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PERCEIVED ORGANIZATIONAL SUPPORT VERSUS COMPENSATION FOR EMPLOYEES' SATISFACTION IN BANKS OF PAKISTAN

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Abstract

Satisfied workforce is a prerequisite for the success of organizations. Current research focuses on finding a perfect way of keeping employees satisfied by comparing perceived organizational support and 'compensation and reward' in the banking sector of Pakistan. In order to fulfil this objective, data was gathered from 100% employees of each of the 72 branches which were selected by using simple random sampling technique. Survey based on structured questionnaire was made. 400 questionnaires were distributed out of which 347 were returned, quoting a response rate of 87%. In order to analyze gathered data, SPSS 21 was used. Pearson's correlation and simple linear regression were used for testing hypotheses. Results displayed that both perceived organizational support and compensation play role in increasing job satisfaction but there is dominancy of one factor in this regard. Findings will not only enable banks to have satisfied employees but also satisfied customers.

Keywords: Perceived organizational support, compensation and reward, job satisfaction.

Introduction:

In the new organizational era, organizations need to be very competitive for their survival in market (Zia-ur-Rehman, 2012) for which
the most essential thing is to get best out of employees (Singh and Singh, 2010). In this regard, perceived organizational support (POS) and 'compensation and reward' (CR) seems important as they hold significant value among employees. Mustapha (2013) stated that compensation is employees' priority during job hunting activities as everyone is facing difficulty in meeting their basic needs. Danish (2013) further added that once their hunt is completed and they enter in an organization their contribution depends upon the fact how much they are supported.

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Keeping in view the significance of perceived organizational support and compensation for employees, current study involves comparing these two in finding solution to problem of employees' dissatisfaction in the banking sector of Pakistan which as per Ansari (2007) is the major contributor towards economic growth and development of a country but even in 21st century is suffering from ignorance towards managing human resource (Saleem et al., 2012). Job satisfaction (JS) can be defined as the degree of likeliness of employee towards his job (Saleem et al., 2013). Satisfied employees show good performance and remain committed toward their organization (Al-Hussami, 2008). Unfortunately, nowadays organizations are unable to enjoy such benefits as they have failed to satisfy their employees. A research concluded that organizations are facing issue of dissatisfied employees which is becoming an important reason behind many problems faced by them (Ali, 2008). Study conducted in 2011 explored that one of the biggest issues faced by the banking sector of Pakistan is job satisfaction (Khan et al. 2011). While discussing its affect, Awan & Asghar (2014) explored that 45.33% of banking sector employees stated that their dissatisfaction with pay often don't let them to perform well at their workplace. Kazmi (2011) further elaborates this fact by highlighting that 500 patients were died when doctors from all over Pakistan did strike and remained absent from their work due to their dissatisfaction with pay level, care and promotion policies. Lack of satisfaction is the issue that not only needs to be addressed in developing countries but also in the developed one. It is validated by Heller et al. (1993) who conducted study on public school teachers and concluded that 50% of them were not satisfied from their job which directly affected their productivity. Thus this research focused on helping organizations specifically banks in making their employees satisfied who as per Hassan et al. (2011) have realized that satisfying their workforce is very necessary for them in current competitive market place. Another research conducted in 2012 explored that recently banks have started paying more attention towards their customers and shareholders which has made it necessary for them to have satisfied employees (Saleem et al., 2012).

Literature review:

Perceived organizational support:

Perceived organizational support is a feeling of employees that how much they are cared and their work admired by the organization (Eisenberger et al., 1986). It relates to social exchange theory (SET) which states that in a social relationship series of interactions depend upon the deeds of the other partner which then creates obligations (Steers, 1977). Thus perceived organizational support can be explained as a transaction between an employee and organization in which organization fulfills his needs by providing socioeconomic support while employee delivers effort and loyalty to organization

(Aselage & Eisenberger, 2003). Further Perceived organizational support is developed on the basis of organizational support theory (OST) which states that employees attach humanlike features with organization and thus belief that actions taken by organizational agents are basically desire of organization and not agents' personal intention (Rhoades & Eisenberger, 2002). Levinson, H., (1965) used term "agents of organization" for boss and coworker. Thus it can be said that perceived organizational support consists of managerial support, supervisor's support and coworker's support (Ahmed et al., 2012). Popularity of perceived organizational support as a resource is continually increasing among managers in this new corporate world especially in services sector (Mowday, 1998). More the perceived organizational support the more employees will trust their top management (Webber et al., 2012).This causes an increase in job satisfaction while decreases role conflict, turnover intention and job strain (Harris et al., 2007). Another research also established that perceived organizational support has a direct relationship with job satisfaction (Colakoglu & Culha, 2010). Caesens & Stinglhamber (2014) explained it as that perceived organizational support develops self-efficacy in employees and make them feel engaged in job which ultimately increases their level of satisfaction. Further it is concluded that perceived organizational support is positively related to job performance with mediating effects of job satisfaction (Gaun et al., 2014).

Compensation and reward:

Compensation is defined as "all forms of pay or rewards going to employees and arising from their employment" (Dessler 2009, p. 250). Bernadin (2007) stated that compensation is composed of two parts. One is cash compensation i.e. direct pay and other is fringe compensation which includes many benefits. Benefits can be classified as legal and discretional benefits. Another way of classifying compensation is monetary and non-monetary compensation/reward. Monetary compensation includes pay increase, stock options, bonuses and restricted stock while authority, participation in decision making, appreciation, job security, time offs and titles constitute non-monetary compensation (Yang, 2015). One researcher combine monetary and non-monetary items under term "reward". An important part of compensation is incentive. "Incentive refers to one particular form of payment that is intended to achieve some specific change in behavior" (Adams & Hicks, 2000). Compensation plays a vital role in the success of an organization (Yamoah, 2014). An efficient compensation system not only includes giving salaries or rewards for the current job done but also develops commitment in employees for future task (Blašková & Blaško, 2014) and thus becomes a reason behind organizational growth and expansion (Lai, 2011). Another objective which can be achieved by compensation is job satisfaction. It has continually remained among the top 5 factors which are central

for keeping employees satisfied (Yamoah, 2014). One study revealed that noncompetitive salary appeared as the most common factor in making employees dissatisfied (Davis, 2001). Research conducted on predictors of employees' job satisfaction in banking sector of Bosnia and Herzegovina revealed monetary compensation as important (Bustamam et al., 2014). Study by Yaseen (2013) showed that factors of compensation management i.e. pay, promotion opportunity, recognition and meaningful work are directly related to job satisfaction. Such positive relationship between compensation and job satisfaction is due to the fact that compensation and reward allow employees to meet all their needs. As a result they don't get irritated from workload and thus happily complete their duties (NL, 2012).

Job satisfaction:

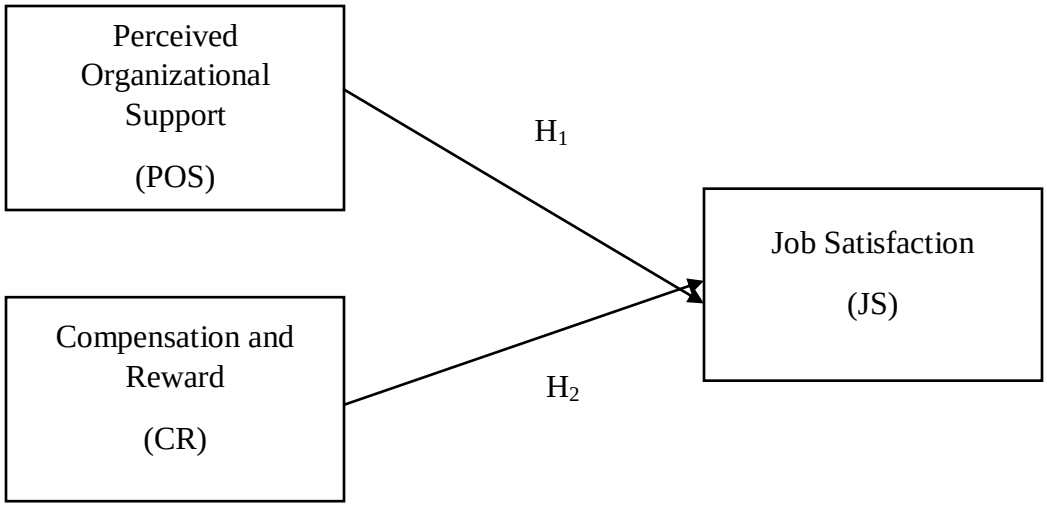
Job satisfaction is defined as the positive feelings of employee towards his job which are based on an assessment of job characteristics (Robbins & Judge, 2007). In other words, it is "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences". These definitions highlight two important components of job satisfaction: (i) Evaluation (ii) Feelings and thinking (Locke, 1976). Job satisfaction can be classified as extrinsic and intrinsic satisfaction. Extrinsic satisfaction include satisfaction derived from outer factors like compensation, supervisor collaboration, working conditions and communication style while intrinsic satisfaction comes from nature of work and appraisal of duty by employee (Yaseen, 2013). Job satisfaction is one of the most dominant area in research (Rafiq et al., 2012) which depicts its utmost significance. As per one research, a satisfied employee shows high motivation, low turnover (Yaseen, 2013), good performance and thus remains committed toward organization (Al-Hussami, 2008). Finally organization can have satisfied customers by having satisfied employees (Pathak, 2012).There are number of factors which effect satisfaction level of employees and thus enable organizations to have above stated advantages. An author classified job satisfaction factors in following way: (a) Personal factors- age, qualification, personality, gender etc. (b) Basic factors of a job – nature of job, required skills etc. and (c) Factors controlled by management – pay, working conditions, nature of supervision etc. (Singh & Sinha, 2013). Similar results are given by Saleem et al. (2013) who stated pay, job itself, opportunities of promotion and relationship with peers as satisfaction factors.

Hypotheses:

H_1: Perceived organizational support positively influence job satisfaction in the banking sector of Pakistan.

H_2: Compensation and reward positively effects job satisfaction in the banking sector of Pakistan.

Conceptual Framework:



Methodology:

Design of current study is explanatory in nature which aimed at finding main causes of job dissatisfaction issue.

Population and sample:

Banking sector of Pakistan was the focus of current research. Population of the study comprised of all the branches (including head offices and regional offices) of public, private and foreign banks operating in Lahore.

In order to get a representative portion of population, simple random sampling technique was used and a sample of 72 branches from 718 branches was drawn.

Instrument:

A structured questionnaire comprising of 18 items including 8 items of perceived organizational support, 5 items of job satisfaction (Hochwarter et al., 2003) and 5 items of compensation and reward (Demo et al., 2012) was used. Responses for each item were recorded on a seven point Likert scale, starting from 1: strongly disagree and ending at strongly agree: 7.

Data collection:

Data was collected by physically visiting each branch and same questionnaire was distributed among all respondents irrespective of their grades which are as follow:

- Above Officer Grade 1 (Above OG1)
- Officer Grade 1 (OG1)
- Officer Grade 2 (OG2)
- Officer Grade 3 (OG3)

400 questionnaires were distributed to 100% employees of each branch out of which 347 were returned filled, showing response rate of 87%. Researchers arranged three visits for each branch to get maximum response. On average 3-4 branches were visited in a day and in this way data collection was completed in a period of two months.

Data analysis approach:

After data collection next step is to analyze data. This study involves bivariate analysis which is defined as analysis of two variables at a time to find out their relationship (Bryman and Bell, 2007). In order to do so, this research used SPSS 21. Collected data was interpreted by analyzing its reliability, descriptive statistics, correlation and regression.

Reliability was checked through Cronbach's alpha (α) which in current case is 0.816. Demographic information was obtained by descriptive statistics i.e. calculating frequencies and percentages. Pearson's correlation was used to measure correlation which is used in case when there are two continuous variables (Pallant, 2005) while simple linear regression was used to check the impact of one independent variable on a dependent variable (Zou et al, 2003).

Results and discussion:

Findings of current study are presented in tables. Table 1 shows that majority of the respondents were male (72.3%). 51.6% of them were married and 65.1% were those all three types of banks, employees of private banks were largest in number i.e. 68.6%. with masters qualification. Most of the respondents were belonging to officer grade 2 (31.7%) and 32.6% of employees had a job experience of 1 to 3 years. Moreover, among

Table 1: Descriptive statistics

Variable	Category	Frequency	Percentage
Gender	Male	251	72.3
	Female	96	27.7
	Total	347	100.0
Marital status	Married	179	51.6
	Unmarried	168	48.4
	Total	347	100.0
Qualification	Graduation	98	28.2
	Master	226	65.1
	M.Phil.	16	4.6
	Others	7	2.0
	Total	347	100.0
Managerial level	Above OG1	65	18.7
	OG1	73	21.0
	OG2	110	31.7
	OG3	53	15.3
	Others	46	13.3
	Total	347	100.0
Job experience	1 to 3 years	113	32.6
	4 to 6 years	76	21.9
	7 to 9 years	73	21.0
	10 years above	85	24.5
	Total	347	100.0
Type of bank	Public	54	15.6
	Private	238	68.6
	Foreign	55	15.9
	Total	347	100.0

Table 2 shows that perceived organizational support is significantly correlated with job satisfaction at ($p < 0.01$). Relation of perceived organizational support with job satisfaction [$r = .381$, $n = 347$] is moderate and positive. Thus it can be said that a prominent rise in employees' satisfaction can be seen along with increase in perceived organizational support. Compensation and reward is also significantly correlated with job satisfaction at ($p < 0.01$) and has a moderate and positive relationship with job satisfaction [$r = .371$, $n=347$].

Table 2: Correlational analysis

Variables	JS	POS	CR
JS	1		
POS	.381**	1	
CR	.371**	.547**	1

**.

Correlation is significant at the 0.01 level (2-tailed).

Table 3 illustrates regression results. R^2 is a measure of model's goodness of fit. It indicates proportion of variation in dependent variable which is explained by the independent variables (Abbasi & Rana, 2012). Value of $R^2 > 25$ is considered acceptable (Alvi et al., 2014). Here ^{R2} of 0.296 indicates that 29.6% variation in job satisfaction is explained by perceived organizational support and 'compensation and reward'.

F value shows how significantly independent variables influence dependent variable (Ejaz, 2012). In other words it discusses that how much significantly it can be said that R^2 is not equal to zero (Vijay G, 2000). The high value shows high significance (Ejaz, 2012). As p-value is 0.000 i.e. less than 0.05, it shows that overall model is significant. F value of 38.473 depicts that perceived organizational support and 'compensation and reward' significantly influence job satisfaction.

B-coefficient shows the change in dependent variable which arises as a result of one unit change in independent variable (Gull & Zaidi, 2012). Here B-coefficient indicates that 26.9% of variation in job satisfaction is caused by perceived organizational support while 17.2% of variation in job satisfaction is caused by compensation and reward. t value of $4.355 > 0$ and $3.991 > 0$ at $p < 0.05$ shows that there is a significant influence of perceived organizational support and 'compensation and reward' on job satisfaction respectively. So it is evident that H_1 and H_2 are accepted.

Table 3: Regression analysis

	Beta	t-value	p-value
Constant	2.531	10.915	.000
POS	.269	4.355	.000
CR	.172	3.991	.000
R^2	.296		
F	38.473		.000

Dependent variable: JS

Conclusion:

Current study concluded that both perceived organizational support and compensation results in increasing satisfaction level of employees working in the banking sector of Pakistan but role of perceived organizational support is dominant in this regard as evident from table 3. This suggests that employees remain satisfied if they get a highly supportive organization even in absence of fair compensation. Thus keeping in mind the preference of workforce, banks should give special focus on providing a supportive work environment where seniors are caring and appreciating plus coworkers are helping in order to have good performers. Using results of this study, banking sector will become able to have happy employees and thus satisfied customers.

Limitations and future research:

Current study was limited to the banks suited in premises of Lahore (Pakistan) due to which results cannot be generalized for other sectors and countries. Data collection involved self-reported answering. Thus responses relied on honesty of employees and researchers were unable to verify them. Moreover there were financial constraints too.

For future research it is recommended to repeat this study in other sectors. Moreover, impact of gender, managerial level and marital status can be studied regarding relation of perceived organizational support and 'compensation and reward' with job satisfaction.

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RELIGIOUS MINORITIES RIGHTS: MYTH AND REALITIES

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Abstract

The Constitution of Islamic Republic of Pakistan 1973 defines the state of Pakistan as an "Islamic State". It is a Muslim majority State where living several religious minorities as the equal citizens of Pakistan. Constitution of Pakistan 1973 gives equal opportunities to all citizens irrespective of their casts, creeds, beliefs, status, religion, language, tribe and gender. This constitution also gives the equal respect and tolerance for all religious communities of Pakistan. This paper examines the constitutional status of religious minorities in Pakistan according to the constitution of 1973. This constitution not only provides a general picture of major religious Minorities of Pakistan the Christians, Hindus and the Sikhs. The paper also explains the constitutional challenges and hurdles which religious minorities of Pakistan are facing.

1.Introduction

Islam is a divine religion and state of Pakistan was created on the name of Islam. The state of Pakistan is given the name as Islamic Republic of Pakistan (Pakistan of constitution 1973, Article 1). In this state not only Muslims are living but non-Muslims are living as well. These non-Muslims are called minorities. They are living here according to their own customs and norms. Although it is very clearly mentioned in the Article 2 of constitution of Pakistan that Islam shall be the state religion of Pakistan. Being a divine religion Islam gave rights to minorities as well in all the walks of life.

As it is described in article 3 of the constitution of Pakistan.

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As Islam give stress on fortification of the religious subgroups, consequently the Constitution of Pakistan 1973, like the Constitution of Pakistan 1956 and 1962, offers not only the fundamental rights as a citizen to the non-Muslims in Pakistan but also guarantees minorities' rights. In this way, the religious minorities, in the Constitution of Pakistan have dual rights. Founder of Pakistan Muhammad Ali Jinnah laid a great stress on the rights of minorities. Mr. Jinnah himself gave the guarantee to minorities to live in the state according to their norms. He assured all of the non-Muslims to live in Pakistan liberally according to their own beliefs. He, along with all other safeguards, also assured to the Hindus to go to the place of worship without restrictions to worship as per their customs. But it is important to mention that it is the basic obligation of every citizen to follow the law of the state (Constitution of Pakistan 1973, Article 5).

