision making style of consultative management in Islam produces much shared value for all aspect. The consultative management of Islam is effective and viable concept. It is imperative to build organizational environment on components of Islamic value system for successful implementation of Islamic management model. Organizational management demands innovative thinking to deal with variety of problems in global corporate organizations. Islamic management model furnishes five approaches to address any situation at hand. Corporate leaders can have a variety of options to lead and influence their partners, colleagues, customers, employees and other stakeholders. These options range from participatory to consistency approach to management. Islamic management model, being flexible, has the ability to adapt according to the circumstances for optimum achievement of organizations and their people. Therefore, this article motivates corporate leaders to implement Islamic management model particularly in corporate governance. This initiative will help organizations to strengthen their management system.

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Impact of Microcredit Programs on Women Empowerment in Bangladesh: A Comparative Study of Grameen Bank and BRAC

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Abstract- The purpose of this paper is to investigate the effects of microcredit programs on women empowerment in Bangladesh, especially in rural areas, by making a comparative study of Grameen Bank and BRAC. In this study, both primary and secondary data were used. Primary data were collected by a household questionnaire survey in Tangail district. Percentage analysis, cross-tabulation, and paired t-test had been used to analyze and interpret the data. Secondary data were retrieved from different books and magazines, internet and related journals, and project papers. The results showed that microcredit programs of Grameen Bank and BRAC have a significant impact on women empowerment in Tangail district, Bangladesh. The research was limited to Tangail region, and only two NGOs were taken into consideration while collecting primary data. The policymakers can utilize these research findings while making policies on women empowerment. This study will also encourage different other NGOs to broaden their microcredit programs as well as the women to take microcredit and change their fortune.

Keywords: microcredit, women empowerment, NGOS, economic development.

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IMPACTOFMICROCREDITPROGRAMSONWOMENEMPOWERMENTINBANGLADESHACOMPARATIVESTUDYOFGRAMEENBANKANDBRAC

Strictly as per the compliance and regulations of:

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Noman Hasan [α], Sayma Hossain Shetu [σ], Brishti Chakraborty [ρ] & Abdul Gaffar Khan [ω]

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I. Introduction

Women are about half of the total population in Bangladesh and true economic development of Bangladesh, ignoring half of its population is quite impossible. Historically, women in Bangladesh are socially and economically deprived than men. Disparities between men and women exist here in education, health, employment and income generation opportunities, control over assets, personal security and participation in the political process that make women disadvantaged and less empowered, which limits the country's ability to achieve its full potential (MOWCA, 2008). Sarumathi and Mohan(2011) argued that gender discriminating societies experience higher poverty rate, slower economic prosperity, weaker governance, and lower living standard of people. So women empowerment is very much essential as it is strongly related to economic development (Duflo, 2012). Shahnaj Parveen and Ingrid-Ute Leonhauser (2004) showed that the distribution of empowerment indicators show that 83% of the women have a very low economic contribution, 44% have a very low access to resources, 93% have a very poor asset ownership, 73% have a moderate participation in household decision-making, 43% have a highly unfavorable perception on gender awareness and 72% have a moderate to high coping capacity to household shocks. Moreover, women have limited access to investments in skills, knowledge, and lifelong learning compared to the men. Therefore, their active engagement in economic activities is essential for economic growth and nation-building (Duflo, 2012).Women empowerment in Bangladesh through the formal credit programs of the different authorities (banks) is a bit difficult as most of the poor women remained outside of the reach of that credit programs (Hossain, Islam, & Majumder, 2016). Micro-credit programs had been evolved as an effective tool to engage the women in the credit process. Most of the micro-credit programs intentionally target women as they have limited access to credit, have limited access to employment opportunity, have less authority in household decision making and have higher records of loan repayment compared to the men (Rahman, Khanam, & Nghiem, 2017). Thus, women are with low credit risk and are more likely to share the benefits of the credit with their family members, especially their children (Rahman et al., 2017). Micro-credit programs are an effective system, as unlike formal loan provider institutions (banks), these targeted programs make the individual scattered poor women into groups, provide them training facilities, ask them to save a small amount of money, and help them to find a source of employment for generating income (Pitt & Khandker, 1996). That is why women engagement in the labor force was increased to 35.6 percent in 2016 compared to 4 percent in 1974 (The Daily Star, 2018). By considering all these, the main objective of this study is to investigate the effects of microcredit programs on women empowerment in Bangladesh especially in rural areas by making a comparative study of Grameen Bank and BRAC, the two top NGOs in Bangladesh which also have international exposure. The Grameen Bank was formed in 1976 when professor Muhammed Yunus launched a research project to examine the possibility of designing a credit system targeted to the rural poor. In

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October 1983, the project was transformed into an independent bank named the Grameen Bank. In 2006, the Grameen Bank and Muhammed Yunus were jointly awarded the Nobel Peace Prize.The organization is built around a group-based credit approach that utilizes peer-pressure within the group to ensure that the borrowers follow through with their payments. As stated earlier, the government of Bangladesh has fixed the flat interest rate that microfinance institutions can charge at 11percent. The Grameen Bank has a total of 8.39 million active borrowers of whom 97 percent are women. It operates via 2,567 branches in 81,386 villages in Bangladesh (Graflund, 2013). BRAC is as of November 2012 the largest non-governmental organization in the world, measured in the number of people it has helped. It was established in 1972 and is no present in all districts of Bangladesh and Pakistan, Sri Lanka, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Haiti, and the Philippines. BRAC currently serves 4.39 million Bangladeshi individuals, most of who are women. BRAC has two forms of microcredit: one called Progoti, which is given for both men and women, and one called Dabi, which is given exclusively for women. The Dabi microcredit program ranges from USD 50 to 700, given in Taka, and is given in a group setting that is labeled the Village Organization (VO). The VO, each with 30-40 women, function as a platform for poor women to come together, exchange information, and raise awareness on social issues concerning their daily lives. Furthermore, the VO works as an informal guarantor by creating peer pressure in the group for regular repayments. Borrowers repay their loans via weekly installments at a flat interest rate of 11percent during VO meetings held in the borrower's village. These loans are generally used for small operations poultry, livestock, or handicraft (Graflund, 2013).

The rest of the paper is organized as follows-the following section reviews related literature towards the development of hypotheses. The conceptual framework is discussed in section three. Section four and five are followed by methodology, and result and discussion of the study. In section six, conclusion and recommendations are set. Finally, the paper is ended with the limitations of this paper and future research directions in section seven.

II. Literature Review

Khandker and Pitt (1998) showed the impact of microcredit on income using a double-difference approach between eligible and ineligible households and between microcredit program villages and non-program villages by focusing three major microfinance institutions: Grameen Bank, Bangladesh Rural Advancement Committee (BRAC), and Bangladesh Rural Development Board (BRDB). The main finding was that microcredit programs had a positive effect on household consumption, especially for female borrowers. Kabeer (2001) examined the relationship between microcredit and women empowerment by interviewing both female and male microcredit program participants in two provinces in Bangladesh. The conclusion from her study was that women who received microcredit had higher self-worth and better access to capital. Even if participating in a microcredit program in some cases led to a higher workload, the women think positively about their increased contribution to the household income.

