

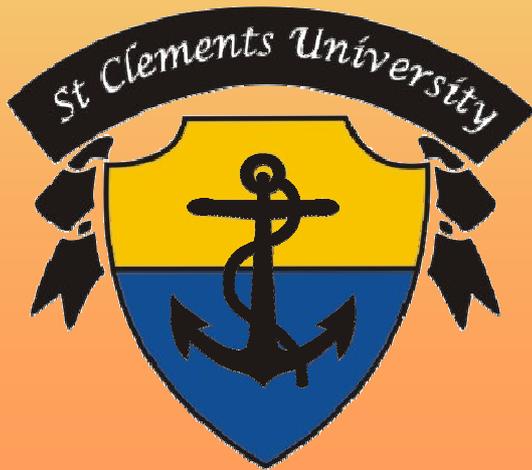
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**Veritas* is Latin for truth, reality.

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LAW: ITS VALIDITY AND SOCIAL FUNCTION

Dr George Reiff*

The belief in a natural law, (i.e. an eternal law), that is, or should be, standard for every State seems to be inborn in mankind. When our sense of justice is violated we are involuntarily measuring it against an ideal of justice and the question of the source and substance of justice is continually raised, sometimes quietly and sometimes in an unmistakable way. But when we compare the answers to the question, we see that natural law sublimates into something indefinable, if one tries to determine its substance more closely. Where do we find proven eternal legal substance? Even if we do not present the legal sense of head hunters and cannibals against the currently recognized sanctity of life, there are enough phenomena within our occidental culture that prove – apart from war – that the right for life was not always obvious and that even now it is not completely uncontested. Personal freedom is a relatively very late acquisition against slavery and dependence, which, well into modern times, were thought of as reasonable forms of law. And the right of self-determination of a people has been contested anew through mass expulsions in recent decades. Monogamy is not the norm in all cultures and there are merely economic reasons that have brought it about. Property seems to be one of the most stable fundamentals of humanity; he, however, who declares private property as theft from society, denies the eternal legality of private property.

Historical laws demonstrate a particular understanding of virtue and justice and they correspond with the respective state and historical position of a particular culture. Substantive natural laws as permanent valid demands of consciousness are not evident. The conscience is a major attribute of cultural man but the content of that conscience appears to change over time according to changed understanding. Thus, law, is not constant but subject to change. One may say that ‘natural’ law changes content in opposition to the perception that an eternal law is everywhere alive; and that it is impossible to define compulsorily the substance of natural law and therefore to define the substance of justice as well.

On closer examination we see that the notion of a natural law derives from a belief system. Catholics see the Ten Commandments as divine inspired law, an eternal measure of justice. But this answer is not valid outside the Catholic world. Protestants accept the Ten Commandments as norms for virtue but not as legal norms. Later, the Enlightenment found natural law in the reasonable nature of man; her many different systems of deviating content render it impossible to determine compulsory legal substance in this way. And we find a diametrically opposed form of binding law on to an absolute standard within the Ideology of Law of the Soviet Union based on the notion that the

lordship of society as a whole over the individual is uncontested. In this case the law aims to preserve the accomplishments of revolutionary society and all individual rights have to give way to the rights of society; the interests of society and justice against this belief. We have experienced similar with the motto: “just is what is useful for the people” (see Hans Heckel, 2012).

THE VALIDITY OF LAW

The power of the state lies in its ability to decree compulsory legal regulations. Governmental rule is necessary in order to preserve an orderly societal. The state also has power to subjugate those who are under its rule. The question is: which fundamental substance determines the legal regulation system and according to which regulations does the state render its rule.

Natural Law

This question busied the thinking of mankind about law from the beginning. Philosophers, theologians, jurists and politicians have always asked whether there is a natural order, a “natural law” which is, or should be, the standard for the legal ordering of human community life. The answers to this are as manifold as there are differing philosophical or religious understandings of the nature of the being of man. We shall not deal with specific idea here, but generally we can state that the idea of natural law is not so much a question of ‘what is’ but goes on being thought about anew for the reason of law and order. *The thought of natural law expresses the eternal task to strive for an order of human community in dignity.*

The idea that there is a natural law as an over-law for the order of political community, is important because misuse of governmental power can never be excluded. The idea here is that the state implements the law but is not the only keeper of law. If this latter was the case there would be no opportunity to stop governments practicing injustice and declaring it justice, that something is right because it has been declared law.

In modern societies fundamental decisions about the form of governmental power and about the substance of principles of rule are laid down in a constitution. The constitution is the legal basic order of a political community. But the democratic constitutions of the present states would be unthinkable without the tradition of natural law thought, no matter how different their historical roots may be.

The Basic Law

Wherein lies the difference between the constitution and the other legal norms and where is its meaning for the governmental order of law? This question we will answer with the example of the Federal Republic of Germany (FRG). The constitution is, like all other legal norms, the result of political decision making. But it is different to all other legal norms in that it is not concerned with regulating individual problems; it is

much more concerned with laying foundations for the political and societal interplay of life. Within the constitution historical experiences have manifested to a high degree; its provisions aim to draw conclusions for the future out of these experiences. Constitutional regulations are implemented to last. And while these provisions need to be alterable as the order of law, adapted to the change of societal living conditions, alteration needs a particularly high majority (66%) in the parliamentary process.

Basic law is in the tradition of the liberal constitutional state. These principles aim since the 19th Century to curb and control the power of the state and to legally secure freedom and equality for its citizens. These constitutional principles were knocked out through the National Socialist regime initially and stayed knocked out in the eastern Communist part of Germany till 1990. The experience of the former regime determined substance and the particular claim of the Basic Law.

The validity claim of a constitution means that all execution of state power – and the decreeing and use of legal norms – has to be in unison with the Basic Law. The constitution is a structure consisting of high ranking legal norms, which are supposed to determine the whole design of all other legal norms. The meaning of this claim is clear when we look more closely at basic decisions of the constitution.

The basic decisions of the constitution relate to democratic, federalist, social state and rule of law principles. They are complemented by the principle of human dignity, which is to be respected and protected by all state power.

The democratic principle says that the people are the source of state power and the will of the people should be the foundation of the governmental formation of decisions. The people's will, however, is not a normed variable according to Basic Law. The constitution expects merely that there are various different interests within society that want to express their political will through elections. The Basic Law determines in numerous regulations in what way the people's will has to be transformed into governmental decision making. It regulates individually the organization of the state authorities, their competencies and their cooperation in establishing the will of the state.

Legislative, Judicial and Executive

Those rules of organization and procedure are designed according to the principle of separation of powers (checks and balances) within the state. We distinguish three basic types of governmental work: Legislative, Executive and Judicial. The execution of these particular tasks is entrusted to suitable authorities of the state which are separated by organization and have their respective competence but work together orderly and legally in the execution of their powers as per the constitution. In this context we need to mention the federalist principle which, in the FGR, determines the segmentation into Federal States (Länder) and

regulates cooperation between the Federation and the Federal States while fulfilling their governmental tasks.

Such provisions of the constitution are first formal rules that guarantee the orderly execution of democratically legitimated state power. Formal rules have substantive impact because they guarantee opportunities for participation of the citizen and they limit the authority of the single organs of state power.

Rules of procedure ensure that the possibility of misuse of power by the political majority can be decreased even if not excluded. If the parliamentary majority rule was only understood formally, it could not be justified why decisions of the majority cannot cross certain substantive limits. In the most extreme case majority rule without restraint could lead to legal norms that would suppress minority groups and even remove them from public life. A parliamentary majority could decide for example to ban drug addicts and send them to an island or deny the unemployed the right to vote. The fundamental dictates of the constitution are there to limit state power.

Fundamental Rights

The constitution determines not only that the execution of state power has to be rendered in legal form; it also aims at binding it to certain substantive fundamental laws. These fundamentals are found particularly within the constitutional catalogue of guarantees of fundamental rights. These fundamental rights aim at structuring the relationship between citizen and the state in freedom. They are supposed to protect an area of individual freedom where the state is not permitted to enter.

The freedom rights of the Basic Law are supposed to protect the individual living sphere of individual. They guarantee freedom to engage in economic activity and ensure free participation at societal and political life – for example the right to learn a profession according to own choice or the right to join an association at our own discretion. In its sum total they signify an untouchable area of human freedom, where governmental law giving authority comes to a halt. Only under certain conditions is it permitted by the constitution to limit the fundamental freedom rights through legislation.

Connected to freedom closely is equality before the law. If the individual freedom of all is supposed to be guaranteed that it must apply for all in an equal way. Basic Law determines the equality of all humans before the law. Moreover, it commands equality of men and women and does not permit legal discrimination on racial, religious grounds.

The constitutional principle of the rule of law therefore draws lines which must not be crossed by governmental legislation. In contrast the principle of the welfare state determine that the state is responsible for the design of the social and economic order and that

legislation has to aim at a just social order in order to balance social conflicts.

This substantive definition of Basic Law means that the directions for the legislation may not be taken from the constitution like from a bus schedule. The Basic Law is the frame work for the design of legal orders in particular. There are always difficult questions, especially in individual cases where the problem of legal equality has to be solved. For equality before the law as defined in the Basic Law does not only mean that governmentally implemented law is applied in an equal way; it also demands that the standard of substantive equality is satisfied.

Law and Justice

Legal equality has always to do with justice. The principle of equality is in the center of our idea of justice. We perceive it as just if people in the same situations act in equal ways or are treated in equal ways. An action or behavior that opposes our idea of equality is called unjust. We hold laws to be just if they treat everybody equally.

But in reality the answer is difficult. For instance: how do we distribute the burden of taxation equally? We could think about a solution where every citizen has to give the same percentage of his income as tax. This would be an equal treatment of the citizens formally, who are unequally efficient due to their respective economic means. Few people would hold such a regulation to be just. Or is it justice if the taxation is applied in differing percentages? How are those percentages to be applied? Shall we consider the income of the parents if we disburse children benefit from public coffers or is the number of children alone decisive? Which answer is the more just one is not simply to be deducted from the prescription of equality in the constitution. The problem is that those to-be-legally-structured living conditions are very versatile. Every legal regulation connects a particular condition to a particular legal consequence. They are differently dealt with in different conditions and are considered legally different. The whole legal order consists of such differentiations because the conditions that have to be regulated are different. Actually, there is no condition that is in every aspect completely the same as another. Under the aspect of justice it is always important to determine the essential features according to which we can decide whether there are equal or unequal conditions.

We can clarify this problem by looking into the example of child benefits. According to current legal regulations in the FRG, the amount of child benefit is determined by the number of children; payment is increased for the second and third child and so forth. Is this regulation just? One could definitely argue that it would be just if a family received the same amount for each child. In such a rule the standard 'child equals child' would be applied. Thereupon the legal regulations have another standard in order to differentiate between equal and unequal. They consider

that with each child more the financial strain for the family increases strongly. For example: because of the need for a larger apartment.

When we opine whether we hold a new legal regulation for just or not, we are evaluating the standards according to which a specific problem has been solved. These standards are not timeless but yield to historical change. The answer to the question what is just and what is not just depends on the conditions available in the specific human community. In modern industrial societies ideas about justice are totally different than those that exist in more primitive societies. Historical experience has dictated that there is at least unity about what is obviously unjust. Nobody would hold regulations for just that would regulate slavery. Nearly nobody would hold it for just to let families without enough income meet an inevitable fate. Notwithstanding, there remain within a pluralistic society aiming at communal values very differing ideas about equality and justice.

Value Standards

Convictions about justice relate to the value scale with which the distribution and the compensation of goods and burdens in society are decided. Two questions must be answered:

- What did somebody do or what can somebody do?
- What is needed or wished for by somebody?

The first question relates to actions and abilities of the individual and the second relates to his needs and interests. On one hand, for example we hold it to be just if the amount of salary is measured according to the work rendered. On the other hand it is accordance with our perception of justice if social benefits are oriented on the real need of the respective person. Many legal regulations contain a compromise between the aspects regarding neediness and benefits rendered. Let us consider the aspects that determine the salary of an employee. On one hand it is just if the same work leads to the same salary before taxes (the standard is efficiency). On the other hand it is also just if the salary after taxes is determined according to the number of children of an employee (the standard is neediness). The task to make sure and to implement justice challenges the legislative again and again; justice is a goal to be strived for but it is not a state of being that has been reached by the governmental order of law.

Balancing and Distributive Justice

In such discussions we have distinguished two kinds of justice which are of practical importance in the current welfare state and the rule of law state: balancing justice and distributive justice.

Balancing justice relates to the legally regulated relations of citizen to each other. The aim is equality of efficiency of quid pro quo. For example: it is just if in an agreement the rights and duties of the parties are distributed equally. He who causes harm to another is

legally required to render restitution and the amount of restitution must equal the harm done. We speak about balancing justice as well when the penal laws prescribe that a certain punishment is equal and therefore appropriate to the injustice that the criminal has enacted. The principle of balancing justice also requires the modern welfare state to intervene in the relationships among the citizens in order to counterbalance dependence of the socially weak from the stronger.

Distributive justice demands that the state treat all citizens equally regarding the distribution of rights and duties or goods and burdens. Every citizen is supposed for example to be taxed according to his efficiency equally. Every civil servant shall have the same chance of promotion according to his eligibility. When distributing social benefits all cases shall be treated equally. The criteria for more just distribution are always disputed in a modern society which is segmented into layers of different interests. Consensus exists, however, that the power of the state must not act arbitrarily when distributing rights and duties (Goods and Burdens) but that it must show reasons that convince with society in discussion.

Societal Acceptance of Law

During the legislation in a pluralistic country many different and oftentimes contrary ideas of justice meet. Every side engages in the political dispute with the goal of pushing through their own idea of justice, to make it compulsory for the whole of society. Very often such disputes end with compromises between competing ideas of justice, with the minorities' opinions left out.

The resulting legislation become law but the question remains: why are legal regulations written on paper adhered to? The simple answer is that the state has the means to inflict negative consequences in case of a legal violation could secure adherence to it; and it is so that laws are adhered to very often because citizens wish to spare themselves from negative consequences, which may follow. Thus the effect of a legal norm is seen to be very much voluntarily adherence to a prescribed or prohibited outer behavior. Everybody is committed to behave according to the valid laws, to pay taxes or to follow the highway-code, etc., but nobody is forced to hold to the reasons that the respective parliamentary majority passed a certain legal norm. Everybody still can hold his own views about justice or usefulness regarding particular norms. Connected with this is the fact that legal regulations can be changed in principle. By decreeing a legal norm the discussion about the respective best solution of a societal problem is temporarily ended, not long term.

Legal Norms and Social Norms

The validity claims for governmental law do not necessarily relate to the inner views of the citizens. There is usually a close connection between legal and extra social legal norms, and this is important for the

societal efficiency of law. In the best case the content of a legal regulation is congruent with the societal social norm; for example, when penal codes for theft, fraud or assault, are equivalent to the social norms of respect for life and respect for people's property.

Many legal norms have a relationship with generally acknowledged social norms, even though it is not immediately clear when considered cursory. One can for example deduce that the regulations of the Highway Code (like rules for giving way or speed limits), which appear at first as artificial rules without relation to societal views, are backed by fundamental social norms like not harming the life and health of others. The societal efficiency of legal regulations depends strongly on whether they can be communicated as expression of valid social norms or whether they are at least compatible with them.

Some new laws are seen as instruments aiming to direct societal development and change conditions in society. Legal norms are therefore often the *avant garde* of social norms, which are changing just slowly and step by step. A good example is the legal norm about equality between man and woman. Against such norms there stands a traditional view of gender specific role behavior. It is decreed in modern family law that fathers and mothers are equal in their relationship with their children. However, it is not rare that the old traditional social norm is held, e.g. that the opinion of the father should be the prevailing one in case of disputes between fathers and mothers. But there are also examples for delay of the legal norms behind the development of extra-legal social norms. The permanent living together of man and woman outside the traditional form of marriage may have been accepted by the populace but legal regulations may not be in place.

Legitimacy

An important condition for adherence to legal regulations is the legitimacy of constitution and legal order as a whole. This especially so in a democratic state based on a constitution whose survival depends on the continued freewill consensus of its citizens. Within a pluralistic society the belief of the inhabitants in the legitimacy of the governmental order and state law may rest upon different reasons that mutually complement and support each other.

- The democratic state guarantees its citizens the possibility to participate politically; political power is only suspended temporarily through elections.
- The constitution guarantees possibilities for the individual to develop freely and it protects the individual's basic rights.
- The state secures the foundation of livelihoods of the citizens through economic policies and through measures of existence protection, social security and environmental protection.

- The national legal order guarantees legal security and legal peace; it contributes to arbitration of societal conflicts in a socially tolerable way.

These and other reasons are only a guarantee for the permanent societal recognition of law, if they are confirmed again and again through the political process. The legal order of the free constitutional state survives by aiming for equilibrium between the different views of justice and taking care to not permanently disappoint minorities.

SOCIETAL FUNCTIONS OF LAW

Securing Peace and Social Integration

It is an essential task of law to guarantee the peaceful living together of citizens. The necessary requirement for this is the monopoly on violence of the state. We understand that the lawful execution of sovereign power lies in the hands of the state power and she alone has the authority to use or to threaten physical force under certain legally prescribed conditions. Should individuals or groups demand the right to use force, this would lead necessarily toward anarchy where the right of the strong would become valid. For example: if some-one is disturbed by noisy neighbors during sleep they cannot use force to silence them; (s)he has to call the police in order to change the situation.

Legal Scholar Marin Kriele has described the importance of the monopoly on violence for the inner peace as follows:

‘The monopoly on violence is a necessary but of course not a sufficient condition for freedom and equality. It is this necessary condition which renders a world of outer peace argument having any meaning at all’.

Only on the basis of inner peace, which is guaranteed by the legal order, can all societal groups have basically a chance to bring their interests to public discussion.

Violence-free Solution of Conflicts

Securing peace through justice does not aim at societal harmony but aims at violence-free solution of societal conflicts. In modern society there are various different social interests and these interests must be balanced. The more this happens, the more we call it social integration. Justice contributes in a threefold way to integration:

- It defuses the contest of societal conflicts by directing the conflict of interests into orderly channels in order to enable binding decisions through the process of legislation;
- It implements compromises between interests and makes them binding through laws
- It offers orderly procedures through which conflicts about the validity of norms in individual

cases can be solved and where violating behavior can be sanctioned by the courts of justice

The necessity of social integration through justice does not mean that societal conflict will be permanently brought to a stand-still. In a differing society that is subject to social change, integration through justice is a permanent task that continues to challenge again and again. Social integration through justice is always a difficult walk on a razor’s edge through the reality of societal conflicts. On one hand the legal order has to sanction violations against its norms if it does not want give itself up for it is quite possible that norm violating behavior is a signal that existing legal regulations need change. For example, riots in prisons have strongly contributed to prison reform, and the current regulation of participation within the companies is the result of heavy labor disputes. If the legal regulation of conflicts is too weak in order to prevent a plentiful deviating behavior, then a loss of societal integration looms. If law suppressed the positive sides of social conflict, which is necessary for the development of society, it could not support societal change.

Direction of Societal Processes

The task of justice is not exhausted by having the state acting like a referee who mediates societal conflict; law directs the direction of societal processes. This is valid for individual behavior and for the development of society as a whole. For the individual it means that behavior is directed through law and the resulting avoidance of conflict. The person who acts according to the law regularly, avoids at least the risk of conflicts with his social environment. As this is valid for everybody, the adherence to legal regulation causes social security in the sense of a risk free interaction with others. The meaning of legal regulations for the behavior of the individual is similar in effect to the extra-legal social norms about which we talked already.

Social Control in Comprehensible Communities



Picture taken from Franz C. Lipp, *Vom Flachs zum Leinen*. Linz 1989, *Wörterbuch der deutschen Volkskunde* 1974.

Tradition and customs determined behavior and social control within rural society and contributed decisively to stabilizing the community. But the direction of individual behavior in large modern societies cannot be guaranteed through social customs and traditions; it

must be executed through laws. The term ‘social role’ helps us understand why this is so. Norms of behavior of the individual are concerned with his location in a particular social position, be it a father, a member of an association, a business partner, an employee or a road user. In each of these positions one has to play a certain role, and adopt the applicable social norm of behavior. Behavior according to such ‘role’ guarantees security in the social environment. In comprehensible communities that we can still find them in little villages, this role-play follows the “law of seeing each other again’ as the sociologist Niklas Luhmann expressed it:

‘One meets his brother-in-law among other people every day on the village square; one meets his debtor at church or during a firemen drill. The merchant is a member of the board of the church which brings him customers but also hinders him to collect debts in a ruthless way. The teacher’s wife attends charity bazars in order to compensate for bad school grades of the children’. (Luhmann [http://de.wikipedia.org/wiki/Systemtheorie \(Luhmann\)](http://de.wikipedia.org/wiki/Systemtheorie_(Luhmann)))

The regulation of social behavior occurs in such situations through consideration of one’s roll in interconnection with others in the context of action. The ‘moral of good conduct within the framework of traditional customs’ is here sufficient in order to direct the behavior of the individuals.

Law and Conditions in Society

Law is primarily a function of social life. It is related to the human-societal reality and it gives structural expression by programming order. Every social system establishes forms of law that equate it. When the material or immaterial conditions of a given society change, the law also changes. Law is as an umbrella phenomenon, dependent upon its social basis, mirroring societal conditions – albeit oftentimes indirectly. Societal order and legal order may be separate for a time but if the corresponding legal change does not follow swiftly, then law loses its effect. Mostly, this necessary adaption process takes place by change of functions. Old law remains formally intact but receives a new content.

Law is not only a good or bad expression of societal conditions; it is not only a function of human social life but also independent to a certain degree. Therefore, law is not only a mirror of society but also a conductor of society. Law needs not to follow society like a dog follows its master, but it can by itself influence society life. Modern history of law shows a lot of evidence for this active function of law as umbrella phenomenon; generally we can say that law’s own gravity is the result the development of law towards a degree of higher rationality which was described by Max Weber (<http://www.zeno.org/Soziologie/M/Weber,+Max/Schriften+zur+Religionssoziologie/Die+protestantische+Ethik+und+der+Geist+des+Kapitalismus>).