2. Rights of Religious Minorities in Islam

2.1. The Holy Prophet (Peace Be Upon Him) said that he would sponsor the minority members at the Day of Judgment if someone (any Muslim) terrorized them or seized their rights or hurt them. The saying of Prophet Muhammad Peace be Upon him that how much minorities rights have protection in an Islamic state. This is not mere threat but was principal as a law in the Islamic state throughout the Holy Prophet's (Peace Be Upon Him) life. This practice remained in progress even after His (PBUH) and because Pakistan was established on the basis of Islam so it has been said in the constitution of Pakistan that all the minorities have all the rights to live in a Islamic state keeping in mind the boundaries of the state in which they are living. History of Islam is full with the examples when justice was carried out in favor of non-Muslim against a Muslim. It is narrated in a famous hadith book named Ibn-e-Abi Haatim that once a Muslim killed a non-Muslim the Holy Prophet (PBUH) gave the order to kill the Muslim for the sake of justice. This shows that minorities have equal rights in an Islamic state. Because in Islam everyone is equal and this spirit also depicts in the constitution of Pakistan (constitution of Pakistan 1973, Article 4). Being an Islamic state security of a person is guaranteed in the constitution (constitution of Pakistan 1973, Article 9). once Holy Prophet Muhammad Peace Be Upon Him in his address in which he (PBUH) was telling about the rights of minorities which is narrated in a famous Hadith book that in an Islamic state, the murderer of a person belonging to religious minority will never be able to smell fragrance of the heaven, while fragrance of the heaven is smelt at a travelling distance of forty years. So the Day of Judgment a person who have killed someone who belongs to minorities that murderer will never go to paradise. Holy Prophet said that it is not only a murder but a great sin as well. Such a murderer will be kept far away from the heaven and the Holy Prophet (Peace Be upon Him) will deal the case himself at the Day of

Judgment before Allah Almighty.

Whenever any group of non-Muslims comes to meet Prophet Muhammad (PBUH) he (PBUH) himself tries to serve them. One a delegation of Christians came from Habsha, Holy Prophet (PBUH) make an arrangement of their stay in Masjid-e-Nabvi and he (Peace Be Upon Him) took charge of their house-keeping himself. Once a delegation of 14 members of the Christians of Nijran, came to Medina. They also were quartered in Masjid-e-Nabvi and the Christians of the delegation were allowed to perform prayer according to their faith. So those Christians used to perform prayers at a side in Masjid-e-Nabvi in the direction of the East (Tabqaat ul Kubra, 1:35).

Imam Abu Yousef, in his famous book "*Kitab al Khiraj"* (187) writes that during period of the Prophet and Khilafat e Rashida, Penal and Civil both Laws provided equal status to the Muslims and the non-Muslim minorities. Hazrat Ali said that the non-Muslims' blood amongst his subjects is equal to the Muslims (Al Kubra, 8:34). He laid stress that their property must be protected as of the Muslims' property (Almughani, 9:289). In an Islamic state, a non-Muslim is fully authorized to lead his private life freely. It is mentioned that nobody is allowed to enter others' homes without permission (Surah Al-Noor, 24:27-28). Same right is given to a non-Muslim in the Islamic society (Constitution of Pakistan , Article 9).

Minorities cannot be forced to accept Islam. In the Holy Quran, Allah Almighty strictly forbids the force conversion. The Holy Prophet (Peace Be Upon Him) is directed by Allah to preach the people with wise and nice pieces of advice so that they may adopt right direction to God (Al-Nuhal, 16:125). The dogmatic policy of Islam is to let the non-Muslims free to profess their religion. An Islamic state should not interfere in their faith and religious activities rather it is duty of the state to set their personal laws according to their faith and religion. Islamic law will not be implemented on the non-Muslims. It is also duty of the state to render respect and protection to their religious places. They are free to perform their religious activities within their boundaries. They are bound to respect the Islamic customs and supposed not to interfere in the Islamic rule.

In respect of the occupation, the non-Muslims in an Islamic state are free to adopt any type of occupation like that of the Muslims (Constitution of Pakistan 1973, Article 18). The Muslims are neither forbidden to employ them on wages nor to be employee to them. Not even a single indication is found in Islam to keep away the non-Muslims on the basis of the profession. In business they are bound to pay taxes as the Muslims pay. But they will not pay any special Tex (Constitution of Pakistan 1973, Article 21). As the Islamic Bait tul Maal is responsible to pledge a distressed, disabled, old aged poor citizen, similarly it is also responsible to pledge a non-Muslim distressed, disabled, old aged poor citizen. Such deeds

of kindness by the Muslims water the plants of love in the hearts of the Non-Muslims; these conducts make a man great in front of Allah because all of His creatures are dear to Him. The deeds of virtue never go unrewarded. The Holy Quran, the Holy Prophet (Peace Be Upon Him) and the four Caliphs, all threw light on rights of the religious minorities. They left teachings and set examples to provide respect and protection to the minorities' rights. This is the reason that after passing hundreds of years, the non-Muslims in an Islamic state are loved and cared. They are considered part and parcel of the state. Their rights are safeguarded by including in the constitutions as well. Since the birth of Pakistan, her religious minorities are being rendered rights. Whenever the Constitute of Pakistan is framed, religious minorities are not ignored. Being a citizen, they are made part and parcel of every policy. The Fundamental Rights, as adopted by the first Constituent Assembly, included familiar liberties such as equality of status, of opportunity and before law; social, economic and political justice; and freedom of thought, expression, belief, faith, worship and association. Fundamental Rights were guaranteed to Muslim as well as to non-Muslim citizens, without any discrimination or distinction. No concept of 'second class citizens' could be found in the list of these rights which were to be enforced by the law courts.

3. The Quaid and Minorities' Rights

Beneficent of the nation, Muhammad Ali Jinnah is guardian of the minorities in Pakistan. He always laid stress on rights of the minorities. He was a lot conscious for their protection. He focused on the point that the religious minorities should not be considered a separate entity rather they should be treated as equal citizens and Pakistani only. They are detachable part of the nation. He assured the minorities that they are fully protected in Pakistan for their faith, religion, property, life, culture etc.

He further assured that they are equal citizens of Pakistan without any discrimination on the basis of religion or caste. On February, 1948 through broadcast talk to the masses of the America on Pakistan, Mr. Jinnah addressed:

"*In any case Pakistan is not going to be a theocratic State to be ruled by priests with a divine mission. We have many non-Muslims --Hindus, Christians, and Parsis --but they are all Pakistanis. They will enjoy the same rights and privileges as any other citizens and will play their rightful part in the affairs of Pakistan.*"

The Quaid, Muhammad Ali Jinnah rendered freedom of worship to the Hindus and all other religious minorities in Pakistan. They may attend their worship places freely according to their respective religions. On August 11, 1947 during his Presidential address to the Constituent Assembly of Pakistan, Mr. Jinna said,

"You are free; you are free to go to your

temples. You are free to go to your mosques or to any other places of worship in this State of Pakistan. You may belong to any religion, caste or creed --that has nothing to do with the business of the State"

4. The Constitution of Pakistan, 1973

The Constitution of Pakistan, 1973 was passed by the National Assembly on April 10, 1973. This Constitution was authenticated for publication by the President of Assembly on April 12, 1973. It reserves fundamental rights of the religious minorities. Hindus are the largest religious minority in Pakistan. Their rights are safeguarded by the Constitution. In Preamble, it is added:

"*Wherein adequate provisions shall be made for the minorities freely to profess and practice their religions and develop their cultures;*"

"*Wherein adequate provision shall be made to safeguard the legitimate interests of minorities and backward and depressed classes;"*

Analysis

The Preamble of 1973 Constitution is actually an Objectives Resolution passed by the first Constitutional Assembly of Pakistan in 1949 which was inserted as preamble of the Constitution 1956 and 1962. It provides safeguards regarding religion and the law to the Hindus in Pakistan. Their legal interests are fully protected Under the Objectives Resolution. This is done to render an honorable position to the Hindus and all other religious minorities in Pakistan. This enables them to promote national integrity. Thus they can attain prosperous and independent lives in their homeland. Such type of elements props up minorities' spirit to lend their hands in the progress and development of their own Pakistan. It up holds their fortitude to be a Pakistani and part and parcel of Pakistan.

4.1. Articles of Constitution, 1973, related to the Rights of the Hindu Community in Pakistan:

Following are the Articles of Constitution, 1973 which provide constitutional fundamental safeguards to the Hindu Community in Pakistan:

4.1.1. The Objectives Resolution and Minority Rights

Article 2-A of the Constitution of Pakistan 1973 deals with minorities' rights and religious freedom (Constitution of Pakistan 1973, Article 2-A). First Constituent Assembly of Pakistan passed a Resolution in March 1949 called Objectives Resolution. The same was made preamble of 1956 Constitution. This was also adopted by the Constitution of Pakistan 1962. It was again added in the interim Constitution 1972 and the present Constitution 1973. On several occasions in the superior Courts of Pakistan, the Objectives Resolution has been discussed. According to Article 2-A, the Hindu citizens of Pakistan are free to live in as

per their religion. They can worship in the temples freely and celebrate their festivals in Pakistan. This is why Government of Pakistan provides them fool proof security at their special religious occasions. They celebrate their festivals openly. The police personnel are deputed for their security during the functions and celebrations. Even official high ups of the administration also participate in their celebrations to share their pleasures. They also wish and encourage them on occasion of their happiness. Media of Pakistan also broadcast the coverage of the festivals. Whole of the nation enjoy Hindu festivals by watching on Television or in the newspapers. The Muslims, Christians and all other Pakistani communities also wish the events to their Hindu friends and colleagues when they watch or read news of the event. This is a good sign of the national integrity.

4.1.2. Religious Freedom

Article 20 of the Constitution of Pakistan 1973 deals with religious freedom of the non-Muslims in Pakistan (Constitution of Pakistan1973, Article 20).

Analysis:

According to this Article, every citizen belonging to the Hindu community in Pakistan has his constitutional right to declare himself a Hindu anywhere. He is free to confess his religion. There is no any restriction for any Hindu to worship in the temples or at their homes. They are free to perform their religious activities according to their rituals. They are also free to preach and educate their community, religiously. No one is authorized to prevent them to propagate their religion. But they are bound to observe three important restrictions namely Laws, 'Public Order' and Morality. Although, no religion in the world preaches immorality yet any activity in the name of religion is found immoral, as, for instance, where it allows indecent exposures of human body or its practice leads to public disorder, the Legislature may step to regulate its profession, practice and propagation. They have right to establish their religious institutions like temples, Gurukuls, Path-Shalaas, Aashrams etc. Mostly, temples are constructed in a specific style having hexagonal or octagonal domes. In Lahore, the Hindu community celebrates its religious festival freely. The government of the Punjab provides them security. Official high ups also participate in their functions on their invitation. The community is also facilitated by Evacuee Trust Property Board at Krishna Mandir on the occasion of the festivals. On bank of the Ravi River, even till 1980s, the Hindus have been celebrating their festivals like Basant Punchamai, Besakhi mela etc. They also had a Shamshan Ghaat there at Gao-Shala. They had been cremating the dead bodies there independently.

4.1.3. Safeguards against taxation

Article 21 of the Constitution of Pakistan 1973 deals with safeguards against taxation for purposes of any particular religion and says,

"No person shall be compelled to pay any special tax the proceeds of which are to be spent on the propagation or maintenance of any religion other than his own".

4.1.4. Safeguards as to religious educational institutions

Article 22 of the Constitution of Pakistan 1973 deals with safeguards as to religious educational institutions (Constitution of Pakistan 1973, Article 22).

Analysis:

Pakistani Hindu Community has a Constitutional right to establish its educational institutions and provide for its members religious instructions in these institutions, provided:

- the Institution is wholly maintained by the Community; and
- no pupil belonging to different Community and attending such an Institution is required to receive religious instructions or take part in religious ceremony or attend any religious worship (*Puja-Paath*).

If, for instance, an Institution is wholly maintained by the Hindu Community, it may provide religious education in Hinduism for its own education. The Institution may, however, make provision for education of Muslim pupils in their own religion i.e. Islam. If an educational Institution receives aid from public revenues, it cannot refuse admission to a student merely on the ground of his race, religion, caste or place of birth. It may, however, regulate the admission on the ground of other factors, for instance, merits or residence. In some areas of Pakistan, the Hindus have to face problem in admissions especially in remote and backward areas. For example, in the year 2012, in District Layyah (Punjab), Bakhtu Ram and family faced problem for their children's education in context to socio-religion aspects. The teachers' behavior with the Hindu students at school was peculiar. At Government School Chak No. 162/TDA, District Layyah the teacher forced them to change names of their children from Hindi to Islamic names. When the Hindu leaders approached EDO (Education), he took steps and said to the school teacher to stop such malpractice. Members of the said Hindu family were so depressed and scared by the behavior that they discontinued education of their children.

4.1.5. Safeguard against discrimination in services

Article 27 of the Constitution of Pakistan 1973 deals with Safeguard against discrimination in services. (Constitution of Pakistan 1973, Article 27).

Analysis:

This Article of Constitution of Pakistan 1973 provides protection in services to a Pakistani citizen belonging to Hindu Community. If a citizen is otherwise qualified for appointment in the service of Pakistan, he / she cannot be refused appointment merely on the ground of his race, religion, caste, sex, residence, or place of birth. But it is necessary for the

appointing authority to specify qualifications and all other criteria prescribed by the service rules for recruitment to the Government service and formulate conditions for recruitment. It is generally observed that the Hindus in Pakistan compete the other candidates either on open merit or minority quota i.e. 5%. They are selected for services. There are many examples in Pakistan which show that the Hindu candidates are working in Government services as officials or officers. They have not only been selected in minority quota but also on open merit. For example, in the year 2016, during recruitment of the Pharmacists (BS-17) in health department, Government of the Punjab, a resident of Rahim Yar Khan Mr. Punu Ram s/o Moda Ram has been selected through Punjab Public Service Commission on open merit and Mr. Imran Akhtar s/o Pervez Akhtar from Bahawalpur on minority quota. Both of the officers have been selected in the same list. They are Pakistani Hindus and performing their assignments respectfully at their places of posting. Mr. Ameet Kumar, a local Hindu of Lahore was selected as Junior Executive in September, 2015 in National Database & Registration Authority (NDRA). The official was selected against the minority quota.

41.6. Preservation of language, script and culture

Article 28 of the Constitution of Pakistan 1973 deals with preservation of language, script and culture (Constitution of Pakistan, Article 28).

Analysis:

As per article 251 (1), although the national language is Urdu yet every citizen in the country is free to use any language. No one makes others bound only to Urdu or some other language. The constitution of Pakistan 1973 also provides protection to the Hindus to adopt Hindi, Sindhi, Punjabi, Gujrati or any other language. They can speak in any language according to their culture. Even they have right to promote their culture too. They are fully authorized to establish their own institutions to promote their language, script or culture. Presently, in Pakistan the Hindus residing in different areas have different mother tongues and cultures. In Lahore, the local Hindus speak in Punjabi, people migrated from Sind speak in Sindhi and people settled herein from South Punjab use Urdu or Siraiki. Similarly, citizens migrated from Balochistan and other parts of the country use their own languages and live in according to their cultures. In spite of this diversity, they all render importance, respect and regard to their national language Urdu and national culture. They always perform all of their activities while keeping the Islamic values in mind. For example, when Azaan rings, they stop their musical instruments even being played during the *Puja* (prayer). They consider it their moral duty to do so.

4.1.7. Protection of minorities

Article 36 of the Constitution of Pakistan 1973 deals with protection of minorities (Constitution of Pakistan 1973, Article

36).

Analysis:

This article of the constitution provides protection to the legitimate rights and interests of the minorities regarding their representation and participation in different aspects of life in their homeland Pakistan. Those are mainly:

Administration of Social, Economic and Political Justice

Local Council Elections---Protection to minorities

General Elections--- Protection to minorities

The main focus of the objectives of Fundamental Rights given in the Constitution is on administration of Social, Economic and Political Justice. Article 36 has made duty of the state to protect legitimate rights of the Hindus by ensuring their representation in the Federal and Provincial Services. Their representation in the said services is necessary for the national integration.

Qualification prescribed for candidates for the Local Council Elections are not restricted to the Muslims alone and those are general and while requiring adequate knowledge of Islam from the Muslim candidates the same has created exception for non-Muslim as in S. 14(d) of Punjab Local Government elections Ordinance, 2000, which is to the effect that provided that these qualifications shall not apply to a person who is a non-Muslim, but such a person shall have a good reputation. Provision primarily is aimed at safeguarding the interests of minorities in a Muslim majority country, because otherwise they might not get a chance to be selected. Such provision of law did not mean that a non-Muslim could not contest for other seats which had not been specified in law as Muslim seats. Such being measure cannot be interpreted the disadvantage of the non-Muslims. Legislative intent is reflective of the constitutional safeguards provided to the minorities in Article 36 of the Constitution.

These days, in local and general elections, minority members are not elected, rather they are selected. This practice causes deprivation of the religious minorities. Influential people are selected without consent of the general masses or citizens belonging to the religious minority in Pakistan. As they are not selected as MPA, MNA or members in the Local Government bodies, they do not have coordination with the community for votes during the election campaign. Therefore, after selection, they have neither proper communication with the community nor bother to pay full attention to interests of their community. Though minority members have representation in National Assemblies and Local Governments but the mode of their entrance in the government is not suitable. They must be elected through voting system and the religious minorities must have right of dual vote i.e. right to cast vote to the Muslim candidates too. The right of dual vote provides them to be facilitated by the

nearby elected members. As there is only one Hindu MPA in the Punjab Assembly, so it is difficult for the Hindus of the whole Punjab to have coordination with him. Therefore they may approach member of their locality easily. It is also generally observed that they are refused by the Muslim members and asked to approach their minority members. In observation of such circumstances, it is necessary to provide dual right of the vote to the minorities.