Furthermore, she found that in many cases, microcredit increased women's decision-making ability within the household. Goetz and Sen Gupta (1996) surveyed to show the effect of microcredit on women empowerment. A five-point index of loan control was used with the following measurements: full, significant, partial, very limited, and no involvement as an indicator on women empowerment. They found that in 37% of the cases, women retained full or significant control over the loan, and 22% of the cases women had no involvement in the loan process. They also showed that married women compared to unmarried women, had exercised less control over their loans. Hashemi, Schuler, and Riley (1996) found that the Grameen Bank and BRAC had significant positive effects on women empowerment. They chose six villages where the Grameen Bank and BRAC both operate and collected data through participant observation and informal interviews. They used a combination of sample survey data and case study approach to argue that the success of the Grameen Bank in empowering women is due to its strong central focus on credit, and its skillful use of rules and rituals to make the loan program function. Mizan (1993) used an index called the Household Decision Making (HHDM) scale, which was composed of questions on matters such as decision of food purchase, education and marriage of children, expenses on medical for self and husband, the woman's business earnings, purchase and sale of land, hiring of outside labor, purchase of agricultural inputs, the provision of financial support to husband's family and purchase of clothes for self and other household members. He showed that the member of years of borrowing from the Grameen Bank has a positive and significant effect on the HHDM score. Sarumathi and Mohan (2011)used psychological, social, economic indicators to examine the role of microfinance in empowerment in Pondicherry region and revealed that microfinance assisted women in gaining psychological and social empowerment than economic empowerment. King (2008) concluded that microfinance helped to bring poor people out of poverty, although, all microfinance programs are not equally proficient. Malathi and Vijayarani (2012) examined the relationship between microfinance and women empowerment in rural areas of Cuddalore district of Tamil Nadu in India. Chi-square and t-test were performed to analyze the data using 100 sample sizes. Findings of this study revealed that microfinance helped women in gaining empowerment. Empowerment was judged on the basis of economic position before and after joining the SHG program and education respectively. Le and Raven (2015) revealed that microfinance helped many women in their businesses, but had a limited effect on empowering women, creating upward mobility and contributing to long-term economic growth. Sanyal (2009) found that microfinance had a positive influence on women's social capital and normative influence, facilitating women's collective empowerment. Hussain and Nargis (2008) found that the longer a woman participated in microcredit programs, the more employment opportunities she had. Further, there was more scope that she might decide to buy productive and non-productive assets. Naved (1994) showed that women were more active in household decision making and had more control over household income after participating in microcredit programs. Moreover, participation in microcredit programs helped to increase women's welfare and reduce male bias. Aruna and Jyothirmayi (2011) examined the influence of microfinance on women empowerment through regression analysis in Hyderabad, India. Results revealed that microfinance had a significant influence on socio-economic indicators. These indicators were considered as economic position, decision making power, knowledge, and self-worthiness. Sultana and Hasan (2010) conducted a study to know the impact of micro-credit on economic empowerment of rural women at Gazipur district in Bangladesh using stratified random sampling technique. The half sample study of (45 women) had involvement with microcredit program and rest half had no involvement with any other form of micro-credit program. These both groups belonged to the same socio-demographic profile. Results revealed that women involved with micro-credit program were more benefited than the control group. Moyle, Dollard, and Biswas (2006) found that women in income-generating activities gave support to personal and economic empowerment. Pitt, Khandker, and Cartwrighy (2003) found that participation in microcredit programs helped women to have access to financial and economic resources, a significant role in household decision making, greater social networks, greater communication in general and knowledge about family planning and parenting concerns and greater freedom of mobility. Longwe and Clarke (1994) explained women empowerment as an on-going cyclical process having five stages. The first stage was the welfare stage, the second was the access stage, the third stage was the conscientization level stage, the fourth stage was the participation level stage, and the final stage was control stage. This control increased women's power and respect within their households, communities, and societies at large. According to Pillai (1995), women empowerment is an active, multidimensional process which enables women to realize their full identity and powers in all spheres of life. Power is neither a commodity to be transacted, nor can it be given away as alms. Power has to be acquired and once acquired, it needs to be exercised, sustained, and preserved. Stromquist (1995) wrote that empowerment included both cognitive and psychological elements. It involved "women's understanding of their conditions of subordination and the causes of such conditions at both micro and macro levels of society. It involved understanding the self and the need to make choices that might go against cultural and social expectations". Gibb (2008) conducted a study of a microcredit program in the Bolivian Cities La Paz and El Alto. She carried out about 100 interviews, including women beneficiaries and a control group of women with no access to the credit program. The group of beneficiaries was split into a target group (poor women) and a group with higher incomes. She found that the loan program did have a positive effect on the businesses of the women and household assets, but not on the level of education of the children or women's empowerment. Concerning the latter, she looked at how the important decisions in the household were made, and at the division of labor regarding household chores. The most important decisions were made jointly by men and women in all groups, but in the control group, it occurred a bit more often than men took important decisions on their own. On the other hand, men in the control group proved more cooperative in carrying out household tasks than in the groups where women had had access to credit. In this area, women with access to microcredit were not empowered. From the above review of literature and research, it can be rightly stated that very few studies have been conducted in the area of women empowerment through a comparative study. But no study has been conducted through a comparative study of Grameen Bank and BRAC in Tangail District. Thus, the study covering the roles of microcredit on women empowerment and assess the roles of Grameen Bank and BRAC on women empowerment in Tangail District, which opens new areas for further research.

III. Conceptual Framework

Microcredit: Microcredit is a way of delivering loans to poor individuals and is often suggested to be a way out of poverty. Microfinance institutions provide microcredit to individuals via their microcredit programs. In addition, microfinance institutions usually provide saving and insurance services (Graflund, 2013). Microcredit builds on the premise that financial services are needed to make investments in human capital, to smooth out consumption and to overcome unexpected shocks. It can be seen as a solution to include previously excluded poor groups, without access to credit, to the financial market so that they may rise out of poverty by them. Microcredit makes a positive economic cycle possible. Microcredit granted to a borrower is invested, which generates an income. The loan can be then repaid to the microfinance institution, and the borrower may then access another microcredit and eventually increase purchasing power and social recognition (Graflund, 2013). Dobra (2011) argues that microcredit not only opens up the opportunity of self-employment but also contributes to the improvement of the situation for the entire household. Furthermore, it positively affects the social condition of underprivileged individuals by promoting self-confidence and expanding the capacity to play a more vital role in society (Dobra, 2011).

Women Empowerment: The World Bank (2009) defines empowerment as "the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Central to this process is actions which both build individual and collective assets and improve the efficiency and fairness of the organizational and institutional context which govern the use of these assets" (The World Bank, 2009). Amartya Sen (1993) explains that the freedom to lead different types of life is reflected in a person's capability set. A person's capability depends on a variety of factors, including social arrangements and personal characteristics. However, the full accounting of individual freedom goes beyond the capabilities of individual living. For example, if a person fear to choose to live in a certain way, even though she could live that way if she took to, can it be said that she does have the freedom to live that way (Sen, 1993, p. 31, 32). Empowerment is the process that relates to the power of an individual to redefine his or her possibilities and to have the ability to act upon them (Graflund, 2013). Kabeer (1998) further defines empowerment as "the expansion in people's ability to make strategic life choices in a context where this ability was previously denied to them." Accordingly, empowerment is about the improvement of an individual's capabilities to make a difference in their settings, which in turn affects their life. Empowerment also relates to the influence of an individual on social and cultural norms in society. In contrast to many other terms, women's empowerment narrates to a process, a movement from one state to another. Empowerment also includes agency, in which women themselves are actors in the empowerment process. Furthermore, agency implies that women must not only be able to make a decision but be aware of their rights to make it (Kabeer N., 1998)

Microcredit and Women Empowerment: How does microcredit lead to women's empowerment? It enables women empowerment by placing capital in their hands and allowing them to earn an independent income and contribute economically to their households and communities. In theory, women invest the microcredit in their income- earning activity, either in the form of a microenterprise or agricultural production, which increases their control. In other words, involvement in a successful income-generating activity should translate into greater control and economic empowerment. Women's economic empowerment is then expected a lead to increased well-being for themselves and also their families. Furthermore, this economic empowerment is seen as enabling women to renegotiate changes in gender roles, which may lead to social empowerment. Microcredit may also lead to increased women empowerment through increased power in decision-making (Graflund, 2013).

IV. Methodology

Research Design: The research area of this study was Tangail region that's why here used Cluster /Stratified Sampling method for data collection. The processes for the collection of primary data for this study were only questionnaires. The data has been collected by the door to door by women interviewed through a structured questionnaire. The interviews were administered personally, like most of the respondents were illiterate and did't know how to read or write. Same types of questions were asked to all the respondents. All respondents have answered all queries included in the questionnaire.