Independent law reflects upon the social conditions that established it. It is constituted by social norms and it affects these social norms by creating accord regarding rule-conforming social behavior. Independence of the order of law is therefore relative but nonetheless important. The more rational thinking spreads within society, they more social conditions are perceived as ‘doable’, and the more law will be used as an instrument in order to design social life. Law is consciously used as means in order to establish certain ideas regarding order and development of society.

Embedding law into society causes also its political character. Law as means of rule is political, however in a particular form which separates it from factors of non-law-related politics. When societal and legal order correspond with each other, the political systems forms and permeates its legal system and creates the convenient forms of law. This interconnection is as much valid for procedural law as for material law – for the latter perhaps even stronger than for the former.

Social Change through Law?

If politics is the art of the possible, then law is one of its possibilities. Directed design of societal conditions likes to employ the law and so commandments of the constitution too often enforce the legalization of social procedures. In order to administer social procedures there are many different instruments available:

- Regulative means: commandments which demand obeisance and permits that are combined with conditions (for example: the Penal Code and the Highway Code);
- Financial means: which coax a certain behavior with rewards (lower car taxation when a catalysator is built in Germany/or President Obama’s cash for clunkers program (USA) or when a need is addressed by transfer compensation (e.g. Social Benefits);
- A technical and cultural infrastructure making available many useful institutions in different fields for general attendance like for example Kindergartens and Nursing Homes;
- And finally the informative and persuasive means by which the people are supposed to be informed and persuaded (for example slogans like: Safety first or in Germany: First the belt, then the race etc.).

Law belongs to the regulative forms of politics. Here we expect only directing impulses in an ideal case where the norms which are already in place and are just augmented by monitoring measures. A persuasive policy sometimes guises as a form of law because the law is said to have a particular appeal; for example we have the partnership marriage within modern family law without giving any further accompanying impulses.

The establishment of desired normative behavior through regulative and persuasive policies establishes a pure form of governmental direction through law. If financial subsidies and benefits of the public infrastructure are added, the direct value of transfer and service are moved into the foreground; and even if such policies are established by norms and statutes, the effects of such legal norms remain limited to the fringes. This is because when I 'get' something or if I can 'use' something, I think and I behave according to expressions like utility value and barter value but hardly with adaption and obeisance regarding normative signals. In order to learn something about the effects of law, we must look for situations in which the juristic medium is not superimposed too much by other social mediums of behavioral direction and especially not too much by economic ones.

This will be the case especially where establishment of law sees it as task at hand to influence the ideas of the humans about each other and their relationships. The cultural dimension of the make-up of society contains a lot of perception routines with which we interpret other humans and objects of our environment. We build situations out of which results our acting. Through the spectacles of our paradigm we observe our counterpart and react friendly, hostile or negligent. Paradigms regarding values filter attention and dispose actions.

Anonymity of the Large Society

In modern differentiated society of our days the law of 'seeing each other again' is mostly lifted. A teacher in the large city has, apart from his role as teacher, usually no contact to the parents of his pupils and the owner of a supermarket does not know his customers personally. Participants of street traffic need only to adapt in this role to each other.

The difference is significant: the social behavior of the individual is not directed anymore by consideration of additional roles but by opposite roles of others. If the merchant does not have to consider meeting his customer again, at the sport association or if a traffic participant, customs and traditions are not sufficient to guarantee an orderly cohabitation. Individual behavior has to be directed therefore through legal regulations. The merchant is stopped by legal regulations from defrauding his customers and the car driver is commanded to consider the needs of others through the Highway Code.

Direction through law does not target individual behavior in the different areas of life only. By legal regulations the whole societal connection of life must possibly be guaranteed without interference. On one hand social differentiation demands particular legal regulations for different sub-areas of society like for example education, the economy, labor relations, traffic, family, energy; and on the other hand the coordination of these sub-areas can be only ensured through legal regulation. This coordination is necessary because interference in one sub-area can become an

interference of the whole as they are highly intertwined.

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RABBIT PRODUCTION FOR INCOME ENHANCEMENT

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INTRODUCTION

People everywhere require cheap sources of animal protein. This is mainly gained from cattle, goats, sheep, poultry and rabbits. Of all these Lukefahr (2000) sees rabbits as the cheapest source of animal protein, thanks to low initial establishment and operating costs. Sell (2009) reports that rabbits provide white meat that is fine-grained, highly palatable, high in protein and low in fibre and cholesterol content. Martins (1998) sees rabbit production adapted to any size of operation but finds it particularly appropriate for a village industry/craft project. The animals consume a large amount of forage which people do not eat and convert it into meat for human consumption. They are also prolific breeders; one doe can produce 4-6 liters of 6-8 young each per year. Lukefahr, Paschal and Ford (2009) see rabbit production being an enjoyable occupation as well as providing an opportunity for people to develop skills in nutrition, financial management and budgeting. Rabbits also have the advantage that they are quiet, odourless and docile animals that often go unnoticed by neighbours in residential areas.

In order to breed, rear and market rabbits efficiently and profitably, an individual requires entrepreneurial skills. According to Hull (1991) skill is the habit of doing something well while an entrepreneurial skill is a group of skills that demands one's competence in managing production activities for success in the enterprise. Application of the said entrepreneurial skills to planning, breeding, rearing, health management and marketing of rabbit can become a support business to help increase the income of individuals. Lukefahr, Paschal and Ford (2009) stated that rabbit rearing can be an occupation engaged in as a hobby by many individuals, elderly, or any family member. That is, it can be a support business for housewives, civil servants, and teachers.

TEACHERS FINANCIAL NEEDS

In most West African countries including the Gambia, teachers receive low salary (often insufficient to care for their dependents) but fear to leave their teaching job for any other full-time employment. The low salaries of teachers has led to disputes between the teachers and various governments at state, regional or federal levels in some countries. In most cases it seems that Governments are not ready to lift teachers' salaries, due to inadequate money and the large numbers of teachers. Hakeen (2008) notes that the Nigerian Union of Teachers (NUT) is pressing for the implementation of Teachers' Salary Structure which basically means more money but the Federal Government is adamant saying that a teacher's reward is in heaven. Golu

(2009) said that the usual reply to teachers' demand is "there is no money to pay; the Governors are broke and cannot carry such responsibility now". Teachers in the Gambia suffer the same problem. Offor (2009) notes that educators express frustration at government refusal to give them a pay increase. Hakeen (2008) reports that teachers cannot eat three meals a day and this hinders their performance in school. What can teachers do to make ends meet?

Most teachers resort to engaging in small scale businesses like petty trading, for which they have no training. Most of them share their time between teaching and petty trading and this tends to make them in-effective in either. Very often the result is stress, frustration and ill-health, and loss of interest in both due to failure.

Teachers of agriculture in either primary or secondary schools in the Gambia are not exempted from this problem. But teachers of agriculture were to engage in an entrepreneurial support programme in their field such as rabbit production, it might be better than engaging in a business for which they have received no training. This type of part-time, less stressful and income generating business might make them feel more fulfilled in addition to overcoming stress and frustration. If such teachers are trained in rabbit production they might more readily meet their financial responsibilities.

The purpose of the study reported here was to identify entrepreneurial skills which the teachers of agriculture could utilize in rabbit production as a support business for enhancing their income. Specifically the paper has identified entrepreneurial skills required in planning, breeding, rearing, health management and marketing of rabbit.

METHODS

Five research questions were developed for the study and five null hypotheses were formulated and tested. A 100 item structured questionnaire was developed from the literature and utilized in collecting data. The scale for the questionnaire was Highly Required (HR), Averagely Required (AR), Slightly Required (SR) and Not Required (NR) with values 4, 3, 2 and 1 respectively.

The population for the survey was 68; 43 agricultural extension agents and 25 livestock farmers. The structured questionnaire items were face-validated by three experts in micro livestock who are knowledgeable in rabbit production at National Agricultural Research Institute (NARI), West Coast Region, Brikama. Cronbach's alpha technique was used to determine the internal consistency of the questionnaire and a coefficient of 0.90 was obtained. The questionnaire was given to 68 respondents; 65 copies were retrieved and used for analysis.

Weighted means and standard deviations were calculated to answer the research questions while the t-test statistic was used to test the hypotheses. The arithmetic mean of the scale of the items was 2.50. An interval scale of 0.05 was used to determine the upper limit of the cutoff point (arithmetic mean) on which decision on each item was based; that is 2.55. Any item with a weighted mean value of 2.55 and above was regarded as an important entrepreneurial skill required for rabbit production while any item with a mean value below 2.55 was not regarded as an important skill required for rabbit production.

The standard deviation was used to determine the closeness or otherwise of the responses of the respondents from the mean. Any item with a standard deviation of 1.96 and below showed that the respondents were close to the mean, indicating that the items were valid. Any item with a standard deviation above 1.96 indicated that the respondents were not close to the mean and therefore the item was less valid. The null hypothesis of no significant difference was accepted for any item whose t-calculated value was less than the t-table value and rejected if on the contrary.

RESULTS

Results of the study were presented in table 1-5 below.

Research Question 1

What are the entrepreneurial skills required in **planning** for rabbit production?

The data for research question1 are presented in Table 1.

Hypothesis 1

There is no significant difference in the mean ratings of the responses of extension agents and rabbit farmers on the entrepreneurial skills required in planning for rabbit production.

Table 1: Mean Ratings and t-test Analysis of Entrepreneurial Skills Required in Planning for Rabbit Production. N=65

SN	ITEM STATEMENT	X	SD	t-tal	t-cab	RMK
1	Get and read all available literature	3.45	0.61	0.81	1.98	*NS
2	Learn rabbits and how they respond to certain management conditions.	3.49	0.50	-1.20	1.98	*NS
3	Visit and discuss with established producers	2.74	0.83	1.40	1.98	*NS
4	Visit and discuss with extension agents	3.53	0.50	-1.56	1.98	*NS
5	Formulate specific objectives	3.70	0.46	0.40	1.98	*NS
6	Decide on the specie of rabbits to raise	3.21	0.82	0.48	1.98	*NS
7	Identify good source of breeder stock	3.14	0.71	-0.01	1.98	*NS
8	Decide on the system of management	2.66	0.90	1.72	1.98	*NS
9	Identify relevant farm input	3.11	0.88	0.65	1.98	*NS
10	Identify market outlet for rabbit	2.92	0.93	0.65	1.98	*NS
11	Identify relevant records to keep	3.48	0.96	1.47	1.98	*NS
12	Make budget for the production	3.52	0.63	0.02	1.98	*NS
13	Identify sources of fund	3.54	0.66	-0.90	1.98	*NS
14	Start on a small scale of 5 does and 1 buck	2.16	0.65	-1.21	1.98	*NS
15	Review the objectives periodically	2.56	0.83	-0.77	1.98	*NS
16	Expand the business later	2.66	0.90	1.72	1.98	*NS
17	Improve and develop original stock	3.11	0.87	0.65	1.98	*NS

Key: X= mean, SD= Standard Deviation, t-cal= t calculated, t-tab=t-tabulated, Rem= Remark, *= required ** Not Required, NS= no significant difference, S= significant difference

The data presented in Table I revealed that 16 out of 17 items had their mean values ranged from 2.56-3.54. This suggested that the respondents agreed that 16 entrepreneurial skills were required in **planning** for rabbit production. However, one of the items (No. 14) had a mean value of 2.16 which is below 2.55. This showed that the respondents believed that the item was not an important entrepreneurial skill required in planning for rabbit production. The Table also revealed that the standard deviation (SD) of the items ranged from 0.46-0.93 which was below 1.96. This indicated

that the respondents were not too far from the mean and from one another in their responses. This indicated that the items were valid. Furthermore, all the 16 items had their t-calculated values less than their t-table values. This indicated that there was no significant difference in the mean ratings of the responses of the two groups of respondents on the entrepreneurial skills required in planning for rabbit production. Therefore the null hypothesis of no significant difference was accepted for all the items.

Research Question 2

What **skills** are required in breeding of rabbits?

The data answering the research question and testing the hypothesis are presented in Table 2.

Hypothesis 2

There is no significant difference in the mean ratings of the responses of extension agents and rabbit farmers on the skills required in breeding of rabbits.

Table 2: Mean Ratings and t-test Analysis of Entrepreneurial Skills Required in Breeding Rabbit.
N=65

SN	ITEM STATEMENT	X	SD	t-cal	t-tab	RMK
1	Provide (construct) the cage 30 x 30 x 28	3.65	0.12	0.06	1.98	*NS
2	Provide artificial light during short days (of less than 14 hours)	3.70	0.23	0.53	1.98	*NS
3	Provide 40 watts bulbs for every 10ft for better conception	3.61	0.21	0.43	1.98	*NS
4	Select matured does (4-5 months) for breeding	3.61	0.32	0.22	1.98	*NS
5	Identify bucks (4-5monhs) for mating	3.86	0.24	0.06	1.98	*NS
6	Provide (construct) the cage 30 x 30 x 28	3.65	0.12	0.53	1.98	*NS
7	Provide artificial light during short days (of less than 14 hours)	3.70	0.21	0.43	1.98	*NS
8	Provide 40 watts bulbs for every 10ft for better conception	3.61	0.32	0.22	1.98	*NS
9	Select matured does (4-5 months) for breeding	3.61	0.24	0.16	1.98	*NS
10	Identify bucks (4-5monhs) for mating	3.52	0.33	0.14	1.98	*NS
11	Take the doe to duck's cage for mating	3.32	0.88	0.05	1.98	*NS
12	Carry out mating at early morning or late afternoon	3.32	0.78	0.90	1.98	*NS
13	Watch them mating without disturbing	3.20	1.00	-0.04	1.98	*NS
14	Use buck once a day or 3 times a day for short period intervals	3.57	0.49	0.03	1.98	*NS
15	Take the doe to a different buck if it did not mate within a few minutes	3.48	0.49	-0.03	1.98	*NS
16	Try force mating with a young buck before giving up	3.56	0.49	0.36	1.98	*NS
17	Take doe away from the buck's hutch if the buck shows no interest within the first few minutes	3.78	0.17	-0.03	1.98	*NS
18	Eliminate the doe/buck from the herd if it consistently gives a mating problem	3.61	0.32	0.03	1.98	*NS
19	Provide a nesting box in the maternity cage 4weeks after mating	3.70	0.29	-0.36	1.98	*NS
20	Fill each box with clean hair or straw	3.49	0.75	-0.03	1.98	*NS
21	Add clean fur from other does' nest (if available) especially during cold weather	3.53	0.66	-0.14	1.98	*NS
22	Check the after birth and allow the doe to eat it	3.45	0.83	-0.17	1.98	*NS
23	Wash hand before touching the young	3.49	0.66	0.05	1.98	*NS
24	Check the kindles for belies and dead ones	3.57	0.25	0.20	1.98	*NS
25	Provide adequate feed and drinking water after kindling	3.78	0.17	0.37	1.98	*NS
26	Remove the nest box 3weeks after kindling	3.74	0.19	0.11	1.98	*NS
27	Rebreed 3 days latter when a doe looses all her litters at kindling	3.70	0.46	-0.06	1.98	*NS
28	Rebreed immediately if the doe losses all her litter several days after kindling	3.62	0.57	-0.10	1.98	*NS
29	Replace unproductive doe or buck	3.48	0.66	-0.07	1.98	*NS
32	Wean at about 4weeks	3.58	0.58	0.02	1.98	*NS
31	Mate doe again at 10 weeks after kindling	3.70	0.30	0.51	1.98	*NS

Key: X= mean, SD= Standard Deviation, t-cal= t calculated, t-tab=t-tabulated, Rem= Remark, *= required ** Not Required, NS= no significant difference, S= significant difference

The data presented in Table 2 revealed that all the items had their mean values above the cut-off point of 2.55, indicating that the respondents agreed to the items as entrepreneurial skills required in breeding rabbit. The standard deviations of the items ranged from 0.12-1.00, i.e. below 1.96. This indicated that the respondents were not too far from the mean and from one another in their responses. This indicated that the

mean values of the items were valid. Also, all the 31 items had their t-calculated values less than their t-table values. This showed that there was no significant difference in the mean ratings of the responses of the two groups of respondents on the entrepreneurial skills required in breeding rabbit. Therefore the null hypothesis of no significant difference was accepted for all the items.

Research Question 3

What are the skills required in **housing and feeding** of rabbits?

The data answering the research question and testing the hypothesis are presented in Table 3.

Hypothesis 3

There is no significant difference in the mean ratings of the responses of extension agents and rabbit farmers on the entrepreneurial skills required in housing and breeding of rabbits.

Table 3: Mean Ratings and t-test Analysis of the Entrepreneurial Skills required in housing and feeding of Rabbit. N=65

SN	ITEM STATEMENT	X	SD	t-cal	t-tab	RMK
	Housing					
1	Provide constructed cages of about 30"x30"x28"	3.29	0.62	0.17	1.98	*NS
2	Provide round hutch for the buck	3.48	0.25	-0.90	1.98	*NS
3	Provide feeding and drinking trough in the cage	3.61	0.56	-1.12	1.98	*NS
4	Induce the buck and doe to their separate cages	3.59	1.77	-1.88	1.98	*NS
5	Identify Bucks with letters A,B,C,D,E, or tattoo each	3.95	0.45	-0.34	1.98	*NS
6	Protect the rabbit from predators	3.14	0.57	-0.22	1.98	*NS
7	Cull the ones that bully the young at 2 nd kindling	3.09	0.69	1.16	1.98	*NS
8	Select replacement stock from mothers that produce the largest, fastest growing litters	3.29	0.41	-0.55	1.98	*NS
9	Identify the ones that are good for breeding purposes	3.20	1.08	0.65	1.98	*NS
10	Assign latter to any replaced doe or buck	3.19	0.56	-1.03	1.98	*NS
11	Keep replacement at the rate of one young doe/buck each month for every 12 working doe/buck	2.99	0.60	-1.37	1.98	*NS
	Feeding					
12	Plant green vegetables in the garden for the feeding of rabbit	3.39	0.44	1.75	1.98	*NS
13	Use a sound feeding program	3.09	0.49	1.40	1.98	*NS
14	Collect and wash green plant feeds before feeding them	3.29	0.61	0.79	1.98	*NS
15	Give young rabbits the best quality feed (cabbage, lettuce, stylo)	3.49	0.45	1.66	1.98	*NS
16	Provide clean drinking water in a bowl	3.40	0.44	1.39	1.98	*NS
17	Use automatic nipple-type waterer	3.59	0.24	1.45	1.98	*NS
18	Locate nipples near the middle of the cage and 8" above the floor	3.09	0.49	0.75	1.98	*NS
19	Provide salt as supplement	3.22	0.35	1.46	1.98	*NS
20	Feed a doe/buck with pelleted rabbit grain	3.19	0.77	0.52	1.98	*NS
21	Feed doe with hay to stop diarrhea after kindling	3.70	0.21	1.02	1.98	*NS
22	Feed a doe at 4-6oz each day until kindling	3.60	0.24	0.05	1.98	*NS
23	Feed 12-15oz for 3-5days after kindling and then give full feed until bunnies are weaned	3.49	0.45	0.52	1.98	*NS
24	Give fortified pellet feeds with additional vitamins during a heavy breeding schedule	3.19	0.36	1.67	1.98	*NS
25	Mix rabbit droppings with feed and feed them	2.11	0.25	0.22	1.98	**NS

Key: X= mean, SD= Standard Deviation, t-cal= t calculated, t-tab=t-tabulated, Rem= Remark, *= required ** Not Required, NS= no significant difference, S= significant difference

The data in Table 3 revealed that 24 of the items had their mean values ranged from 2.99-3.70, i.e. the means were above the cut-off point of 2.55 indicating that the respondents agreed to the items as entrepreneurial skills required in **housing and feeding** rabbit. However, items (no 25) had a mean value of 2.11 which is below 2.55, indicating that the respondents disagreed that the item was an important entrepreneurial skill required in **feeding** rabbits. The table also revealed that the standard deviation (SD) of the items ranged from 0.21-1.77 which was below 1.96.

This indicated that the respondents were not too far from the mean and from one another in their opinions. This indicated that the mean values of the items were valid; in addition, all the 25 items had their t-calculated values less than their t-table values. This indicated that there was no significant difference in the mean ratings of the responses of the two groups of respondents on the entrepreneurial skills required in housing and feeding rabbit. Therefore the null hypothesis of no significant difference was accepted for all the items.

Research Question 4

What are the entrepreneurial skills required in **health management** of rabbits?

The data for answering the research question and testing the hypothesis are presented in table 4.

Hypothesis 4

There is no significant difference in the mean ratings of the responses of extension agents and rabbit farmers on the entrepreneurial skills required in health management of rabbit.