4.1.8. Promotion of social justice and eradication of social evils

Article 37 of the Constitution of Pakistan 1973 deals with Promotion of social justice and eradication of social evils and says,

"The State shall:

h) Prevent the consumption of alcoholic liquor otherwise than for medicinal and, in the case of non-Muslims, religious purposes**;"**

Analysis:

The constitution of Pakistan permits the non-Muslims to use alcoholic liquors if they are advised by a physician in case of the life threat. All kinds of narcotics and alcoholic liquors are strictly prohibited in Hinduism. It is considered a great sin which drags the humans towards hell. In Bhagwatam Puran (Canto-1, Chapter 17, text 38 & 41), it is commanded to avoid from the use of alcoholic liquor.

"Suut Goswami said: Maharaja Prikshit, thus being petitioned by the personality of Kal Yug (Age of sinful activities), gave him permission to reside in places where gambling, drinking, prostitution and animal slaughter were performed." Shrimad Bhagvatam (Canto-1, Chapter 17, text 38).

Abhay Charan Bhaktivedant Swami Prabhupada, a great scholar and spiritual master writes in purport of the above said text "it is duty of the all executive heads of states to see that the principles of religion, namely austerity, cleanliness, mercy and truthfulness, are established in the state, and that the principles of irreligion, namely pride, illicit female association or prostitution, intoxication and falsity, are checked by all means." "Intoxication of all description—even smoking cigarettes, chewing tobacco or the drinking of tea—must be prohibited."

"Therefore, whoever desires progressive well-being, especially kings, religionists, public leaders, Brahmans and sanyasis, should never come in contact with the four above-mentioned irreligious principles." Shrimad Bhagvatam (Canto-1, Chapter 17, text 41). Bhaktivedant Swami Prabhupada in the purport of the text says "If the king and the public leader are unnecessarily proud or habituated to drinking and smoking, certainly they become disqualified to discharge public welfare activities. In his book "Maha Paap Se Bacho", Swami Ram Sukh Das writes that vine is the filthiest thing. In "Mano Dharm Shastr", Chapter 4 text 84, Chapter 5 text 123 and Chapter 7 text 50, Manu Ji says that use of Alcoholic liquor is a great sin

and dangerous evil which leads to the hell. The above said Vedic literature shows that use of alcohol liquor is prohibited in Hinduism. That must not be allowed at any cost.

4.1.9. Promotion of social justice and eradication of social evils

Article 227 of the Constitution of Pakistan 1973 deals with provisions relating to the Holy Quran and Sunnah and says,

(3) "Nothing in this part shall affect the personal laws of non-Muslim citizens or their status as citizens. (Constitution of Pakistan 1973 , Article 227(3))."

Analysis:

According to Article 227 (1), "All existing laws shall be brought in conformity with the Injunctions of Islam as laid down in the Holy Quran and Sunnah, in this part referred to as the Injunctions of Islam, and no law shall be enacted which is repugnant to such injunctions".

As all of the human beings are creature of Allah therefore, the Constitution of Pakistan never lets its non-Muslim communities ignored. This article 227 (1) is basically for implementation to the Muslims only and the article 227 (3) provides sustainability and security to the personal laws of the non-Muslim citizens. Although laws made in the light of the Holy Quran and Sunnah are universal yet the non-Muslim citizens in Pakistan have no need to be worried regarding their personal laws. There is no compulsion in the religion. (Surah Al-Baqarah). Their personal laws are guaranteed by the Constitution of Pakistan 1973. Thus Hindu community in Pakistan have right to live in as per their religion. They can survive and settle their disputes in the light of Bhagvad Gita, Ramayan, Sumartis and all other Vedic literature. They are not bound to the Islamic laws. But it is their moral duty to respect the Islamic values.

Hindu marriages in Pakistan are not being registered because there is no Family / Personal law existing in Pakistan for the Hindus. There is no any Hindu Marriage Act or family law in Pakistan. Article 25 of the Constitution of Pakistan 1973 says that '*all citizens are equal before law and are entitled to equal protection of law'*. Muslims and Christians have their Family Laws but Hindus are still suffering due to missing of the laws. The Hindus in Pakistan raise the questions---Are the Hindus not citizens of Pakistan? Why their Family / Personal Law were not made when laws for the Muslims and Christians were being made? How may they be entitled to equal protection of law when the law has not been formulated for them since the birth of Pakistan?

4.2. Due to this legitimate gap in Pakistan, the Hindu community is facing great problems in registration of their marriages, issuance of national identity card, passport, and matters related to courts, property, divorce, other official affairs etc. The concerned laws must have been formulated in the beginning. It is their fundamental right that being citizens of a free state, such type of their problems should be solved at once.

5. Dimensions of Hindu Marriage Act

Hindu Sudhar Sabha--an organization working for welfare of Hindu Community at Lahore, on Sunday, February 07, 2016, arranged a seminar on "Proposed Principles of Family / Personal Law for the Hinud Community". This seminar was conducted with collaboration of *Catholic Commission for Justice and Peace* (CCJP) and *Pakistan Hindu Council*. Representatives of the Community from all over the Punjab and other provinces of the homeland gathered at Hotel Ambassador, 7-Davis Road Lahore to participate in the seminar. The number of participants was 51, including 09 Muslims and 04 Christians.

The event started with Prarthna (prayer) by Guru Sukhdev Ji. Arifa Shakeel, Coordinator CCJP spoke why Personal Laws are necessary for religious minorities. She told that Hindu Marriage Act Bill 2014 is still tabled. Amar Nath Randhawa, President Hindu Sudhar Sabha laid stress to pass the bill at its earliest to redress the effective persons of the Hindu Community. Ramesh Kumar Gupta, Advocate Sindh High Court and Chairman Pakistan Hindu Council said that Hindu Marriage Act might have been made part of the Law in 1947. In force conversion of religion, no Hindu can produce document to prove spouse of anybody. Arth Shaster and Manu Sumrati are the books that provide legal guidance. He further added that Hindu women have right of divorce. He quoted different bases of divorce. He told that Widow Act is also present in Act of India. A widow has legal right of remarriage. He proposed that if any Hindu converts to some other religion then he/she must be preached for at least 10 to 15 days by the religious scholars of the both religions to give a chance to get full awareness of both of the religions. Then that person may be left free to convert or otherwise. Force conversion must be condemned, as it is prohibited by Islam too. Arun Kumar, Focal Person Pakistan Hindu Council told the participant that laws of the state represent ambitions or will of the nation. These laws are made according to ambitions of the individuals of the state. He said that Hindus are migrated due to legal insecurity and kidnapping of the girls. Only Constitutional protection is not sufficient rather practical legal protection is also needed. He requested Mr. Kanji Ram, Member Provincial Assembly, Punjab to resolve the matter as early as possible. It is not only a problem related to the Hindu Community but also a national issue which relates to each and every family of the nation. The MPA informed that the matter is under consideration and delayed due to some religious adversatives.

.Professor Ashok Kumar Khatri, Punjab University Lahore said that the Hindu Community in Pakistan is lacking their religious education. The promulgated syllabus of education in the country set the minds that the Hindu is enemy of the Muslims. This concept affects the Pakistani Hindus. They should be educated

that all people belonging to different religious minorities living in Pakistan are one nation. The main objectives for approval of the Bill for Marriage and Family laws of the Hindus in Pakistan are:

- Formulation of the Marriage Laws / Family Laws
- Formulation of laws for of divorce
- Registration of the Hindu marriages
- Issuance of the Marriage Certificate
- Age of the bride and groom be at least 18 years
- Free consent of the bride and groom
- Protection of women and their children after divorce
- Formulation of laws of Inheritance

5.1. one of the Hindu politician in Punjab made a promise with Hindus that he will try his level best to approve the bill. But yet it did not happened.

5.2. Hindu community still has no legal rights as others. Even their marriage bill is still under process in Punjab Assembly. After the process of 18th amendment in the constitution of Pakistan, matters of minorities have become a provincial issue not of Federal government. A resolution about marriage law is still pending in assembly of Punjab.

Conclusion

1973 Constitution is akin to Megna carta and, indeed a chapter of responsible liberties which enshrines in itself respect and dignity for all citizens of Pakistan irrespective f cast, creed and race. Indubitably, it is a sacred document constituting legal and fundamental guarantees of rights and privileges for the Muslims and non-Muslims alike. It was framed based on objective resolution passed by the first legislative assembly of Pakistan which was initially placed in the preambles of 1956, 1962 and 1973 constitutions. In 1985, it was made an operative part of 1973 constitution. The commandments of Allah, sayings of prophet Muhammad (PBUH) and objective resolution have been become light for legislators while making the constitution and especially laying down the rights of minorities because of which they can leads their lives freely in accordance their religion and beliefs. They are at liberty to visit their respective places of worship and remain constantly at work to improve upon legislative deficiencies wherever observed. Certainly, owing to constitutional safeguards assurances minorities in Pakistan are leading respectable and happy life more than most of the countries of the world in general and all the countries of the region, in particular.

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being within Pakistan.

3. Article 4 (1) Constitution *of Pakistan 1973*, To enjoy the protection of law and to be treated in accordance with law is the inalienable right of every citizen. Wherever he may be, and of every other person for the time being within Pakistan.
4. Article 9 Constitution *of Pakistan 1973*, No person shall be deprived of life or liberty save in accordance with law.
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6. Abu Yousaf was a student of great Islamic scholar Imam Abu Hanifa. Who was a prominent scholar of his time and was admired all over the Islamic world.
7. Behaqi, Al-Sunnan *Al Kubra*. 8:34.
8. Ibn-e-Qadama, *Almughani* 9:289.
9. *The Holy Quran*, Surah Al-Noor (24:27-28)
10. Article 9 Constitution *of Pakistan 1973*, erson shall be deprived of life or liberty save in accordance with law.
11. *Holy Quran,* Surah Al-Nuhal 16:125.
12. Article 18 Constitution *of Pakistan 1973*, subject to such qualifications, if any, as may be prescribed by law, every citizen shall have the right tto enter upon any lawful profession or occupation, and to conduct any lawful trade or business: Provided that nothing in this Article shall prevent—
13. (a)the regulation of any trade or profession by a licensing system; or
14. (b) the regulation of trade, commerce or industry in the interest of free competition therein;
15. Article 21 Constitution of *Pakistan 1973*, No person shall be compelled to pay any special tax the proceeds of which are to be spent on the propagation or maintenance of any religion other than his own.
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18. Article 27 Constitution of *Pakistan 1973*, "No citizen otherwise qualified for appointment in the service of Pakistan shall be discriminated against in respect of any such appointment on the ground only of race, religion, caste,

sex, residence or place of birth."

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ROADS TO ECONOMIC GROWTH: A CHINA-PAKISTAN ROADS TO ECONOMIC GROWTH: A CHINA-PAKISTAN ECONOMIC CORRIDOR PERSPECTIVE

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Abstract

CPEC seems to be a revolution for the economic development of Pakistan since China would be investing $46 billion for the development of energy and infrastructure from Gawadar to kashgar. In order to forecast the impacts of CPEC on Pakistan, a thorough study was done by going through the existing literature of infrastructure development. My review paper concludes that CPEC will increase geographical connectivity, market development, improved export performances, create employment opportunities for the local people, appeals foreign investors which consequently pave way toward international trade and regional growth, increase tourism, overcome the prevailing energy crisis, improving living standards and reducing poverty, reduce fuel consumption resulting in decline of CO2 emissions.

Keyword: China Pakistan economic corridor, Energy crisis, Poverty, Fuel consumption, CO_2 emission

Introduction

China and Pakistan are determined to extend their long lasting friendship to a deeper and broader level through the economic integration that will result from the completion of China Pakistan Economic Corridor (CPEC). It will enhance the welfare of the people and also boost economic activity in the backward areas of both the nations. CPEC is the result of a legacy that both the nations have made through their everlasting friendship. New level of setting is added to this friendship with the objective to renew the old silk route and complete the one belt one road (OBOR) initiative that China is pursuing through its economic targets. This can only be achieved once CPEC reaches its completion stage.

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It is necessary to explain CPEC in order to understand its essential aspects.

CPEC is an initiative that comprises trade, investment, energy, infrastructure, telecommunication and connectivity as its key parameters. The latter is the most essential part of CPEC since it is the essence of this route that makes China more interested in this project than us. Most importantly, the transitory trade route that goes through Pakistan actually gives rebirth to the ancient Silk Route. The current connectivity through CPEC will connect Kashgar (China) with Gawadar (Pakistan). It will give access to the landlocked area of Western China to the sea and hence to the whole world with relative less distance to cover. Similarly, it will also boost economic activity in the backward areas of Pakistan. It was first mentioned by the then premier of China Li Keqiang in 2013 when the president visited Pakistan (Tiezzi, 2014). CPEC on the one hand strengthens the economic aspect of both Pakistan and China, on the other hand it has polished the key position of Pakistan that it occupies strategically. Pakistan has become a more focused nation politically, economically, and strategically due to the initiation of CPEC. The significance of CPEC is through the development and growth potential it possess, therefore it has attracted countries like Afghanistan and Iran to become part of this. Moving from the general importance of this project to more particular aspect of CPEC which are discussed at length. CPEC is a $50 billion project that has to be completed in a time frame of around 16 years from 2014-2016. It includes the construction of infrastructure that includes railroads, highways, motorways, and ports. In addition, the construction of energy infrastructure, economic zones, telecommunication up gradation, and improvement of other infrastructure is also part of the CPEC (Hali et al., 2015). The project is actually a transit route for the northwestern region of Xingjian province of China. The project contains a short term phase that will be completed until 2020, medium term phase that will be completed by 2025, and long term project which will be completed by 2030. The main element in Pakistan is the port of Gwadar. It is given on a 43 year lease to China due to its key aspect of being a deep sea port. The first Special Economic Zone (SEZ) is being built at the port of Gwadar. It is through this port that the access to the world would be shortened to its minimum for China. More importantly, it provides a great opportunity for the state of Pakistan to capitalize on the potential this project brings with itself. It will open new windows for prosperity and progress in Pakistan. It will bring back the backward provinces like Balochistan and Sindh to connect with the more developed part of the country. This is because infrastructure will enhance growth and welfare in any area it is lacking (Sahoo and Dash, 2009; Lakshmanan, 2011; Yu et al., 2012). Blum (1982) states that the relation between development and connectivity has been the subject of the policy makers for years. It makes the whole area independent to

continue its own development and progress in a country which will help that area to be more successful and have an important geographic location among its competitors (Diamond and Spence, 1989). CPEC thus possess many potentialities for the region while its benefit will accrue with Pakistan in particular. Its main component is the construction and improvement of infrastructure in Pakistan.

Abundant of evidence from literature exist that prove that the more a country has access to good transport infrastructure the more will it succeed economically. Since infrastructure is the dynamic aspect of growth, development and productivity it has to be improved. It will attract Foreign Direct Investment (FDI) into the country. FDI is also attracted by good condition of infrastructure (Sahoo, 2006). The debate of growth and infrastructure has been the subject of many researchers for the last two decades. Aschauer (1989a, 1989b, 1989c) provided positive relation between the two. While Holtz-Eakin and Schwartz (1995) in another research found no such positive relation between the two. In contrast to it, Munnell (1992), Bank (1994), Calderon and Serven (2004), Crafts (2009), Sahoo and Dash (2009) have also found a positive relation between infrastructure availability and growth. In a similar way Fujira and Thisse (2002), Chen (2010), and Lakshmanan (2011) have also highlighted the optimal level of infrastructure that is required for a particular level of growth. More specifically, Canning and Pedroni (2008) have found a level of infrastructure model that maximizes the growth rate in a country. Thus infrastructure improves growth. It also increases income level and reduces income inequality. This is why infrastructure has been the priority of developing nations. In the global crisis of 2007-2008 more focus in the emerging nations had been on the infrastructure of the economies. Around 40% of fiscal spending was on infrastructure of the nations. In comparison developed nations allocated only 21% for it (ILO, 2011). Pakistan is in a transition phase with its focus more on service based economy than being core agriculture based one. The inefficient transport sector of the country cost it 4.6% of its GDP. Therefore, Pakistan required improving this sad state of its economy. Such improvement will come with the completion of CPEC. This paper thus reviews the prevalent theoretical and empirical evidences available in the literature on the consequences of infrastructure development on the growth, poverty reduction, income distribution, tourism development. In the light of such literature it presents a similar proposition of the effects that CPEC will have for Pakistan.

Literature Review:

The work of Aschauer (1989) is mainly focused on effects of infrastructure development on income growth, productivity and welfare. According to Arrow and Kurz (1970) the output impacts of infrastructure has been considered as additional input in the economy‘s aggregate production function. An increase in the volume of infrastructure services not

only directly but also indirectly related to output and marginal productivity. Effective transport network helps in reduction of cost of new capital. Same in the case of efficiency in electricity system which play role in minimizing human capital accumulation. Aschauer focused that the stock of public infrastructure capital is a considerable factor of US aggregate TFP and empirical studies reported significant GDP resulted in the contribution of infrastructure. A part from that dual approaches are adopted by Berndt and Hansson (1991) and consider the estimation of cost or profit functions which depends on either infrastructure or public stock measures. The empirical finding also shows that improved infrastructure decreases production cost and increases profit. Comparison of measures of infrastructure and other variables is not an easy task. So those papers using monetary measures of public capital stocks or public capital investment give mixed results. E.g. Holtz-Eakin and Schwartz (1995), Crihfield and Panggabean (1995) find no major growth effects resulted in infrastructure development in US.

Moreover, Easterly and Rebeleo (1993) find that there is direct relationship among public investment in transport and communication and growth in economy. Contrary to it, Devarajan et al (1996) find inverse relationship between the infrastructure in total capital expenditure and economic growth in developing countries. However, Datta (2012) examines the result of major road improvement program in India. The finding of study is that the firms located on the highways made better inventory management and reduced their input costs by switching suppliers. Moreover, there is abundant history in relation to the role of infrastructure in economic growth and social welfare (Sahoo & Dash, 2009; Lakshmanan, 2011; yu et al 2012). According to blum, (1982) it has become the part of debate amongst politicians, planner and researcher that the road transport infrastructure and regional developments directly related to regional economic activity. It serves to incorporate the economic system and fastens its transactions in geographical spaces (Diamond & Spence, 1998).