Sources of Data: For this study, both primary and secondary data has been used. Primary data has been provided by the female members of Grameen Bank and BRAC. The study has included all the female members of Grameen Bank and BRAC in Tangail district who take loans from those organizations. Fifty samples from Grameen Bank and fifty samples from BRAC total of 100 samples have been collected for the research of this study. Secondary data was retrieved from different Books and Magazines, Internet and related Journals, and Project Papers.

Statistical Techniques: In this paper, percentage analysis, cross tabulation, and paired t-test have been used to analyze and interpret the data.

Analysis of the Study: Total of 100 women answered questionnaires. All respondents had received microcredit from Grameen Bank or BRAC. Fifty of the respondents had received credit from Grameen Bank, and other 50 had received credit from BRAC.

V. Result and Discussion

Table 1: Demographic Information

Demography		Grameen Bank Percent	BRAC Percent
Age	20-30	30.0	38.0
	31-40	18.0	32.0
	41-50	38.0	30.0
	51-60	14.0	00.0
Educational qualifications	Illiterate	60.0	44.0
	Primary	38.0	54.0
	Secondary	2.0	2.0
	College	0.00	00.0
	Others	0.00	0.00
Family members	2-4	40.0	50.0
	5-7	54.0	44.0
	8-10	2.0	6.0
	11-Above	4.0	00
Children	0-2	42.0	52.0
	3-5	54.0	44.0
	6-Above	4.0	4.0
Children going to school	Yes	60.0	74.0
	No	40.0	26.0

Source: Survey data

Table 1 shows that most of the women's age of Grameen Bank respondents are in the range of 41-50, and most of the women's ages of BRAC respondents are in the age of 20-30. Total 60 % of the women of Grameen Bank respondents are illiterate, and 38% women have completed primary education. On the other hand, about 54% of the women of BRAC Bank respondents have completed primary schooling and 44% of the women are illiterate. 54% of the Grameen Bank respondents' family members are in the range of 5-7 and the 40% is in 2-4 members. Almost 50% of the BRAC respondents' family members are in the range of 2-4, and then 44% range is in 5-7. About 54% of respondents of Grameen Bank have 0-2 children and 52% of respondents of BRAC have 0-2 children. Most of the respondents' children of both Grameen Bank and BRAC are going to school.

Table 2: Decision-Making Indicators

Decision-Making Indicators		Grameen Bank Percent	BRAC Percent
Expressing opinions freely in the family	Yes	98.0	100.0
	No	2.0	00.0
Make a small purchase (e.g. dress) without consulting husband	Yes	98.0	98.0
	No	2.0	2.0
Have a say in whether to work outside home	Yes	46.0	32.0
	No	54.0	68.0
Have a say in whether to buy or sell property	Yes	78.0	74.0
	No	22.0	26.0
Have a say in whether or not to send children to school	Yes	70.0	90.0
	No	30.0	10.0

Source: Survey data

Table 2 shows that 98% of Grameen Bank respondents can express their opinion freely in the family, where 100% of BRAC respondents can express their opinion freely in the family. Maximum Grameen Bank and BRAC respondents can make a small purchase (e.g., dress) without consulting husband. About 46% of Grameen Bank respondents have a say in whether to work outside the home where 32% of BRAC respondents have a say in whether to work outside home. Majority of respondents of both Grameen Bank and BRAC have a say in whether to buy or sell the property. About 70% of Grameen Bank respondents have a say in whether or not to send children to school where 90% of BRAC respondents have a say in whether or not to send children to school.

Table 3: Ownership of Assets Indicators

Ownership of Assets Indicators		Grameen Bank	BRAC
		Percent	Percent
Land ownership in respondents own name	Yes	26.0	26.0
	No	74.0	74.0
The respondent's personal own property or valuables (e.g. jewelry)	Yes	78.0	78.0
	No	22.0	22.0
Respondent's independent savings	Yes	76.0	70.0
	No	24.0	30.0

Source: Survey data

Table 3 shows that 26% of Grameen Bank and BRAC respondents have land ownership in their name, 78% of Grameen Bank and BRAC respondents have their property or valuables (e.g., jewelry). About 76% of Grameen Bank respondents have independent savings where 70% of BRAC respondents have sovereign savings.

Table 4: Voice indicators

Voice indicators		Grameen Bank	BRAC
		Percent	Percent
Comfortable giving opinion in the presence of husband	Yes	98.0	94.0
	No	2.0	6.0
People in respondent family listen to ideas and opinions	Yes	98.0	96.0
	No	2.0	4.0
People in the village listen to ideas and opinions	Yes	70.0	62.0
	No	30.0	38.0

Source: Survey data

Table 4 shows that 98% of Grameen Bank respondents can give an opinion in the presence of husband comfortably where 94% of BRAC respondents can express views in the presence of husband comfortably. About 98% of Grameen Bank respondents' family people listen to ideas and opinions of respondents where 96% of BRAC respondents' family people listen to notions and opinions of respondents. About 70% of Grameen Bank respondents' village people listen to thoughts and opinions of respondents where 62% of BRAC respondents' village people listen to sentiments of respondents.

Table 5: Mobility Indicators

Mobility Indicators		Grameen Bank	BRAC
		Percent	Percent
Respondents who can move independently	Yes	100.0	100.0
	No	00.0	00.0
Comfortable going to the local market without asking permission	Yes	80.0	72.0
	No	20.0	28.0
Comfortable going to the neighboring village without asking for permission from the husband or other family members	Yes	100.0	100.0
	No	00.0	00.0

Source: Survey data

Table 5 shows that 100% of both Grameen Bank and BRAC respondents can move independently. Majority of Grameen Bank and BRAC respondents can go to the local market without asking permission from the husband or other family members. All respondents of both Grameen Bank and BRAC can go to the neighboring village without asking for permission from the husband or other family members.

Table 6: Percentages of the Purpose of Getting Microfinance by Respondents

Serial No.	Options	Grameen Bank		BRAC	
		Frequency	Percent	Frequency	Percent
1	Household purpose	29	58.0	25	50.0
2	To start business	12	24.0	14	28.0
3	To promote existing business	7	14.0	10	20.0
4	Educational purpose	2	4.0	1	2.0
5	Low rate of interest	00	00.0	00	00.0
Total		50	100.0	50	100.0

Source: Survey data

Table 6 shows that 58% of Grameen Bank and 50% of BRAC respondents take microfinance for household purpose.

Table 7: Reduce Poverty Level

Serial No.		Grameen Bank		BRAC	
		Frequency	Percent	Frequency	Percent
1	To a greater extent	9	18	16	32
2	To some extent	22	44	25	50
3	To low extent	19	38	9	18
Total		50	100.0	50	100.0

Source: Survey Data

Table 7 shows that 44% of respondents of Grameen Bank stated that microfinance had reduced their poverty level to some extent, 38% respondents identified to the low extent and only 18% respondent specified to a greater extent. About 50% of respondents of BRAC listed that microfinance has reduced their poverty level to some extent, 32% respondents stated to a greater extent, and only 18% respondent stated to a low range.

Table 8: Increase Family Income

Serial No.		Grameen Bank		BRAC	
		Frequency	Percent	Frequency	Percent
1	To a greater extent	12	24	11	22
2	To some extent	32	64	37	74
3	Not at all	06	12	02	04
Total		50	100.0	50	100.0

Source: Survey Data

Table 8 shows that 64% of Grameen Bank respondents stated that their family income has increased to some extent, 24% said their family income has improved to a greater extent and 6% said their family income has not augmented after joining Grameen Bank. About 74% of Grameen Bank respondents stated that their family income has greater than before to some extent, 22% said their family income has increased to a greater extent, and 4% said their family income has not better after joining BRAC.