Table 4: Mean Ratings and t-test Analysis of the Entrepreneurial Skills Required in Health Management of Rabbit. N=65

SN	ITEM STATEMENT	X	SD	t-cal	t-tab	RMK
1	Select appropriate breeding stock from reliable source	3.64	0.23	1.35	1.98	*NS
2	Stock at the required density	3.74	0.19	1.67	1.98	*NS
3	Handle rabbits in proper way	3.59	0.64	0.59	1.98	*NS
4	Determine the health status of the rabbit daily	3.30	0.60	1.53	1.98	*NS
5	Inspect the anus of rabbit to see if it is dirty	3.23	0.60	-1.16	1.98	*NS
6	Put them on the ground and let them jump to watch for irregular legs	3.14	0.62	0.94	1.98	*NS
7	Watch for sneezing rabbits	3.97	0.83	-1.64	1.98	*NS
8	Check and feel the stomach for smoothness spongy feeling indicates intestine troubles	2.84	0.87	0.23	1.98	*NS
9	Set aside extra cage for isolation of sick ones	3.13	0.74	0.42	1.98	*NS
10	Clean the cage every day	2.84	0.83	-0.76	1.98	*NS
11	Pack the manure and urine in the cage for use in the farm	3.04	0.56	0.74	1.98	*NS
12	Burn the cage with a hand touch or propane burner	3.36	0.84	0.82	1.98	*NS
13	Keep show animals away from breeding stock	3.19	0.85	2.24	1.98	*NS
14	Feed properly with nutritious plant parts	3.51	0.25	-1.85	1.98	*NS
15	Cull sick ones and watch them for 3weeks	3.31	0.49	-1.46	1.98	*NS
16	Consult veterinary doctor for advice and treatment of sick ones	3.30	0.60	1.52	1.98	*NS

Key: X= mean, SD= Standard Deviation, t-cal= t calculated, t-tab=t-tabulated, Rem= Remark, *= required ** Not Required, NS= no significant difference, S= significant difference

The data presented in Table 4 revealed that all the items had their mean values ranged from 2.84-3.97. This showed that the means were above the cut-off point of 2.55 indicating that the respondents agreed to the items as entrepreneurial skills required in health management of rabbit. The table also revealed that the standard deviation (SD) of the items ranged from 0.19-0.87 which was below 1.96. This indicated that the respondents were not too far from the mean and from

one another in their responses. This indicated that the items were valid. Furthermore, all the 31 items had their t-calculated values less than their t-table values. This indicated that there was no significant difference in the mean ratings of the responses of the two groups of respondent on the entrepreneurial skills required in the health management of rabbit. Therefore the null hypothesis of no significant difference was accepted for all the items.

Research Question 5

What are the entrepreneurial skills required in **marketing** of rabbits?

The data for answering the research question and testing the hypothesis are presented in table 5.

Hypothesis 5

There is no significant difference in the mean ratings of the responses of extension agents and rabbit farmers on the entrepreneurial skills required in marketing of rabbit.

Table 5: Mean Ratings and t-test Analysis of the Entrepreneurial Skills Required in Marketing of Rabbit. N=65

NS	Item Statement	X	SD	t-cal	t-tab	RMK
1	Identify rabbit buyers	3.69	0.29	0.87	1.98	*NS
2	Make market survey for acceptability	3.74	0.44	-1.20	1.98	*NS
3	Advertise rabbit for sale through media; phone calls, internet, etc.	3.48	0.42	1.30	1.98	*NS
4	Select only mature rabbit for market	3.30	0.71	1.56	1.98	*NS
5	Classify the selected ones into grades	3.52	0.25	0.40	1.98	*NS
6	Sell breeding stock to other buyers	3.69	0.21	-1.01	1.98	*NS
7	Fix price for each grade	3.69	0.21	1.72	1.98	*NS
8	Slaughter and sell as frozen or dried meat	3.73	0.20	0.65	1.98	*NS
9	Sell on the spot or transport to buyers	3.48	0.34	0.65	1.98	*NS
10	Receive payment at the selling spot	3.27	0.20	1.47	1.98	*NS
11	Continue to maintain the un sold ones	3.26	0.28	0.62	1.98	*NS
12	Take record of sold and un sold ones	3.56	0.33	0.91	1.98	*NS
13	Calculate the income and expenditure	3.09	0.78	0.56	1.98	*NS
14	Sell on credit where necessary	2.05	0.78	0.55	1.98	**NS

Key: X= mean, SD= Standard Deviation, t-cal= t calculated, t-tab=t-tabulated, Rem= Remark, *= required ** Not Required, NS= no significant difference, S= significant difference

Table 5 revealed that 13 of the items had their mean values ranged from 3.26-3.74. This showed that the means were above the cut-off point of 2.55, indicating that the respondents agreed that the items are entrepreneurial skills required in marketing of rabbit in the Gambia. However, one of the items (no 14) had a mean value of 2.16 which is below 2.55. This showed that the respondents discharged that the item was an important entrepreneurial skill required in marketing rabbit. The table also showed that the standard deviation (0.21-0.78) was less than 1.96, indicating that the respondents were not too far from the mean and from one another in their responses on the skills required in marketing of rabbit, indicating that the mean values of the items were valid.

The Table further revealed that all the 14 items had their t-calculated values less than their t-table values. This indicated that there was no significant difference in the mean ratings of the responses of the two groups of respondents on the skills required in marketing of rabbit in the country. The null hypothesis of no significant difference was accepted for all the 14 items.

DISCUSSION

The study found that 16 entrepreneurial skills were required in planning, 31 in breeding, 24 in housing and feeding, 16 in health management and 13 in marketing for rabbit production. The findings in table 1 were in agreement with the view of Thomson and Sheldon (2001) who advised that a beginner in livestock enterprise should make contact with established producers to develop ideas in the planning stage. Schere (2004) stated that the use of local materials for hutches and other equipment is necessary to reduce cost. Lukefahr (2004) makes the important point that that market research should be completed before committing resources to production. If there is no market, one needs to be created even if production is only for family consumption. Olaitan and Mama (2001) add that planning activities for any project include formulation of specific objectives, a review of

the objectives periodically and the drawing up of a program plan for the enterprise. Smith (1997) has said that anyone interested in raising rabbit for the first time should get into the business with few animals and expand later. The respondents disagreed with this; they argued that it is good to aim high by starting on a fairly large scale. However, this view introduces risk especially for the inexperienced operator.

The findings on Research Question 2 revealed that all the items are required in breeding rabbit. The findings were in agreement with the view of Schere (2004) that does should be bred at 4-5 months of age, mating should be carried out at cooler times of the day and the doe should always be taken to the bucks' hutch to avoid the doe from fighting the buck with the aim of defending its territory.

The findings of the study on housing and feeding were in line with the suggestions made by Martins (1998) that nursing does and fryers should be fed moderately with cabbage, lettuce and grain. The author further stated that nest boxes should be provided in the cages of 30"x 30 x 28" to help the doe in nursing the young.. However, the finding of this study disagreed with the view of Elom and Azuku (2008) who said that the feed should be mixed with droppings to raise palatability. Perhaps the view of the authors should be upheld but the practice should be carried out by operators with more experience in rabbit farmers, not novices.

The finding of the study on health management of rabbit are in line with the view of Schere (2004) who said that appropriate hygiene should be maintained by regularly determining the health status of the animals. However the finding disagreed with the view of Smith (1998) who said that it is necessary to install a good solid waste removal system that will automatically remove the wastes. The researcher thinks that the view of the author should be upheld but not immediately because the teachers are not buoyant enough to purchase automatic disposal system at the start of the business.

The finding on marketing are in line with the opinion of Sell (2009) who said that accurate record keeping allows for objective management decisions and proper identification of the performance of the animals.

The study found that there was no significant difference in the mean ratings of the responses of the extension agents and rabbit farmers on all the entrepreneurial skills required in rabbit production. The implication of this finding is that the professional and occupational experiences of the respondents did not significantly influence their responses on the identified items. This implies that the identified entrepreneurial skills could be utilised by the teachers of agriculture to help provide satisfactory economic benefits to them.

CONCLUSION

It is the wish of teachers in the country to have enhanced income through part-time businesses that are not strenuous but yield a quick turnover. It is recommended that the 100 entrepreneurial skills identified by this study be packaged and given to teachers of agriculture in the country to utilize for establishment of rabbit production enterprise as a part-time business with the aim of enhancing their income.

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THE DEATH OF THE THOMIST VIEW OF REVELATION

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“What do we mean by revelation? It is a question to which much hard thinking and careful writing are being devoted in our time, and there is a general awareness among us that it is being answered in a way that sounds very differently from the traditional formulations.” (John Baillie, 1956).

This paper examines the development of modern thinking about revelation using Professor John Baillie's book: “The Idea of Revelation in Recent Thought” as its main source. Baillie supports anti-propositional views of revelation asserting that propositional revelation fails to reveal God himself. Baillie shows that the modern emphasis falls upon God's disclosure of Himself in a subject-to-subject relationship. He goes on to amplify his case by reference to Temple's familiar theses, supported in part by Brunner, Barth, and Tillich. The revelation of God occurred primarily in events, the “mighty acts of God,” and supremely in Jesus Christ. It is also in the minds of the prophets and apostles, the writers of the scriptures. Quoting Temple, Baillie agrees that the revelation was not in the events taken by themselves, nor merely in the minds of men, but in the “intercourse of mind and event” (p. 65). God guides event, mind, and interaction. Not information by communication but God's “unveiling His own hiddenness” in communion is the current understanding. Baillie writings reveal him to be not quite a neutral observer, but having distinct views on revelation, which he displays through the use of selective quotation and the use of straw men. This stimulating book often reveals its author bias. His assessment of future trends is optimistic and inconclusive. The main problem that Baillie's position presents is that given this interpretation of revelation, that it is not in the form of propositions, how does theology justify the language in which it speaks? Baillie attacks the view of revelation as communicated knowledge, but how then can we document and communicate theology at all, if salvation is a purely personal experience?

INTRODUCTION

How does man obtain knowledge about God? This is perhaps the most enduring question of western theology. This area of theology is called revelation and this is the subject of Baillie's book, which focuses on the theology in the UK from the 1930s to 1950s, a critical period of change.

The book is an edited version of the Bampton Lectures given at Columbia University, New York, in the summer of 1954. The book's stated objective is “to survey the considerable body of recent thought and writing concerning revelation”. Baillie's book covers an important period, a period in which views of revelation that had long been in circulation on the continent, made their way into English Universities and Churches. Baillie brings before his reader several dozen recent authors concerned with this topic, including William Temple, Brunner, Barth, Dodd, Tillich, and the Niebuhr brothers. With differing degrees of subtlety, Baillie evaluates these writers and introduces his own preferences on revelation.

Revelation arose as a major issue in Europe after 1800 for a variety of reasons. The Church was losing secular power and theology had lost its pre-eminence in universities. Other disciplines such as, sociology, biology, geology, historical research, textual study were growing in confidence, and organising themselves into societies that were keen to show their contribution. The influence of these disciplines on theological thinking was growing. There were increasing objections with both the Protestant principle of Biblical inspiration, sufficiency and authority, and the Roman Catholic principle of church authority in deciding doctrine. Theologians sought for academic respectability as Theology and Philosophy had grown apart, with Philosophy becoming the more fashionable subject, and many theologians sought to situate themselves within the latest Philosophic thinking, as Aquinas had done five centuries before. Philosophy had now shaken off the Aristotelan hegemony, and so a theology based on Aristotle's concepts looked hopelessly out of date. Many theologians understood how deep the roots of Greek philosophy went into western Christianity, and they tried to fill the void that the removal of Greek ideas produced.

These new views of revelation were slow to gain acceptance in the UK, and as Baillie notes, it was not until the 1930s that church leaders began to openly promote them. It is this breakdown of agreement on revelation that this essay will trace, using as its main source, Professor John Baillie's book on revelation: “The Idea of Revelation in Recent Thought”.

THE ARGUMENT – TWO THEMES

I will analyse Baillie's contribution using the two themes that are prominent in the Book: (1) The Thomist distinction between reason and revelation. (2) The Propositional view of revelation. Baillie documents and applauds both of these changes in the majority view about revelation.

Revelation v Reason

The first change is the erosion of the Thomist distinction between reason and revelation.

“What do we mean by revelation?...Throughout the greater period of Christian history, the question was not thought to be a difficult one. It was answered in terms of the distinction between revealed and natural or rational knowledge...this way of defining revelation as communicating a body of knowledge...was long to remain unchallenged.”(p4)

Baillie regards this as an artificial distinction that will not be mourned.

“many theologians in their anxiety to establish or conserve a clear distinction between divine revelation and what they have called rational knowledge, have made this task much too easy for themselves by speaking as if, while the former is something given to us, the latter is something we create for ourselves, as it were spun out of our own substance; as if the former must be explained by beginning from the realities apprehended, whereas the latter could be explained by beginning from the apprehending mind. They have thus... been guilty of a lowering of the dignity of reason in order to exalt the dignity of revelation; and no good can come of such procedure. The fact is that no true knowledge...can be explained by beginning from the human end.”(p21)

The division of theology into “natural” and “revealed” has its roots in the writings of Catholic theologian Thomas Aquinas (A.D. 1224 - 1274). Following Aristotle, Aquinas taught that knowledge of God is transmitted in two main ways: naturally and supernaturally. The first occurs via the natural world as perceived by reason, the second is more definitely pre-packaged and transmitted via exclusive channels, chief among them Scripture, but also including direct revelation. The first is called “natural theology” or “general revelation”, the second is called “special revelation”. Aquinas emphasized man’s ability to comprehend certain truths about God from nature alone. However, Aquinas maintained that human reason was still secondary to God’s revelation, as taught by the Church. Aquinas was careful to distinguish what could be learned through “natural reason” from doctrinal tenets, calling the truths gleaned from nature “preambles to the articles [of faith]” (Summa Theologica, First Part, Question 2, Article 2). That is, reason may lead to faith, but it cannot replace faith. Aquinas undoubtedly had huge faith in human reason, or more likely, faith in the reasoning ability of himself and other intellectuals. This binary view of reason and revelation survived the disruption of the protestant revelation at least in part (despite the disagreement of a minority such as Luther who believed the human mind to be corrupt and thus who doubted that there was any value in “natural theology”) and was reinforced by the second generation of reformers, notably Calvin¹, and only began to break down around 1800.

¹ For instance: “That there exists in the human mind, and indeed by natural instinct, some sense of Deity, we

Biblical teaching on revelation is complex and unclear. In places, the Bible clearly teaches elements of natural theology: e.g. Rom. 1:20 “For since the creation of the world His invisible attributes, His eternal power and divine nature, have been clearly seen, being understood through what has been made, so that they are without excuse.” and Psalm 19:1–3 “The heavens declare the glory of God, and the sky above proclaims his handiwork. Day to day pours out speech, and night to night reveals knowledge.”

Scripture however never clearly sets the boundaries of this natural knowledge of God, and appears to contradict the significance of it in other places, especially with reference to the corrupt mind of man (e.g. Romans 8:7, Timothy 6:5). The Bible also contains many references to the significance of Scripture, but nowhere defines what Scripture is, or relates the work of Scripture to the work of natural theology. The distinction between natural and special revelation is not found in the Bible² and The Bible arguably contains no doctrine of revelation, and the many references to “revelation” can be put together in any different ways.³ The ambiguities of scripture were settled by creeds and councils. Christianity moreover, came into close contact with Hellenistic culture, which held up the ideal of rationally certified knowledge as the basis for the good life.

What we may call (for lack of a better term) the “classical understanding” of revelation is bound up with the notion of a twofold knowledge of God. That there are two sources of religious knowledge, not just one, has been virtually the consensus of Christian theologians throughout the history of the church, but there has been less agreement on what the two sources are and how they are related to each other. Paul’s argument in Romans 1-2 has commonly been the scriptural foundation for the discussion...Revelation, then, is the supernatural communication of truths inaccessible to natural

hold to be beyond dispute, since God himself, to prevent any man from pretending ignorance, has endued all men with some idea of his Godhead, the memory of which he constantly renews and occasionally enlarges, that all to a man, being aware that there is a God, and that he is their Maker, may be condemned by their own conscience when they neither worship him nor consecrate their lives to his service...there is no nation so barbarous, no race so brutish, as not to be imbued with the conviction that there is a God.” John Calvin, *The Institutes of the Christian Religion*.

³ “There is no biblical conception of revelation any more than there is a biblical conception of other crucial epistemic concepts. Indeed, to identify relevant material on revelation in scripture already presupposes that one is working with a concept of revelation brought to the text, for otherwise one would not know where or how to locate material on divine revelation in scripture.” (Abraham, 2002)

cognition, and its subjective correlate is the faith or belief that assents to it. (Gerrish, 1998)

This binary view of revelation has had many detractors e.g. Barr (1963) "A Common modern usage has been to speak of "revelation and reason" as the two possible forms of access to the knowledge of God. For Biblical study this contrast has a double disadvantage; firstly that this contrast and the definition of its terms are not drawn from Biblical thought, and secondly that it implicitly lumps together all human knowledge of God apart from direct Divine action as "reason" and all human knowledge which depends on such action as "revelation".

Baillie starts by talking about the former view of revelation. That revelation was (1) a body of knowledge; and (2) of two types available via two complementary channels being (a) general revelation via reason "the unaided exercise of their own powers of thinking" and (b) special revelation via "direct communication from God himself". These two methods are separate yet overlapping and complementary. The former is more active, the latter more passive.

According to Baillie, even the reformation left this Thomist distinction intact, the reformers being trained in the same philosophical tradition. Calvin's colleague Melancthon is mentioned by Baillie as a theologian who gives reason a large place in the Christian understanding of God, contrasted with Luther, who was very sceptical of human reason. These two prominent people represent the opposite ends of a spectrum of positions within the reformation movement.

The beginnings of the modern doctrine of revelation came with Kant's (and Hume's) withering analysis of natural theology. Kant is regarded as the leading figure in the romantic movement who criticised the rationalist theology of G.W Leibniz. Kant rejected natural theology and talked of faith as the instrument for knowing God "I must therefore abolish knowledge to make room for faith" but the "faith" that Kant talked of was highly rational and not comparable with the Christian view of faith, it was in effect non-speculative reason as Kant rejected the idea of supernatural revelation.

The next movement was not an enhancement of the need for revelation, as one might have expected, but in Schleiermacher and Ritschl a turning to a third channel; the experience of the believer in which authentic information was supposed to be found. Like Kant, Schleiermacher has no use for the acceptance of supernatural revelation. As Kant finds a new way between the empirical and rationalist schools that had dominated philosophy before him, so Schleiermacher pursues a similar task with previous theological traditions:

"...he (Schleiermacher) departed altogether from the old dichotomy of reason and revelation and

found what seemed to be a middle way between the two. His theology rests neither on authoritatively communicated truths nor on truths excogitated by the speculative reason but on what he calls the religious self-consciousness of the Christian community.. not as a kind of cognition, but as a variety of feeling... in this he found few to follow him; but his more general contention that theology takes its rise in the religious consciousness, and that all its doctrines are but explications of this consciousness, became the foundation of much Protestant thought throughout the nineteenth century." (p12)

Schleiermacher was influenced by Hegel, who was a colleague in the University of Berlin, in this search for a ground of faith that was not based on submission to revelation or speculative reason. Schleiermacher's successor was Ritschl, who maintained this "single source" of faith in distinction to the double source of traditional theology.

Baillie here suggests that Schleiermacher and Ritschl suppress the idea of revelation and that this "represented a loss of the most serious kind". He is, however, sympathetic to their motivation. Baillie writes that the idea of revelation had become rigidly associated with verbal inspiration, and so they discarded the whole notion of super-natural revelation, in order to kill the idea of verbal inspiration to which (like Baillie) they were antipathetic.

Baillie ends the chapter on an optimistic note, stating that the loss of the discredited double source view of revelation is no bad thing, and that "a new and better understanding of the meaning of revelation is beginning to emerge"

What Baillie doesn't mention is that there was considerable diversity of view within the church for this whole period. While the Thomist view succeeded in gaining mastery in the official dogmas of the Roman Catholic Church, it was much less successful elsewhere. The Reformation did not leave these views intact, but made significant changes. General Revelation is revelation in "things", not in "words" and it is not the same as natural theology. Natural theology is dependent upon reason, but general revelation is a much more limited concept, and is totally subordinate to special revelation. As Gerrish (1998) explains, Luther's view of natural theology was a long way from Aquinas':

"Somewhat different is Martin Luther's twofold knowledge of God, general and special. If the Thomistic version of a rational knowledge of divine things traces its lineage back to the natural theology of Plato and Aristotle, Luther's notion of a general knowledge of God has affinities rather with the Stoic tradition of natural religion, on which the Apostle Paul himself drew in Romans 1-2. Thomas's rational route to a limited knowledge of God was open only to a few: even the things

demonstrable by reason must be taken on faith by those of us (the vast majority) who lack the talent, time, or energy for rational inquiry.' Luther's general knowledge, by contrast, is the possession of all. And it is Luther's version of the two-fold knowledge of God that is formalized in seventeenth-century Protestant scholasticism as the contrast between general revelation and special revelation: the distinction is not drawn, as in Thomas, between a natural knowledge and a revealed knowledge but between two kinds of revelation. There is an innate notion of God, closely connected with the voice of conscience, that assumes definite characteristics by observation of God's self-disclosure in the created order, including human nature. But it is insufficient for salvation because the good pleasure of God cannot be grasped apart from God's communication in Scripture ...It is not difficult to see why this notion ran into "serious trouble" in the Age of Reason.

The second change that Baillie explores is the decline of the propositional view of revelation. To quote one of the chief actors in the propositional debate, Carl Henry: "a proposition is a verbal statement that is either true or false; it is a rational declaration capable of being either believed, doubted or denied" (Henry, Vol 3: 456) Baillie strongly rejects the view that the Christian faith can be represented by propositions, and thus takes great pleasure in what he regards as the terminal decline of the propositional view:

"it is not information about God that is revealed, but very God Himself incarnate in Jesus Christ our Lord...The recovery of this fundamental insight is the first thing we notice as running broadly throughout all the recent discussions, marking them off from the formulations of earlier periods. From a very early time in the history of the Church the tendency had manifested itself to equate divine revelation with a body of information which God has communicated to man...behind this tendency lay a strong sense of the necessity of preserving unity of doctrine throughout the church...its natural culmination was in the simple identification of revelation with the total content of Holy Scripture...until finally the Roman Church, at the Council of Trent, defined that the whole of Scripture, as well as a body of unwritten tradition, had been given Spiritu sancto dictante, at the dictation of the Holy Spirit." (p29)

What replaced this "propositional" view of revelation? Several answers are given by Baillie, and all of them rather indistinct. As noted above, the propositional view was stereotyped as being "information about God" and was contrasted with revelation as being the self-disclosure of "God Himself". This sounds like a huge improvement, but quite what it means, and whether it really means anything is difficult to ascertain.