Pakistan like other South Asian States shifted from agriculture based economy to a service based economy with the annual cost of an inefficient transport sector to be 4.6 % of its GDP. Literature reveals that the economic development mainly depends upon efficient transport system. It is one of the key factors in enhancing the growth of a country. There is no denying the fact that a good infrastructure raises productivity and improvement in transportation and communication system. It also encourages foreign investment. FDI inflows are also depending upon infrastructure (Sahoo, 2006). The nexus between infrastructure and economic growth was debated in the last two decades which were as following,

- Empirical insight into the subject came from Aschauer (1989a, 1989b, 1989c), mentioned direct relationship between infrastructure and economic developments.

- Holtz-Eakin and Schwartz (1995) also showed positive relationship between infrastructure and economy.
- Mannell, 1992; Bank, 1994; Calderon and Serven, 2004; Canning and Bennanthan, 2007; Sahoo and Dash, 2009; Crafts, 2009; Chen, 2010; and Lakashmanan, 2011; highlighted optimal level of infrastructure for economic growth.

A part from economic growth, development in infrastructure also minimizes economic inequality as powerful tool for poverty reduction. Owing to this it has become priority policy of many countries. On average, developing economies devoted major chunk of budget to infrastructure spending. In a nutshell, existing above mentioned studies prove that development in infrastructure makes sure economic growth, prosperity, reduction in poverty and economic equality. It also encourages tourism and shows the positive image of nation which attracts FDI. So development in infrastructure works as back bone of any nation. Majumder, (2012) says that improvements or enhancements in regional infrastructure facilities (e.g. power and roads) in particular regions and districts of India have resulted in increased living standards while decreasing the number of people living on the poverty line. Prideaux (2000) defines the transport system relevant to tourism as ‘‘the operation of, and interaction between, transport modes, ways and terminals that support tourists into and out of destinations and also the provision of transport services within the destination.’’ A good and attractive transportation system rests to a large extent on quality and availability of transportation infrastructure comprising air services and airport, land transport systems and routes and water transport infrastructures as well. Moreover improved transport infrastructure, particularly for the case of road and land transport, likely leads to reduced cost of transport. Road capacity improvements (such as more lanes, improved reliability, higher quality road surfacing, improved safety through more and wider lanes and improved signage) reduce fuel consumption, wear and tear, and transit time of traffic. Adelheid Holl study’s results revealed that building up of new highways or motorways affect the spatial distribution of manufacturing establishments at the municipality level while most benefits are usually observed near the new infrastructure, with evidence that is consistent with negative spillover effects. Firms prefer locations closer to new motorways at the cost of more distant municipalities. Zeinelabdin, (1993) study reveals that to achieve sustainable development a substantial investment is needed or is a precondition for environmental technology and in an environmentally sensitive infrastructure. Bougheas et al. (1999) have studied the results of infrastructure services using hybrid Ricardian model and taking the infrastructure and transportation cost and their impact on trade in European countries. Cost reduction and over all raise in volume of trade were the prominent

change of observed in the study. Practical literature suggests that the transportation and physical infrastructure boosts the overall trade, while poor transportation and physical infrastructure limits the trade scope. Economic studies suggest that poor and inferior infrastructure services results in 40-60% of increased costs.

The study explores the relation of physical infrastructure, increased regional integration and growth. The study implies that accessibility to basic infrastructure by public sector is vital for growth in trade and regional integration and overall economic growth. Such growth eventually results in general productivity of the region. Edmonds and Fujimura (2006) explores the impacts of physical infrastructure for transport between countries and the trade between them. They say that superior cross border infrastructure directly amplifies the intra-regional trade as well as domestic trade. Export stats and freedom in trade totally rely on the intuitions and provision of infrastructure. Therefore, intuitions and developed infrastructure makes a sound foundation for the growth and development (Francois & Manchin, 2007). Bhattacharyay (2008) analyzed that the infrastructure is the crucial element that supports the provision of basic element contributing to the overall welfare and growth of the region like electricity, education, sanitation, transportation etc. Further, he elaborates that it also elevates the growth domestically as well as internationally by regional integration and expansion of market. Consequently generates overall economic growth, international trade and foreign investment.

According to gravidity equation of African countries transportation and communication leads to better export performance, which in turn improves trade and economic growth of a country (Canning & Pedroni, 1999; Fan et al., 2002; Esfahani & Ramírez, 2003; Seethepalli et al., 2008 & Raihan, 2011). On the other hand strong domestic infrastructure is another indicator of a successful economic country Iwanow and Kirkpatrick (2009). Regional economic integration (REI) as discussed by Miesner (2009) is dependent on effective infrastructure which not only helps in increasing the technological exchange, healthy competition and protection of common interest but also helps in reducing the trade disputes. Gravity equation for the Chinese economy as studied by Miesner (2009) mainly focuses on the improved transportation infrastructure.

The above mentioned gravity equation for different countries has been approved by the economic literature on regional economic integration. Physical infrastructure can play a very important role. It can either help reducing poverty and cost of trade in return enhancing economic growth of a country or limit the cross border international trade between two countries (Jouanjean, 2015). Low economic growth, total factor productivity and development in Pakistan is due to the under developed infrastructure of the country. Pakistan needs to build up its infrastructure stock of electricity transport

and water supply for its economic development (Imran & Niazi, 2011). Unfortunately for some African countries like Nigeria huge investments are needed to develop infrastructure in their cities in order to reduce the increasing poverty rate in urban areas. As investigated by Ogun (2010) infrastructural development will have a very prominent influence on the economic growth of country and providing a poverty relief to its citizens. In order to bring a positive change in economy and to eliminate poverty from the country, government and policy makers should not only focus but formulate policies and invest largely in the physical and social infrastructure of a country (Muhammad Zahir Faridi, 2015).

Conclusions

The China-Pakistan Economic Corridor will be a game changer for both countries in terms of economic development. After going through the literature it can be deduced or forecasted that the whole corridor from Gwadar to Xingjian, will bring positive impacts of economic growth, social uplift, tourism, and poverty elevation in Pakistan by its three routes. The CPEC projects are expected to give fruits manifolds. It will not just be a project of increasing the geographical connectivity i.e. improved road network will boost local community along with market development, improved export performance along with trade openness due to the availability of developed infrastructure, but will also be a cause of huge employment generation for the residents or the local people while attracting regional stakeholders thus resulting in an increase in household incomes, attract foreign investments. The multi-billion dollar project will improve cross border physical infrastructure and eventually decrease transportation cost, raise the international as well as domestic trade volumes and will be a vital cause of increased regional integration. The current initiatives under CPEC will not only improve infrastructure in terms of road network but also in energy sector i:e. help to overcome the prevailing energy crisis, telecommunication i:e improved optic fiber, trade and investment i.e. boosting FDIs. Furthermore the literature supports that improved access to electricity may raise educational attainment and reduce the cost of human capital accumulation while the same will be observed by CPEC's energy projects. CPEC will not only improve the living standards of people within the economic belt, lowering the number of people living on or below the poverty line but will also tend to reduce fuel consumption, wear and tear and savings of transport in terms of transit time. By doing so, there will be a complimentary effect of decline in the CO2 emissions being produce due to efficient fuel consumption.

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STRATEGY FORMULATION PROCESS OF HUMAN RESOURCE MANAGEMENT. A LITERATURE REVIEW ON HRM-PERFORMANCE YOKE

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Abstract:

While most readings in writing re-numbering key human asset administration have profoundly investigated the alliance amongst HRM and execution, surviving writing has demonstrated differed aftermaths. In like manner, researchers have ordinarily focused on exactly how associations gadget their HRM systems. In this rationale, Strategic Human Resource Management writing has compensated not as a lot of astuteness to the foundations of these methodologies and the center dynamic by which HRM frameworks are characterized. Along these lines, considering the significance of detailing procedures known in vital process look into, I suggest a newly discovered model of study going to on the HRM methodology definition handle. I will distinguish divergent ward considers that potentially will impact this vital procedure. Conclusions and suggestions will be part "n" package of the examination think about.

Keywords: Strategic Human Resource Management, Process, HR strategy formulation

Presentation:

Defense and Objectives:

Strategic Human Resource Management (SHRM) emerges as a subject committed on the deliberately arranged contribution of human component inside foundations. In the period of 1970s, more than a couple ponders have taken a shot at the need to reorient customary human asset administration (HRM) in charge to comprehend HR as a crucial component in auxiliary, administrative and authoritative achievement. Consequently, this standard view brings into being to experience essential changes, pointing its significance on the vital essentialness of HR (Lengnick-Hall, Drake, Andrade 2009). As needs be, the HR work has a more involved part and a proceeding with arrangement what derives certain varieties in top administration groups' and HR administrators' featuring parts. Remembering this reality, the writing has anticipated new models of study that consent to the investigation of this vital angle.

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Subsequently, SHRM has perpetually incorporated theoretic assessments from not at all like turfs of research to size models included multipart and expansive.

By and by separated from the quick improvement of the field, the association in the midst of HRM execution still stays ambiguous. Audits by Lengnick-Hall et al. (2009), Paauwe (2009), Guest (2011) and McMahan and Wright (2011) approve that it is an imperative for further research on beyond any doubt authoritative and uneven issues to flawlessly understand the way HRM impacts hierarchical execution. To ricochet these calls from the writing this review concedes a boundless audit with an end goal to clarify what we recognize roughly the strategy associations plan their HRM methodologies. Once in the past, expecting a 'procedure model concentration's (Ostroff and Bowen, 2004; Guest, 2011), I learn and order arranged influencing highlights that may lead HRM frameworks plunge. Doing as such, a fanciful model of study is foreseen with a twofold target: (1) the record of the HRM system detailing procedure and, (2) the documentation of subject variables that may effect on the plan procedure.

The paper is sorted out in four central portions. In the first place I audit the writing to express a HRM definition prepare, perceiving principle organizes and expound performers. Grasping this approach, driving impacting components in each stage will be considered to frame the new model of investigation. As a last point, derivations, suggestions and future research lines will be talked.

2. Hypothetical Context

2.1 The HRM Strategy Formulation Process: Main Features and Convoluted Proxies

The noteworthiness of the definition organize handle has been for the most part known in vital process writing (Kleindienst and Hutzschenreuter, 2006). Typically, this stage has been measured as the center stride in key basic leadership, establishing the center components for succeeding execution (Mitroff and Lyles, 1980). All things considered, numerous SHRM works have tried HRM substance, yet a few researchers have focused on the significance of investigating the interior dynamic of HRM key procedures (Ostroff and Bowen, 2004; Huselid and Becker, 2006; Guest, 2011). For the reason of the trouble of this turf of research, many hypothetical bases and viewpoints have been pooled to illuminate the HRM system detailing process. In any case, in vital writing most explores are in settlement over the portrayal of the key procedure origination. In this acumen, essential works have called attention to that detailing is one of the phases in key basic leadership prepare which contains recognizing, breaking down and choosing about correlated key matters in associations (Dutton, Narayanan and Fahey, 1983). Unequivocally, key issues are considered as strategies that can significantly influence hierarchical

execution (Ansoff, 1980). Propelled thinks about have achieved this general definition, requiring three activities: (1) natural filtering, (2) understanding and, (3) key decision (Goia and Ford, 2000). Outline on earlier purpose of perspectives, ecological checking is characterized by Thomas et al. (1993) as those activities that let best supervisors gather recognizing data from inward (Cowan, 1986) and outer settings (Milliken, 1990) fixated all alone experiences (Salancik and Pfeffer, 1978). In the HRM procedure detailing process, directors will remove fragile data that could have basic impact on the HR territory (Snell, Lundy, 1994; Wright, and Jacobsen, 2004; Singh and Krishnan, 2011). Unexpectedly, translation activities are connected to the way best administrators appreciate and recognize relevant data. In this reverence, they ordinarily sort and tag key issues in circumstances and dangers (Dutton and Jackson, 1988; Ofori-Dankwa and Julian, 2008). Remembering the data they have deliberately picked and inspected, best supervisors will settle on a vital decision (Waters and Mintzberg, 1985; Noble, 1999). As it is resolved, these three principal steps are extensively utilized as a part of specific writing to portray plan organize prepare. Seeing this procedure, it can be contemplated that if plan arrange included the comparable strides, the procedure would be the same in any association. In any case, as Wright et al. (2004) called attention to, this procedure is not all inclusive. To support this contradiction, there is a common stream of research demonstrating that SHRM forms must be intentionally considering unforeseen variables (Romero-Fernández, Sánchez-Gardey , and Martín-Alcázar, 2005). Up to opening with the investigation of these variables, we will go into the detailing procedure in profundity to propose certain more basic qualities contained by the writing.

In the SHRM train, different looks into have likewise expected an alike arrangement of activities to characterize the HRM methodology definition. Salem and Peery (1993) recommend a model contained four primary exercises: (1) key issue ID, (2) key issue examination, (3) system detailing and, (4) approach execution. The three initially activities would be connected to plan organize. In this occasion, the key issue distinguishing proof incorporates the ecological checking. All the more accurately, the top administration group assesses the outside and inside setting to find out partnered features that may trouble the HR work. They likewise index vital concerns set up on their observations as the open door/danger characterization. The second step, the vital issue examination, is centered around making assorted options of activities, assessing and choosing a successful option. The chose activity must be solid with the first examination. Thirdly, the highest administration group will express the unmistakable HRM procedure and the unequivocal strategies. Supervisors ought to plot HRM

arrangements to confront the first outer requests.

Then again, Wright et al. (2004) likewise recommendation a review in which dissimilar to measurements of the HRM system detailing are contemplated. Keeping in mind the end goal to portray the plan procedure, these creators mirror various stages: (1) ecological examining, (2) key issues distinguishing proof, (3) basic HR recognizable proof, (4) technique advancement and, (5) correspondence. While clearing up the arrangement of activities to propel the detailing procedure, Wright et al. (2004) contain straightforwardly two key perspectives that are not introduced in past reviews: the basic HR documentation and the HR correspondence. Subsequently, they propose a more compound and integrative process. Next, extra invigorating conclusion explains that, while Wright et al. (2004) express a perfect procedure, not all associations direct this procedure moreover. In all actuality, in particular cases, this procedure does not happen clearly. As I brought up before, differing unforeseen elements ought to be considered in the HRM technique plan procedure to comprehend the dynamic from a sweeping perspective. Once in the past, I have expressed the definition arrange, the accompanying stride is to name its primary attributes and included intermediaries. To do as such, we will characterize five fundamental stages: (1) natural filtering, (2) key issue recognizable proof, (3) basic HR Identification, (4) meaning of the HR introduction and, (5) HR correspondence.

2.1.1 Environmental Glance over

In this bit of the HRM definition prepare, beat administration groups need to concentrate the ecological setting determinedly to secure applicable data and to discover your feet, maintain or change the present system (Lane and Floyd, 2000). In this rationale, Fredickson (1984) differentiated the idea key choice fulfillment as the level of which directors gather and process ecological data in vital basic leadership. This contention demonstrates that it is not dismissive to gather data consistently and to examine this data completely (Forbes, 2007). From an assorted perspective, Heijltjes, Roe, Glunk, and Raes (2011) characterize the filtering procedure as the finding of holes in the earth. This procedure says the exercises by which best administration groups and center supervisors construe, study and clean data from the outer setting, modifying the present system to new circumstances and requests. Grouped reviews have demonstrated that amid the ecological checking investment among administrators infers will be certain in light of the fact that they will have the capacity to share more data from various vantage focuses (Rindova, 1999). In like manner, both parts, beat administration groups and center administration incorporate their perspectives and comprehend data cooperatively. The writing has presented that despite the fact that extensive investigation of the earth is

extremely germane, not continually is efficient. It infers huge expenses as far as time, assets (Forbes, 2007), and in some shaky situations, a high level of culmination will lead best groups to hold with conflicting data (Hough and White, 2003). This weights the remaining of the unconstrained procedures (Ireland and Miller, 2005; Child and Elbanna, 2007). In this track, Grant (2003) additionally fights that recognition will expand creativity and suppleness in basic leadership handle, what is attractive in the methodology definition, particularly in unique and evolving situations. Hence, Ng and Khatri (2000) find that instinctual procedures are certainly associated with hierarchical execution in unstable conditions and adversely in stable situations. In this manner, some level of instinct might be urgent in examining situations to embrace speed, nimbleness and nature of choices (Miller and Burke, 1999). These contentions clarify that, in specific settings, there is a prerequisite to gadget hugely complete procedures to journey for data (Miller, 2008). Both procedures, instinctive and thorough procedures must be joint.

2.1.2 Strategic Concerns: Identification

Taking after the vital issue analysis writing, directors' clarification about natural data is not kidding for authoritative achievement, since it will have properties on options and unmistakable activities (Duncan and Dutton, 1987), the way they sort out vital issues will obviously shake vital responses (Huber, Chattopadhyay, and Glick, 2001). Works here have concentrated the open door/risk point of view that builds a hypothetical model in light of discerning regularizing hypothesis (Ofori-Dankwa and Julian, 2008). For this situation, creators highlight that administrators sort vital issues in two fundamental gatherings: openings or dangers. In this classification procedure, best administrators won't require much time or psychological assets. In undeniable reality, Dutton (1993) brought up order can grow more programmed subject to assorted perspectives. Resulting these contentions, beat supervisors could comprehend data all the more consequently on the off chance that they handled a familiar issue, since their previous proficiencies. In particular conditions, issue earnestness or authoritative past execution can support or postpone the automatic clarification. Then again, more contemporary reviews, for example, Ofori-Dawnka and Julian (2008), have concentrated this subject in intricacy by recommending an integrative model of classification called "FUI system" in which three primary components of vital issues –favorability, urgency and influence– will be contemplated.