Table 9: Age * Educational Qualification Cross-tabulation (Grameen Bank)

			Educational Qualification			Total
			Illiterate	primary	secondary	
Age	20-30	Count	5	9	1	15
		% within Age	33.3%	60.0%	6.7%	100.0%
		% within Educational Qualification	16.7%	47.4%	100.0%	30.0%
	31-40	Count	5	4	0	9
		% within Age	55.6%	44.4%	0.0%	100.0%
		% within Educational Qualification	16.7%	21.1%	0.0%	18.0%
	41-50	Count	14	5	0	19
		% within Age	73.7%	26.3%	0.0%	100.0%
		% within Educational Qualification	46.7%	26.3%	0.0%	38.0%
	51-60	Count	6	1	0	7
		% within Age	85.7%	14.3%	0.0%	100.0%
		% within Educational Qualification	20.0%	5.3%	0.0%	14.0%
Total		Count	30	19	1	50
		% within Age	60.0%	38.0%	2.0%	100.0%
		% within Educational Qualification	100.0%	100.0%	100.0%	100.0%

Source: Survey data

Table 9 shows that from the Grameen Bank respondents 85.7% illiterate women are in the range of 51-60 ages, 60% of women who passed primary schooling are in the array of 20-30 ages and 6.7% women who passed secondary education are in the age of 20-30.

Table 10: Age * Educational Qualification Cross-tabulation (BRAC)

			Educational Qualification			Total
			Illiterate	Primary	Secondary	
Age	20-30	Count	1	17	1	19
		% within Age	5.3%	89.5%	5.3%	100.0%
		% within Educational Qualification	4.5%	63.0%	100.0%	38.0%
	31-40	Count	9	7	0	16
		% within Age	56.2%	43.8%	0.0%	100.0%
		% within Educational Qualification	40.9%	25.9%	0.0%	32.0%
	41-50	Count	12	3	0	15
		% within Age	80.0%	20.0%	0.0%	100.0%
		% within Educational Qualification	54.5%	11.1%	0.0%	30.0%
Total		Count	22	27	1	50
		% within Age	44.0%	54.0%	2.0%	100.0%
		% within Educational Qualification	100.0%	100.0%	100.0%	100.0%

Source: Survey data

Table 10 shows that from the BRAC respondents 80% illiterate women are in the range of 41-50 ages, 89% of women who passed primary schooling are in the array of 20-30 ages and 5.3% women who passed secondary education are in the age of 20-30.

Table 11: Age * Number of Children Cross-tabulation (Grameen Bank)

			Number of Children			Total
			0-2	3-5	6-Above	
Age	20-30	Count	9	6	0	15
		% within Age	60.0%	40.0%	0.0%	100.0%
		% within Number of Children	42.9%	22.2%	0.0%	30.0%
	31-40	Count	4	5	0	9
		% within Age	44.4%	55.6%	0.0%	100.0%
		% within Number of Children	19.0%	18.5%	0.0%	18.0%
	41-50	Count	7	12	0	19
		% within Age	36.8%	63.2%	0.0%	100.0%
		% within Number of Children	33.3%	44.4%	0.0%	38.0%
	51-60	Count	1	4	2	7
		% within Age	14.3%	57.1%	28.6%	100.0%
		% within Number of Children	4.8%	14.8%	100.0%	14.0%
Total		Count	21	27	2	50
		% within Age	42.0%	54.0%	4.0%	100.0%
		% within Number of Children	100.0%	100.0%	100.0%	100.0%

Source: Survey data

Table 11 shows in 20-30 age range 42.9% women of Grameen Bank have 0 to 2 children, and 22.2% women have 3 to 5 children. In 31-40 age ranges, 19.0% women have 0 to 2 children, and 18.5% women have 3 to 5 children. In 41-50 ages' women, 33.3% have 0 to 2 children, and 44.4% have 3 to 5 children. In 51-60 ages' women, 4.8% have 0 to 3 children, 14.8% women have 3 to 5 children, and 100.0% have six above children.

Table 12: Age * Number of Children Cross-tabulation (BRAC)

			Number of Children			Total
			0-2	3-5	6-Above	
Age	20-30	Count	13	6	0	19
		% within Age	68.4%	31.6%	0.0%	100.0%
		% within Number of Children	50.0%	27.3%	0.0%	38.0%
	31-40	Count	8	8	0	16
		% within Age	50.0%	50.0%	0.0%	100.0%
		% within Number of Children	30.8%	36.4%	0.0%	32.0%
	41-50	Count	5	8	2	15
		% within Age	33.3%	53.3%	13.3%	100.0%
		% within Number of Children	19.2%	36.4%	100.0%	30.0%
Total		Count	26	22	2	50
		% within Age	52.0%	44.0%	4.0%	100.0%
		% within Number of Children	100.0%	100.0%	100.0%	100.0%

Source: Survey data

Table 12 shows in 20-30 age range 50% women respondents of BRAC have 0 to 2 children, and 27.3% women have 3 to 5 children. In 31-40 age ranges, 30.0% women have 0 to 2 children, and 36.4% women have 3 to 5 children. In 41-50 age ranges, 19.2% have 0 to 2 children, 36.4% have 3 to 5 children, and 100.0% have 6 and above children.

Table 13: Paired Samples Test (Grameen Bank)

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Income before join microcredit program - Income after join microcredit program	-.700	.931	.132	-.965	-.435	-5.315	49	.000

Table 14: Paired Samples Test (BRAC)

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Income before join microcredit program -Income after join microcredit program	-.920	.752	.106	-1.134	-.706	-8.655	49	.000

Since the significant value is .000 for both Grameen Bank and BRAC, the hypothesis is accepted. That means there is a positive relationship between income before joining the microcredit program and after joining the microcredit program. Thus the microcredit significantly increases the family income.

VI. Conclusion and Recommendations

Microfinance programs by different NGOs, especially by BRAC and Grameen Bank, are playing an central role in reducing poverty and thus, empowering rural women in Bangladesh. Likewise, other MFIs are also doing well in this regard as like ASA, TMSS, SHAKTI, BURO, and so on. In particular, more than 1000 MFIs are in operation Bangladesh, serving over 85,000 villages, and more than 37 percent of the households have access to microcredit programs (Rahman et al., 2017). However, large 10 MFIs and Grameen Bank represent 87 percent of total savings of the sector and 81 percent of over-all outstanding loan (Bangladesh Bank, 2019). Our study found that microfinance programs have a positive impact on empowering rural women in Bangladesh. Women empowerment about family decision making, ownership of assets, expressing an opinion in the society, free mobility has increased significantly after taking microcredit facilities from MFIs. However, MFIs must monitor the use of loan by female borrowers and make sure that that loan is not misused by their husbands. Moreover, MFIs should assist women by finding different profitable small and medium trade and business areas through market research and surveys and provide technical assistance and training in those particular areas, which will increase loan repayment rate of the women and make them well off. The government should also take different programs like launching technical and vocational training centers for women, facilitating adult education programs, and monitoring interest rate of MFIs.

VII. Limitations and Future Research Directions

There are several limitations to this study. First, the study is conducted in Tangail region collecting data from the members of two big MFIs, e.g., BRAC and Grameen Bank. Future Research may be directed by taking some others MFIs in consideration from different rural areas in Bangladesh. Second, this study takes responses from a small number of respondents which may not reveal the real scenario of rural women empowerment through microcredit. As such, future research should collect data from more respondents. Third, in many cases, it was found that women felt hesitate while responding with the surveyors as their husbands are staying beside them. As a result, they couldn't express real facts regarding different personal and family-related issues.

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Job-Characteristics Dimensions and Employee Continuance Commitment

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Abstract- Effort towards retaining committed of regular non-academic staff has remained a recurrent concern, indicating that, employees' commitment among university workers, could have been compromised. However, even when investigated into, more extrinsic and less intrinsic factors are applied to determine the commitment. Hence, the study approached this gap from job-characteristics dimensions to employee continuance commitment. The cross-sectional survey research design was adopted and, data collected from 377 regular non-academic staff using validated and reliable copies of a questionnaire. Multiple regression analysis was applied as the inferential statistics. Results from multiple regression analysis conducted found that job-characteristics dimensions had a significant effect on employee continuance commitment [$R = 0.726$, $F(5, 371) = 78.081$, $p< 0.05$]. Also, task identity, task significance, and feedback had a significant positive effect on continuance commitment. On the strength of the statistical findings, it was recommended for management emphasize on task identify, significance and, feedback to enable continuance commitment of non-academic staff.