The alternative to the propositional view seems to comprise a number of elements, which may or may not work in tandem. Firstly the place of the Bible has to be adjusted. The Bible now becomes not revelation in itself but a "record of revelation" and the revelation is not just in the giving but also in the receiving:

"It is clear that this represents a very radical departure from the ecclesiastical formulation which identified revelation with the written word of Scripture and gave to the action of God in history the revelational status only of being among the things concerning which Scripture informed us.. we must, however, think very carefully what we mean when we say that revelation is given in the form of events or historical happenings...the question thus arises as to whether even such these events..can properly be spoken of as revelation if, in fact, there should be nobody to whom they reveal anything surely not. We must therefore say that the receiving is as necessary to a completed act of revelation as the giving... the illumination of the receiving mind is a necessary condition of the divine self-disclosure."

So the Bible is incomplete and needs to be understood for it to be regarded as revelation. Does this not also mean that any texts or events can serve as inspiration? Baillie answers yes to this, giving quotes from Tillich "there is no reality, thing or event which cannot become the bearer (of revelation)" and Temple "all occurrences are in some degree revelation of God" as proof. The notion of illumination as a corollary to inspiration is not new, and is based on passages such as John 14:26, "But the Counselor, the Holy Spirit, whom the Father will send in my name, will teach you all things and will remind you of everything I have said to you." And Ephesians 1:17-18 "that the God of our Lord Jesus Christ, the Father of glory, may give you the Spirit of wisdom and of revelation in the knowledge of him, having the eyes of your hearts enlightened, that you may know what is the hope to which he has called you". And yet this new idea of illumination seems different from the traditional doctrine since this form of illumination can be applied to any event, idea, or text. Baillie himself seems to have reservations about this notion of illumination since it suggests that a complete natural knowledge of God is possible without special revelation, which seems to imply theism. Baillie moderates this idea by adding the requirement that the Spirit of God must sanction events before they are revelatory:

"revelation is always given us through events; yet not through all events, but only through such as appear as God's might works; and through no event in its bare character as occurrence, but only as men are enabled by the Spirit of God to apprehend and receive its revelatory power."

Additionally, Baillie agrees with Temple that the fullness of revelation can only be given through the life of a person, so only incarnation can give full

revelation, although no evidence is given for this assertion.

Baillie's portrayal of the debate between revelation as propositional vs non-propositional seems rather crude. He fails to examine the reasons behind the long tradition to put doctrine in propositional form or the problems with the erosion of this tradition.^{4,5} The strengths and weaknesses of the propositional approach to Christian doctrine have been debated for centuries. According to McGrath (2001), a propositional presentation of the faith was part of the legacy of Aquinas. "Aquinas tends to regard faith as relating to propositions about God; Luther understands it to relate to the promises of God." (2001, p.241). Luther's more mystical approach however was not shared by the majority of the protestant reformers, and Calvin notably mirrored Aquinas' method in dissecting the faith into statements in his notable "Institutes".

That the Christian faith can be summarised in propositions is not controversial. The ten commandments, the Law, the beatitudes are all propositions that God chose to summarise the faith. None are complete and none are designed to serve as an entrance exam, but doctrine has to be phrased in words, just as any meaning has to be, in order to be communicated. Even events that are not verbal or textual have to be capable of being translated into words, and the whole Bible is an effort at this, to put into words events and thoughts that in their full reality do not exist in words. Paul in many places in the Bible summarises the Christian faith in a single sentence and Jesus does the same (e.g. 1 Timothy 1:15 "Here is a trustworthy saying that deserves full acceptance: Christ Jesus came into the world to save sinners--of whom I am the worst" also John 3:16 "For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life" (both NIV)). Propositions begin at the very start of creation, what are the words of creation if not propositions? Revelation in words was a correlative to revelation in nature. There was direct, verbal communication between God and Man, Gen.3:8 & Genesis 2:16,17, both indicate the necessity of spoken revelation directly to man. It was the imparting of

⁴ Decker (2001) says this on the origin of the term "propositional revelation": "The term, as I understand it, originated in the early 20th century as a derogatory term used pejoratively by those who rejected the orthodox statement of biblical revelation and inspiration. As used by opponents of orthodoxy, the term was often used to portray a straw man position (that the Bible consisted only of a collection of what may technically be designated "propositions")"

⁵ Henry (1976) offers the following definition of propositional revelation: "We mean by propositional revelation that God supernaturally communicated his revelation to chosen spokesmen in the express form of cognitive truths, and that the inspired prophetic-apostolic proclamation reliably articulates these truths in sentences that are not internally contradictory".

knowledge otherwise not knowable. The discussion between Eve and the snake is basically a discussion about the validity of propositional truth and Eve learns the value of propositional truth the hard way. The serpent suggests a rather postmodern interpretation of God's command regarding the tree, but Eve soon learns that the command was very literal. The fall breaks direct verbal contact between God and man. A lack of direct contact results in God using prophets and apostles as intermediaries between God and man. Revelation now becomes redemptive in nature, but the form is still verbal. The most characteristic form of revelation in the patriarchal period is the Angel of the Lord, who communicates verbally e.g. Gen. 16:7. Jesus trains his disciples in propositional form: "Teaching all things I have commanded you," Matt. 28:20. Paul asserts the value of propositions in 1 Corinthians 15:3: "For I delivered to you as of first importance what I also received, that Christ died for our sins according to the Scriptures, and that He was buried and He was raised on the third day according to the Scriptures". The great theologians all understood the limits of language, and the fact that faith can only be partly represented in propositions, but propositions are the tool of the theologian none the less. Calvin refers to the Scriptures as like a pair of spectacles by which we are enabled to view the world with a clearer vision, to see things as Adam must have seen them before disobedience clouded his eyesight. From this perspective, revelation is not just supernaturally conveyed information but divinely improved vision. This "propositional view" can doubtless be taken too far, as it may have been in the competing catechisms following the reformation but it seems simplistic to regard knowledge of God as being either totally propositional or totally non-propositional. Divine revelation need not directly involve propositional content; in some cases of divine manifestation, the proper response may be total silence before the mystery and complexity of the divine, but similarly in many cases the usual way of gathering, consolidating, validating and communicating knowledge will be to put ideas into a verbal and propositional form. As Abraham (2002) asserts:

It is sometimes thought that having propositional content precludes further exploration. Bultmann captures the issue nicely. "God the mysterious and hidden must at the same time be the God who is revealed. Not, of course, in a revelation that could be grasped in words and propositions, that would be limited to formula and book and to space and time; but rather in a revelation that continually opens up new heights and depths and thus leads through darkness, from clarity to clarity." . Bultmann is mistaken to think that grasping a revelation in words and propositions is incompatible with a revelation opening up new heights and depths. These are not at all mutually exclusive.

Baillie seemed to assume that with Bultmann, Barth and Temple the argument had been won. But many notable writers are still wedded to the need for a

propositional foundation, such as Colin Gunton “Some propositions may be merely abstract, but the kind of ones which theology is and has been concerned are not”.⁶

CONCLUSIONS

Baillie’s book suffers from a number of weaknesses. One of the most noticeable is that Baillie takes a non-historical approach that leaves the reader with little idea of how these huge changes came about. According to Baillie the consensus on revelation holds until about 1800, the new views on revelation then penetrate the church rapidly from the secular philosophy of Hume, Kant and Hegel. This sounds rather unlikely and is perhaps a very clumsy simplification. Lacking any historical analysis of revelation, Baillie portrays the current issues as if they were novel. His failure to relate the current debates to historical debates is a serious flaw. For instance, Baillie writes: “the desire which is so manifest among present day thinkers to understand faith as personal trust rather than as assent to doctrine....” (p96) Baillie then goes on to quote four contemporary writers (Temple, Hebert, Brunner & Barth) but makes no reference to previous examples of this dispute. Both the “assent to proposition” approach and the “personal experience” approach are long standing positions. The longevity of this debate suggests it may never be ended. Luther has a significant role in this debate, as he raised objections to propositional doctrine that were not resolved. There are long-standing “experience” traditions within both Protestantism and Roman Catholicism. Luther, Spener, Fox, Wesley, and Ritschl are just a few of the most influential names in the experience tradition.

Baillie is a capable writer who covers difficult philosophical ground. He is a sophisticated thinker and yet he still suffers from the desire to assert “either-or” when Biblical theology seems to assert “and”. The Bible evidently contains a definite strain of natural theology, and this need not be contrasted with revelation. The Bible stresses in different places sometimes the human and sometimes the divine origin of its text; it seems clear that different parts of the Bible differ in respect of these elements. The Bible also contains both bold propositional statements, and even discrete lists of propositions that seem to sum up the entire faith, and yet the Bible also contains much that is impossible to synthesise, categorise or summarise. I fear that Baillie’s impatience with imperfect statement and paradox mean that his treatment of scripture is philosophical rather than biblical. The assertion that propositional knowledge is independent from and inferior to personal knowledge was a fixed idea of Baillie although it was much disputed by conservative theologians and philosophers.⁷

⁶ See Colin Gunton, 1995, p10.

⁷ Baillie is not even-handed on both sides of the propositional truth debate. He uses his rejection of propositional truth to dismiss the “verbal inspiration” point of view, refusing to distinguish it from dictation

It seems that the divide between systematic and biblical theology is very substantial, and that John Baillie is in the former camp. Baillie begins his book (p4) by suggesting that the old model of revelation was perfect for schoolchildren because it was sensible and comprehensible. He implies that this very simplicity is a flaw, that something so logical must be artificial. Is it possible that Baillie has such a love of the complex that he has contempt for the simple? It is possible that those groups in the church who have done the most evangelism have also sometimes been guilty of over-simplification, that in their enthusiasm for developing an attractive product they have left out any unattractive or paradoxical elements. Perhaps Baillie in his approach is guilty of the opposite offence, of denying the validity of any comprehensible and documented system of doctrine. Perhaps the two activities most likely to force a person to systematize are the urge to communicate (i.e. evangelism), and the requirements of leadership (i.e. the need to establish unity around an agreed standard of orthodoxy) – one suspects that Baillie’s approach would be unsuitable for people involved in either of these activities. What are the creeds but lists of propositions? In short, Baillie was over-optimistic in announcing the death of Thomist views of revelation, as the decades since the book was published have shown.

theory. Baillie is generally very capable (even too capable) of preserving fine distinctions, so this refusal to understand the existence of multiple positions on verbal inspiration and inerrancy looks deliberate. He does not mention Calvin’s sophisticated writings on “organic inspiration” which suggests a necessary interaction between God the Holy Spirit as primary author and the biblical writer as secondary author. Baillie names and quotes opponents of the theory and length but does not provide a single name or quote from its supporters, the reader has to trust the summaries of the position presented by the author. He regards the movement towards catechetical formulas as politically motivated and uses his distastes for catechism to suggest that the propositional view as a whole is redundant. It seems that evangelical writers didn’t engage with non-propositional views until Barth began to espouse them. Cornelius Van Til is an exception, who was an early critic of Barth (Van Til, 1947) but his criticism was so harsh and his writing style so difficult, that the book didn’t have much impact until a revised version was released in 1962. Barth had a profound impact on evangelical thought and many evangelicals have since engaged with the neo-orthodox view of non-propositional truth either to oppose it (such as Van Til, 1973, Henry, 1976) or to seek some form of compromise (such as Bernard Ramm, 1961, McGrath, 1995) Baillie perhaps declared the defeat of the propositional view precipitously.

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APPENDIX: JOHN BAILLIE

John Baillie (1886-1960) was a Scottish theologian and Church of Scotland minister. From 1920 to 1927 he served as the Chair of Christian Theology at Auburn Theological Seminary, New York. From 1927 until 1930 he worked at Emmanuel College, Toronto, before being appointed Roosevelt Professor of Systematic Theology at Union Seminary, New York. He was Professor of Divinity and Principal of New College, Edinburgh, from 1934 to 1956 and was appointed Dean of the Faculty of Divinity at Edinburgh in 1950. In 1935 his brother, Donald, became Professor of Systematic Theology at the University of St Andrews. John and Donald, referred to corporately as the 'Baillie Brothers', exerted an enormous influence over the Church of Scotland and beyond for the next twenty years. John was Moderator of the General Assembly of the Church of Scotland in 1943. He served as a committee member for the first committee of the World Council of Churches in 1948 and was elected as one of the six presidents at the second meeting in 1954. In 1957 Baillie received the honour of being named Companion of Honour to the Queen. His completed notes for the 1961-1962 Gifford Lecture entitled "The Sense of the Presence of God" were never delivered due to his death in 1960, but were published in book form in 1962.

Baillie's publications include *The Interpretation of Religion* (1928); *The Place of Jesus Christ in Modern Christianity* (1929); *And the Life Everlasting* (1933); *A Diary of Private Prayer* (1937); *Our Knowledge of God* (1939); *Invitation to Pilgrimage* (1942); *What Is Christian Civilization?* (1945); *The Belief in Progress* (London, 1950); *Natural Science and the Spiritual Life* (1952); *The Idea of Revelation in Recent Thought* (1956); *Christian Devotion* (1962); *The Sense of the Presence of God* (1962); *Christian Devotion* (1962); *Baptism and Regeneration* (1963); and *A Reasoned Faith* (1963).



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THE STAKEHOLDER THEORY OF MANAGEMENT

Ignatius Odongo*

This paper reviews the origin of stakeholder theory, and analyses how the theory has evolved over the years. It highlights the usefulness of the theory especially from the management point of view. Criticism of the theory is also discussed as well as proposals from different authors on how the application of the theory can be modified in view of its shortcomings.

THE ORIGIN OF STAKEHOLDER THEORY

Freeman and McVea (2001) note that the use of the term stakeholder grew out of the pioneering work at Stanford Research Institute (now SRI International) in the 1960's. SRI defined stakeholders as "those groups without whose support the organization would cease to exist" (Donaldson & Preston, 1995, p. 72). SRI argued that managers needed to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support. This support was necessary for long term success of the organisation. Therefore, management should actively explore its relationships with all stakeholders in order to develop business strategies. Freeman and McVea note, however, that these developments had a relatively small impact on the management theories of the time.

EVOLUTION OF STAKEHOLDER THEORY

A stakeholder approach to strategy emerged in the mid 1980's after the publication of Freeman (1984). Fragments of the stakeholder concept had survived from the 1960s and developed within four distinct management research streams over the next twenty years. Indeed, it was by pulling together these related stakeholder concepts from corporate planning, systems theory, corporate social responsibility and organizational theory that the stakeholder approach crystallized as a framework for strategic management in the 1980's. Freeman saw the impetus behind stakeholder management as the need of managers to build a framework that was responsive to their concerns at time when they were buffeted by unprecedented levels of environmental turbulence and change. Traditional strategy frameworks were neither helping managers develop new strategic directions nor were they helping them understand how to create new opportunities in the midst of so much change. Thus, the 1980's provided an environment that demonstrated the power of a stakeholder approach.

Clarkson (1995) categorized stakeholders as primary and secondary, because according to him, stakeholders can be classified according to whether they have similar interests, claims, or rights. Clarkson defines a primary stakeholder group as "one without whose

continuing participation the corporation cannot survive as a going concern" (Clarkson, op cit, p. 106). Based on this definition, primary stakeholder groups are typically comprised of shareholders and investors, employees, customers, and suppliers, together with what is defined as the public stakeholder group - the Government (whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due) and communities that provide infrastructures and markets. Clarkson highlights a high level of interdependence between the corporation and its primary stakeholder groups. Secondary stakeholders on the other hand are groups who influence or affect, or are influenced or affected by, the corporation, but are not engaged in transactions with the corporation and are not essential for its survival. The media and a wide range of special interest groups are considered as secondary stakeholders under this definition. Based on these definitions, Clarkson argues that managers are now accountable for fulfilling the firm's responsibilities to its primary stakeholder groups.

Donaldson and Preston (1995) drew attention to the normative nature of stakeholder theory, by noting that the theory is used to interpret the function of the corporation, including the identification of moral or philosophical guidelines for its operation and management. They show a relationship between stakeholder management and the achievement of traditional corporate objectives. According to them, adherence to stakeholder principles and practices achieves conventional corporate performance objectives as well or better than rival approaches. Pointing to successful companies such as Wal-Mart and Dayton Hudson (now called Target), which although diverse in other ways, share a stakeholder perspective, Donaldson and Preston note: "almost all their managers care strongly about people who have a stake in the business - customers, employees, stockholders, suppliers, etc." (Donaldson & Preston, op cit, p. 71).

Freeman and McVea (op cit) define stakeholders as "any group or individual who is affected by or can affect the achievement of an organization's objectives" (p.4). The purpose of stakeholder management is to devise methods to manage the myriad groups and relationships that result in a strategic fashion. Freeman and McVea emphasize that "the central task in this process is to manage and integrate the relationships and interests of shareholders, employees, customers, suppliers, communities and other groups in a way that ensures the long-term success of the firm" (Freeman & McVea, op cit, p. 10). They further advise that the stakeholder approach is a strategic management; rather than a strategic planning process where a firm actively plots a new direction for the firm and considers how the firm can affect the environment as well as how the environment may affect the firm.

Because of the flaws of corporate social responsibility (CSR), Freeman and Ramakrishna (2005) proposed replacement of 'corporate social responsibility' with

what they called ‘company stakeholder responsibility’. This according to Freeman and Ramakrishna is the interpretation of the very purpose of CSR. The main goal of CSR is to create value for key stakeholders and fulfil company responsibilities to them. Responsibility implies that business cannot be separated from ethics. Freeman and Ramakrishna argue that taking a stakeholder approach to business is ideally suited to integrate business, ethics, and societal considerations. According to these authors, stakeholder theory is about value creation and trade — it is a managerial theory about how business works.

Unlike other authors who emphasize fulfilling interests of primary stakeholders, Magness (2007), citing Gray, argues that secondary stakeholders have significant influence on the organisation. Magness draws attention to the legitimacy perspective of stakeholder theory through the combined roles of the public and secondary stakeholders. Magness emphasizes that the legitimacy perspective argues that the right of the corporation to exist is conferred upon it by society through a social contract, but only when the company’s value system is perceived to be congruent with that of the society in which it operates. This right can be revoked if the company is thought to have breached any of the terms of its social contract. Consumers could, for example, reduce demand for the company’s product or service. The legitimacy perspective makes it incumbent upon company management to monitor societal values and to ensure the organization is perceived to function in a manner that adheres to those values.

Alpaslan, Green and Mitroff (2009) introduced a stakeholder theory of crisis management. They argued that, in the context of crises, adopting the principles of a stakeholder model of corporate governance will lead companies to engage more frequently in proactive and/or accommodating crisis management behaviour even if these behaviours are not perceived to maximize shareholder value. According to Alpaslan et al., crisis management involves two broad phases: (1) the preparation phase where organizations aim to identify and interact with stakeholders and/or potential victims to prevent crises from happening and affecting stakeholders; and (2) the response phase where organizations aim to minimize stakeholders’ losses that result from crises.

Alpaslan et al. (2009), while comparing the shareholder model and stakeholder model, notes that whereas the shareholder model focuses on shareholder value maximization, the stakeholder model of corporate governance emphasizes the intrinsic value of all stakeholder claims. Moreover, the stakeholder model recognizes a wider range of stakeholder behaviour than the shareholder model, offers techniques for understanding how managers identify and prioritize stakeholders in crisis and non-crisis situations, and gives systematic accounts of how and why stakeholders may influence corporate behaviour.

King, as cited by Mainardes and Raposo (2011), proposed classifying stakeholders into four categories: (1) those who influence or are influenced by company activities due to its *inputs* (suppliers, financing entities, trade unions, and professional associations); (2) those who influence or are influenced by company activities due to its *outputs* (clients, owners and/or shareholders, local communities, competitors); (3) those who influence or are influenced by company activities due to its *operations* (owners and/or shareholders, managers, supervisors, employees); and (4) those who influence or are influenced by company activities due to its interaction with the *surrounding macro-environment* (communities, media, government, international organisms, among others).

Ding and Liu (2011) propose a social network theory of stakeholders based on their study of how Chinese projects are governed. According to these authors, a good approach for understanding multi-organizational relationships is using approaches from social network analysis to examine characteristics of entire organizational relationship structures and their impact on organizations’ activities. Employing social network analysis can effectively manage inter-organizational coordination as it will provide a better understanding of networks through measuring relationships between different actors in the network. According to Ding and Liu’s analyses, some stakeholders (for example owners) become the centre of the network and hence wield a lot of power. The authors also observed that some members of the network form alliances to strengthen their positions further relative to other members of the network.

Ortega, Marti and Ogayar (2011), citing Caballero, distinguish three stages in the development of the term stakeholder: (1) the initial stage by SRI which considered stakeholders as the axis of the survival of the organisation; (2) a second stage, identified by Freeman, that relates stakeholders to the discipline of strategic management; and (3) the third level in which relations between the organisation and each of the stakeholders has passed from being an activity of little significance to being considered a central necessity for management in the quest for competitiveness.

According to Ghayour and Iran (2012), stakeholder theory places emphasis “on all people who directly or indirectly are in contact with the activities of the firm, outcomes and its results” (p. 98). These authors argue that the effect of firms on the community is really deep, so, except shareholders, more parts of the community should be under attention and should be responded to. They add that in stakeholder theory, managers should not only provide profit and interest for their organizations, but they should also participate in the process of providing and satisfying welfare, comfort, needs and interests of the society.

CRITICISMS OF STAKEHOLDER THEORY

In the face of arguments that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another, Donaldson and Preston (1995) point out that practices from different continents vary:

“In America, for instance, shareholders have a comparatively big say in the running of the enterprises they own; workers [. . .] have much less influence. In many European countries, shareholders have less say than workers. In Japan [. . .] managers have been left alone to run their companies as they see fit - namely for the benefit of employees and of allied companies, as much as for shareholders. (p. 69)

Further criticising the stakeholder theory, Donaldson and Preston (op cit) contend that one of the central problems in the evolution of stakeholder theory has been confusion about its nature and purpose. For example, stakeholder theory has been used, either explicitly or implicitly, for descriptive purposes. According to Donaldson and Preston, much of what passes for stakeholder theory in the literature is implicit rather than explicit, which is one reason why diverse and sometimes confusing uses of the stakeholder concept have not attracted more attention.