2.1.3 Important Human Resources Identification

From a center perspective, directors need to think about and assess inside data to finish the HRM methodology definition prepare (Lundy, 1994; Chen and Chang, 2010, Wright et al., 2004). Human capital heterogeneity in associations makes vital to recognize main representatives and their part to authoritative execution and those laborers who upkeep the key movement of the firm. Different examines recommend that humble pay have gone from being strengthened in some standard assets to be administered by trademark capacities produced from key proficiencies of representatives (Prastacos Soderquist, Ioannou, and Papalexandris, 2010). Consenting to this, all through generally useful system plan prepare, an inside examination of center skills is set up. Beat chiefs perhaps will judge basic HR and skills considering "uniqueness" and "key esteem" criteria (Snell and Lepak, 1999, 2002). Doing as such, top administration groups will be equipped for evaluating human resources and abilities that association possess to face novel outer difficulties. I accept this phase as an encouraging procedure between issue distinguishing proof and framework configuration stages. This inside investigation and the ecological filtering illuminated straightforwardly above, adjust each other to enlarge the HRM procedure definition prepare. New reviews are in perspective of center administrators part in giving top directors appropriate data about various practical zones (Raes et al., 2011). Subsequently, HR office and HR supervisor suggestion will be basic parts in this inside accentuation (Johnson, Brockbank and Ulrich, 2009).

2.1.4 HRM Bearings

The moment beat groups have set up going before stages, the subsequent stride is to characterize particular HR strategies and works on giving to the data about capabilities. SHRM writing has demonstrated that few HR compliances could live together restrictive to assorted sorts of human capital winning in associations (Snell and Lepak, 1999, 2002). This implies firms will inside develop required abilities and, simultaneously, they could purchase extra aptitudes in the work showcase, reliant on its needs. In this stage, the writing reflects mostly related three principle calculates the writing: (1) HRM framework adaptability, which edifies the ability to reconfigure set up HR approaches, (2) HR supervisor cooperation in vital basic leadership and, (3) impact of modern relations (work order and exchange unions control).

2.1.5 HR Bulletin

The latest stage in the HRM system plan is related to the correspondence of the first arrangement of projects and applies. In this rationale, Wright et al. (2004) always stress over the essentialness of line directors in translating HR correspondences when they have recognized the data from the key peak. Specifically cases, correspondence is likewise measured as a device to show the

standing or association of the HR work in the associations. Nonetheless, results proof that, in wide range, beat administration groups interconnect the system to the line chiefs by methods for printed versions. In this regard, master writing has brought up that unceremonious HR procedures and inaccessible limited time material prompt questionable bits of knowledge of the part HR work in associations (Wright et al., 2004; Bartram Stanton, and Leggat, 2010). Recently, Stanton et al. (2010) have found how SHRM is concurred, induced and interconnected through the administration pecking order. Results show that the part played by the CEO is element to convey HR legitimacy and control, and to extension agreement between top administration colleagues on HR title part. Also, best administration groups essential to spread unfailing data about HR technique everywhere throughout the progression to build up an efficient HR usage. Around then, posts sent by top directors can be temperamental and complex, mirroring a lack of legitimacy and guarantee among colleagues. Thus, one of the main pointers to contain laying out the idea will be the showing of the HR data and the simple entry for the aggregate association. Moreover, we will ponder the repercussion of top supervisors and line directors to pass on well-spoken messages (Mari, Iterson and Den Hertog, 2010) and the nearness of displayed and viable systems of correspondence (Stanton et al., 2010).

3. Talk into Dynamics in HRM Strategy Formulation Stage

HRM system detailing procedure is customarily inflated by different interior and outer elements. For the convolution of the definition dynamic, I will tail the key fit writing to explain the past conditions of HRM techniques and the top administration group writing to make further the impact of group adaptation on the procedure characterized. The main component and foundation, will contain natural variables, key elements and authoritative elements. These elements are out and out eloquent with dependent and relative SHRM writing (Martín-Alcázar et al., 2005). The second measurement, best administration collaboration, will comprise of the breakdown of both, statistic and human capital attributes. By this examination, I go to display an extensive structure that assess inactive factors to enlighten further the approach HRM gives to authoritative achievement.

3.1 Antecedents

Ecological variables: representation on vital writing, elements, for example, work advertise, monetary circumstance or social condition may well furious the HRM procedure outline (Lundy, 1994). Different creators have stressed the status of the capacity, new innovations, or government controls (Schuler and Jackson, 1995; Mello, 2001). In check, from a large scale social perspective (Brewster, 1993, 1995, 1999), HRM

strategies will be likewise depicted remembering their enhancements on common, official and political condition. Help, Den Hartog, Boselie. and (Paauwe, 2009) have given away different variables, for example, government, proficient affiliations, exchange unions, works boards and representatives additionally influence exactly how to succeed HR.

Strategic Key Components:

Coordinating on these elements, business system is one of a definitive examined factors. Snow and Miles (1984) too investigate the connection amidst point by point business techniques and positive human asset approaches. Unexpectedly, Fombrun, Tichy and Devanna, (1984) have bantered a scholarly structure about the examination authoritative and outer component that may control associations' presence. In the info, these creators express the HR work as a key instrument to pass on the business procedure. Thus the position between formal authoritative structure and HRM frameworks is vital. In a related clue, (Jackson and Schuler 1987) have said that subject on the business procedure, HR rehearses would do well to have a changed situating, pretentious acknowledge the levelheadedness among hierarchical goals and the HR methodology introduction (McMahan et al., 1999). In 1985, Ramanujam and Golden attempted to go a phase included into this issue, and introduced differing relatives amongst business and human asset procedures: (1) the managerial part of HR capacity, (2) one-path interface between business technique and HR methodology (Doty and Delery, 1996; Devanna et al., 1984; Walker, 1990; and Schuler), (3) a bidirectional and corresponding connection between both systems and (4) an entire mix of HR capacity in the vital procedure.

Hierarchical components:

Here is a basic of research that reflects authoritative figures the HRM procedure detailing process. For example, measure, innovation, level of advancement or structure (Jackson, Rivero and Schuler, 1989; Schuler and Jackson, 1995) or inward political connections (Banister and Balkin, 1993) may maybe impact the way of the HRM methodology. In like manner, authoritative culture and the pretended by HR chiefs will be cause considers the HRM system detailing. In this high supposition, Wei and Lau (2005) and Zhang and Chiu, Wei, Liu, (2008) express that hierarchical culture impacts the strategy best chiefs watch HR in associations. This contention hops from the confirmation of hierarchical culture mirrors best director guidelines and convictions (Ostroff and Bowen, 2004). Due to the point that they are center performing artists in inverse vital choices, these qualities and convictions are diverted in their choices (Hambrick, 2007; Mason and Hambrick, 1984). Giving to this, hierarchical culture and HRM

methodology could be related and the main (culture) can be predecessor of the second one (HRM procedure) (Wei et al., 2008). Thus it is indispensable to thoroughly consider how best administration groups recognize HR esteem and the impact of these perspectives on detailing process (Schaubroeck and Carmeli 2005). Furthermore, identified with the HR portrayal in the association, I will allude to the part of HR directors in plan organize, as an intention to express precisely how basic HRM is to accomplish key targets. In this rationale, contemplates around there have analyzed the part played by HR chiefs in vital basic leadership, underscoring the remaining of his/her sharing (Ulrich et al., 2009). Accurately, these reviews emphasize that HR administrators ought to add to detailing stage, yet his/her part will be connected subject to particular HR abilities (Limbrick and Lawson, 1996). When best directors plan their HRM techniques seeing the impact of these variables, the SHRM writing more often than not portrays this position as the vertical fit. By the by, not just this vertical fit is required to express a solid HRM technique, however the discernment between HR hones (level fit) fundamental to be likewise measured while concurring the arrangement of HR activities Both conditions basic to be experienced to guarantee that HRM is fit to move authoritative execution.

3.2 Top Management Team Composition

Previous research paid better thought than the impact of top groups statistic attributes in vital choices (Mason and Hambrick, 1984). These creators contended that perceptible traits could be legitimate and solid markers of directors' encounters, qualities, aptitudes and data sources (Neale, Northcraft, Jehn, and, 1999; Roh and Joshi, 2009). The approach in which chiefs conclude nature and key issues is prepared by their qualities and it capably impacts the comprehension of data, deciding basic leadership handle (Hambrick and Finkelstein, 1996). At that point, various creators have driven reviews in view of the Upper Echelon hypothesis proposed by Mason and Hambrick (Eisenhardt, Xin and Hope-Pelled, 1999; Schaubroeck and Carmeli, 2005; Johnson, Schnatterly and Tuggle, 2010). These workings have included positive statistic factors, getting exceptionally not at all like conclusions and, in specific cases, conflicting outcomes. Such ambivalent sign is a direct result of the limits ascended from the utilization of statistic qualities as guesstimates of the basic attributes of people (Mason and Hambrick, 1984; Milliken and Forbes, 1999; Nielsen, 2010).

Accepted these conclusions, my review prescribes to go a stage more in Mason and Hambrick's (1984) desires. In this sense, however the Higher Level

hypothesis concentrates for the most part on the investigation of statistic qualities, this exploration establishes as a preparatory reality, and I will state different attributes, both statistic and human capital, which will be incorporated into the hypothetical model.

To characterize group statistic structure, I will take into concern Lawrence (1997) and Hope-Pelled et al's. (1999) ions. These creators separate between two different groupings of characteristics which can control groups qualities: (1) changeless properties, including angles, for example, age, orientation and nationality and (2) foundation attributes, considering instruction level, residency, practical foundation and instructive foundation. Consented to these two arrangements of perceptible attributes, I will accentuate on three elements of human capital. Next Martins and Milliken (1996) and, Gallén (1997, 2006), human capital adaptation can be cleared up saying to intellectual styles on account of its remaining to characterize precisely how best officials recognize and handle data. Besides, as Lin (2001) calls attention to, individual esteems will likewise elucidate human capital qualities. In conclusion, my proposal includes positive administrative abilities identified with HRM choices. In perspective of these attributes I finish the human capital idea with some particular aptitudes and capacities of leaders (Lepak Dean and Snell, 1992; and Snell, 1999). These aptitudes could show us the ability profile of the chiefs (experts' generalists) (Snell and Kang, 2009). Through and through these statistic and inconspicuous factors will move the HRM plan prepare in differing ways.

4. Conclusions, Effects and Future Research Streaks

Representing on the writing audit, I could reason that, despite the key importance of the HR capacity is solid in surviving writing, extra research is the essential to clarify the interior dynamic of the HRM detailing. In this approach, I could well understand the whys and wherefores why HR are reflected in differing implies in associations. As presented, this detail can be cleared up by the criticalness of shifted unexpected elements that have control on this key procedure and in what way they are comprehended and contemplated by top directors and HR officials. To go above and beyond in these movements I tail standard ions that advanced three primary activities in procedure definition organize: ecological filtering, elucidation and key decision or reaction. To put on these ions to the HR range, I finish Wright et al's. (2004) HRM detailing definition. Then again, an inside and out examination of this arrangement of activities involves profounder investigation of the unexpected variables that move this vital procedure. To guarantee this, I base on the fit perspective to characterize a few components that will control the HRM procedure. In this rationale, I have very much characterized the center factors related to condition, vital variables and

hierarchical determinants. Likewise, I additionally display a few ions from top administration group structure to articulate those related statistic and human capital traits for HRM definition forms. Subsequently of this writing survey I prescribe an integrative model for HRM procedure plan handle. With this model I add to the surviving writing in two strategies: (1) I prescribe a HRM audit from the "procedure" viewpoint to elucidate HRM/execution relationship, resulting late calls from the writing (Guest, 2011). In this connection, I be in charge of specialists and administrators with a procedure demonstrate in which I have recognized fundamental strides to arrange the HRM technique professionally in associations. By method for this, I additionally arrangement to chiefs a down to earth and efficient representation in what way to produce an efficient HRM methodology, making center strides and suggestions, (2) I likewise show a fluctuated and complete hypothetical model in which determinant unexpected variables are included, concurring analysts and specialists to devise a solid vision about what necessities to be sensibly well-thoroughly considered in HRM system definition forms.

Despite the fact that the model has not been checked exactly so far, I stretch certain germane ramifications for chiefs. At to begin with, I embrace that, in model. It is huge to remark that, despite the fact that I have arranged a worldwide and straight succession of activities, in genuine circumstances, the HRM authenticity, the HRM definition process is more byzantine than I assessed. However, my investigation lets me offer supervisors with a significant and solid guide around by what strategy to confront HRM forms. One of the advantages of my hypothetical model is that the standard HRM detailing procedure can be utilitarian in both, extensive and little organizations. It bargains interesting acclamations around those elements that are basic to be measured in each HRM stages. For example, the remaining of applying comprehensive and in-manufactured procedures in the ecological checking, the use of "uniqueness" and 'vital esteem' benchmarks to find out center workers or reflections to achieve an efficient HR correspondence (composed and open archives, directors suggestion, appropriated data channels, and so forth). Utilizing the depiction of the HRM detailing forms, supervisors will be fit to examine and gage their aptitudes and brace them to become each HRM arrange. Besides, it could be helpful for directors to conjecture troubles subsidiary from the HRM procedure ahead of time. Furthermore, administrators can grab the examination of unexpected components in order to fixate on germane components, letting all the more quick and efficient HRM forms. In any case, the subsequent limits must be measured when understanding the conclusions and ramifications of the hypothetical

technique definition may well be a thumbs up and recurrent process. Also, not every single unforeseen variable will have the alike weight in different associations. I likewise highpoint that the model shadows a broad perspective, thus more hypothetical adjustment is required. Thus, surprising conclusions and experts suggestions may rise from exact examination in future research. Attainably, to lead the experimental investigation, the model may be isolated in different parts to direct a more profound examination of the HRM plan handle and the impact of unequivocal determinants in each stage. In this rationale, some HRM forms, as the vertical and even fit (Singh and Samnani, 2013) or inner correspondence forms (Meshulam, Iverson, Kidron, and Tzafrir, 2013) essential to be take a glance at more profound level.

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THE THEORY AND CONCEPT OF PSYCHOLOGICAL EMPOWERMENT

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Abstract: Psychological empowerment is very important concept which is widely used in the researches of industrial psychology. There are discrepancies among researchers about the dimensions of psychological empowerment. This research is finally describes the four dimensional concept of psychological empowerment on the basis of work of Spreitzer who adopt these terms on the basis of work of Thomas and Velthouse and Conger and Kanungo . These four dimensions named are named as competence, meaning, impact and self-determination.

Key Words: Psychological Empowerment, Competence, Meaning, Impact, Self Determination

Introduction

Psychological empowerment is mainly focus on intrinsic motivation rather than practices of management (Huang et al., 2006). Researchers such as Thomas and Velthouse (1990); Conger and Kanungo (1988) describe psychological empowerment as "employee empowerment in psychological terms and define psychological empowerment as "a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information". Job satisfaction, organizational commitment and job performance improves by psychological empowerment. This research is designed to conceptualization of the concept of psychological empowerment and present the four dimensional concept of this variable.

Psychological empowerment

Business examiners have been extensively investigating the term of psychological empowerment since long time (Thomas and Velthouse, 1990; Conger and Kanungo, 1988). The current study on psychological empowerment has been centre of attention of the researchers on the basis of self efficacy and employee's autonomy (Huang et al., and Cheung, 2006). Psychological empowerment focuses on intrinsic motivation rather than practices of management (Huang et al., and Cheung, 2006).

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Researchers such as Thomas and Velthouse (1990); Conger and Kanungo (1988) describe psychological empowerment as "employee's empowerment in psychological terms and define psychological empowerment as "a practice of improving feelings of self-efficacy among organizational players through the identification and removal of conditions that foster powerlessness by both formal organizational practices and informal techniques of providing access to efficacy information". Avey et al., (2008) describe psychological empowerment "as a form of intrinsic motivation to perform tasks, demonstrated in the following four cognitions: meaningfulness, competence, self-determination, and impact".

Psychological empowerment can be termed as practiced psychological condition or cognition. Conger and Kanungo (1988)which define the psychological empowerment as "a process of heightening feelings of employee's self-efficacy "through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information".

Whereas Thomas and Velthouse (1990) explained this approach "by specifying a more complete set of task assessments (meaningfulness, competence, choice, and impact) that determine intrinsic task motivation in workers". Spreitzer (1995) worked on both Thomas and Velthouse (1990) and Conger and Kanungo (1988) and classified the empowerment in four dimensions named as competence, meaning, impact and self-determination. Particularly, meaning is defined as logic of emotion due to which employees feel that their job is meaningfulness. Competence is the belief or self-efficacy in personal capacity towards effective completion of responsibilities. Self-determination is termed as observation of independence to decide how to carry out and initiate jobs. Impact is termed as the extent to which an individual perceptions and individual attitudes are create the variation in outcomes of job (Spreitzer, 1995).

Represented as explained and indicated to the following dimensions (competence, meaning, impact and self-determination), even though diverse, the whole psychological empowerment concept presented by Spreitzer (1995) explains that distinct four dimensions of psychological empowerment which describe the entire concept of empowerment. Psychological empowerment is the procedure through which any person handles himself means he achieves control over himself(Peterson & Zimmerman, 2004; Rappaport, 1981; Zimmerman, 1995).Zimmerman concluded that physiological empowerment consists of an individual's relation and concern with environments and his internal perception and thoughts about the physiological empowerment. Conger and Kanungo (1988) and Thomas and Velthouse (1990) concluded that physiological empowerment starts to exist

at the age of 16 with the perception that how an individual affects others. They also concluded that the perception of individual may change according to the conditions and infra-structure of the organization. They also focused that the individual perception about physiological empowerment can be helpful as compared to the organizational empowerment. Thomas and Velthouse (1990) also highlights the four stages of psychological empowerment which include

- Competence
- Self determination
- Impact
- Meaning

Spreitzer (1995) also defined these four dimension .according to him competence is a concept in which an individual thinks that he is capable to perform work which is assigned to him by having technical skills. Spritzer also explain meaning in a sense that what an individual perception about an organization value system and to what extent he is familiar to them. Work on personal meaning leads to increase the motivation, self-confidence and increase personal appreciation to maximize the productivity. Physiological empowerment is a way which tells that how an individual will react when he is empowered to do some work with respect to four dimension. Competency is the one's capability to do his work. Self-determination is the state of mind feeling totally satisfied toward his selected activities for the job. Impact is state in which an individual thought that he is capable to be influential towards organization activities. These four dimensions play vital role in an individual's role if these dimensions are manifested with job behavior. Physiological empowerment is not a particular personality trait toward any activity rather it depend upon the working environment of the organization. To make this thought successful an organization must provide some criteria to the extent of empowerment because it is impossible to produce its maximum results without supporting environments for it. For instance if an individual have supportive working environment which appreciates his performance then he will be more motivated and produce his maximum output rather to hide his abilities and ultimately his performance leading to increase in the productivity of entire organization because he will be a source of motivation for other employees and managers. Employees with low level of confidence to present their work in an effective manner can be motivated. It will show the person positive attitude not only in normal environment but also in the stressful environment of an organization. Spreitzer (1995) developed theory base instrument for the measurement of the four dimensions which are described as under.