Keywords: continuance commitment, job-characteristics dimensions.

GJMBR-A Classification: JEL Code: J28

JOBCHARACTERISTICSDIMENSIONSANDEMPLOYEECONTINUANCECOMMITMENT

Job-Characteristics Dimensions and Employee Continuance Commitment

Umukoro, J. E. α & Egwakhe, A. J σ

Abstract- Effort towards retaining committed of regular non-academic staff has remained a recurrent concern, indicating that, employees' commitment among university workers, could have been compromised. However, even when investigated into, more extrinsic and less intrinsic factors are applied to determine the commitment. Hence, the study approached this gap from job-characteristics dimensions to employee continuance commitment. The cross-sectional survey research design was adopted and, data collected from 377 regular non-academic staff using validated and reliable copies of a questionnaire. Multiple regression analysis was applied as the inferential statistics. Results from multiple regression analysis conducted found that job-characteristics dimensions had a significant effect on employee continuance commitment [$R = 0.726$, $F_{(5,\ 371)} = 78.081$, $p < 0.05$]. Also, task identity, task significance, and feedback had a significant positive effect on continuance commitment. On the strength of the statistical findings, it was recommended for management emphasize on task identify, significance and, feedback to enable continuance commitment of non-academic staff.

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I. Introduction

Continuance commitment commentary has engendered several debates as to whether employees stay and perform optimally in an organization as a result of intrinsic and or extrinsic factors. Interestingly, the uniqueness, dynamism, and complexity of man are unfathomable and unpredictable, and the same can equally refer to what triggers an individual's commitment (Brumley, 2014).Globally, academics, business operators, and administrators for over a decade, are increasingly acknowledging employees' commitment as a factor in attaining organizational goals (Nzewi, Chiekezie, Ekene, Raphael, & Ebuka, 2017; Shahid & Azhar, 2013). However, context observations and workplace practices within and among different industries have hybridized to depict commitment problems as turnover, absenteeism and sub-optimal performance (Ebeh, Uhiara, Sydney-Agbor, & Nwankwo, 2013; Gupta, Shaheen, & Reddy, 2017).

According to Allen and Meyer (1990), continuance commitment is based on the costs that employees associate with leaving the organization, and it could be dependent on extrinsic and or intrinsic factors. Mouhamadou, Peter, and Moussa (2016) noted that continuance commitment occurs when employees stay in the organization because of the recognition of the costs associated with leaving the organization. Therefore, the economic cost of leaving the organization could predict continuance commitment. Nevertheless, Allen and Meyer (1991) claimed that continuance commitment could be influenced either by monetary rewards (Aina, Adeyeye, & Ige, 2012), structure (Ardrey, Pecotich, & Ungar, 2001), withdrawal intentions (Ortiz & Lau, 2011), and or human resource management practices (Shahid & Azhar, 2013). However, Ebeh, Uhiara, Sydney-Agbor, and Nwankwo (2013) argued that, employee commitment may not only be as a result of the organization type and benefits but, the inherent characteristics of the job such as aspects of the task the employee is engaged in, the degree to which the job is defined and is under the control of the employee.

Job characteristics also referred to as job enrichment or job design (Magaji, Akpa, & Akinlabi, 2017; Salau, Adeniji & Oyewunmi, 2014), allows employees more control and responsibility for how their job is performed subject to knowledge, skills and ability (Egwakhe, 2014). Thus, achieving job characteristics involve redesigning of jobs in a way that increases the opportunities for an employee to experience feelings of responsibility, achievement, growth, recognition, autonomy, the significance of the job, feedback in the work setting and having better control(Magaji, 2015). However, Akeke, Akeke, and Awolusi (2015) and Herzberg (1959) claimed that every job must have five core dimensions which are, skill variety, task significance, task identity, autonomy, and feedback to achieve job characteristics.

Contextually, though many institutions, including educational institutions' assertion are that employees are their greatest asset and agents of success, the notion of employee continuance commitment, which is a dimension of commitment is often overlooked. Also, the lack of commitment to work has remained one of the quality values deficient among most personnel in higher educational institutions (Egwakhe & Osabuohien, 2009; Kiiza & Picho, 2015). Reports of nonchalant attitude to work, laxity, mediocrity, and ineptitude reigns highly among most staff members in Nigerian universities (Akinsanya & Oludeyi, 2013; Oludeyi, 2015). The problem becomes more worrisome as reports of issuance of certificates with incorrect bio data, missing scores, upgrading of failed grades at

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result computation level, hiding failed grades and selling of grades, is on the increase(Amune, 2015;Asiyai, 2015).Such attitude could have contributed to the reported fall in the standard of education and rapid knowledge declination currently experienced among Nigerians(Nigerian Institute of Personnel Management, 2012; Okebukola, 2015; Okojie, 2016; Oludeyi, 2015; Philips Consulting, 2014).

Regrettably, studies have shown that similar crisis earlier highlighted is gradually creeping into the operations in private universities (Amponsah & Onuoha, 2015; Magaji, Akpa, & Akinlabi, 2017; Oludeyi, 2015). Consequently, since several studies conducted on employee commitment in various sectors have applied extrinsic factors such as reward and benefits, salary, training and development, and promotion (Aina, Adeyeye, & Ige, 2012; Oyelere, Opute, & Akinsowon, 2015; Umoh, Mamn, & Mnim, 2014); researchers have demonstrated the need for more studies on employee commitment using intrinsic factors such as, job characteristics (Awolusi, 2013; Magaji, 2015; Oludeyi, 2015), in universities and other sectors. Hence establishing scope and unit of analysis gaps. It is on this premise that this work investigated whether job characteristics dimensions could affect employee continuance commitment in selected private universities in Ogun State Nigerian. The work is organized into a literature review after the introduction, methodology, presentation of results, conclusion, and recommendation.

II. Literature Review

Conceptually, Stebbins (1970) and Wang, Indridasson, and Saunders (2011) referred to continuance commitment as what is preventing a person from changing to another. Zopiatis, Constanti, and Theocharous (2014) described continuance commitment as a psychological state that is different from value commitment since it is not as a result of the presence of rewards rather, it is from the presence of penalties which are associated with leaving a position. Oludeyi (2015) affirmed that continuance commitment had been shown to affect individuals' intention to keep their position and stay as a part of a project or organization as, Enyia (2016) noted that people have the knowledge of the economic concerns associated when leaving a position or organization. Umoh *et al*. (2014) argued that, as against the submission of Stebbins (1970), the costs associated with leaving an organization might include a wide variety of entities, some of which are measurable and others which are more intangible. Hence continuance commitment could develop out of the perceived cost (benefit against loss), and requires that the employee should be aware of these benefits and losses.