McVea and Freeman (2005) point out that in all of its incarnations, stakeholder theory merely recapitulates some rather standard business assumptions. First, the theory rests on the idea that value is created when entrepreneurs or managers put together a deal that simultaneously and over time, satisfies a group of stakeholders who play a critical role in the on-going success of the business. Second, stakeholder theory has done little to question the separation thesis, that is, the notion that business and ethics can be meaningfully separated. No wonder McVea and Freeman argue that stakeholder theory has taken almost 40 years from its inception to be accepted into the mainstream, a testament to either the wide gap between theory and practice or the stranglehold that the dogma of shareholder value has on business theory and within business schools.

Further, McVea and Freeman (op cit) list key issues about stakeholders that defy the conventional meaning of the stakeholder theory. They point out that in the real world of value creation and trade, stakeholders play different roles. Customers may play a significant role not just in purchasing but also in designing innovative products and services such as Linux software. Employees who are direct shareholders may act differently from employees who are not and differently again from those who may hold shares only through their pension funds. These different roles make the current stakeholder theory that defines stakeholders through their traditional roles not very useful. Secondly, the traditional role assumptions fail to

capture opportunities for integration that is, designing innovative entrepreneurial strategies and products that satisfy multiple stakeholders simultaneously.

McVea and Freeman (op cit) contend that in its contemporary guise, stakeholder theory has had its greatest influence on theorists and academics rather than practitioners, and has gained acceptance more as a core management idea. They sum their argument as follows:

“[...] it seems to us that throughout its development, the context of stakeholder research has been moving further and further away from the real challenges faced by practitioner entrepreneurs” (p. 59).

What is ironic according to these authors is that despite this dwindling practitioner focus, the challenge of the contemporary business environment is making the stakeholder perspective more relevant than ever for the practicing entrepreneur. In an economy that is increasingly influenced by the role of networks, it is becoming ever more important to view firms as networks of relationships that extend beyond the traditional boundaries of the organisation.

Pointing to another weakness of the stakeholder theory, Magness (2007) argues that using the term ‘stakeholder’ so broadly defined leaves the term overly complex and unable to provide a basis for establishing workable guidelines for management behaviour. Magness concludes that stakeholder theory, once a heuristic used to broaden managers’ sense of their own responsibilities, is unable to effectively distinguish stakeholders from non-stakeholders due to the salience of any individual, group, or issue, which makes the stakeholder status transitory in nature.

Similarly, Mainardes and Raposo (2011) argue that there is no classification of stakeholders that is sufficiently in harmony with the context of organisations with dispersed powers (ODPs) – such as universities, hospitals, and voluntary organizations, among others. In different ways to traditional organizations, ODPs are involved with a large quantity of stakeholders that wield different types of pressure, hold multiple and sometimes conflicting interests and derive from different resources and hence are often very difficult to categorize. Mainardes and Raposo conclude as follows:

“[...] ODPs have not been the subject of much search from the stakeholder perspective, despite [...] featuring social objectives and impacting on (or impacted upon by) a broad range of stakeholders” (p. 20).

ADDRESSING THE WEAKNESSES

To solve the identification problem, McVea and Freeman (2005) propose an approach that is focussed on the real set of individual stakeholder relationships of

real firms in the contemporary business environment. The authors believe that the current stakeholder trends are making general group designations ever more inadequate. Stakeholder migration is a crucial issue in today's economy. McVea and Freeman advise that if stakeholders are seen as individuals with names and faces, there is a better chance of putting business and ethics together. The names and faces approach attempts to describe a managerial approach to stakeholder theory. According to McVea and Freeman, a truly managerial theory "does not simply describe situations, or predict cause-effect relationships, it also recommends attitudes, structures and practices" (op cit, p. 60). The managerial approach focuses on concrete business problems, addressing simultaneously why stakeholder management might result in better outcomes and how it might incorporate stakeholder interests into business strategies. To achieve these ends, any framework must be intimately connected with the process of value creation and trade.

McVea and Freeman also propose an entrepreneurial approach to stakeholder theory. This approach allows us to focus on how collections of stakeholders come together and create mutually beneficial projects. Thus, managers should discover and exploit new entrepreneurial opportunities from the perspective of a broad range of stakeholders. A significant driver of new value creation is rooted in the knowledge of individual stakeholders. Therefore, the role of stakeholder management is to harness as many of these new value opportunities as would be fruitful for the benefit of stakeholders.

Citing Mitchell, Agle, and Wood, Magness (2007) draws attention to a dynamic model that begins with a broad definition that excludes no stakeholder, actual or potential, from consideration, but allows for the transience of stakeholder status. According to this model, definitive stakeholder status is determined by the simultaneous presence of three factors: legitimacy, power, and urgency: (1) 'Legitimacy' refers to socially accepted and expected behaviours; (2) 'Power', in its utilitarian sense, refers to the ability to control resources; and (3) 'Urgency' exists when there is a pressing call for attention. Whenever an issue of potential concern arises, then all three must be present, or at least believed to be present, before the decision-makers view any particular issue as a noticeable call for attention. A key feature of this framework is that none of the attributes are fixed in time. Therefore, a claim may be legitimate at one moment in time, but not at another. Similarly, a person may be in a position of power at one time, but not at other times.

SUMMARY AND CONCLUSIONS

Since its inception, the stakeholder theory has drawn attention of managers, owners and organisations to the importance of paying attention to the needs and concerns of those individuals and groups who are affected or could affect the organisation and what it does. Failure to pay attention could affect the

organisation's ability to survive, as these stakeholders can demand their rights and obligations from the company, sometimes using means that could be disastrous to the organisation. Over the years the stakeholder theorists have emphasized the need for managers to integrate stakeholders not just in their planning processes but during the day-to-day management of their organisations – hence the term stakeholder management.

However, because the theory is implicit rather than explicit, its application in the real management process has not been clear. The very concept of who is and who is not a stakeholder is not clearly defined, owing to the complex and transient nature of the groups that are referred to as stakeholders. To ameliorate this problem, theorists have sought to consider stakeholders as peoples with names and faces, and also to pay attention to the individual needs of the stakeholders who have interests or are (or could be) affected by the situation at hand. Other theorists have fronted the need to work with individual stakeholders to exploit opportunities that are beneficial to the company.

The lack of clarity of the stakeholder theory, its purpose and application makes it attractive as a conceptual framework rather than a model that can be successfully applied to deal with real management problems that organisations face.

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A MULTIPLE SCAN BIOMETRIC-BASED REGISTRATION SYSTEM

Dr Thomas Yeboah* and Sarpong Appiah

The turn-out of voters in the Ghanaian 2012 election was 79.42%. Part of the problem was that the verification machines were not able to recognize some of the registered voters. The study reported here aimed to find ways of electronic registration which would ensure that eligible voters were not eliminated.

A survey conducted from across all ten regions in Ghana of about 2000 persons who had reached the age of 18 years showed that some electors were denied their constitutional right of casting a vote because the biometric machine refused to recognize them though they claimed they had registered during the biometric registration process. Some physically challenged citizens who had no fingers also complained because the system used for the biometric registration did not make any consideration for them.

In looking for ways to address the problems in order to increase turn –up of votes in Ghanaian election particularly the presidential and parliamentary elections the study seek to propose a Biometric-Based Registration System for Ghana Electoral registration process that can be used to register the eligible voters by using at least three biometric properties such as fingerprint, facial recognition and voice of the voter. This system will give the biometric machine opportunity to verify an eligible voter by considering different biometric properties of the voters.

PROBLEMS WITH THE EXISTING SYSTEM

Though the Ghanaian authorities used a biometric approach to register its electorates as well as verification during the voting process, the following problems emerged in the 2012 presidential and parliamentary elections:

Failure to Recognize Registered Voters

It was observed during the general election that some genuinely registered voters were not recognized by the biometric machine. When this happened it gave some indication that these people who were not recognized by the biometric registration did not register during the registration process. The question is how then their names were in the register book? In order for us to better understand the causes of this problem let us consider how the biometric machine recognizes the fingerprint of a voter. Figure 1-1 gives us a fingerprint image with common features.



Figure 1: Fingerprint with Common Features

In order to ensure the uniqueness of individual fingerprint so that the biometric machine is able to recognize the individual fingerprint the biometric machine should be able to recognize all the parts of the fingerprint at all times. In a situation whereby any of the parts of fingerprint feature is altered that can cause the biometric machine to refuse to recognize the individual voter. It is therefore become imperative that people such as farmers, fishers, etc who uses their hands to do hard work are likely to be denied by the biometric machines. It is against this the researcher wants to propose a platform that can enable the biometric properties of an electorate be varied.

Double Registration

The current system being used by Ghanaians to register the eligible voters uses a distributed database instead of a centralized database which can be used to check double registration at the very time the registration process is ongoing. The Electoral Commission (EC) of Ghana assures Ghanaians that its office will remove all double registrations. The question then is how are we sure that the EC will remove all the double registrations from the system since the database is distributed according to the registration centres? The problem is since the EC is not using centralized database and all the databases are not having a link to each other even if the EC will remove the double registrations it will also give additional work to the EC. Therefore the better way could have been the use of centralized database so that double registration can be removed totally from the registration process at all times.

Failure to Recognize Challenged Citizens

People who are physically challenged were not considered in biometric registration system. EC introduced a biometric system that enables the electorates register by using a fingerprint. The question is how can those citizens with leprosy and others who are physically challenged vote? Meanwhile Ghana constitutions make it constitutional rights for everybody who has reached the age of 18 years eligible to vote.

BIOMETRIC PROCEDURES

Biometric comes from two Greek words *bios* meaning life and *metron* meaning measure. Biometrics is therefore defined as measurable physiological and /or behavioural characteristics that can be utilized to verify the identity of an individual, and include fingerprint verification, hand geometry, retinal scanning, iris scanning, face recognition and signature verification (Ashbourn 1999)

How Biometric System Works

Allan (2002) indicated that though all biometric systems differ in technology but the concepts behind are the same and the process can be summarised as:

- Individual needs to provide a sample recording of the physiological properties or behavioural properties
- The biometric sample is then processed to extract unique identity features to create a verification template which can be used as individual password.
- The verification template is compared against the enrolment template which created from multiple traits from the individuals during the enrolment.
- No individual templates are ever the same. A decision is therefore taken by the system.

Allan A. (2002) indicates that all biometric system works in the same manner and principle. However he cautions that it is important to remember that the ease of enrolment and quality of the template are critical success factors of every biometric system (see Figure 2).

Measure of Accuracy

Prabhakar (et al 2003) suggested the two ways of measuring the accuracy of Biometric system:

- FMR (False Match or Acceptance Rate)- The lower a biometric system having FMR value, the better the security of the biometric system. The FMR is a means a situation whereby the biometric system mistakingly takes two or more individual traits to be the same.
- FNMR (False non-match or rejection rate) - The lower the biometric system having a lower FNMR value the easier the system is to use. The FNMR is a situation whereby the biometric system mistakingly takes two biometric traits from the same individual to be from different individuals. In this case a registered voter would be seen by the biometric system as unauthorised person and thereby reject the individual.

The following figure gives the schematic diagram representation of a basic biometric system (Allan 2002).

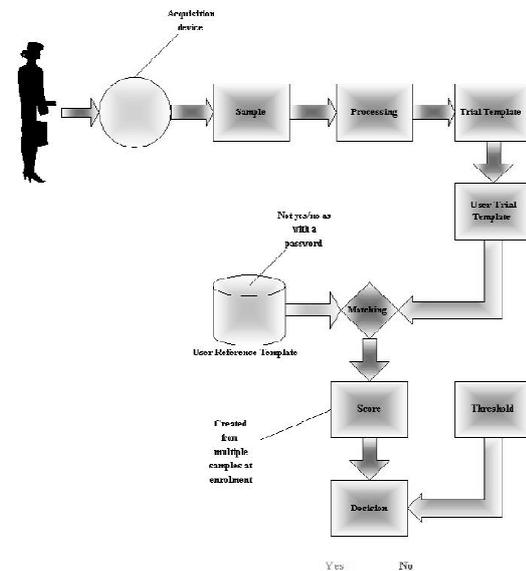


Figure 2: Basic Structure of Biometric system; Source: Allan A. 2002. Biometric: Biometric how do they measure up? Gartner Research, 2002, p.1-5

Biometric Methodologies

Allan (2002) categorized biometric system methodologies into two main forms. This means that in implementing a particular biometric system there is the need to look at the methodology that will give the users more convenient way of accessing the system. The two methodologies are namely physiological biometrics and behavioural biometrics.

Physiological Biometrics

These methodologies are also called Physical Biometrics. These methodologies are based on data derived from the measurement of traits from individuals. Examples of these methodologies include Fingerprint, Hand Geometry, Retinal scanning, iris Scanning, Face recognition.

Behavioural Biometrics

These methodologies are based on data derived when individuals perform an action. Examples of these methodologies include Voice recognition and signature verification.

Current System Architecture

A system architecture or systems architecture is a conceptual model that defines the structure and behaviors of a given system. It means the architecture of a system gives you the general behavior and how data is flow within the system. Ghana electoral

commission biometric system used to register the electorates for both presidential and parliamentary election offers a single biometric methodology of verifying and registering of an electorate. Figure 1-3 gives the basic architecture of the current biometric enrolment system used by Ghana electoral commission.

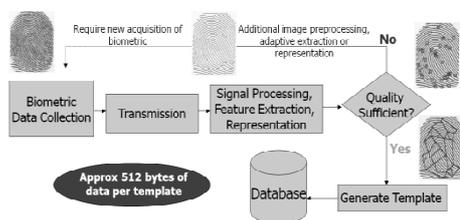


Figure 3: Ghana EC Biometric Enrolment System Architecture

In the system before one can be allowed to cast the vote the authenticity of the electorate has to be verified by the biometric verification machine. Figure 1-4 also gives us the system architecture for verification of electorates

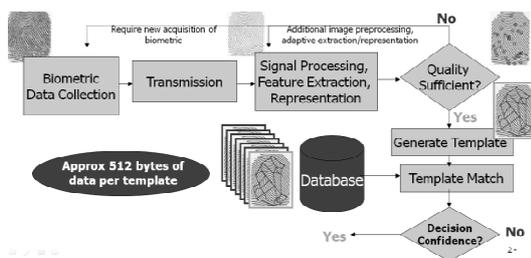


Figure 4: Ghana EC Biometric Verification System Architecture

It can be observed from both figure 1-3 and figure 1-4 that the Ghana EC Biometric system offers a single way of accessing the system by using only fingerprint. This means that those electorates who are physically challenged with their hands cannot use the system. Again, any alteration of any of parts of a fingerprint of individuals will results in higher FNMR value which makes the system difficult to use. Figure 4.

Proposed System Architecture

The proposed system will offers an alternative ways of verifying and registering a voter. In order to register an electorate the face, voice and fingerprint of the person are required. Though the system requires face, voice and fingerprint of the electorate but it does not perform an AND operation. Each biometric data requires at individual instances or situation to verify a voter. This means that you can use the face, voice or fingerprint of the voter to verify the identity of the person. Figure 1-5 gives the system architecture of the proposed system.

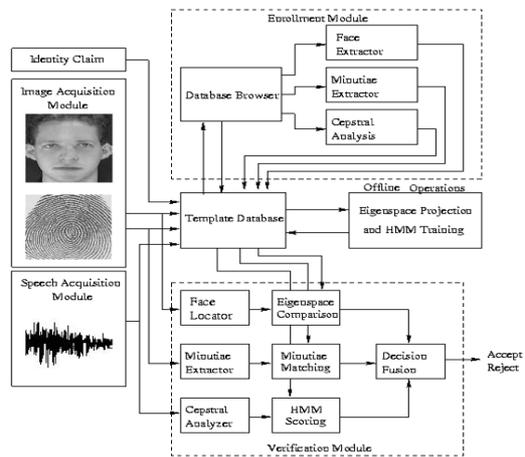


Figure 1-5: Ghana EC Biometric Verification System Architecture

CONCLUSION

The study was carried out to find out some of drawbacks in the currently biometric system being used by Ghana Electoral commission. The current system used by Ghana EC does not give opportunity for all the eligible voters. It also very difficult to identify by the EC those people with double registration at the time the registration is ongoing. With the new proposed system it will give equal opportunity for each electorate to participate fully in the electoral process and can also remove double registration whiles the registration process is ongoing.

Therefore it is recommended by Ghana electoral commission to use such a system in general elections since it is expected to create an avenue for full participation by all eligible voters, reduce multiple voting and restore confidence to the electioneering process which in turn increase the turn-up value of the electorates

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OUR HUMANNESS: ONTOLOGICAL CONSIDERATIONS

Dr John Potter*

When you think about it, it is surprising that we humans are constantly 'present with ourselves' (Taylor, 1989), even talk to ourselves, and yet seldom think about how we are constructed. Thankfully, some people have asked the crucial questions and there remain three dominant notions of what it means to be human. I shall call these, the *primal view*, the *positivist reductive (scientism) view* and the *Judeo-Christian view*. There are other ideas but they are mostly pure fantasy.

THE PRIMAL VIEW OF HUMANITY

The Hellenes thought seriously about most things and it is not surprising that they developed an ontological theory for humanity. They prescribed that a human had a body (*soma*), a soul (*psyche*) and a spirit (*pneuma*). Not a great deal is recorded as to how they came to this view but a similar view is found amongst modern primal groups¹, so we can turn to them for understanding how the common sense primal view may have developed.

The BaPedi, a branch of the Sotho people in Southern Africa, are a group holding to a primal view of humanity and Mönnig, a German missionary who lived amongst them for many years, has described how they derived it (Mönnig, 1988). The BaPedi started with the obvious: a human has a body (*soma* Greek.; *mmele* (BaPedi)). But a human body can be *alive or dead* so there must be another component. The Greeks saw this as a rational (thinking) component and called it the *psyche* but the BaPedi and other Bantu speaking African people call it the *moyo* or *moya*, i.e. 'the life'. But there is a further dimension, a human may be alive but still not feel empowered to get things done. The BaPedi put it this way: 'Sometimes I wake up and feel I cannot get out of bed – I say my *seriti* (spirit) has left me, it is traveling. Another day I wake up full of vigour – I say 'my *seriti* has returned'². The Greeks spoke of the spirit as *pneuma* i.e. the wind. And this is close to a Christian view, for Jesus referred to this idea when He spoke to Nicodemus: 'The wind blows where it wills, and you can hear the sound of it but cannot tell from where it is coming or where it is going; so is everyone who is born of the Spirit' (John 3:8). We will talk more about this later.

In Greek literature, the notion of *psyche* and *pneuma* are interchangeable, and it is the same with the BaPedi *moya* and *seriti*. Both are thought to be immaterial, as opposed to the body which is purely corporeal. The *moyo* is characterized by the BaPedi as follows: 'When a sick person stops breathing they are no longer alive – the *moya* is no longer present. When a voice is heard at night the *moya* of a dead person is said to have spoken'

(Mönnig, op cit). In life, the *moya* is believed to be distributed throughout the body but to be strongest in the lungs, from which the breath originates, and the blood, without which the person dies. The *seriti* is characterized differently. Unlike the *moya* which (during life) is irremovable from the body, the *seriti* may leave the body any time it chooses³. Some people, particularly diviners, are believed to have great control over their *seriti*, sending it to make investigations of persons and places (*astral traveling?*). Witches, practitioners of the most advanced and malevolent form of African witchcraft, are notorious in this regard. They are believed to be able to change themselves into hyenas and other animals and to have sexual relations with men while they sleep. It is a fairly common experience for an African man to awaken naked and exhausted, far from home. Such happenings are assumed to be caused by witches.

The *seriti* is also connected with the idea of *shadow*. The BaPedi do not allow people who might harm them walk on their shadow and it is considered bad manners to allow your shadow to fall on another's shadow. Similarly, diviners do not practice their art at mid-day for at this time there are hardly any shadows - the spirits of the dead are sleeping!

The attachment of the *seriti* to the body is assumed to be weaker when a person is sick or under the influence of alcohol or wild hemp (*Cannabis indica*). Tribal dignitaries are seen to have strong *seriti*, especially the Chief and the medicine man, whereas a person born into an insignificant family is said to have little or a weak *seriti*. However, there is the contradiction that when a person is installed as a Chief, their *seriti* is said to increase, and a poor person may increase their *seriti* by accumulating wealth. Because of such notions, the BaPedi are careful to keep their *seriti* protected from hostile external influences for it is upon this principle that the BaPedi notion of cause and effect rests. Love potions, amulets and *muti* sacks worn around the neck, and wrist and stomach bands are viewed as crucial to maintaining *seriti* and thereby avoiding the malevolent influences of others, particularly the dead and those practicing the malevolent arts.

An important notion for the BaPedi is that the *moya* and *seriti* survive after death as a single entity. Some Ethiopian traditions assume that the after-life is located in the ground (e.g. the Zulus) but most say that it dwells in a shadow world located in the sky, specifically where the sun sets in the west. From this springs the whole tradition of the ancestors and the involvement of spirits in the affairs of the living.

THE POSITIVIST (REDUCTIVE) ACCOUNT OF HUMANNESS

It is in the nature of things that humans are obliged to examine the world around them, but to look is not necessarily to see. In the 5th Century BC some Hellenes began to approach the matter of perception in a disciplined manner, taking the position that the *cosmos*

may only be understood by *examination*. Philosophical ideas about the *cosmos* were dismissed along with the myths and legends that claimed the minds of the people of that time⁴. At a much later time their approach has been labeled positivism or positivist scientism by Auguste Comte (1798-1857). It is a tradition that has profoundly influenced Western thinking to the present time.

With regard to human ontology, positivism argues that, if we wish to know *what* humans are, what we need to do is examine human bodies, doing away with theories like ‘mind’ and ‘spirit’, as these are fantasies that cannot be sensed or explained by corporeal processes. For the positivist, there is no life apart from chemical processes and nerve impulses, hence the term ‘reductive’ being applied to this view.