Meaning: Meaningfulness is a concept in which an individual confess that what he is doing is important to him. Spreitzer describes it as it's a link between an employee and his set goals with respect to individual's thoughts and believes.

Competence is the ability of an employee that to what extent he is capable of doing assigned activities by implying his skills and ideas. An employees must have self confidence that he is capable of doing things according to the environments (Kara, 2012).

Self determination is an individual's confidence about the way in which he accomplishes his work. This class of employees have thought that they have adequate confidence to do thing in their own way by managing time and speed (Hossein et al 2012).

Impact is related to the concept that how an individual can affect decision making process, management function such as planning, controlling, organizing and leading entire activities of the organization. This concept further discloses that how an individual's attitude is different towards completing his duties and produce consistent performance in his work (Thomas and Velthouse, 1990).

Conclusion

Current research is important effort to describe the concept of psychological empowerment. Psychological empowerment very critical variable for growth of organizational employees. This study finally describes the four dimensional concept of psychological empowerment on the basis of work of Spreitzer who adopt these terms on the basis of work of Thomas and Velthouse and Conger and Kanungo . These four dimensions named are named as competence, meaning, impact and self-determination.

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A COMPARATIVE STUDY IN THE MANIFESTATION OF AGGRESSION AMONG THE FEMALE STUDENTS BELONGING TO DIFFERENT SOCIO ECONOMIC STRATRA

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Abstract

In the present research aggressive behavior of hundred female children were studied who belonged to different socio economic classes. The result shows that there is a difference between manifestations of aggression in the female children belonging to different socio economic classes. The data was collected through the Questionnaire technique. The female children of the age group 11 to 13 years were selected for study. It was "Purposive Sampling". The selection of specific population for a number of reasons. First, the selection of specific population is helpful to a great extent in controlling some of the interfering variable. Second, it brings homogeneity, which makes the relation of observations more useful. Thirdly, it helps to increase the validity of generalization. Fourth, it facilitates sampling. Lahore schools were selected because of the convenience of the researcher as she has self-lives in Lahore, besides she knew most of the staff members an expected full cooperation from them. Aggressive behavior of just female's students was studies. The girls selected for study were found understanding in six, seventh and eight classes. The students in these classes mostly fell under the age group of 11, 12, 13 years.

Introduction:

Aggression and its expression among human activities have received the maximum concern and attention among the various human activities, though aggression has always been an important social problem, the developments during the past few decades have fully justified the increased concern. With the increasing access to instruments of destruction, simple aggressive acts can produce widespread disastrous consequences. The hazards of ill-judged actions have thus become enormously magnified. Man's aggressive potential has also been increased independently of expending destructive accouterments, by changes in the social conditions of life. When populations were widely dispersed the consequences of any given aggressive act were principally confined to persons toward whom the behavior was directed.

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Under conditions of urbanized life, in which the welfare of residents upon smooth functioning of intricate interdependent systems, destructive behavior can be easily performed without requiring elaborate apparatus instantaneously harm large member of people. (Gilbert, 2002)

DIRECTIONS OF AGGRESSION

Since anger can be displayed from the original frustration. We have an interesting problem. In what direction will be focused? That has proposed that people respond to frustration in three ways;

1. Extra punitive (attacking others)
2. Intropunitive (attacking oneself) and impunities (denying that there is a frustrating or simply persisting calmly in trying to solve the problem constructively).
3. The expressions of extra punitive aggression are more obvious like verbal attacks fighting and murder. When extra punitive reactions are displayed, the angry person may attack an innocent, bystander. (Berkowitz, Feshgach, 1990).

Circumstances that increase a child's susceptibility to anger have been described by good enough, which made study of anger with the corporation of a number of parents. Children are more disposed to anger after restless night, or when recovering from illness, or when tired or hungry. Many adults likewise are crankier before breakfast or when hungry, a good rule is not to start on argument before meal time. A soft-boiled egg may do more divert anger then the best logic before emanating from an imply stomach.

The child who learns from experience that aggression will lead to reward; either in attaining her goal or reducing her anxiety will continue to use aggression wherever she is frustrated. Aggressiveness is aroused; when something happens to keep the child from achieving the goal that is important to her personally. It is sometimes comes from poor adjustment while, at other times, it indicates an approved sociability the most common causes of aggressiveness is following;

■ Frustration, which predisposes the child to attack a person or object, stands in her way.

■ Displaced anger when the child cannot express anger directly towards the offending person or object.

■ Parental reactions.

■ The child desire to show his superiority.

■ The need for self-protection when the child feels insecure or is on the defensive.

■ Jealously.

■ Identification with aggressive characteristic in the mess media.

■ Physical punishment misbehavior arousing the desire to strike back.

■ Permissive attitudes of parents or other adult toward aggression.

■ Emotional tension resulting from family stress which involving the child.

SEX DIFFERENCES IN AGGRESSION

There is also argument for a biological basis for aggression (Diamond 2012), examined studies among animals, found sex differences in aggressiveness and concluded such genetic factors were influential in aggressive behavior, even though learning experiences were important. The boys are more aggressive than girls, appear early in life and can be observed in variety of settings, and situations besides, as children themselves perceive boys are more aggressive of the sexes. It is likely that sources of this greater male aggressiveness are both environmental and biological.

KINDS OF AGGRESSION

VICARIOUS AGGRESSION

The vast major men and women and children are content to satisfy their need for aggressiveness in a vicarious, or substitute fashion. They release their aggressive impulses by watching other people being aggressive. This is one of the reasons why spectators are very popular. Being a spectator makes it possible to real feelings of aggression without danger to oneself.

DISPLACED AGRESSION (SCAPGOATING)

When a person bullies those whose are younger or weaker than he is, it is usually an evidence of scapegoating. When a gang or school group exhibit a persisting tendency to persecute and be cruel to weak and defenseless individuals, to their own less popular member or to a small sub group, we can suspect that displaced aggression is manifesting itself; thus teacher's pet may become a substitute target for students frustrated by the teacher and when they are afraid to attack the teacher directly.

ANGER DIRECTED AGAINST SELF

Even when quite young, children direct anger against themselves. In addition to the physical self-punishment like biting self, head hanging, children sometime express anger against themselves in words such as "I hate myself", or use milder such as "that's just like me", when they make a mistake or have an accident.

PARENTS CHILD RELATIONSHIP

In the earliest learning's, in fact throughout the childhood, the behavior of the parents is a highly significant feature of the child's environment. Parental factors are not only the determinants of psychological development, or are the experiences of childhood the only ones that shape personality, but the effect of parental attitudes is sufficiently important.

Among the notions advanced to explain aggression in children psychologist's otters various aspects for the parent child relationship. In the first, frustration aggression, any situation condition,

relationship, or experience that produces frustration in the individual is seen to generate aggression. The second notion emphasizes the part as a model for the child, identifying with the parent, the child models his own behavior after the parents. Third parental permissiveness of aggression is said to increase the child's tendencies to behave aggressively. Clearly all these notions are centered in the environment since these children's learning experiences particularly as they occur in the family setting.

GROUP IDENTITY AND AGGRESSION

General observations suggests that an individual is more aggressive when in a group than in alone and' the experimental data support it.

SOCIAL RELATIONSHIP AND AGGRESSION

Aggression is primarily. Produced by the frustration of secondary drives, not primary drives, and particularly by the frustration of school relationships.

INHIBITION OF AGGRESSION

In brief the child's aggressive impulses may be handled in four main ways:

(1) By reducing frustrations and the conditions that proke them. It is wise prevent, as far as possible, the arousal of intense feeling when the child is too immature to control them.

(2) By trying to replace some satisfaction of which a child must be deprived with other satisfaction that is more appropriate to her stage of development.

(3) By recognizing individual differences some children have low frustration tolerance; they are quick to wrath over sensitive and excitable, they have had previous blighting experiences.

(4) By helping the child to recognize her feelings to bring out into the open, and to consciously direct the aggressive impulses into constructive work or active play into symbolic behavior like painting or verbal expression.

CONTROL OF AGGRESSION

How can aggression be controlled? A variety of solutions have been offered, but few are put forth as often as the recommendation that children be often safe outlets for their aggression

(1) The catharsis myth

(2) Teaching children effectively

(3) Introduce stress reducing strategies

(4) Increasing awareness for harmful effects of aggression

(5) Recognizing environment as a way of controlling aggression

STATEMENT OF THE PROBLEM

No investigation can ever take place without stating the problem, because to the

facts are gathered ordered and generalized according by stating the problem. This research is an attempt to study the effects of socio economic status on the aggressive behavior of the children.

SIGNIFICANCE OF THE STUDY

The theorists may differ on the concept of aggressive or destructive tendencies and a method of control is an accepted notion by all. It is pervasive and a universal behavior. Life in society is inevitably frustrating and tendencies of aggressive behavior are continuously generated. The aggressive and destructive tendencies are as such a part of child's nature as love and nobility.

Aggression is the major insure in the psychological problems of the children's. Kepler, found that children who are referred to the clinics, the major source of difficulty in item is rebelliousness with temper tantrum. Aggression is equally important as a problem in children who neither or nor referred to clinics. For the protection of both individuals of society, attention must be paid to the serious issue of aggression.

PURPOSE OF THE STUDY

The purpose of this study is to through light on the major causes of aggression, the main objective is also parents conscious of that wrong attitudes and wrong way. Mean of treating their child and controlling their aggressive behavior. The parent should understand that sometimes the problems, lies not with the children but with themselves. Their behavior and their attitude are responsible for making the child aggressive. The researcher wishes to know the difference in the manifestation of aggression between female children belonging to different socio economic classes. In the society, generally presumed that lower class children of the middle and upper class, the investigator wants to know whether the difference exists. Physically, the lower class families use punishment more frequently. Researcher wants to know, how does it effects the manifestation of aggression in the children. It is the study of parents to know the basic cause that leads to aggressive behavior of their child.

Parents face great difficulty in handling their aggressive children, but do not try to have an insight in the causes of aggressive behavior. Children were selected for study because the researcher thinks that if one could in finding the solution for the child one could relevant then from becoming a liar, a thief or even murdered. Since the childhood is more impressionable age, their relationship with environment and their self-have a great psychological impact on their life.

Investigator believes that her study may help the parents, to have an insight in their child's behavior and personality differences among female children.

THEORATICAL FRAM WORK

Theory is basically related to the set of assumptions about aspects of human behavior. For conducting the research it is necessary to bring the problem to some

theory means, we have a specific guidance, which direct our research. It is set cannel through which every study have to pass and which enhances the growth of scientific knowledge. Theory directs the procedure into systematic and scientific manner, possibly when the research is on the new lines, it helps channeling way out, and moreover it facilitates the communicator and clarifies factors involved in research.

HYPOTHESIS

A hypothesis is a proposition, conditions or principles which is assumed peoples without belief in order to draw out its logical consequences, and by this method to test its accord with facts which are known and may be determined (Selltiz and johoda 1951).

This research is an attempt to see the effects of socio economic status on children aggressive behavior, so the hypotheses to be tested are:

1. There is no difference in the manifestation of aggression of the female children belonging to low and high socio economic status.

2. There is no difference in the manifestation of aggression of the female children belonging to low and middle socio economic status.

3. There is no difference in the manifestation of aggression of the female children belonging to high and middle socio economic status.

REVIEW OF RELATED LITERATURE AND RELEVENT RESEARCHES

There has been considerable research on the problem of aggression, reflecting the wide spread interest in this area, and while significant advances in understanding of aggressive phenomenon have been made, there is still substantial debate and uncertainty concerning aggressive behavior.

Review of the relevant literature helps the researcher in economizing his efforts, and enabling to build his upon what has been by others. Further it provides verified knowledge of theories, Presumed for particular fields.

In Pakistan, very few researches have been conducted in this field; therefore most of the researches discussed in this chapter were conducted in America and European countries. These studies have been classified according to the specific factors, which have been emphasized as the main causes in the manifestation of aggression, they are as under:

1. Punishment and aggression
2. Peer behavior and aggression
3. Models of aggression
4. Frustration and aggression
5. Permissiveness and aggression
6. Social class and aggression
7. Violence , offending and delinquency
8. Aggression replacement training(ART)
9. Bullying and peer victimization in school

1. PUNISHMENT AND AGGRESSION

There is a considerable amount of evidence in support, that punishment and reward can have effect upon aggressive behavior (Bandura, 1973). Geen and Stoner (1971) for example asked college students to assist in an experiment allegedly concerned with the effects of punishment (Electric shock) upon learning. The subjects were seated at a console with the different buttons, each of which controlled different shock intensity. The subjects were told to deliver a shock of varying intensity each time the victim (an accomplice of the experiment to the experimenter) made an error on learning task. For one group of subjects the experimenter simply said "That good" or "you are doing fine". Each time the subject increased the shock intensity above a previously administered level. The experimenter made no comments at all with the control group of subjects. The results indicated that rewarded for behaving aggressively increased the shock intensity substantially over trials compared to the controls not rewarded. The results of experimental studies effects the punishment and modeling upon aggressive behavior in agreement with finding of field studies.

2. PEER BEHAVIOUR AND AGGRESSION

A study by Hicks (1965), investigated the relative effectiveness firmed peer and adult male and female models, as transmitters of aggressive behavior to preschool boys and girls. It was found that children imitate aggressive responses of both adults and peer; however, a shift in aggressiveness of a given model should the most immediate, imitative aggression but a retest six months later indicated that the adult male model had the greatest longer –term effect. This study is important; not only for demonstrating that peer serves as effective aggressive models, but also I showing that caution must be used in generalizing from immediate to long-term effects of modeling.

3. MODELS OF GGRESSION

One well knows series of experiment by Bandura, Ross and Roose (1951); involved showing children films are aggressive behavior. One group of children watched behavior an adult model, display unusual physical and verbal aggression toward an inflated doll; another group saw and adult sitting quietly ignoring the doll. Observations of the children later play showed two things. First the children were able to learn both specific new aggressive acts and a general aggressive attitude by watching the model and second, watching of models aggression being rewarded or punishment may either loosen straighten inhibition for previously learned behaviors (Bandura and Aaltions 1963).

4. FRUSTRATION AND AGGRESSION

Barker, Dembo and Levin, 1943) recorded nursery school children behavior in a frustrating play situation. A number of attractive toys were given to a group of children and then removed behind a screen the toys were visible but the children could not reach them. The children reacted in a number of ways to the frustration, which they felt. Some were aggressive towards their peers or towards the investigators. Others tried to escape from the room or regressed to earlier behavior take thumb sucking interestingly, all of the children showed behavior that was substantially less creative under the frustrating circumstances than previously. Experiment revealed that the aggression was by no means the only reaction or even the dominant reaction.

5. PERMISSIVENESS AND AGGRESSION

Westerly (1962), through rating of aggression found in amounts of aggressive behavior among girls whose mothers had been low in permitting aggression; in child rearing. However, the former group exhibited a sharp increase in family aggression as a result of frustrating session arousing conditions in childhood. Although maternal permissiveness aggression may not highly relate to aggression in childhood, it does not increase the likelihood that the children will response aggressively to various environmental stimuli.

6. SOCIAL CLASS AND AGGRESSIVE RESPONSES

Hollingshead (1949) study specifically the effects of class membership on personality and behaviors and their class position in community of ten thousand. He found that upper and middle class children are taught not to be an aggressor to have good manner, and to avoid making friends with lower class children. By contrast, the children in the lowest class learn that he and his family held in contempt by boys and girls in the higher classes. He has little family supervision and becomes quite independent by the time of adolescence. Hence aggressive tendencies were great in them. He is greatly influenced by other lower class youths, in the colloquies and other groups to which he belongs.

7. VIOLENCE , OFFENDING AND DELINQUENCY

The main aim of this study is to identify systematic reviews of explanatory risk factors for violence, offending and delinquency. Explanatory risk factors are factors that are blearily measuring and understanding construct that is that is different from anti-social behavior. Based on searches for article published 2000 and 2016, 2015 relevant studied were located and screened and 43 systematic reviews were included in the analysis. 11 concerned with crime or violence, 8 with delinquency or youth violence. 20 systematic reviews include meta analysis but few of these reviewed wide range of risk factors, more systematic reviews and

meta analysis of risk factors are needed to advance knowledge. It is highly desirable to have reviews of longitudinal studies, reviews that focus on explanatory risk factors, and reviews that report both that overall effect sizes after controlling of other risk factors.

8. AGGRESSION REPLACEMENT TRAINING (ART)

■ This study reviews literature on the effectiveness of ART.

■ A summary of study characteristics and methodological is provided.

■ The overall methodological quality of the 16 identified risks was limited.

■ Research stand high explanation designed is warranted.

There is in sufficient evidence based to substantiate the hypothesis that ART has positive impact on recidivism, self-control, social skills and moral development I adolescents and adults. Further research is warranted by independent investigators exploring the effects of ART on clearly defined target groups using high standard evaluation designs.

9. BULLYING AND PEER VICTAMIZATION IN SCHOOL

This review integrate empirical findings on the risk factors associated with bullying and peer victimization within the context of micro (parent-youth relationships ,inter parental violence , relation with peers , school connectedness , and school environment) , exo (exposure to media violence , neighborhood environment) , macro(cultural norms and beliefs, religious affiliations) , and crono system (changes in family structure) levels. Theories that explain the relationship between the risk factors and bullying behavior are also included.