Job characteristics involve ensuring that a job is designed to motivate and enhance performance (Magaji, 2015). Salau*et al*. (2014) claimed that job characteristics is a design of job that increases the volume of employees' autonomy, control, skill varieties and responsibility which invariably helps to reduce rigidity, tediousness, and lack of creativity. Davoudi and Mehdi (2013) proposed job characteristics as 'vertical loading' of a job implying that an enriched task which depicts the character of the job should provide a range of tasks to be carried out with an adequate feedback mechanism, encouragement, and communication. As a result, job characteristics allows the employee to work innovatively and accordingly because of the expansion of role and responsibility (Obi-Nwosu, Chiamaka, & Tochukwu, 2013). However, Hackman and Oldham (1975) posited that variety, autonomy and decision authority are three ways of adding challenge to a job, while job enrichment and job rotation are the two ways of adding variety and challenge. Thus Vijay and Indradevi (2015) asserted that for a task to be referred to as enriched it should have the five job enrichment dimensions which include: skill variety, task identity, task significance, autonomy, and feedback.

a) Skill variety

Skill variety refers to the degree to which the job requires different skills and talents. Derek and Laura (2000) opined that movement of employees from one task to another within a particular organization and allowing workers to adopt a variability of tasks in their work helps in avoiding repetitiveness, dullness, and boredom. Several researchers have claimed that when a variety of skills are necessary to complete a task and those skills are perceived to be of value to the organization; employees find their work to be more meaningful (Bratton, 2007; Magaji, 2015). As a result, an employee can draw from several different skills and abilities as well as upon a range of knowledge (Ali & Aroosiya, 2010). Thus, whereas a job that has limited skill variety is likely to be less stimulating and may result in boredom, jobs that are high in skill variety are perceived by employees as more challenging because of the range of skills involved (Kemboi, Biwott, Chenuos, & Rutto, 2013; Pee, 2011). However, very high skill variety may deplete employees' mental resources and lead to mental overload and increase job pressure (Chen & Chiu 2009). The above assertions were corroborated by Awolusi (2015) that despite the advantages of skill variety, the strategies implemented in achieving skill variety have to be prudently weighed.

b) Task Identity

According to Choge, Chepkiyeng, and Chelimo (2014), task identity is defined as the extent to which an individual can complete a whole and identifiable piece of work. Scholars have opined that employees who work on a tiny part of whole work are unable to identify their contribution to the task, however, when tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established (Hasebur & Sheikh, 2014; Lunenburg, 2013). Lunenburg (2013) indicated that task identity creates a sense of responsibility for completion that acts as a motivational driver and increased commitment. Omid and Alborz (2014) added that it assists employees in understanding the link between the jobs assigned to them and other activities in the organization. As a result, task identity is a critical element of employee personal and workout outcomes since the entire job is viewed from a holistic view and not viewed for its components (Nyabundi & Kagiri, 2016). Thus employees working in jobs with low task identity feel that they lack personal accomplishment, feel bored, and perceive their jobs as meaningless (Nyabundi, & Kagiri, 2016;Pee, 2011). However, when task identity is very high, employees are likely to feel solely accountable for the results of their work and this may result in stress and negatively impact commitment (Pee, 2011; Nyabundi & Kagiri, 2016).

c) Task Significance

Scholars defined task significance as the degree to which the job has a substantial impact on the lives or work of other people, both in the immediate organization or in the external environment (Choge, Chepkiyeng, & Chelimo, 2014; Lunenburg, 2013). Academics have claimed that if employees understand the significance of their tasks, they will seek to increase their capabilities and learning. Such individuals continually desire to improve their work knowledge to maintain the value of their job. (Omid & Alborz, 2015). Consequently, Salau*et al*. (2014) asserted that task significance centers on how essential the task is to the overall efforts of the organization both locally and internationally. Hence, when task significance is very high, it will serve as a driving force and motivational tool for employees to increase and exert more efforts on the job (Lynton & Pareek, 2000). Accordingly, Fourman and Jones (1997) submits that familiarization of the workers with how different fragment of the organization works collectively, be aware of what the end product is, what it does and who uses it, since an organization is a “system” that depends on the performance of each segment operated by various employees is paramount.

d) Autonomy

Sisodia and Das (2013) defined job autonomy as the extent to which employees have a say in scheduling their work, selecting the equipment to be used, and deciding on procedures to be followed. Several scholars have claimed that job autonomy refers to the extent to which an employee can determine the pace, sequence, and methods to accomplish the job (Magaji, 2015; Naqvi, Ishtiaq, Kanwal, & Ali, 2013; Volmer, Spurk, & Niessen, 2012). Salau*et al*. (2014) claimed that autonomy reflects the degree of liberty, freedom, independence, impartiality, objectivity, and administrative ability the employee has in completing the task assigned. Hence, increased job autonomy enables employees to break out of a routine and to find the best solution, gives employees the opportunity to try out new and useful combinations of work procedures (Wang, Lin,& Chu, 2011). However, some scholars argued that job autonomy is different from freedom; as the latter refers to people's opportunities to make a judgement at work and to choose which tasks to accomplish (Cohen-Meitar, Carmeli, & Waldman, 2009; Naqvi *et al.*, 2013). Nevertheless, whether autonomy or freedom, Volmer*et al*. (2012) claimed that employees have many more opportunities provided by job characteristics to develop new and useful ideas and to demonstrate originality at work.

e) Feedback

Hellriegel and Slocum(2011) opined that job feedback is the degree to which carrying out the work activities required by the job provides the individual with direction and clear information about the effectiveness of the individual’s performance. However, feedback can be positive or negative, but it is best when it is balanced appropriately (Lunenburg, 2013). As a result, feedback should frequently occur rather than be delayed until the annual evaluation meeting. Sole (2009) claimed that feedback does not stop until it goes further to communicate back to the employees. Employee’s evaluation through appropriate feedback mechanism to a considerable extent help employees to monitor progress within the organization to carry out duties, tasks, and responsibilities and this feedback can be made available on a daily, weekly, monthly, and quarterly basis (Kemboi*et al.,* 2013). Therefore, Salau*et al*. (2014) affirmed that feedback in return should not just be every year but also as frequent and timely as possible to maintain and sustain performance and measure commitment. However, whereas too much feedback may have a negative effect, too much negative feedback can threaten an employees’ sense of competence while too much positive feedback can cause an employee to feel ingratiated (Kemboi*et al.*, 2013).

Empirically, previous studies have provided evidence of strong correlations between dimensions of job characteristics and the commitment of employees (Don-Solomon& Luke, 2016; Volmer*et al.*, 2012). Other studies found that employees, who are more productive and can stay longer on the job, were able to highlight higher commitment ratings as a result of job satisfaction and job design(Azeez*et al*., 2016; Velnampy & Sivesan, 2012).However, some studies provided evidence of only a few dimensions of job characteristics significantly related to the commitment of employees’ dependent on the type of organization, type of job, and position (Kónya, Matić, & Pavlović, 2016);as studies have shown that a low commitment has is associated with low levels of morale (Fika, Ibi,& Abdulrahman, 2016; Ushie, Agba, & Okorie, 2015).

Further, previous studies have shown that employees working in jobs with high task significance believe that their actions benefit others (social impact) and valued by others (social worth) (Grant 2008; Salau*et al*., 2014). In line with these findings, Pee (2011) found that task significance is positively related to employee commitment; while high levels of job control and autonomy are negatively linked to role conflict and role ambiguity (Spector, 1986). Conversely, employees with less job autonomy have only pre-defined strategies to fulfill tasks (Humphrey *et al*., 2007). Saragih (2011) added that previous researches have used job autonomy to predict and test the effects of job design on work outcomes and found a consistent positive relationship between job autonomy and work outcomes. However, research on job autonomy has left several questions unanswered. Further, Salau*et al*. (2014) postulated that several researchers have submitted that, the use of skill variety serves as a means of retaining, motivating, enhancing and sustaining commitment in workers (Davoudi & Mehdi, 2013; Fourman & Jones, 1997). Noor Harun (2010) found that work-related variables such as role clarity, job autonomy, and feedback, all were found to be correlates of employee commitment.

Theoretically, the Two-Factor Theory (T-FT) by Frederick Herzberg in 1959 and Job Characteristic Model (JCM) by Hackman and Oldham in 1976 focused on job characteristics variable. While the Two-Dimensional Commitment Theory by Cohen (2007) focused on commitment. The theories proposed that some factors in the workplace cause job satisfaction, while a separate set of factors cause dissatisfaction. That, often, work should be arranged as job enlargement, rotation and or enrichment to create the opportunity for employees to take part in planning, performing, and evaluating their work. Also that removing some of the control management has over employees and increasing the accountability and responsibility workers have over their work would eventually, increase employee autonomy. Further, an individual's intentions and general perceptions of commitment were developed in the socialization process and were influenced by personal beliefs, values, expectations about the job and prior experiences before entry into the organization since, socialization is mostly influenced outside work (pre-entry into institution) (Wei Bo, Kaur, & Jun 2010). Inferring that as a result of the personality and socialization process of an individual, whereas skill variety, task identity, task significance, autonomy, and feedback could have a positive and significant effect on continuance commitment for an employee it may not be the same for another employee.