The Ionian ‘Dawn’

The 6th Century BC was a notable period. On the political front, the Egyptians regained control of Egypt, Cyrus the Mede (538 BC) permitted the Jews to return to Jerusalem (Ezra 1:1-2), the Athenians (510 BC) established a notable form of democratic government called the *ecclesia* and six months later (509 BC) the Romans established a similar form of government they called the *Senatus Populus Que Romanus* (SPQR), the Senate and People of Rome. Busy and notable times in which one could be excused for not noticing that on the Aegean fringe of the Anatolian mainland three notable ‘scientists’ (*scientio*, Gk. = to know) had emerged. Together with a fourth person from Ephesus, these men birthed a science of natural philosophy aimed at providing a *purely naturalistic interpretation* of the universe. In its beginnings it had strong ties with the common sense view but over time it developed principles that led it to hypothesize a very uncommon view of the world around us.

Thales is regarded as the founder of the positivist school. To him is attributed the proposition of the First Principle that *everything is derived from water*. The earth he saw to be a flat disk floating on water, with water above (where else could the rain come from) and water vapour all around. The sun, moon and stars he hypothesised to be vapour in a state of incandescence.

A second figure of importance was Anaximander. He worked from the proposition that natural things consisted of four elements *deriving from a common indeterminate primordial substance*. These elements he saw to be stratified: *water* (the sea) floated on *earth*, *mist* (air) sat on water and *fire* (the active element) was all encompassing. As pressure built up in the primordial substance, the ‘skin’ broke to form wheels of fire enclosed in tubes of mist that encircle the earth. Holes in the mist allow us to see the fire inside as heavenly bodies. An eclipse is simply the partial or complete closing of one of these holes. Anaximander argued that fish were the first animals - that, as parts of the earth dried, fish adapted to produce land animals and eventually humans. In his proposal of a common

indeterminate substance and his evolutionary view of the development of life, Anaximander was innovative in the extreme. His hypothesis of a primordial substance anticipated the Big Bang Theory of modern physics and his evolutionary hypothesis looked forward to Darwin.

The third and last great Miletian natural scientist was Anaximenes. He plumped for *mist* as the First Principle. He saw mist getting harder as more of it was packed into a confined space, producing first water and then earth. That is, he hypothesised *rarefaction* and *condensation* as the crucial processes in the transformation of matter and noted the involvement of fire in these processes – heat accompanies rarefaction and cold accompanies condensation.

The fourth Ionian of note was Heraclitus of Ephesus. He proposed fire as the First Principle but his main contribution was to provide an explanation of ‘why things stay where they are’ via an hypothesis of *tension*. Taking his cue from the strings of a bow or lyre, he argued that there is a force in matter that moves elements on an *upward path to fire* and an opposite force that *moves them down to earth*. Existence is dictated by a balance of these forces – everything flows!

Hippocratic Medicine and the Full Emergence of Positivist Science

The foundational work of the Ionian natural scientists led other workers to develop a positivist approach to healing. The move is attributed to Hippocrates but there were several positivist schools of healing in Greece in the 6th Century BC, all of them in conflict with the other main healing practices of the times, viz: prayer to the gods, gymnasia, and philosophical counseling.

With regard to prayer, many Greeks in the 6th Century BC believed that healing was available via the god Aesculapius (the god of life and death = the Hindu Shiva) whose sign is the serpent (after Moses in the Wilderness, Numbers 21:9). The priests of Aesculapius survived by persuading humans that diseases and misfortune were the direct result of divine judgment and that cures could only be gained by placating the gods. While some Ionians chose to have nothing to do with myths and magic (Thales et al, above) countless others followed the Aesculapian tradition, especially when they became ill! And we note that attributing sickness to God’s judgment is evident in our own time, even amongst sophisticated Westerners!

Greek gymnasia attendants had an extraordinary knowledge of human anatomy. They provided massage, direct interventions in the case of dislocations and sound advice on diet and systems of exercise. The Hippocratic tradition was helped in that gymnasia attendants were often extremely rough with patients, probably because the general populace regarded them as menials!

The *a priori* notions of philosophers also played a part in healing. The Pythagorean School thought the number 4 was crucial. Building on their mathematical reflections, they identified *four powers* in humans: the power to reproduce, the power to grow, the power to sense and the power to reason. These were seen from nature to be a hierarchy in that plants had the first two, animals the first three and humans all four. This hierarchy they saw further confirmed by their *position* in the human body. The sexual organs were regarded as the lowest power (and 'dirty' by their association with excretion), the power to grow was in the navel, emotions and feelings were in the heart and reason in the brain (the highest power). This thinking led to the notion that a human is not one entity but a composite being evidencing several parts and powers of a distinctive kind. These ideas are still very much with us, e.g. we still speak of 'higher education' and in some quarters sexual activity is still regarded as unmentionable.

The Hippocratic schools discarded all the above on the ground that they were inadequate for dispensing healing and tended to treat patients as objects rather than persons; the Hippocratic Oath required physicians to be *caring*. They had several objections to philosophical physiology. Firstly they argued that philosophical ideas are *unnecessary* seeing healers have all the means at hand to discover principles and methods and to determine which of them are useful for relieving sickness and pain. Secondly, they found philosophical views *too narrow in diagnosis*. In fact, Hippocratic technicians were appalled at the sheer ignorance of philosophers, who seemed not to know that:

'...it makes a difference to a man's body whether the bread be of bolted or unbolted flour, whether it be winnowed or un-winnowed wheat, whether it be kneaded with much water or little, whether it be thoroughly baked or under baked. Each of these differences produces in a human an effect and a change of one sort or another, and upon these differences is based all dieting of humans, whether the patient be in health, convalescent or ill' (Farrington, 1949).

Thirdly, for the Hippocratic technician, *a technique must give a result* if it is to be taken seriously. If something worked it was proof that the technician understood nature. It was one thing for the philosopher to build a cosmology out of the observation that water could become ice under certain conditions - a doctor's ideas were constantly *under test in real life situations*. For the Hippocratic Schools the *first duty* was to *heal the sick*, not to study disease.

Hippocratic medicine reinforced the positivist scientific method by its practice of addressing sensation first and intellect second but it did allow that through experience one may devise a theory and subsequently a law. In medical science terms this may be stated as follows: (1) observation and experimentation are the way to

discover the truth about human nature, not *a priori* propositions; (2) the criticism that internal complaints cannot be observed is met by arguing that what escapes the eyesight may be mastered by the 'eye of the mind'; the attendant can diagnose dysfunctions by reasoning based on symptoms such as roughness or clearness of voice, rapidity of respiration, and the character of discharges - smell, colour, etc.; and (3) the healing arts are aided by compulsions that constrain the body to give up its secrets, e.g. getting the patient to run up a hill. In the early 21st Century, Hippocratic medical practitioners hold fast to the above principles and by so doing maintain for themselves an honoured place in human society, not only because there is an on-going need for health intervention but because they have persuaded us that the way to health is established through the scientific method. This has led to the view that a high degree of intellect and much study is required for diagnostic reasoning and medicos still build their reputation on the need for caring. Strangely, the profession has taken as its logo the sign of Aesculapius. Seemingly nothing has been left to chance!

The persistence of positivist thought in modern societies creates the ground for funding on-going medical research, for by this view it is by research only that the nature of our bodies (which to the positivist is equivalent to 'our selves') will be better understood. Of course, in making these comments we are speaking of the Western world, not the primal world where commonsense notions that disease is predicated on spiritual malevolence dominate. The two views of our nature survive side by side. Both have this distinction - they are hierarchical views that cannot be understood by the rank and file; years of study must be undertaken if a person wishes to practice as a *sangoma* or become a Western medical doctor.

The Problem for Observational Science

In their rejection of any form of magical intervention the Ionians looked forward to the Abbe Simon, Francis Bacon, Auguste Comte and the reductive sensationalism of Bentham, Darwin and Ernst Mach in the 19th Century AD. But were they justified in so quickly rejecting theorising? The Ionian position is weakened by its need to *invent abstract terms* to explain phenomena. Water and earth become *liquid* and *solid* and words like *rarefaction* and *tension* are definitely not concrete terms. Heraclitis recognised that 'the eyes and ears are a bad witness if the mind cannot interpret what they say' and, as Farrington (op cit) notes: '...once the distinction becomes clear, there is bound to be controversy as to which of the two, sense or reason, is the true method of approach to the understanding of nature'. The battle continues to the present time.

The body/mind problem is a case in point. Positivists are united in the belief that the human is solely a corporeal being but when it comes to the mind they have prescribed four contradictory positions: (1) the

Radical Materialist View states that mental events are illusionary and body-mind problem not a problem at all; (2) the Pan-Psychist View argues that all matter exists with a mental or proto-psychical state, and therefore, being integral with matter, mental activity can have neither any independent existence from matter nor exert any influence upon it, e.g. you cannot cure a cold by positive thinking; (3) the Epiphenomenalist View sees mental states existing in relation to material happenings but saying nothing about causes, e.g. the football that I have may have been used by a super star but because I own it does not make me an expert footballer; and (4) the Identity, Central State or Psycho-Neural Identity View sees mental states existing as an inner aspect of material structures such as the brain nerve cells and neural actions and providing a sufficient explanation of brain-mind responses. All of these views are materialistic in that each of them safeguards the closed-ness of the material world; any suggestion of an immaterial self (soul or spirit) is categorically denied. At most, it is allowed that the conscious self, if such a thing exists, must be located in the neural tissue. None of them appeals as having real authority to explain a human's day to day experience but, if one chooses to take a positivist reductive view, one must hold to one view or another.

Many positivists take the view that the mind is solely associated with the brain. If this is so, it should be possible to discover which part of the brain is the most likely part for the mind to be located. Sir John Eccles, an Australian neurosurgeon, neurologist and Nobel Prize winner, spent a lifetime examining and operating on the brain. His conclusion was that, while it was clear that the human mind had no access to the corporeal world but *through* the brain,

“The happenings in the neural machinery of the brain do not provide a necessary or sufficient explanation of the totality of the performance and the conscious experience of the human” (Eccles, 1981).

By the use of radio tracer techniques, Eccles showed that the brain mantle, the *neo-cortex*, is composed of about ten thousand million neural cells oriented in modular columns running vertically in a 3mm thick layer. The immense potential of these two to three million modules may be grasped by comparing them with the potential of the eighty-six keys of a piano. But like the piano, independent modular events must be coordinated and it is significant that nowhere in the brain is there any mechanism for integrating the energy contained in the modules to coherent information. Each brain event is disparate, causing Eccles to argue that the mind must be immaterial and materialist views of the human essentially denied. But it remains difficult to convince the positivists!

THE JUDAEO-CHRISTIAN VIEW

In contrast to the primal and positivist views, the Christian view of humanness provides an easily understood and profoundly practical explanation that relates well with common experience. It is like Newton's Laws of Motion – once you see it, you find it difficult to understand why you did not see it before! Charles Taylor, a leading philosopher in our time, has traced the history of Western man's efforts to understand his nature in a monograph entitled 'Sources of the Self' (Taylor, 1989). His ultimate conclusion was that there is a 'large element of hope implicit in Judaeo-Christian thought with its central promise of a divine affirmation of the human, more total than humans can ever attain unaided'. In other words, we need God's help if we want to know what we are!

The Biblical understanding of humanness is that we are constructed to be the temple/dwelling place of God (I Cor.6:13-20)⁵. Paul tells us that this was always God's plan but only revealed after Christ had completed the work of redemption (Col.1:27). What does it mean to be a temple? To understand this we need to look no further than the Tabernacle in the Wilderness (Ex.25-40), for this provides a comprehensive explanation of how God intended that we should relate to Him. There are many points of interest in the Tabernacle but the essential elements are shown in Fig.1. There is an outer court with a gate, a bronze sacrificial altar, a bronze laver for washing and a container of oil for anointing those called to serve in the Holy Place. Inside the Tabernacle proper are found: (1) a Holy Place with furniture made of gold - a Table for Shewbread, a seven candle Minorah (Lampstand) and an Altar for burning incense; and (2) a Most Holy Place containing the Ark of the Covenant overshadowed by two golden seraphim and containing the Tablets of the Law, Aaron's staff and a pot of manna.

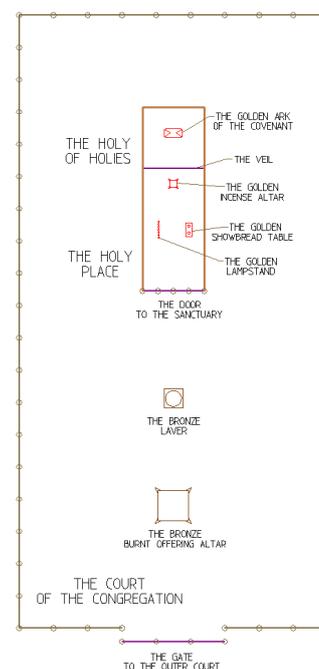


Fig.1: The Tabernacle in the Wilderness

It is clear that the Tabernacle in the Wilderness could not have been built to be a meeting place for the Church in the Wilderness, for the nation of Israel at the time numbered three million people. Rather, the Tabernacle was constructed as a place *for God to dwell amongst His people*, and this is confirmed by the fact that as soon as the Tabernacle was completed it was filled with the *Shekinah* Glory (Ex.40:33-35). Solomon's Temple, constructed to the same pattern, was also filled with the presence of God at its initiation service (I Kings 8:10-11). And at Pentecost, AD 29, the disciples of Jesus were similarly filled with the Holy Spirit as evidenced by them speaking in unknown tongues. From this evidence we conclude that a human has an outer court (body), a 'holy place' (soul, a rational being) and a 'most holy place' (spirit, a place reserved for the presence of God) - a conclusion that has strong links with the Primal view described above.

We are all aware that a human has a body and we can thank the positivist medical scientists for an expanding view of its astounding complexity and perfection (see Brand, 1980). We also find humans thinking and reasoning, with the firm conviction that by this means they can control and even change the circumstances of their lives – eliminating hostilities and enhancing the good. Over time, philosophers, psychologists and educationalists have recognized that there are different levels of thinking. The first level, sensory perception is automatic; St Augustine (1961) called it the *anima*, i.e. the vital principle – if we are not dead we are sensing. The second level is thinking about what we sense (the *animus* – the thinking principle). The task for the educationalist is to motivate individuals to exercise this faculty, for we do not think about everything we sense, rather we are selective. For instance, when driving a car, we see many things but only take note of certain things; it may be a street we need to find or an irresponsible driver whom we wish to avoid for fear of a collision. This leads us to a third level of thought, the *ratio*, that which distinguishes and interprets what we are sensing and a fourth attribute, the *mens*, the spring of action. The Judeo-Christian position is that thinking occurs in the soul, an immaterial rational being in which the *animus*, *ratio* and *mens* are located. But Augustine prescribes a fourth immaterial faculty – the *intellectus*, the faculty which may be enlightened by God. This is explicit in his description of his own ontological/epistemological journey:

“..By degrees I passed from corporeal bodies to the soul, which through the bodily senses perceives. Then to the inner faculty that receives representations from the bodily senses... and then to the reasoning faculty by which what is received from the sense of the body is referred to be judged. Here I found a problem in that judgment was a thing most variable. Within myself I cried out that the unchangeable was preferable to the changeable... and thus, with the flash of one trembling glance I arrived at That Which Is... there at last catching sight of your invisible nature as it is known throughout all creation” (Versveld 1990, p.11).

This last step for Augustine was what Christians call the re-birth, the discovery of the *Logos* within. Nothing is the same after that experience. Now we know that we are not alone. The Creator Himself has whispered: 'I am here'! Regrettably, not everyone enjoys that blissful state. Some people are 'alive' but do not have the in-dwelling Spirit⁵. Their human spirit is empty and inoperative. We say that such a person is living *in sin*⁶. Being cut off from God they have no way of knowing that God exists, let alone experience His fellowship. That this state is possible is confirmed by Jesus who said that 'You must be born again' (John 3:3). Paul said it this way, 'If a man does not have the Spirit of Christ then he does not belong to Him' (Rom.8:9). Such people remain a 'natural man', the only information they have comes from the external via the senses.

Some people are *born again* but not *Spirit filled*, i.e. they have the Holy Spirit within (in their spirit) but are not aware of it. This is explicit in John 3:3: a person may *see* the reality of the Kingdom of God (John 3:3) but not 'know' God first hand. If we are to 'know' God the veil between the spirit and soul must be rent. The veil was incorporated by God to prevent any spirit other than the Spirit of God entering the human spirit. Even we ourselves cannot penetrate this region of our person (I Cor.2:11). Think about it, what can you tell me about your spirit?

Some people have *entered* into the *experience* of the Kingdom by the tearing of the veil (John 3:5). When Jesus died the veil of the Jerusalem Temple was rent from top to bottom (Matt.27:51-54); God did it. In the same way, the Holy Spirit can be guaranteed to break through the veil of every individual that seeks Him, *in His timing*. This happening sets up possibilities for regular communication between God and the *psyche* of the person concerned. Such a person is *born of water and the Spirit*; they experience a 'regenerative washing' and a flow of 'anointing' which results in an inner cleansing and the renewing of the mind (John 3:5, Titus 3:5). Out of their belly (Gk. *koilia*) flows a river of living water (John 7:37-39)!

The renewed human continues to relate to the *cosmos* via the senses but judges all things via eternal standards found within. Descarte argued that the senses deceive us but Augustine saw nothing of the kind. He saw the body created 'very good' and the senses reporting faithfully within their capability. His picture of the good life is as follows:

“God dwells in His unchanging unity. His perfection radiates in an ever increasing multiplicity, shot through by forms of beauty, goodness and truth. Number and harmony inhabit and form the reality of the world of bodies. Man is a kind of high priest of nature whose soul is knit to a body to watch over the creature. The senses of his body having contact with the external world but within himself he hears the concord of their numbers with truth and

is enabled, because absolute truth sets the measure within, to verify the unchanging in the passing sounds within and without” (D’Arcy, 1957).

Within the human soul, there is a ubiquitous searching for understanding and enjoyment. But, if the soul is isolated from God the search is fruitless. For, left to itself, the soul is unable to comprehend either itself or the world around it. It is doomed to wander the earth seeking answers via the senses, giving the body mastery. And the body, having no life in itself, becomes undisciplined, its desires rampant, the organs of procreation become organs of shame (Gen.3:7).

The redeemed soul experiences the same pressures and temptations as the natural man but, in addition, finds within a struggle in the will – to obey the carnal or the spiritual. This has the potential to tear the soul in two, so the rational strategy is to take the way of escape – to reject the carnal and live out the interior life!

Augustine saw the inner experience of the love of God transforming the desires. He saw the reborn human continuing to experience fear, desire, pain and gladness but finding no condemnation in these things. He rejected the Epicurian delight in pleasure at all costs, and the Stoic pursuit of mental accomplishment for its own sake. He saw human welfare best served by bringing both body and soul into harmony with God’s purposes. Such submission, in his view, did not deny human agency, rather it provided possibilities otherwise denied (Augustine, 1961).

This is what John the Apostle was talking about when he said that to ‘as many as received Him to them gave He authority to become the sons of God’ (John 1:12). Jesus is our example: ‘The Son does nothing of Himself, whatever He sees the Father doing, this also does the Son in the same manner’ (John 5:19). ‘Behold what manner of love the Father has bestowed upon us that we should be called the sons of God’ (I John 3:1). Some translations say ‘children of God’, but why argue about it? Whether sons or children, the important thing is that we find ourselves in God’s family, drawing on an intimate relationship set up within us by the *Logos* Himself, finding the authority/power we need to live constructively and compassionately in a dysfunctional world.

FINAL THOUGHTS

There are some distinct similarities between the primal and the Judaeo-Christian ontological models. Both have a prescription for ‘soul’ and ‘spirit’ entities other than the physical body. The difference is that the primal model draws knowledge from tradition while the Judaeo-Christian model prescribed that a person may be known by God and draw on the intelligence of a *Logos*. The reductive model allows that a human is their own power, with no hope of knowing anything outside of what their senses tell them. Further, that an individual’s ability is profoundly limited by their

inherited genes, with profound negative implications for education. But that is another story.

NOTES

¹By primal I do not mean primitive. Rather, I refer to people who hold to traditional belief systems that hearken back to the beginning of time.

²Not all African groups hold to the spirit (*seriti*) notion. The Nguni people in Southern Africa hold to a simplified body/life (*mmele/moya*) prescription.

³This is an important difference from the Judeo-Christian view. The BaPedi do not say how the *seriti* may be a human attribute yet still operate independently.

⁴I am indebted to Prof. Michael Stanton, University of the Witwatersrand, Johannesburg, for much of the material in this section.

⁵Scripture references in this article are taken from Scholefield 1967.

⁶It is my belief that God is not exclusive but would have everyone know Him, or rather, as Paul puts it, that He knows them (Gal.4:9).

⁷Sin is not ‘acts’ but a ‘state’, a state of separation – there is much confusion about this in the minds of Christians and non-Christians alike.

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CROSS-OVER EFFECTS IN THE EMOTIONAL ADJUSTMENT OF CHILDREN

Olusegun Emmanuel Afolabi*

In recent times, most social psychology research literature has focused on the significance of couple relation, family instability and income on a youngster's emotional adjustment. Numerous studies have come with an assumption that children raised in a conflict, dysfunctional and diverse family contexts show inconsistent forms of results that transverse various developmental domains. Similar evidence of family studies suggested that different family factors such as parent response to child's distress, family emotional environment, family income and inter-maternal effectiveness explained children's emotion socialization (Morris, Silk, Steinberg, Myers, & Robinson, 2007; Thompson & Meyer, 2007).

There is also convincing evidence that scholars have moved from the universal concept of spousal change to particular characteristics of family functioning that is associated with child outcomes, precisely, the parents' open crisis and the manifestation of physical violence (Jouriles, Murphy, Farris, & Smith, 1991). This incidence is frequently connected to youngsters' violent and emotive difficulties in life.

Also, research findings have documented that most initiated strategy and policies targeted toward supporting strong matrimonies amongst people living in a poor household (Administration for Children and Families 2006) has come out with many suggestions and multidisciplinary interest to support the likely defensive function of family cohesiveness and the probable evolving dangers of precariousness. However, studies are suggestive of a link between low-income families, insecurity and stress and how this interaction disturbs the stability and expectedness of care that promote quality of life for youngsters (Beck et al. 2010; Gibson-Davis and Gassman-Pines 2010; Tach et al. 2010).