RESEARCH DESIGN

In this particular study constituted 100 children (female), were selected for study, in order to study the aggressive behavior of these children, the mothers were located from different schools of Lahore. As the socio economic status was to be determined, it was not possible to meet the requirement of the sample from one school. Lahore schools were selected because of the convenience of the researcher as she her self lives in Lahore, besides she knew most of the staff members an expected full cooperation from them. Aggressive behaviors of just female's students were studied. The girls selected for study The students in these classes mostly fell under the age group of 11, 12, 13 years.

SAMPLING

Every research requires sampling. In order to avoid costs in time and money usually a sample is drawn by some appropriate method from a population. In selecting the same, researcher tried her best to select a good sample. Goode and Halt gives to criteria of good sample. "A must be

representative and it may be adequate" (Goode and Halt, 1952).

The sampling procedure applied to the present study is "purposive sampling". This type of sampling is that with good judgment and appropriate strategy on can handpick the cases to be included in the sample and thus developed samples that the satisfactory in relation to one's need. A common strategy of purposive sampling is to pick those cases, which are typical of population in which one is interested. My sample represented each children of different socio economic class such as, upper, middle and lower as they came from different areas and houses in Lahore. Only those children were selected whose parents were alive. Researcher aimed at conducting a comparative research. The sample was categorized in the following manner.

- Upper class: 32
- Middle class: 35
- Lower class: 33

In the upper socio economic class the only 32 female children were selected for study, in the middle socio economic class, the aggressive behavior of 35 children were studied, while in the case of socio economic class, 33 female children were selected. So our total sample comprised of 100 children from upper socio economic, middle socio economic class and lower socio economic class.

METHODOLOGY

The researcher main concerns in this section is to describe various stages through which the researcher produced passed till it assumed it present from scientific information can be collected through various techniques, interview, questionnaire etc.

MEASURING INSTRUMENT

The basic tool of the research is the specially prepared "Questionnaire" is defined by Good and Halt as, the device of requiring answers to questions by using the form, which the respondents fills herself.

CONSTRUCTION OF QUESTIONAIRE

Tedious effect was made to construct the questionnaire in as clear and precise language as possible, so that mother could understand the questions. As many questions as possible were derived which were related to the topic. They were arranged as was questionnaire, the researcher consulted with an authorized person and also few mothers before the construction of questionnaire. After repeated discussions with experts and mothers, she was able to give the questionnaire form. After much attention the questionnaire were eliminated and the assemblage of questions brought down to a reasonable number, i.e. twenty-five.

PRE-TESTING OF THE QUESTIONAIRE

The pre-testing is a tryout of the questionnaire to see how it works and whether changes are necessary before the start of actual study. It also helps to find if there is any ambiguity in the questions. A few changes were made following the results. Some of the questions were replaced; few make categories were added, and also few changes in the wording of the questions, which were thought to be vague, were altogether excluded, they were replaced by adding which were thought necessary for the information to be collected. The questionnaire consisted of 25 questions multiple-choice types. Pre-testing of the questionnaire was administering it to 15 mothers. From the responses of this trial group, it was found the wording of questionnaire and the order, to which were presented, could have a significant effect upon the responses that mothers give. The aim of the questionnaire is to maintain as much constancy as was possible in order that all mothers, reports would be comparable.

Since it was not feasible to get responses directly from the fathers, all the information gain about the child's aggression score was obtained from the mothers. After the reshaping of the questions, the questionnaire was finding to be better understood.

LANGUAGE OF THE QUESTIONNAIRE

It was made sure that the language was simple and comprehensive and that there were no difficult uncommon or ambiguous words. The language used in the questionnaire Urdu, for the convenience of those girls who could not understand the foreign language. Simple and everyday language were used.

ADMINISTERING OF THE QUESTIONNAIRE

The questionnaire was distributed to the girls with request to read the questionnaire and the give answer truthfully. If any question puzzled the girls in spite of the simple language, she was requested to ask for further explanation.

DETA COLLECTION AND FIELD EXPERIENCE

The researcher collected the data for this research personally. Before the final field work was started the children were classified into three class's namely upper, middle and lower socio economic class, on the basis of the monthly income of their fathers.

DIFFICULTIES IN ADMINISTRATING THE QUESTIONNAIRE

During the process of data collection, the researcher had to face great and many difficulties. There were:

(1) The topic that was chosen by the researcher was effect of the socio economic status on the manifestation of children's aggressive behavior and the sample was restricted 11 to 13 years old children. It was very difficult to locate a particular socio economic class group required as a sample from one school. It was also not easy to locate 11 to 13 years old children from the same class as one child who was 11 years of age was studying in the sixth class. So the researcher had to investigate in different classes in order to locate the age group needed for the particular sample.

(2) The researcher had to face a great difficulty in finding the houses of children's as for example, one house was located in model Town area while in the other was located in the Rewaz Garden.

(3) The third problem of researcher faced that it was extremely difficult to draw responses from uneducated mother, through interview; they did not even bothered to listen to the researcher.

In many cases researcher found she incapable of making them willing to listen to the question and to give the responses. The researcher had to listen to detailed accounts concerning the problems of their children, husband and in law etc, and this manner more time was spent to complete one question then, when the researcher had to take the responses from the educated mother's.

SCORING OF THE QUESTIONNAIRE

After getting the information about the socio economic status and the completed forms of questionnaire. The next step was to quantify each question. So that she could find out the difference in the manifestation of aggression of the children's belonging to different socio economic status.

A mentioned above the questions was of multiple choices. The highest score i.e. "2" was given to the responses that favors aggression and least score i.e. "0" was given to the responses which least favored aggression and score "1" was given to the statement in middle of two extremes.

STATISTICAL ANALYSIS AND INTERPRETATION OF THE DATA

To see the aggression of children belonging to different socio economic status, data was gathered and it was found that our sample presented a good picture of all the socio economic classes.

For the interpretation of data obtained by questionnaire, the following statistics were applied:

(1) Standard deviation
(2) Standard error of the difference of means.
(3) T-Test

STANDARD DEVIATION

The standard deviation is a kind of average of all the deviations from the means, but it is not a simple arithmetic mean. The fundamental formula for computing this index of variability in a sample in a less biased estimate of SD is given by the formula

$$SD = \sqrt{\frac{\sum (X - \bar{X})^2}{N - 1}}$$

$\sum (X - \bar{X})^2$ = Sum of squares of deviations.

$$SD = \sqrt{\frac{\sum (X - \bar{X})^2}{N}}$$

Where

N= Total number of one group

In this formula, (N-1) is known as the number of degree of freedom

In this formula, (N-1) is known as the number of degree of freedom, which is symbolized by df. Df is the number of the values of the variables that are free to vary keeping one constant. It is calculated by the following formula

Df= N1-1, N2-1 ---------- or N1+N2-2 ----------,

The researcher calculated the standard error of the scores got from each group by the following formula.

$$SE = \sqrt{\frac{SD}{N}}$$

SE is measure of chance of error the degree to which a sample means differ from the population mean.

FORMULA:

$$\sqrt{(SE_1)^2 + (SE_2)^2}$$

Now standard error of mean differences is the measure of difference between two sample means, drawn from the same population.

In the same way t-test was applied to calculate whether the null hypothesis formulated are accepted or rejected.

T-TEST

T-test is one of the parametric tests of significance. When the sample is not normally distributed and the size of the sample is vey small.

FORMULA:

$$T = \frac{\bar{X}_1 - \bar{X}_2}{SED\,\bar{X}}$$

As I formulated three hypothesis there I applied t-test for each hypothesis, then calculated value was compared with the table value of t-test find out for a particular df, is accepted for rejected and the value significant or insignificant.

The result is shown in the tables of the following pages and interpretations are given under the table.

TABLE: 1

Table showing the total number of subjects in the upper, middle and lower socio eco economic classes.

Class	No of Subjects
Upper Socio economic class	**32**
Middle Socio economic class	**35**
Lower Socio Economic class	**33**
Total	**100**

The table given above indicates that in our sample drawn from the population, 32 subjects belonged to upper socio economic class, 35 subjects belonged to middle socio economic class and 33 subjects belonged to the lower socio economic class. Forming a sample of hundred subjects.

To see the aggressive behavior in female children, a questionnaire was made. There was twenty five questions in the questionnaire the highest score give to each statement was "2" and least score was "0". The highest score, that is "2" is given to the responses which favors aggression, and the least score "0" is given when it does not favor aggression, and the score "1" given to the statement in the middle.

(The multiple choice question)

Do you become angry for nothing?

1. Mostly.
2. Sometimes.
3. Never

Among the sample of 100 students the highest score was taken by the respondents on the questionnaire took the highest score by the lower socio economic class i.e.33 and lowest score was taken by the respondents on the questionnaire by the high socio economic class, showing the questionnaire is quite discriminating

TABLE: 2

Table of Income

Socio Economic Classes	Monthly Income
Lower Socio Economic class	**5000-10000**
Middle Socio Economic class	**20000-40000**
Upper Socio Economic class	**50000-60000**

The table above given indicates that in lower socio economic class those subjects were included whose fathers were earning 5000-10000.In the middle socio economic class those subjects were included which came under the range of 20000-40000, while in the upper socio economic class those subjects were included whose father's were earning 50000-60000.

TABLE: 3

Table of scores of lower class children

Subject No.	Scores
1	27
2	33
3	22
4	18
5	20
6	19
7	19
8	33
9	17
10	22
11	28
12	29
13	30
14	21
15	31
16	23
17	19
18	30
19	22
20	23
21	21
22	27
23	18
24	23
25	20
26	32
27	23
28	26
29	22
30	28
31	22
32	21
33	27

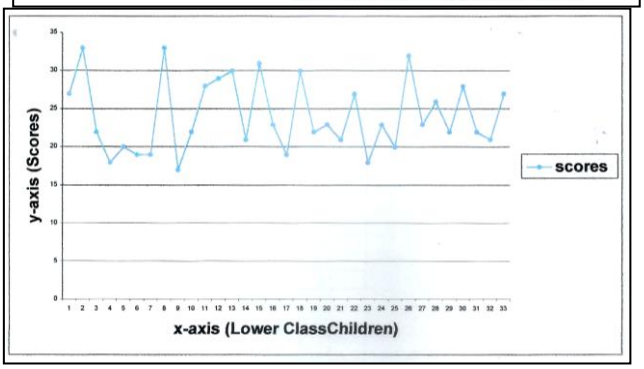
TABLE: 4

Table of Scores of Middle Class Children

Subject No.	Scores
1	17
2	14
3	23
4	30
5	22
6	26
7	28
8	17
9	18
10	25
11	14
12	24
13	22
14	16
15	19
16	23
17	19
18	24
19	12
20	19
21	15
22	16
23	27
24	23
25	17
26	22
27	18
28	22
29	24
30	25
31	23
32	16
33	17
34	18
35	24

Graph showing the scores of lower class children

Scale
2ssq = 1box along x-axis
5ssq = 1box along y-axis



Graph showing the scores of upper class children

Scale
2ssq = 1box along x-axis
5ssq = 1box along y-axis

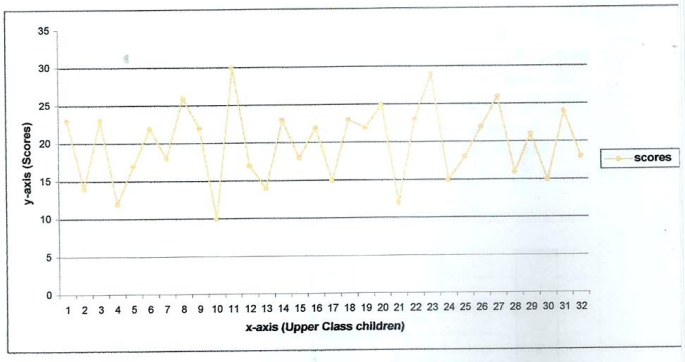


TABLE: 5

Table of scores of upper class children

Subject No.	Scores
1	23
2	14
3	23
4	12
5	17
6	22
7	18
8	26
9	22
10	10
11	30
12	17
13	14
14	23
15	18
16	22
17	15
18	23
19	22
20	25
21	12
22	23
23	29
24	15
25	18
26	22
27	26
28	16
29	21
30	15
31	24
32	18

Graph showing the scores of middle class children

TABLE: 6

Table showing the general means of lower, middle and upper socio economic class

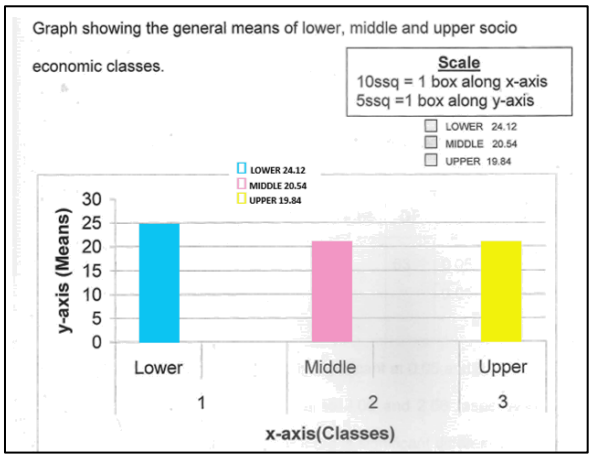


TABLE: 7

Showing the data obtaining from respondents of lower, middle and upper socioeconomic class, on children aggression

Socio Economic classes	$\bar{X}$	$(X-\bar{X})^2$	SD	SE
Lower	24.12	713.37	4.72	0.82
Middle	20.54	664.63	4.42	0.75
Upper	19.84	784.36	5.03	0.89

TABLE: 8

The showing the difference of mean between lower and high socio economic class, and t-value of means On Children Aggression

Socio economic class	SED$\bar{X}$	T –value	DF	α	Table t -value
Comparison of Lower and High Scio Economic Class.	1.21	3.54	63	0.05	2.00
				0.01	2.66

The calculated t value is 3.54, which is significant at 0.05 and 0.01 confidence level having and 0.1 confidence level having values equal to2.00 and 2.66

respectively, for the df 63, so the results indicate that there is significant difference between high socio economic class and low socio economic class. The null hypothesis is rejected.

TABLE: 9

Table showing the difference of mean between lower and middle socio economic classes; and the t-value of means, On Children's Aggression.

Socio economic class	SED $\bar{X}$	T-value	DF	α	Table t-value
Comparison of Lower and Middle Scio -Economic Class	1.11	3.23	66	0.05	2.00
				0.01	2.65

The calculated t-value is 3.23, which is significant at 0.05 and 0.01 confidence level showing values equal to 2.00 and 2.65 respectively for the df 66, so the results indicates that there is the significant difference between middle and lower and middle socio economic class. The null hypothesis is rejected.

TABLE: 10

Table showing the difference of mean between middle and high socio economic class, and t-value of means, On Children's Aggression

Socio economic class	SED $\bar{X}$	T-value	DF	α	Table t-value
Comparison of Middle and high Socio Economic Class.	1.16	0.60	65	0.05	2.00
				0.01	2.65

The calculated t-value is 0.60, which is insignificant at 0.05 and 0.01 confidence level having values equal is 2.00 and 2.65 respectively for the 65. So the result indicated that there is no significant difference between high and middle socio economic class the null hypothesis is accepted.

DSCUSSION AND CONCLUSION

The responses obtained from the children's mothers and the interpretation of the result reveal that children from lower socio economic status manifest more aggression as compare to the middle and high socio economic class. The difference is not significant between the middle and high socio economic class. Many practical aspects of a child's upbringing are influenced her family socio economic status.

In the comparison between the children of lower, middle and high socio economic classes it has been found from the responses of the mothers that those of the lower status class are, on the average more openly aggressive and more punitive in their moral attitudes.

Children of lower socio economic class are more aggressive due to many factors. Greater opportunity for annoyance occurs when several people occupy the sample space.

If the family is large, or if both parents are working, children may also be required to assume responsibility for their own care and safety at an early age.

Some behaviors judged by general public to be aggressive and hostile in nature might really be the result of social learning and not necessarily laden. Aggressive behavior that exceeds socially approved limits may be the manifestation of responses patterns required in a family that encourages and rewards such behavior. In many lower class families, children's particularly, the females are thought to become a socially acceptable. If this is not happen any way they become disappointed and aggressive. The age period mostly affects the children's thoughts because in this period (11, 12, and 13) children gain confidence through society and facts of reality.

Lower class parents are apt to report to physical punishment when the direct and immediate consequence of their children's disobedient acts are more extreme, and to refrain from punishing when this might prove an even greater disturbance, thus, they will punish a child for wild play when the furniture is damaged or the noise level become s intolerable but ignores the same actions when the child direct and immediate consequences are not so extremes. Middle and high class parents, on the other hands seem to punish or retrain for punishing on the basis of their interpretation of the children intent in acting as she does.

It has been fin that middle class and high class parents particularly those who value independence and self sufficiency of the type that characterizes the family in it own private business, teach their children to control on angry outburst earlier then to low socio economic groups , as one sociologist has one put it, the higher and middle class teacher.

(1) To flight attacked by another girl.

(2) Not to attack a girl unless she has stoked.

(3) Not to attack boys or supervisory adults under any circumstances but also.

(4) Not to withdraw when in a normal approved, competitive situation. In a word, the middle class girl is taught to be quite careful when, where and against whom she expresses aggression.

We have found from our results that the children belonging to middle and high socio economic classes manifest less aggression as compared to lower class. Many factors contribute to these findings. Middle class and high class behavior fit in quite well with the impression that the middle and high class family are high in social awareness rather insecure and quite likely to turn to "expert" advice regarding the care and handling of children.

The dependence on external sources is symptomatic m of the upwardly mobile family unable. To establish as solid base line on which to judge their own behaviors and action they constantly seek guideline from external sources.

However, no pattern of punishment can be the exclusive property of any one class and overlapping patterns of punishment no doubt exist from none social class to another. In it, the differential modes of punishment which supposedly exist in different class which is the crucial factor in accounting for more aggression in one class than in other or is there something else about social class which has to be invoked as an explanatory principle .Parental discipline in itself, independent of social class membership, was of out riding importance, while social class alone had no relation to direct expression of aggression.

But this is not to say that social class membership is an unimportant influence of aggressive behavior of children since there is an interaction between social class and aggression, although aggression is not characteristics of any class.