III. Methodology

This work adopted the cross-sectional survey research design to attempt to understand a particular population at a time and to ensure that the amount of uncertainty characterizing a decision in a situation is clearly defined through highly structured approach (Zikmund, Babin, Carr, & Griffin, 2012). The decision to use cross-sectional survey is consistent with the study of Onabajo(2011) and Oyelere *et al.*,(2015)which focused on organizational commitment among employees of Nigerian public sector as a developing nation perspective. Bell-Ellis, Jones, and Longstreth (2015) applied similar design to determine, spirit at work in faculty and staff organizational commitment among secular and faith-based employees in selected universities in the United States. While Magaji, Akpa, and Akinlabi (2017) assessed the effect of job enrichment on employee commitment. The study was conducted in Ogun State since the State has the highest number of private universities in Nigeria (NUC, 2018), as there are twelve (12) private universities.

Six (6) private universities was selected for proportionate distribution. The six (6) private universities were selected based on year of establishment (accredited universities from 5 years and above - 1999 to 2012), and ranking on JAMB's 2017 statistics, which considered academic stability, popularity, affordability, available facilities and quality of academic/non-academic staff in determining applicants' choice of preferred universities as gathered by the Economic Confidential, 2017. The selected private universities were, Covenant University in Ota (ranked 1st), Babcock University in Ilshan-Remo (ranked 2nd), Bells University in Ota (ranked 20th), Crescent University in Abeokuta (ranked 35th), Crawford University in Igbesa (ranked 36th) and McPherson University in Sotayo, Seriki (ranked 41st), Ogun State, Nigeria. The target population consisted of 2,604 regular non-academic staff as of January 2018 (Administrative offices of the selected private universities Human Resource, 2018).

A sample size of four hundred and thirty (430) constituted the sample size determined by utilizing the formula developed by Krejcie and Morgan (1970) for sample determination for a finite population. The study adopted a multiple-stage sampling technique. The research was conducted through a well-structured questionnaire from regular non-academic staff to obtain large amounts of data needed from a large number of people in a short period, to quantified data to compare and contrast other researches, to measure change, and add to empirics. Items in the questionnaire were adopted and adapted because the questionnaire have been used in different countries and industries.

The pilot test conducted was on the questionnaire along with validity and the reliability test. Content, criterion, and construct validity were established (Fornell & Larcker, 1981) to determine the reliability of the instrument. The face content or face validity (scale's validity) was applied to measure how well the content of the research measurement instrument measures what it is designed to measure. The construct validity was addressed through the review of literature; adopting and adapting instruments used in previous research that has been critically reviewed and validated (Skill Variety (α) = 0.71, Task Identity (α) = 0.89, Task Significance (α) = 0.86, Autonomy (α) = 0.79, Feedback (α) = 0.71, and Continuance Commitment (α) = 0.73)(Allen & Meyer, 1990;Hackman & Oldham, 1975; Morgeson & Humphrey, 2006). While the criterion validity was used to measure the ability of the research instrument to predict future outcomes. The reliability result through Cronbach's alpha coefficient from the internal consistency test revealed (α) = 0.871 (with the lowest being 0.723; and the highest 0.895). Based on the results of the pre-test result as depicted bythe Cronbach's alpha that was greater than (>) 0.70 and closer to 1.0 (Livingston, 2018; Nunnally, 1978), the structured questionnaire was considered reliable. The work used primary data sourced from the sampled private universities and analyzed by using descriptive and inferential statistics through Statistical Package for Service Solutions SPSS 21.0.The research model framework reviewed the variables in this work on the effect and relationship between the independent and dependent variables. In light of the model, the multiple regression equation was established based on the dimensions of job characteristics. Hence the model was formulated about the research objective as stated below:

$$Y = f(X)$$

Where:

Y = Employee Continuance Commitment (ECC)

X = Job Characteristics Dimensions (JCD)

Where: x_1 = Skill Variety (SV)

x_2 = Task Identity (TI)

x_3 = Task Significance (TS)

x_4 = Autonomy (AT)

x_5 = Feedback (FB)

The functional relationship of the model is presented as:

$\sum SV+TI+TS+AT+FB = JCD$ ____________________ Hence

$$ECC = a_0 + \beta_1 SV_i + \beta_2 TI_i + \beta_3 TS_i + \beta_4 AT_i + \beta_5 FB_i + \mu i$$

Where: β_0 = Constant term

β_1 = Coefficient of skill variety

β_2 = Coefficient of task identity

β_3 = Coefficient of task significance

β_3 = Coefficient of autonomy

β_3 = Coefficient of feedback

μ = Error term (Stochastic variable).

The multiple regression analysis was used to test the hypothesis at 95% confidence interval.

IV. Results and Discussions

The retrieved copies from the administered four hundred and thirty (430) questionnaires was three hundred and seventy-seven (377) which represented a response rate of 87.7%, The study assumption was that, job-characteristics dimensions (skill variety, task identity, task significance, autonomy, feedback) have no significant effect on employee continuance commitment. Therefore, to test the formulated hypothesis, a multiple regression analysis was done by the researcher, as presented in Table 4.1.

Table 4.1: Summary of evaluation statistics of multiple regression analysis between Job-Characteristics Dimensions and Employee Continuance Commitment

Variable	Correlation Coefficient (R)	Coefficient of Determination (R^2)	P – value	Constant	Parameter estimate (B)	T-value	F-value
Joint Results (FWB & SW)	0.716[a]	0.513	0.000	-.858		-2.615	78.081
Individual Results	Beta						
Skill Variety	-.088		.075		-.138	-1.783	
Task Identity	.118		.023		.207	2.286	
Task Significance	.158		.004		.249	2.932	
Autonomy	.119		.064		.184	1.934	
Feedback	.474		.000		.578	8.163	

b. Predictors:(Constant), Job Characteristics (Feedback, Skill Variety, Task Identity, Task Significance, Autonomy)

Source: Field Survey, 2018

Source: Results extracted from Regression tables (see appendix I)
Number of companies: 377
Level of significance 0.05 (5%)
Significant at $p < 0.05$

a) *Interpretation*

The multiple regression aggregate results in Table 4.1 showed that the relationship between job characteristics dimensions (skill variety, task identity, task significance, autonomy, feedback) and employee continuance commitment was strong, positive and statistically significant [R = 0.726, $F_{(5, 371)}$ =78.081, $p <$ 0.05]. Moreover, the goodness of fit model presented in Table 4.1 shows that with Adjusted R^2= 0.506, implies that about 50.6% variation in employee continuance commitment is explained by variations in job characteristics dimensions. This relatively high moderate association is attributed to the fact that job characteristics dimensions yielded some equivalent results in terms of employee continuance commitment. However, the model failed to explain 49.4% of the variation, meaning that there are other factors associated with employee continuance commitment which were not fitted in the model and thus, the study assumption which states that job-characteristics dimensions (skill variety, task identity, task significance, autonomy, feedback) have no significant effect on employee continuance commitment is hereby rejected.

Further, Table 4.1presents result of individual multiple regression analysis. The results revealed that out of the five job characteristics dimensions, task identity [β = 0.118, t = 2.286, p = .023], task significance [β = 0.158, t = 2.932, p = 0.004] and feedback [β = 0.474, t = 8.163, p = 0.000] have positive and statistically significant effect on employee continuance commitment. Autonomy [β = 0.199, t = 1.934, and p = .064] have positive but no significant effect on employee continuance commitment. While skill variety [β = -0.088, t = -1.783, and p = .075] have negative and no significant effect on employee continuance commitment.