Interestingly, reports from the reviewing literature advocated that recent advancement in physiological process has come out with a new perception to explain youngster's feelings and their regulatory instruments. To buttress this opinion, studies such as cardiac vagal tone (e.g., Beauchaine, 2001), event-related talents (e.g., Lewis, Granic, & Lamm, 2006), and hypothalamic-pituitary-adrenal functioning (e.g. Blair, Granger, & Razza, 2005) documented the significance of biological approaches to children's emotional self-adjustment. Though, this assumption sound convincing, nevertheless, it significantly influences people's view on children experience, countenance and how they manage their emotions in an interpersonal environment.

Additionally, the assertion is linked to a body of literature that recognizes the significant application of holistic approach to family system and a broad shared network to kid growth (Cox & Paley, 1997; Lynch & Cicchetti, 1998; Sameroff & MacKenzie, 2003). Nonetheless, the general beliefs that family is the unique and the most important interpersonal environment that forms children's emotion regulation continue to generate more support in social psychology research.

Reviewing studies highlight how family exposure to instability, low income and marital discord impacts affectional issues in childhood (e.g., Buehler et al., 1997; Davies, Harold, Goeke-Morey, & Cummings, 2002; Harold, Fincham, Osborne, & Conger, 1997). Therefore, various approaches which recognized association are normally documented as a primary or secondary process in family relations.

Besides, conjugal conflict directly influence children emotional changes and inculcating in them the following factors: a faulty functional perspective of useful orientation and feelings to cope over societal issues (Fincham, Grych, & Osborne, 1994), thought-provoking skill to control poignant situations (Katz & Gottman, 1991), unsettling child's poignant safety (Davies et al., 2002), last but not the least, determine children's understandings and handling of their environment situation (Kerig, 2001). Thus, as a major issue of social psychology research, reviewed literature highlighted that marital discord impact negatively on children's adjustment parenthetically by influencing child-rearing conduct that support child's socio-cognitive skill (Buehler & Gerard, 2002; Osborne & Fincham, 1996).

Additionally, evidence on family relation documented poor economic situation as having a negative impact on family functioning and the child's well-being (Conger & Elder, 1994; Conger, Reuter, & Conger, 2000; McLoyd, 1998). Similar findings reported that poverty is significantly linked with other variables that interconnected in the family such as quality of life, conjugal contentment, parental feeling and efficient, violence, and physical and mental disorders.

In a similar study conducted by (Mistry, Biesanz, Taylor, Burchinal, & Cox, 2004), the National Institute of Child Health and Human Development (NICHD); reported that connection between income, family and child health is higher in low family income group and reduces when family earnings surpasses the poverty level. Therefore, this finding suggested a correlation between lower parental sensitivity and unsuccessful maternal control in a household with low-income compare to those above the poverty level (Mistry, Lowe, Renner, & Chien, 2008).

Similarly, in a documented study on family stress models (Elder, Eccles, art, & Lord, 1995) reported that the economic situation of the family has significant implication on the child's emotional adjustment. This

assumption is well supported with evidence to suggest that financial distress will definitely create a marital discomfort, relational withdrawal, less adjusted parenting, and worse child outcomes in a family (Donnellan, Conger, McAdams, & Nepl, 2009; Kiser, 2007; Riley et al., 2009; Schoon, Jones, Cheng, & Maughan, 2011; Seccombe, 2002). Research also documented that economic pressure is significantly related to family instability, conjugal conflict and regret in a household (Conger, Rueter, & Elder, 1999; Dew & Yorgason, 2010; Karney & Bradbury, 2005).

It's also worth mentioning that most literature on family stress models documented the influence of financial stress on individual level variables such as misery and maternal feeling (Barnett, 2008; Kiser, 2007; Riley et al., 2009), and on conjugal level variables, such as conjugal distress and spousal support (Conger et al., 1999; Dew & Yorgason, 2010; Karney & Bradbury, 2005). Interestingly, most of this evidence shows less documentation on the association between observed family functioning and income.

OBJECTIVES

This paper focuses on how children's emotional reactivity and adjustment is significantly linked with marital relation, income and family instability. The research assessed and analyzed the relative cross over effects of the interactions, i.e. couple relation, family instability and income on a child's emotional and behavioural functioning. The paper will also address why marital quality is evenly conceived as relationship contentment and functioning. Though this attitude created fresh result outcomes, nevertheless, it was evident that the simple, uni-dimensional emphasis on couple contentment failed to find a particular measurement of conjugal value that associated with child engagement. Though, studies show how couple relation, family instability and income are linked with undesirable child behaviour; nevertheless, it is ambiguous to deduce exactly what makes the interactions among these factors caustic to children's mental health.

Objectives

The main objective of this paper is to explore various literatures on family relationships and looks at evidence that support the crossover effects of this factors on child's emotional adjustment.

Therefore, the research paper aims at the following specific goals:

- To analyze how children's emotional reactivity and the adjustment is significantly linked with marital relation, income and family instability.
- To critically investigate the crossover effects of these factors on the child's adjustment and emotional

- To review the literature on marital quality and how this relates to child functioning.
- To analyze the relationship between family relation and child adjustment at multiple level using ecological perspective and family stress model

THEORETICAL FRAMEWORK

An ecological perspective to couple relation and child's emotional adjustment

Evidence from the reviewing literature shows that Bronfenbrenner, 1979 and Lynch and Cicchetti, 1998, came out with various models for explaining the child's ontogenic level of engagement as entrenched in various levels of experience. According to ecological theory of development, child's activities are embedded in the microsystem, i.e. the family setting, and pattern of interaction between members of the family. Besides most family systems models documented the interplay rooted in the microsystem, and this includes: various subsystems, e.g., conjugal and caregiver-child relationship, and that the interaction within the subsystems is based on the transactional method (Belsky, 1981; Nichols & Schwartz, 2004). The exosystem level explains how the environs influence or is influenced by what occurs within the family and life of the children.

Moreover, evidence shows that all these variables are embedded in the macrosystem. This represents the largest system of culture which transmits information, customs, and orientation that explained peoples' behaviour, ethnic, cultural, or traditional identity (Cox & Paley, 1997). However, the principles as well as customs which originated from the macrosystem stage of involvement are well articulated in the way people relate or engage with each other in the family. Therefore, studies on transactional grounded models of development, basically define the different systems that formed the nested phases of children's experiences. This model further justifies the assumption that couple dynamics in a marital setting are significantly connected to the way family engage with each other at the microsystem level and child's emotional regulation at the mesosystem level in a multicultural situation, considering the macrosystemic factors.

Conceptual Model

The article employs the idea of FSM initiated by Conger and Elder (1994) to elucidate the significant effects of marital relation, household instability and income on child adjustment. The FSM proposes that everything being equal poor financial situation of the family will lead to breaking down of couple relationship and this will eventually cause a threat that brings conjugal unsteadiness and instability. Though most literature on FSM shows that the idea is more or less concentrated on the financial situations of the family, nevertheless, various analyses of the concept

shows that it covers other areas like partial learning or work-related issues and success. For instance, learning success is a significant key to future economic accomplishment in a lifespan (Krieger et al., 1997) in addition literature established a robust constructive relationship between work-related status and financial gain (Treiman, 1976).

However, the idea predicts a significant correlation between financial distress in a household and danger of poignant suffering in a couple relationship (e.g., misery, worry, resentment, and separation) and behavioural difficulties (e.g., drug abuse and disruptive conduct) (Conger et al., 2002). Consequently, results from the reviewing literature documented that the idea that sees financial stress as a predictor of marital instability stems from the work of Berkowitz's (1989) which redefine frustration–violence theory.

Berkowitz documented how nerve-wracking, annoying, cruel, or agonizing measures and situations are legally linked to augmented affecting stimulation and disturbs people in sequences i.e. sadness to annoy in human and other animal species. According to FSM, financial stress is a concept that reveals the types of agony or annoying experiences conceived by Berkowitz as upsurge affectional suffering and behavioural dilemmas in people. Thus the theory established that infuriated reactions to financial stress brings about marital skirmish and despair. This action probable causes frequent removal of caring behaviours and decreases in pleasant interactions in a household.

As mentioned earlier in this paper, most evidence of marital relationship suggested that financial difficulty in a household brings poor relationship value and steadiness. Similarly, most of the research work on this topic during the last ten years has come out with many positive results that are reliable with the concept. To support this assertion, Conger et al. (2002) conducted an empirical research on black American couples living in both rural and urban area and reported that financial difficulty in a family lead to economic stress and these features indirectly aggravated emotional stress for both couples and child living in a household. As projected in numerous studies, affectional problems augmented skirmish in these affairs. Similar studies conducted by (Solantaus, Leinonen, & Punamäki, 2004) and (Parke et al., 2004), documented the same results by envisaging a link between poverty, stress, misery and conflict.

To buttress the assertion, evidence from reviewing literature on diverse groups of people continually documented a significant association between financial difficulty in a household and conjugal functioning and how the crossover effects of this condition influence child's adjustment . Moreover, the results show that aspect of the anxiety technique includes the notion of financial burden or worry that is not just perceives as a biased impression but highlight the aversive activities that happen when people are experiencing economic pressure. Therefore the FSM

theory further highlighted how parent's financial distress predict a negative link between couple relationship, child-rearing practices like strict, detached and unpredictable parenting practices in a household (Conger & Conger, 2002; Conger et al., 2002).

Interestingly, studies also documented the likelihood of skirmish and isolation in the family as something not just applicable for natural parents but also for step parents, single couples living together as spouses, and other parenting interactions like daughters and mothers nurturing youngster together (Conger et al., 2002). Besides, studies on FSM suggested a direct correlation between inter-parental skirmish, relationship problems and difficulties in child rearing. The main assumption according to this model emphasized on how disrupted nurturing describe the effect of parental agony and inter-parental disaster on child growth, as well as the decrements in skilled effectiveness (e.g., reasoning talent, interpersonal skill, learning achievement, and affection to parents) and upsurges covert behaviour (e.g., misery signs and nervousness) and last but not the least, on overt behaviour (e.g., ferocious and rebellious behaviour) problems.

LITERATURE REVIEW

Numerous research literature on children have long come out with a suggestion that psychological and economic explained the significant influence of relationship stability for childrens' well-being. Family stability encourages stability in Caregiving and increases financial and emotional support accessible to mothers and motivate responsive parenting. The report suggested that stability in a household serves as a channel through which further support their children.(Gibson-Davis and Gassman-Pines 2010; Tach et al. 2010). Similarly research also indicated that a sensitive and reliable parenting in the early stage of life supports youngsters' full engagement of the contextual setting and constructive social interactions with grown person and peers (Sroufe 2000; Waters and Cummings 2000), backup youngsters' emotive and developmental growth. Marital precariousness, conversely, disturbs household interactions and add to difficult roles amongst youngsters (Hetherington et al. 1998; Teachman 2003).

Without a doubt, research has established that family breakdown are traumatic for family members and that interruptions in early infant continually growth in teenage years (Cavanagh and Huston 2008) and middle age (Hill et al. 2001; Hetherington and Kelly 2003). Moreover marital steadily increases the financial incomes accessible for offspring, while entering and leavings of spouses in the family promote little or irregular amounts of incomes, regulating kids' contact to stimulating resources and communications (Manning and Brown 2006).

Review of literature documented consistent correlational associations between exposure to conjugal skirmish, poverty and conduct disorder in children, yet

the exact processes accountable for these links continue to be uncertain (Davies & Cummings, 1994). Similar evidence from literature maintained the fact that undesirable broad conjugal fulfilment is significantly correlated with harmful child consequences, in specific, a child's behavioural difficulties (e.g. Emery & O'Leary, 1982;; Jouriles, Bourg, & Farris, 1991; Kazdin, 1987; Reid & Crisafulli, 1990). Moreover, reports from recent hypothetical and experimental analysis about the processes emphasised that relationship conflict and instability in a household among caregivers is expressively disequilibrating for youngsters development (Crockenberg & Forgays, 1996; Crockenberg & Langrock, 2001; Davies & Cummings, 1994; Davies & Forman, 2002) Therefore, thorough observation of youngster's instant affecting and developmental responses to interparental skirmish further highlight the need for critical assessment about the association between income, couples' relationship, instability and child adjustment (Davies & Cummings, 1994)

Earlier studies confirmed high augmented attention in the ideas of family systems model to experimental research change in youth (Davies & Cicchetti, 2004;). Thus, family systems theory observes communications between relations and persons in the entire household entity, and emphases precisely on conducting and interaction forms that control association arrangements and relational limits (Cox & Paley, 1997; Davies & Cicchetti, 2004).

Despite series of current studies highlighting the significance of perceiving household developments over time (e.g., Patterson and Reid, 1984) comparatively limited scholars have come out and ascertain youngsters' conduct in the course of household interactions. Therefore, research evidence that sees the conjugal value as a significant prognosticator of childhood disorder has long reported (e.g., Hubbard & Adams, 1936;). Although development that followed this assertion recognized the fact that marital skirmish predicted child difficulties than various other features of matrimonial value (e.g., fulfilment, suffering). This prediction merely reiterating the fact that relations concerning marital skirmish and child modification have gotten into a situation of diminishing returns (Grych & Fincham, 2001). In reacting to this effect, research work is currently following a second phase of process oriented study on marital skirmish (Fincham, 1994). The main focus of this innovative study is to positively define the procedures and circumstances that are accountable for the relationship concerning marital problems and children's emotional functioning.

Structural and systemic theories predict that when family subsystem functioning is disrupted, risk for maladjustment increases (Cox & Paley, 1997). However research shows that empirical work is beginning to show support for this theoretical argument, that conduct disorder is more noticeable in youngsters when limits are desecrated (e.g., Buchanan,

Maccobby, & Dornbusch, 1991; Kerig, 1995), a finding that has been replicated cross-culturally (Lindahl & Malik, 1999). What is not yet well understood, however, are the pathways that connect problems in family functioning and income to externalizing or internalizing problems in children.

Cross Over Effects of Couples Relation on Child Adjustment

One of the particular issues that required urgent attention among scholars on marital dynamics, is how influence and the regulator are spread in interactions. Numerous scholars have come out with a position that established the significance of authority in couple relations, and conjugal dyad to be precise (Gottman & Notarius, 2002; Huston, 1983; Olson & Cromwell, 1975). Moreover, evidence from the reviewed studies highlighted the fact that appreciating relationship arrangement, as well as the regularity or irregularity of power, choice, and authority in a couple and household relationships, offer better intuition into a pattern of interaction, steadiness, and value of the family

It's worth mentioning that most of the work on WFC has ignored the significance of environmental approach. Evidence shows that they focus more on a person with less consideration given to the interaction that happen in a household context (Russell, Regan, Linda, & Janet, 2006). Similarly, studies mostly overlooked the situation in which persons' feelings and conducts are influenced variably or invariably by the multifaceted shared interactions they involve in the systems (Hammer, Colton, Caubet, & Brockwood, 2002). Consequently, reports show that spreading the component of investigation from people to couples while reviewing backgrounds and results linked to WFC might offer a further appreciative of the work-family interface. This discussion is specifically suitable for new married people nurturing minor children in a household (see Fronese 2003 review) and couple reliance on one another in their shared duty of child nurturing.

Therefore, crossover is referred to as the dyadic, inter-individual diffusion of anxiety or worry (Westman, 2001). The development happens once a member of a household is going through stress or psychological distress and his/her situation directly or indirectly disturbs or contribute to the degree of pressure or tension in another individual sharing similar social setting. This occurs because of the spill-over of the empathic reaction in one of the individual that upsurges the other person level of anxiety (Westman & Etzion, 2005). Though quite a lot of studies on the marital relation confirmed this development, Westman, Vinokur, Hamilton, and Roziner (2004) establish spillover of spousal displeasure from Russian soldiers to their partners.

Similarly, a study conducted by Westman and Etzion (1995) confirmed spillover of stress that professional transfer to their wives. Research documented that

crossover impacts of WFC as a foundation of strain in a household recorded less interest. Additionally, Westman and Etzion (2005) showed a spillover of WFC between womenfolk working with the U.S. air forces and their husbands. A similar study conducted by Swanson and Powers (1999) pointed out occupation or career functions as a cause of skirmish among partners. Their report findings show that the subjects stated their spouse's career hindered their relationship.

The Family Emotional Climate

Evidence from reviewing literatures established that the occurrence and amount of constructive and undesirable emotion in a household, and value of family interactions as a whole add to the emotional environment of a household. This research established that household forms of communication of hopeful and destructive affect are believed to exemplary "feeling guidelines" that add to the socialization of emotional state (Thompson & Meyer, 2007). Moreover, a warmth, cohesive and positive household interactions and environment serves as a foundation for a child to engage and understand their emotive know-hows; while, unfriendly, life-threatening, and undesirable household relations can dishearten youngsters from asking for support regarding their affects desires (Fosco & Grych, 2007; Thompson & Meyer, 2007).

Therefore, reviewed literature reliably associated positivity in a household to the youngsters' feeling parameter (Eisenberg et al., 2005; Halberstadt & Eaton, 2002), nonetheless, reports show how household unconstructiveness and strain weaken child's feeling command quite a lot of support among researchers (e.g., Eisenberg et al., 2001), even if unpredictable (Halberstadt & Eaton, 2002). Traditionally, the dimension of the poignant environment depend on parent's explanation of a household or experiential dyadic relations of caregiver and youngster. According to research studies this situation captured just a part of the family environment, therefore, numerous view points on the family dynamic or perceiving household interactions is required if a precise explanation of the emotional environment is to be recorded. (Thompson & Meyer, 2007).

Interparental Conflict

Research also reported that enduring, unfriendly, and poorly settled skirmishes among caregivers promote poor affectionate guideline, or intensify youngsters' emotive misery, disheartenment children's aptitude to handle their individual feelings. The reviewing literature on family relation documented that children witnessing parental conflict will display more emotive agony dysfunction, strong emotive reactivity, and last but not the least show larger psycho-physiological dysfunction (Davies & Cummings, 1998; Davies, Sturge-Apple, Cicchetti, Manning, & Zale, 2009; Koss et al., 2011). The studies further buttressed the finding on the relations between interparental skirmish and youngsters' affects regulation.

On the other hand, some research evidence documented that interparental skirmish in directly affects children's feeling and this is facilitated by other family practices such as child-rearing or wide-ranging household functioning. Thus, profound spousal skirmish is reliably linked to worse caregiver-child interactions (Fosco & Grych, 2010), besides, this also relates to difficulties with wide-ranging household activities (Lindahl, Malik, Kaczynski, & Simons, 2004). Therefore, it is worth noting that, marital dissonance impacts negatively on youngsters' feeling by touching other facets of household running.

Family Instability and Children's Mental Health

Numerous reviewed studies have established various characteristics of precariousness that are significant to the children's socio-cognitive development, these are increasing progressions, the direction of the changes (developments and terminations), and the planning of the changes.

Cumulative Transitions

A number of research suggested that frequent changes of relationship or parental status significantly impacts negatively on the youngster's socio-cognitive and affective activities (Capaldi and Patterson 1991; Kurdek et al. 1995; Martinez and Forgatch 2002; Najman et al. 1997). Basically, most of the best evidence on implication of parental status and separation on youngsters' mental health emphasized the increasing vicissitudes in youngsters' proximal contextual situations and interactions and not the marital status as such. On the other hand, evidence from the recent literature explained that increasing developments anticipated complex behaviour difficulties between young offspring and cut across quite a lot of national cases (Cavanagh and Huston 2006; Fomby and Cherlin 2007; Magnuson and Berger 2009; Osborne and McLanahan 2007).

Besides, a study suggested that some changes operate directly, which signify that every household organization change enhances the likelihood of a smaller amount of constructive youngster effectiveness (Capaldi and Patterson 1991; Fomby and Cherlin 2007; Osborne and McLanahan 2007). Nevertheless, reports indicated that, young people exposure to numerous changes in a household has not consistently projected poorer consequences compare to experiencing a single adjustment (Carlson and Corcoran 2001) In addition reports show that the links seem larger for White offspring than black offspring (Fomby and Cherlin 2007).

One of the identified issues in earlier research studies is whether an existing situation is measured while probing the relationship of unsteadiness on child welfare. However, most of the findings in this field shows that most studies measured the influence of marital unsteadiness without giving consideration to conjugal standing (Ackerman et al. 1999, 2002); while

evidence confirmed that others measured merely conjugal status during the period of the child's delivery while searching for resultant precariousness (Cavanagh and Huston 2008; Osborne and McLanahan 2007). Therefore based on this assumption, previous relations precariousness is significantly linked with present household organization (e.g., mothers with a history of several previous changes in relationship are definitely staying alone or live together with a partner than married).

Therefore, since both attributes are connected to the youngsters' quality of life, it's imperative that both present and future studies should tackle the significant implication that comes from the existing household arrangement and previous relations wobbliness. Thus the evidence from reviewing literatures documented that just one current research has come out to tackle the increasing volatility and the existing conjugal status and current instability comprehensively in one model, thus (Fomby & Cherlin 2007), documented that impact of household unsteadiness on youngsters' socio-cognitive and emotional effectiveness is not healthy when measuring the existing condition, specifically amongst minority groups.

Socioeconomic Status and Child Adjustments

Earlier research on couple relation has long documented that poor household condition is related to several factors such as, well-being, conjugal contentment, motherly warmth and usefulness, aggressiveness, and physical and psychological disorders. To support the assertion, evidence documented from the National Institute of Child Health and Human Development (NICHD; Mistry, Biesanz, Taylor, Burchinal, & Cox, 2004) documented how association between income and household and youngster welfare is robust in the bottom earnings group and declines as household earnings surpasses the national poverty level. Thus such findings have come with a suggestion that poorer parental compassion and more incompetent parental regulator in poverty stricken households than those households living above the low income level (Mistry, Lowe, Renner, & Chien, 2008).