LIMITATIONS OF THE STUDY

After the completion of this research a few limitations came up which being to guide for future researches.

1. The size of the sample should be large to make a sound generalization of such an important topic.

2. A lot of research and related material was available but no notable research has been done with reference to Pakistani children in their cultural perspective.

Recommendations

Following recommendations are suggested for future research:

1. Sample should be large and homogenous.

2. The information about the aggressive behavior of the children included in the sample should be taken from parents or from direct interview or questionnaire, which I

could not do because of limitation of time.

3. A standardized test to measure aggressive behavior should be use or existing test should be adapted according to the Pakistani culture.

4. Aggressive behaviors of the parents should have been studied generally to see the effect of the behavior of the models (parents).

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THE CONTENT AND BIBLIOMETRIC ANALYSIS OF ARTICLES PUBLISH IN LONG RANGE PLANNING JOURNAL (2001-2016)

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Abstract

Strategic management as a field with lacks coherence elements due to distinct subject. Trends emerging in strategic management make boundary spanning and dynamic nature field. This study has reviewed the current content analysis and change of strategic management 'views' from the year 2001 to 2016 in different journal of strategic management, specifically long range planning journal. Annotative bibliometric methodology adopted to analyze the result and the analysis based upon three eras; 2001 to 2005, 2006 to 2010 and 2011 to 2016. The strategic management pendulum of 'views' not still at any era. This study also provide future directions for further investigation in this field.

Keywords: Performance, efficiency, effectiveness, strategy, competitive advantage, globalization and capabilities.

Introduction:

Strategic management defined as "a process that deals with the entrepreneurial work of the organization, with organizational renewal and growth, and, more particularly, with developing and utilizing the strategy which is to guide the organization's operations" (Schendel & Hofer, 1979). Furthermore strategic management is about the direction of organizations, most often, business firms and it includes those subjects of primary concern to senior management, or to anyone seeking reasons for success and failure among organizations (Rumelt, Schendel, & Teece, 1994). The principles of strategy were discussed by Homer, Euripides, and many other early writers. The word strategy comes from the Greek strategos, "a general," which in turn comes from roots meaning "army" and "lead." The Greek verb stratego means to "plan the destruction of one's enemies through effective use of resources."

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The concept of strategy in a military or political context has remained prominent throughout history, and has been discussed by such major writers as Shakespeare, Montesquieu, Kant, Mill, Hegel, Clausewitz, Liddell Hart, and Tolstoy. The strategic concepts developed by these writers have been used by numerous militarists and political theorists, such as Machiavelli, Napoleon, Bismarck, Yamamoto, and Hitler (as cited in Bracker, 1980). Modern strategic management writer start working from 1960s. The publication of different author such as Chandler (1962), Ansoff (1969) and Andrews (1971) are mainly the roots of strategic management. Over the time it's becoming mature in the field of management. The discipline's progress toward maturity with several factors. First, there has been a marked increase in the range of topics addressed (Hoskisson et al., 1999). The study of 1960s which was the start of strategic management. That study has been given different ways and emerge different topic on strategic management. Emerging topic were internationalization, competition, leadership, relationship between firm and corporate social responsibility (Guerras-Martín, Madhok, & Montoro-Sánchez, 2014). Second, there has been increase in the range of research methods (Hoskisson et al., 1999; Ketchen et al., 2008). Using quantitative tool, multilevel analysis and hybrid methodology instead of depth case studies (Molina-Azorín, 2012). Third and the most important factor was the development of definition of strategy and strategic management. Furthermore, Ronda Pupo and Guerras-Martin (2012) said that, the definition of strategic management develop slow but inexorable manner and spreading over the time. Fourth, and last factor is that, the academic community show interested in strategy research. Similarly, the long range planning journal (LRP) has published special issues on such relevant topics as networks and alliances, organizational capabilities, entrepreneurship, global strategy, strategic process, resource based view (RBV), evolutionary approaches, technological competences, strategy and economics and the psychological foundations of strategic management, among others (Guerras-Martín & Ronda-Pupo, 2013). Recent years have witnessed the emergence of alien of research that uses scientometric techniques to discover and analyze the intellectual structure of strategic management and its evolution. The subjects of interest overlap with several other vigorous fields, including economics, sociology, marketing, finance, and psychology (Hambrick, 2004). Furthermore, moving toward specific journal that is long range planning journal, there is insufficient literature available on content analysis of current topics and also to check the movement of pendulum toward strategic management views. So that is the reason, this research focus on to analyze that how change and development accrued from 2001 to 2016 in long range planning journal. Because it is significant to analyze and understand the current evolution, content analysis and change in

'views' in research article publish in recent era. Second, these analysis provide brief overview of current research and also provide insights about the future of the strategic management literature. It also provide the presence of new challenges and themes in the field of strategic management specifically in long range planning journal. Basically this research give answer of these two basic question.

RQ1 - What are the main themes/contents (in terms of the keywords performance, efficiency, effectiveness, strategy, competitive advantage, globalization and capabilities) of articles published in long range planning journal from 2001 to 2016?
RQ2 - What are the strategic views that are prevalent in articles published between 2001 to 2016?

Objective of the Study

- To perform content analysis of articles publish from 2001 to 2016 in long range planning journal.
- To check the prevailing view or school of thought in strategic management published over the period of time.

Methodology

In order to achieve the objective of this research, articles has been downloaded from 2001 to 2016 from strategic management journal specifically publish in long range planning journal. Long range planning journal is top ranked strategic management journal and the objective of this research can be achieved by studying long range planning journal. The downloaded criterion for those article depend upon some key variable such as performance, efficiency, effectiveness, strategy, competitive advantage, globalization and capabilities etc. These variables are approximately related to strategic management field so that is the reason, the selection of these articles are based on these variables. Approximately 619 articles were downloaded on the basis of those key variables and out of 619 only 60 articles were related to this study on the basis of key variable. The next step is to make and excel sheet for annotated bibliography. Reading all articles topic and abstract and put related data into annotative bibliography sheet. That is the first objective of this paper to do content analysis. Then further move toward detail of the articles like to check methodology, sampling technique, finding variable, checking element of strategic management, views of strategic management and result etc to complete the whole annotated bibliography sheet.

Analysis

The first objective of this study is to analyze downloaded articles for contents analysis with respect of keywords or themes. Results are shown in Table.1, 2 and graph 1. Table.1 shows the frequency of key variable within each year in long range planning from 2001 to 2016. As seen in the table, performance variable having total number of papers 32 out of 60 papers in LRP, after that strategy having 11 papers and others variables such as efficiency, effectiveness, competitive advantage, globalization and capabilities having articles with number as seen in table.1. Total number of papers are also shown according to the key variables with

each year. The table represents the total number of papers with each year according to the key variables.

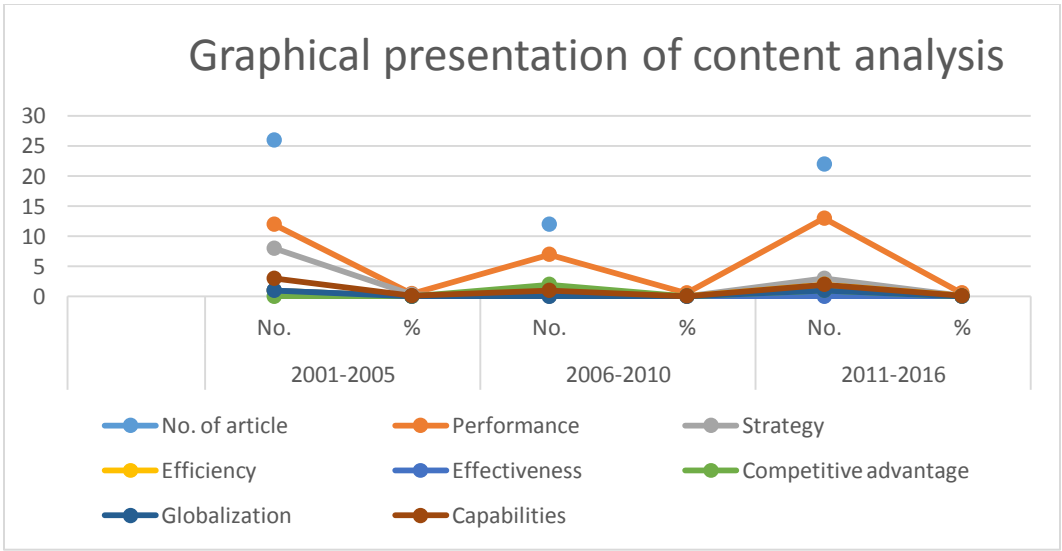
Table.1
Number of key variables article within each year

Year	LRP	Performance	Strategy	Efficiency	Effectiveness	Competitive advantage	Globalization	Capabilities	Total
2001	0	0	0	0	0	0	0	0	0
2002	6	3	1	0	1	0	0	1	6
2003	8	3	4	0	0	0	0	1	8
2004	6	2	3	0	0	0	1	0	6
2005	6	4	0	1	0	0	0	1	6
2006	4	3	0	0	1	0	0	0	4
2007	3	2	0	0	0	1	0	0	3
2008	2	0	0	0	0	1	0	1	2
2009	1	0	0	1	0	0	0	0	1
2010	2	2	0	0	0	0	0	0	2
2011	1	0	0	1	0	0	0	0	1
2012	1	0	0	0	0	0	1	0	1
2013	3	2	0	1	0	0	0	0	3
2014	1	0	0	0	0	1	0	0	1
2015	4	3	1	0	0	0	0	0	4
2016	12	8	2	0	0	0	0	2	12
Total	60	32	11	4	2	3	2	6	60

Table. 2 **Number of article per keywords and time periods**						
	2001-2005		**2006-2010**		**2011-2016**	
	No.	**%**	**No.**	**%**	**No.**	**%**
No. of article	26		12		22	
Performance	12	46.15%	7	58.33%	13	59.09%
Strategy	8	30.76%	0	0.00%	3	13.63%
Efficiency	1	3.84%	1	8.33%	2	9.09%
Effectiveness	1	3.84%	1	8.33%	0	0.00%
Competitive advantage	0	0.00%	2	8.33%	1	4.54%
Globalization	1	3.84%	0	0.00%	1	4.54%
Capabilities	3	11.53%	1	8.33%	2	9.09%

The purpose of Table.2 is to show accumulated frequency and percentage of articles between groups of years. Total years has been divided into three part like from 2001 to 2005, 2006 to 2010
and from 2011 to 2016. To analyze the first group 2001 to 2005 part vertically it show that, total articles are 26 and out of these articles performance gain highest number that is 12 and percentage is 46.15%. Strategy has 8 and percentage is 30.76%, efficiency has 1and percentage is 3.84%, effectiveness has same result, competitive advantage has 0 and percentage has 0%, globalization has 1 and percentage has 3.84% and capabilities has 3 and percentage has 11.53%. If moving horizontally in table.2 the percentage of performance increasing in every year's era like the key variable of performance in 2001 to 2005 is 46%, 2006 to 2010 is 58% and in 2011 to 2016 is 59%. Which predicts that performance key variable is the variable that is more focused during the last 16 years in firms according to the LRP journal. So the point of discussion here is that, in 21th century, the working on performance is very high and according to current trend, efficiency should on second number but the result from the data is different and efficiency has only one study.

The remaining columns from 2006 to 2010 and 2011 to 2016 of table.2 shows similar result and explanation of these columns are accordingly. So it is concluded that from 2001 to 2016 the overall working on performance is high as compare to other key variables. Furthermore content analysis on the basis of key variables as seen in the graph.1. the red line color show the performance variable used in 2001-2005, 2006-2010 and 2011-2016 and other variables are also presents in graph with different colors.



Graph 1. Content analysis on the basis of key variables.

Years	**Views Table. 3**		
	KBV	**RBV**	**TOTAL**
2001	0	0	0
2002	1	5	6
2003	2	6	8
2004	0	6	6
2005	3	3	6
2006	2	2	4
2007	1	2	3
2008	1	1	2
2009	0	1	1
2010	1	1	2
2011	1	0	1
2012	0	1	1
2013	0	3	3
2014	0	1	1
2015	1	3	4
2016	3	9	12
	16	44	60

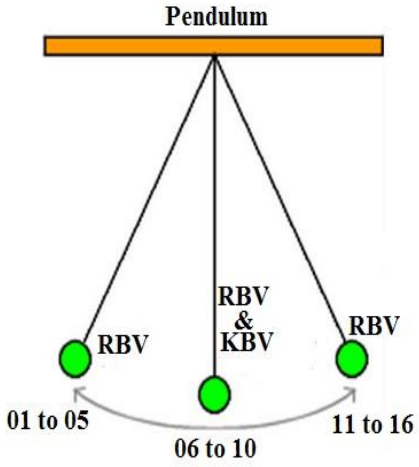


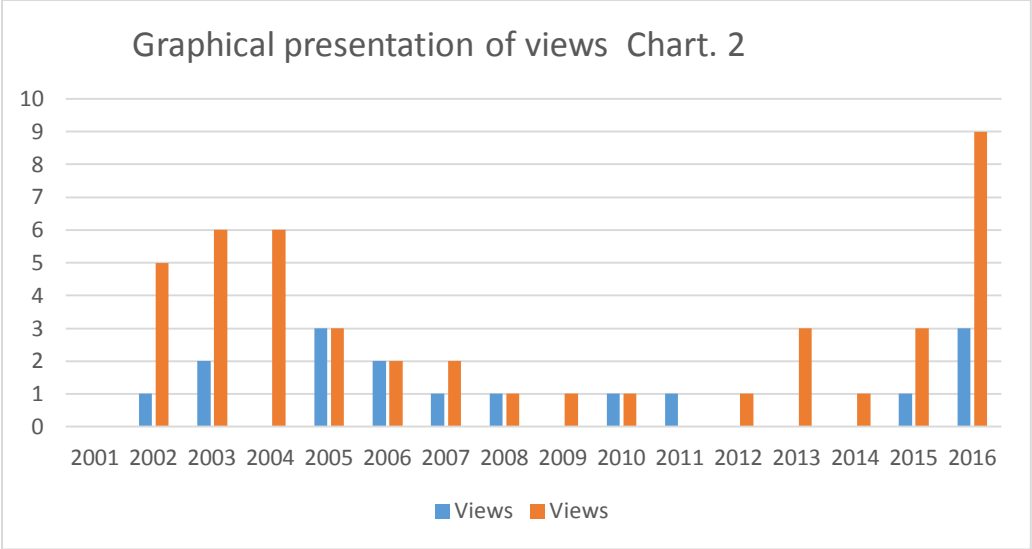
Figure 2 Evolution of strategic management research

Second objective of the study is to check the direction of strategic management views with year. As seen in table.3 total number of papers based on RBV from 2001 to 2016 are 44 and total number of KBV from 2001 to 2016 are 16 which is very low in number. So according to the LRP journal from 2001 to 2016 the firms mostly focus on resource based view. Because they want to obtain the competitive advantage by using the technological innovation in their system on the basis of internal resources.

Furthermore, the data of table 3 present in graph 2 and also figure 2. So according to figure.2 which represents the pendulum of evolution of strategic management research, where pendulum on the year 2001 to 2005 still on the

resource based view because firms concentrate on the internal resources to make competitive advantage. In 2006 to 2010 the pendulum falls to resource based view and knowledge based view. Because firms acquired the knowledge and resources of the internal external resources for competitive edge through technological advancement, product innovation, and managerial actions through strategies for the better decisions of the firms. Firms in 2011 to 2016 focused on the resource based view, the pendulum shifts on the RBV because the firms again thinking on the competitive advantage for that they more focused on the resources due to the globalization trend in the world. The 60 research papers of long range planning journal focused on these views by three shifts of pendulum consist of five year pattern and still the pendulum is moving consistently.

Further explanation of table 2 shows in graph 2. Red color shows the resource based view and blue color shows the knowledge based view. It can be seen that there is change in view from 2001 to 2016 randomly. Furthermore, the ratio of RBV is high at the start and moving toward mid the ratio is equal and then again RBV increases. It shows that at the start organization more focusing toward RBV and less focusing toward KBV but moving toward mid the ratio become equal and currently the ratio again changed and RBVincreases which shows that currently organization are more focusing toward RBV.



Implication of the Study

According to this research paper, working on performance are high as compare to other key variables and sufficient literature available on performance. Furthermore, literature on, relationship of performance with other variable are also available. So for practitioners, they can easily evaluate the important of performance and other key things that increase performance. For top management team and board of director, they can easily identify strategic management views and according to that view they can build their strategies with recent trend which will help to compete in market. For researcher, it is general perception that lots of work available on efficiency but according to this research there is huge gap available for researcher to explore because efficiency is very important for today organization. So researcher can perform further study related to efficiency.

Limitation and Future Direction

First, this study limited the boundaries toward single journal that long range planning in strategic management field. In future the comparison of different journal within strategic management field or with other field can be perform. Second, the range of years is limited to 16 years from 2001 to 2016 and to analyze the content and 'views' of strategic management required multiple of years like 50 to onward. In future, study can be perform on rang of years and the result of that study can be more reliable because sample size will increase. Third, the most important limitation is that, this research focus is only on 60 article that are not enough to do content analysis and generalize the results. So in future, number of articles can be increases to generalize the result. Fourth, as student we have less resources and experience so in future professional can perform. Fifth, the downloading criteria is based on

specific criterion variables. So in future variable can be increase or some other technique can be used.

Conclusion and Discussion

The aim of study is to find the dominant view of strategic management research and the movement of strategic management views with time period. So the research shows that, the pendulum of strategic management is not still at any end and constantly moving, this study support that, from the last 16 years pendulum of strategic management between RBV and KBV. RBV shows dominance at start and at end of the period but at mid time period both views exist simultaneously. Analysis criteria of this research base on seven elements and time zone were divided into three parts like, 2001-2005, 2006-2010 and 2011-2016 which were highlighted in the table 1. Furthermore the analysis of this research show that from 16 years, strategic management views were dominated mostly by RBV. In current time period RBV also dominated it show that, currently mostly of the firms focus is toward internal capabilities or RBV. Mostly firms maintain their competitive edge through the importance of resources by knowledge consideration about internal, external environmental and by using the resources to gain competitive advantage.

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