The model equation parameter estimate depicting good fit for Job Characteristics dimensions (skill variety, task identity, task significance, autonomy, and feedback) and Employee Continuance Commitment is, therefore;

ECC = -0.858 + 0.207TI + 0.249TS + 0.578FB

Where:

ECC = Employee Continuance Commitment

TI = Task Identity

TS = Task Significance

FB = Feedback

The regression model equation indicates that β_0 is -0.858 when X = 0. The value -0.858 implies that statistically without job characteristics dimensions, there seem to be a negative effect on employee continuance commitment. Further, the coefficient (parameter estimate) results indicates that on job characteristics dimensions, for one-unit increase in task identity, task significance, autonomy and feedback; employee continuance commitment increases by 0.207, 0.249, 0.184, 0.578 units respectively (that is, statistically, employee continuance commitment will increase by 20.7%, 24.9%, 18.4%, and 57.8% respectively). Indicting that statistically, based on data retrieved for this study and analyzed, of the five job characteristics dimensions only task identity, task significance, and feedback have a positive effect on employee continuance commitment. However, the aggregate result from the multiple regression analysis as earlier stated [R = 0.726, $F_{(5, 371)}$

=78.081, $p < 0.05$] indicates that job characteristics dimensions have a significant effect on employee continuance commitment.

b) Discussion of Findings

The findings in Tables 4.1 revealed that job-characteristics dimensions (skill variety, task identity, task significance, autonomy, feedback) have a significant effect on employee continuance commitment in selected private universities in Ogun State. Whereas the aggregate result (ANOVA) agreed with the findings from previous studies conducted in universities that, job enrichment is a strong predictor of work-related attitudes as, there is a positive correlation between job depth, core job dimension elements of job enrichment, workers' commitment and performance (Oludeyi, 2015; Salau*et al*., 2014), there were disparities in the individual regression result (Coefficients). However, Velnampy and Sivesan (2012) claimed that employees who are more productive and stay longer on the job were able to highlight higher commitment ratings as a result of job enrichment. Faraji*et al*. (2015) affirmed that individual's job characteristics have a positive and significant influence on commitment such that employees' commitment can be increased through redesigning and enriching employees' job.

The individual coefficient results for the study hypothesis revealed that while, skill significance, task identity, and feedback had a positive and significant effect, autonomy and skill variety had no significant effect on employee continuance commitment although, autonomy, had a positive link with employee continuance commitment. Supporting these findings, Magaji (2015) found that employees with greater job autonomy feel responsible for jobs done and perform better when there is freedom, autonomy, and opportunity to decide what and how to perform and accomplish their jobs. Kariuki and Makori (2015) supported the study findings that people whose work is autonomous, experience a feeling of responsibility and are more likely to invest effort into their work, even in the face of obstacles. Nevertheless, though such feelings of self-worth as a result of having autonomy on the job can generate high levels of engagement having too much autonomy can backfire on commitment (Kariuki & Makori, 2015). The submissions in this discussion could be the reason, although autonomy had a weak positive relationship, it has no significant effect on employee continuance commitment in this study. It could be that since employees with more continuance commitment focus more on the economic benefits they stand to gain and are less concerned about the freedom the job offers hence they are obligated to stay in the institution.

Further, Bratton (2007) pointed out that when a variety of skills are necessary to complete a task, and those skills are perceived to be of value to the organization, employees find their work to be more meaningful. Aina and Omoniyi (2014) added that one way to achieve task variety is through job rotation that is, moving employees from job to job within the institution, thus allowing employees a variety of tasks in their work and helping to prevent boredom. Magaji (2015) supported Bratton (2007) and Aina and Omoniyi (2014) that, using only one skill to do the same task repeatedly can be boring, typically causing the employee's productivity to decrease after a period. Nevertheless, skill variety does not guarantee continuance commitment. Consequently, since findings in this study revealed that skill variety is not statistically significant on employee continuance commitment, could imply that skill variety will not determine perceived sunk costs (Oludeyi, 2015), as employees with continuance commitment are committed to the job not because of the skill variety required but as a result of either personal investments or what they stand to gain.

Consistent with this study finding is the work byprevious scholars that there is a positive relationship between task identity and commitment of employees (Davoudi & Mehdi, 2013; Lunenburg, 2013; Salau*et al*. 2014). Further, Steger*et al.*(2013) found that perceptions on task significance could be enhanced by redesigning work such that it could be manipulated through interactions with people as task significance enables employees job to have a substantial impact on the lives of other people whether inside or outside the organization environment. Also, studies have consistently demonstrated that task significant work is especially meaningful and positively affects commitment (Allan*et al*., 2014; Nzewi*et al.,* 2017), as high task significance could serve as a driving force and motivational tool to increase and exert more efforts on the job (Lynton & Pareek, 2000; Omid & Alborz, 2015).

Additionally, Mone and London (2010) discovered that the absence of feedback mechanism generates job dissatisfaction among employees as the system is seen as ineffective and unfair hence increasing employees desire to leave. Likewise, Lunenburg (2013) affirmed that job feedback give employees knowledge of the actual results of work activities, and such knowledge improves the individuals' effectiveness and continuance commitment. Therefore, Kónya*et al*. (2016) asserted that job characteristics has a positive effect on the varied dimensions of commitment. More so, according to the Job Characteristic Model (JCM) by Hackman and Oldham (1976), the ability of the person to make a psychological connection with the job defined the influence of the task on the person. Consequently, selected personality characteristics could influence individual perceptions, which then determined whether intrinsic aspects of the job would be motivational or not.

V. Conclusion and Recommendations

Following the data analyzed and findings established the study results showed that job characteristics dimensions had a statistically significant positive effect on employee continuance commitment. However, the individual coefficient results revealed that out of the five job characteristics dimensions, task identity, task significance, and feedback had a positive and significant effect on employee continuance commitment. Autonomy had positive but was not significant; while skill variety had a negative and no significant effect on employee continuance commitment. On the strength of the statistical findings, it was recommended for management emphasize on task identify, significance and, feedback to enable continuance commitment of non-academic staff. Also, future researchers should extend the study to public universities and academic staff in both private and public universities.

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Appendix I

Multiple Regression Analysis Results for job-characteristics dimensions and employee continuance commitment

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716[a]	.513	.506	.64744

a. Predictors: (Constant), Job Characteristics (Feedback, Skill Variety, Task Identity, Task Significance, Autonomy)
Source: Field Survey, 2018

(b) ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	163.648	5	32.730	78.081	.000[b]
	Residual	155.513	371	.419		
	Total	319.161	376			

a. Dependent Variable: Employee Continuance Commitment
b. Predictors: (Constant), Job Characteristics (Feedback, Skill Variety, Task Identity, Task Significance, Autonomy)
Source: Field Survey, 2018

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.858	.328		-2.615	.009
	Skill Variety	-.138	.077	-.088	-1.783	.075
	Task Identity	.207	.091	.118	2.286	.023
	Task Significance	.249	.085	.158	2.932	.004
	Autonomy	.184	.095	.119	1.934	.064
	Feedback	.578	.071	.474	8.163	.000

a. Dependent Variable: Employee Continuance CommitmentSource: Field Survey, 2018
Number of respondents: 377
Level of significance 0.05 (5%)
Significant at $p < 0.05$

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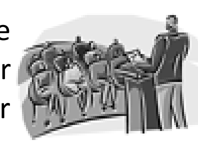

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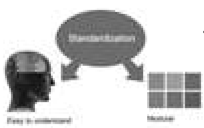

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MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value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

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

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

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

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

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

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

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

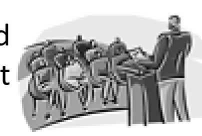
Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

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

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

The Institute will be entitled to following benefits:

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



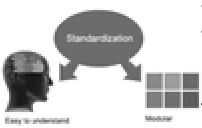
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

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

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

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

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



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

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

"

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

"

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

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Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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

Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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

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