The general belief among researchers on SES, household effectiveness, and human growth is that sociocultural situation impacts on families through time, and that socioeconomic condition impacts negatively for children and adults (e.g., Conger et al., 2002; Haas, 2006). The aforementioned statement further confirmed the proposition of the social causation approach that conclude that social situations bring differences in wellbeing and quality of life. However, the literature shows that other hypothetical theories belief that assume that the association concerning SES and household developments is described by changes in the unique features of household members that touches their SES and family relations. The opinion denotes social selection theories and beliefs that the qualities and characters of a

person's impact significantly on their societal situations and impending feelings and conducts (e.g., McLeod & Kaiser, 2004). Theories on SSP is seen as posing a stern test to the assumption that societal difficulty has an underlying effect on families and offspring.

However, it can be deduced that neither the (SC and SS) opinions are models but they signify fundamental values that a particular notion can be found. Thus based on the evidence documented in the reviewed literature on the two perspectives, we can deduce the fact that an underlying interaction concerning the socioeconomic status and household interactions is more complex than earlier made-up, at the same time efforts should be directed towards fashion out fresh ideas and theory and study in order to fully comprehend the problems associated with family relation, instability and income and the implication effects on the child's adjustment.

Recent research evidence on couple relation emphasized that people with high SES face little chance of separation and annulment of their marriage and that this experience brings about stability, contentment and joy in a relationship (cf., Karney & Bradbury, 2005). Similarly, studies documented that family with higher education will experience blossom and conjugal steadiness (e.g., Heaton, 2002; Martin, 2006; Orbuch, Veroff, Hassan, & Horrocks, 2002). Reviewing of literature also confirmed that higher earning, positive career prospect, and stable economic income are significantly related to conjugal steadiness (e.g., Orbuch et al., 2002; Popenoe, 2007; South, 2001; Stanley, Amato, Johnson, & Markman, 2006).

Interestingly, empirical Literature aimed at increasing the resources of down-trodden households reported that relations facing more financial improvements showed stable and better romantic union (Duncan, Huston, & Weisner, 2007). As mentioned earlier in the in the reviewed study on conjugal value, (Dakin & Wampler, 2008; Rauer, Karney, Garvan, & Hou, 2008) corroborated the findings that family with strong educational background reported to have enjoyed happy home and a blissful married life. On the other hand, several literature also supported the assumption that household poverty and financial unpredictability, are significantly linked to poor conjugal relationship (e.g., Amato, Booth, Johnson, & Rogers, 2007; Cutrona et al., 2003; Dakin & Wampler, 2008; Falke & Larson, 2007; Karney, Story, & Bradbury, 2005; Rauer et al., 2008; Stanley et al., 2006).

Reports show that researches employed actions that revealed the financial stress than amount of income. The assertion further leads to the issues mentioned by White and Rogers (2000) concerning using biased methods of financial position. However, reported evidence from the work of Amato and his colleagues (2007), showed that family resources are reliable and primarily linked to conjugal value and secondarily through financial stress.

Additionally, other studies like Amato et al. (2007) revealed that low income, learning achievement, and work-related status was linked to high increase of conjugal problems such as marital discord and failure and unhappiness. This study based their analysis of couples socioeconomic status, kinds of romantic affairs, i.e. (a) deprived young, sole bread-winners, (b) career, young, double earners, (c) employed, out-dated sole breadwinner, (d) bourgeois, dual breadwinner, classless, and (e) higher bourgeois and wealthy couple.

The study is illustrated with the assumption that the sizes of nuptial mentioned before the fit in anticipated methods with SES. According to the finding on marriage breakdown, the study identified two most deprived groups that described the highest conjugal unsteadiness, however the wealthiest lovers stated the lowest likelihood of danger of separation. The study also indicated that higher bourgeois married lovers shows the lowest heights of conjugal skirmish and romantic difficulties. Additionally, research reported that the most affluent group indicated the utmost conjugal contentment and last but not the least, the two underprivileged groups detailed the deepest heights of contentment with their marriage. Based on this analysis, it's worth mentioning that higher financial status, learning and work-related standing is significantly linked with more conjugal steadiness and value.

A number of research have documented accumulating body of knowledge to support the fact that adults with low SES are in danger of experiencing poor health condition. This assertion further corroborate the beliefs that adults and youngsters who are socially and economically deprived are vulnerable and in danger of experiencing physical and psychological difficulties (e.g., Berkman & Kawachi, 2000; Herd, Goesling, & House, 2007; Kim & Durden, 2007; Link, 2008; Oakes & Rossi, 2003; Wickrama, Conger, Lorenz, & Jung, 2008).

Therefore, several research works have come out with a finding to show that poor marital value is associated with mental disorder and this further highlight the reason why most families seek outside help from professionals in order to solve their emotions and behaviour issues, particularly if this is affecting the family dynamism and functioning (e.g., Berscheid, 1999; Overbeek et al., 2006). Most evidence from reviewing literature on couple relation highlighted that any household experiencing financial stress will not only facing difficulties mentioned in the application of FSM to marital function but the matrimonial issues will have adverse effects on the household and further disturb adult emotional health and the ability to address and solved the family financial problems (see Conger & Conger, 2002).

Besides, relationship discord and marital discontentment will probable impact on caregiver-child engagement, therefore snowballing skirmish and disorder in a household setting and causing more

problem for adult emotional and financial difficulties (e.g., Cui, Donnellan, & Conger, 2007; Nelson, O'Brien, Blankson, Calkins, & Keane, 2009). Though results in marital relationships, instability and income are relatively multifaceted and hence lean towards different issues, like stage of development or sexual category of the kid, nevertheless, reports from a mounting body of research highlighted that enhancements in household earnings may have useful impacts for caregivers and youngsters (e.g., Huston et al., 2005; Leventhal, Fauth, & Brooks-Gunn, 2005; Morris, Duncan, & Clark-Kauffman, 2005) documented. To corroborate the above results, (Costello, Compton, Keeler, & Angold, 2003) stated that, rises in parental occupation and household earnings were related to declines in behavioural difficulties for kids in the research.

DISCUSSION

The focus of this essay as mentioned earlier is to cover empirical works on couple relation spillover development by probing the linked between conjugal conflict, low income, family instability and child emotional adjustment. The review of literature on family relation consistently mentioned how interactions between this variable significantly influenced children's adjustment. However, research on the topic shows that little attention is given to the ways in which these factors influenced children's adjustment. Nevertheless, report documented that the procedures by which conjugal developments add to differences in youngsters' overt and covert behaviour deserved better understanding and analysis. The issue is reflected in the report documented by Emery (1982) and Easterbrooks and Emde (1988) where they emphasized the significance of positive childrearing practices and the archetypes in parent's bad conducts in interceding between spousal value and youngster behavioural consequences. Consequently, a situation where a child witnessed conjugal skirmishes in a household, evidence shows that a modelling theory is well-thought-out as reliable with these outcomes.

The reviewed literature also identified that children embraced a negative attitude from their parents can be embraced through observational learning. This assertion further corroborates a finding that child's aggressive behaviour is reflected in the applicable crisis-management tactics they observed from their caregivers in a household. Additionally, a report shows that children living in a household where their parents demonstrate consistent aggressive spousal relations and instability might respond with a belief that the relationship is heading to separation and this might affect their socio-cognitive functioning. The evidence confirmed that spousal relation variables that envisage articulating in youngsters likewise envisage breaking down of the marriage (the mutually hostile pattern). According to the study conducted by Patterson et al.(1982) children categorized as aggressive are associated with living in a household with significant records of marriage breakdown and separation. The

youngsters might detect unsteadiness in their parents' relationship and prop up the fear that their parents are divorcing each other. According to review literature, youngsters' view of matrimonial skirmish and instability as frightening may intercede the influence of interparental crisis. If worries of family separation upsurge the menace of the crisis kids living in a family that engage in negative activities that are detrimental to matrimonial honour are endangered by the crisis (Grych, Seid, & Fincham, 1991).

In a related study, evidence shows that a significant number of young people experienced household unsteadiness in early infancy and teenage year. Though reports confirmed that 12% of youngsters witnessed more than three developmental changes by teenage years (Cherlin 2009), while recent work on household living in poverty level also shows that 10% of youngsters witnessed more than three developmental changes when they reach the age of 8. However, review of literature documented that during the early stage of life, when offspring is creating expectations about the reliability of their attention, a knowledge about their abilities and social interaction, a substantial amount of offspring from poor background are dealing with numerous vicissitudes and parenting provisions in their household setting (Eccles 1999; Sroufe 2000).

As mentioned earlier in the preceding section, poor and unstable household was linked with emotional and behavioural functioning in teenage years. Therefore, parents' analysis of their marriage and live-in changes were reliably connected to their assessments of youngsters' conduct difficulties, such as emotional, restless, somatic, and behavioural difficulties. Besides, research shows that increasing changes projected an array of overt and covert conducts even when regulatory for existing household arrangement and household changes that come to light preceding the youngster's delivery, spread out comes from earlier research with people living below poverty level (e.g., Cavanagh and Huston 2006; Fomby and Cherlin 2007; Najman, et al. 1997; Osborne and McLanahan 2007). According to research build-up of household turbulences might obstruct strong warmth interactions and the delivery of social and financial incomes to youngsters, and hence influence adjustment and managing abilities of young children (Rutter 2006; Seifer et al. 1992).

CONCLUSIONS

This paper has emphasized mainly on research evidence of the interaction about couple relation, family instability and income and how the crossover effects of the interplay impacts on child emotional adjustment. Although the idea of a correlation between couple relation, family instability, income and child emotional adjustment is naturally interesting, nevertheless, the review of literature continuously emphasized the inconsistency in empirical literature and this call for urgent needs for researcher to address the issue identified in previous research studies. Thus,

the evidence shows that the multifaceted nature of marital relations, family instability and income have possibly contributed to the discrepancies.

However, a series of assumptions can be deduced from the reviewing literature on couple relation, family instability and income and the crossover effects on child emotional outcomes. Interestingly, numerous evidence highlighted that children who experiences marital conflict, family separation, low socioeconomic status and family dysfunction are significantly affected by the situation in the household and are typically, shoddier off than their peers in a stable and blissful household who are enjoying good quality of life.

Nevertheless, studies confirmed that the gauge of The variances in welfare among the two sets of youngsters is not huge, which further confirmed that not all children are severely influenced. Family instability and poor living condition/ low family income impact seriously on a marginal number of children, mostly in the existence of other aggravating influences. This assumption confirmed the general belief that most youngsters are vulnerable, and therefore open to household precariousness in early and teenage age. Therefore, it's worth mentioning that deteriorations in financial situations couple with the marital conflict may elucidate sum and not all, of the worse consequences amid youngsters who have witnessed or reared in a dysfunctional household. Interestingly, fundamental to these outcomes are several devices like drops in family income after the divorce or break up, deteriorations in the well-being of the caregivers, marital skirmish and bargained child-rearing.

These processes do not work autonomously, but significantly connected in multifaceted ways. For instance, financial decline that results from family breakup contributed significantly to instability and crisis in a household. Brawl among couples plays a double part, both as a portion of the clarification of the connection concerning family instability and child fallouts and as an autonomous effect on child fallouts. It is worth noting that poor marital relation and post-separation skirmish which is unpleasant and continuously put the offspring at the middle of conflict has extremely damaging impacts on a child's quality of life.

Conversely, reviewed studies consistently documented that children reared in a poor family background, experiencing family instability are linked to affecting and behavioural problems in teenage years. Reports also documented that parents' reports of their matrimonial and live together transitions were reliably associated with their scores of youngsters' conduct problems, such as emotional, nervous, somatic, and behavioural difficulties. As highlighted in previous studies, the global depression has significantly impacted on several households, particularly on their financial status, causes in terms of economic misery, unemployment, and lack of capital to assist household

members who are in need of support in order to achieve their dreams.

Thus, the scope of financial, work-related, and learning experience represent significant indicators of socioeconomic standing and further concurred that research on SES and family dynamic has grown tremendously in the past years. Therefore, hypothetical advances have progressed away from previous suppositions which emphasized on the specific way of impacts to innovative view concerning the interaction between individual variances, SES, and household interactions.

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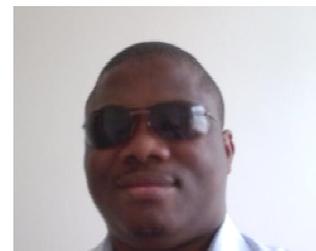
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BRAND PERCEPTION IN CAMBODIA

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The Government of Cambodia is currently working to render the economy progressively more market oriented and integrated with emerging markets around the world. This open market economy policy has thrown up many opportunities as well as challenges for both domestic and foreign business, with the result the Cambodian market has seen major changes which are reflected in various dimensions of the marketing environment. Multi-National Companies (MNCs) are gradually making inroads into all segments of the local market and foreign brands are penetrating fast. In this competitive situation branding of local products becomes important.

Against the above backdrop, a modest attempt has been made to study the competitiveness of selected brands in toothpaste, detergent powder and shampoo product categories, so called Fast Moving Consumer Goods (FMCGs), in the fast growing capital city of Cambodia, Phnom Penh. Further, to analyze the brand competitiveness and the perception of consumers about competing brands, three selected brands from the product categories, Colgate, Viso and Pantene, have been taken into account for the study. The aim of the study was to assess the competitiveness of the selected brands in each product category by taking into account several attributes and functional values of the products as well as the brand. As the key importance of branding is to differentiate one's product from the competitors' product in some meaningful way, the study has aimed in that direction with the understanding that the most important factor in brand value is the customers' perception.

BACKGROUND

Branding is when that idea or image is marketed so that it is recognizable by more and more people, and identified with a certain service or product when there are many other companies offering the same service or product. Thus, branding is important in allowing companies to build their reputations as well as expand beyond the original product and service, and add to the revenue generated by the original brand. Branding is also a way to build an important company asset, namely: a good reputation. In addition, branding can build an expectation about the company services or products, and can encourage the company to maintain that expectation, or exceed them, bringing better products and services to the market place. Thus, brand allows the consumer to shop with confidence, providing a route map through a bewildering variety of choices. The brand and consumers' appreciation of the underlying appeals drive the purchase decision.

In the present competitive world, the asset value of brands is widely recognized by both brand owners and investors. Brands as realized can generate high quality

earnings that can directly affect the overall performance of the business and thus influence the share price. The durability of brands, the quality of their earning power and their widespread appeal make them highly desirable properties. Hence, a brand which is widely known in the marketplace acquires brand recognition. When brand recognition builds up to a point where a brand enjoys a critical mass of positive sentiment in the marketplace, it is said to have achieved brand franchise. Brand recognition is most successful when people can state a brand without being explicitly exposed to the company's name, but rather through visual signifiers like logos, slogans, etc. The recognition and perception of a brand is highly influenced by its visual presentation. A brand's visual identity is the overall look of its communications. Hence, effective visual brand identity is achieved by the consistent use of particular visual elements to create distinction.

Communicating a brand image to a target customer segment has long been regarded as an important marketing activity (Gardner and Levy, 1955; Grubb and Grathwhol, 1967; Moran, 1973; Reynolds and Gutman, 1984; White, 1959). A well communicated image should help establish a brand's position, insulate the brand from competition (Oxenfeldt and Swann, 1964), and therefore enhance the brand's market performance (Shocker and Srinivasan, 1979; Wind, 1973). Gardner and Levy (1955) point out that the long-term success of a brand depends on marketers' abilities to select a brand meaning prior to market entry, operationalize the meaning in the form of an image, and maintain the image over time.

In consumer behavior research, a considerable amount of attention has been given to the construct of brand personality, which refers to the set of human characteristics associated with a brand (Aaker, 1997). Researchers have focused on how the personality of a brand enables a consumer to express his or her own self (Belk, 1988), an ideal self (Malhotra, 1988), or specific dimensions of the self (Kleine, Kleine, and Kernan, 1993) through the use of a brand. Practitioners view it as a key way to differentiate a brand in a product category (Halliday, 1996) as a common denominator that can be used to market a brand across cultures (Plummer, 1985).

Despite the important relationship between a brand's image and its market performance, limited research has been carried out in small emerging markets. Further, research on the personality and the symbolic use of brands more generally has remained limited due to the lack of consensus regarding what brand personality really is.

LITERATURE REVIEW

Careful brand management seeks to make the product or services relevant to the target audience, and, as noted above, a brand is the idea or image of a specific product or service that consumers connect with, by identifying the name, logo, slogan, or design of the

company who owns the idea or image. It is a central node of an associative network constituted by consumers' learned connections between the brand and a variety of cues, benefits, user types, and symbolic meanings. As pointed out by Shivakumar (1998), a successful brand, a truly good brand, should command a position that will continuously increase the number of people who can feel proud to be associated with it. If a brand does not have a vital consumer meaning, whatever it may be defined, it is not worth investing the organization's resources or time on it.

The studies of literature identify certain characteristics as requirements for something to be called a brand. They are as follows:

- A clear customer franchise
- Distinctive name and/or symbol
- Strong associations
- Strong and lasting brand beliefs
- Consistency in change
- Customer commitment

Considering the above characteristics, it is clear that one may find very few genuine brands to be identified globally. Most brands are basically products put inside a package, labeled, given a name and promoted over a period of time.

Brand identity is the outward expression of a brand, including its name, trademark, communications, and visual appearance (Neumeier, 2004). Because the identity is assembled by the brand owner, it reflects how the owner wants the consumer to perceive the brand; what the owner wants to communicate to its potential consumers. It is fundamental to consumer recognition and symbolizes the brand's differentiation from competitors. Brand identity needs to focus on authentic qualities – real characteristics of the value and brand promise being provided and sustained by organizational and/or production characteristics (Diller, et al., 2006; Kunde, 2002). The visual brand identity integrates logotype, icon, alphabet, color palette, and station architecture. The recognition and perception of a brand is highly influenced by its visual presentation. A brand's visual identity is the overall look of its communications.

Brand image can be defined as the meaning consumers develop about the brand as a result of the firm's marketing activities. It encompasses the holistic interpretation that consumers have about a brand and the meaning, or personal relevance, they ascribe to it. Thus, the psychological aspect, sometimes referred to as the brand image, is a symbolic construct created within the minds of people, consisting of all the information and expectations associated with a product, service or the company providing them.

So far the characteristics of a powerful brand are concerned, Balasubramaniam (1998) points out that it is the functionality and image, i.e., the popularity the brand enjoys in the marketplace that is important. Alkaratna (1998) sees a powerful brand as one which

has a strong association with respect to quality, price, performance, have overall value perception and top of the mind recall. A powerful brand requires a mass base. What matters is not the quantitative brand recall but the qualitative associations and their linkage with brand promise (Bijoor, 1998). The real power of successful brands is that they meet the expectations of those that buy them, or they represent a promise kept. Brands with their ability to secure income can be classed as productive assets in exactly the same way as any other, more traditional assets of a business. The asset value of brands is now widely recognized, not just by brand owners but by investors. Brands which generate high-quality earnings can directly affect the overall performance of the business and thus influence a company's share price.

A brand which is widely known in the marketplace acquires brand recognition and when brand recognition builds up to a point where a brand enjoys a critical mass of positive sentiment in the marketplace, it is said to have achieved brand franchise. Brand recognition is most successful when people can explain a brand without being explicitly exposed to the company's name, but rather through visual signifiers. The art of creating and maintaining a brand is called brand management and careful brand management seeks to make the product or services relevant to the target audience.

Ogilvy (1983) has argued that while positioning is important, there are other elements which are equally important, such as a great idea, a persuasive promise, credibility, pleasantness and consistency with the brands desired image. Thus, it can be said that a product is something that is made in a factory and a brand is something that is bought by a consumer. A product can be copied, whereas, a brand cannot be. The brand name is one of the most powerful cues used by consumers to evaluate new products and to compare established ones. Brand names are symbols of quality. Each brand has unique blend of identity in the eyes of its consumers. Broadly speaking, the totality of any brand is made up of three types of appeals.

- The appeal to reason based on the performance.
- The appeal to the senses based on the sensory gratification.
- The appeal to the emotions based on social approval.

By identifying the personality of a brand in the market, the consumer has distinct advantages. The basic being is instant recognition and recall. When a product is distinguishable by its brand personality, the consumer has an assurance of quality and consistency in the products attributes being offered (Park, et al., 1989). Certain brands provide status and prestige to consumers which endow them with a psychological satisfaction otherwise not available. There is a considerable amount of saving of time and energy in shopping for goods because a brand renders product identification much easier. It is also easier to lodge

complaints and claims against marketers when a branded product fails to live up to its proclaimed value satisfaction. It provides trade and legal protection against unscrupulous trade practices to consumers. So the brand personality decides the success of the marketing efforts.

Contrary to performance-oriented product attributes, brand personality appears to be representative/self-expressive oriented (Keller, 1993; Fennis & Pruyn 2007). Moreover, it has been suggested that brand personality allows a consumer to articulate his/herself (Belk, 1988), an ideal self (Malhotra, 1988), or exact aspects of the self (Kleine, et al. 1993). Additionally, this concept is an essential determinant of consumer preference and usage (Biel, 1993). Any direct/indirect contact that the consumer has with a brand can influence brand personality (Plummer, 1985).

Chiu, et al. (2011) investigated the inter-relationship of brand personality, brand preference, customer perceived value, and golfers' performance in the context of Taiwan's golf clubs market. In addition to conventional bases for market segmentation, the study clearly provides practical guidelines for implementing brand personality for market segmentation and promotion strategies. Brand personality proves to be a useful segmenting variable. The findings offer supportive evidence for implementing appropriate branding management on both functional (i.e. customer perceived value and performance) and emotional attributes (i.e. brand personality) in order to enhance competitiveness.

Branding has been one of the most imperative commercial topics over the last decades (Boshoff, Schlechter and Ward, 2011). A brand is made up of three things: what a company sells, what a company does, and what a company is (Davis, 2004). Self-image or self-expression affects consumers' product preferences and their purchase intentions (Mehta, 1999). Ericksen (1996) finds a significant relationship between self-image and intention to buy an American brand automobile (Ford Escort). In other words, 'individuals prefer brands that have images compatible with their perceptions of self' (Jamal & Goode, 2001). This self-image consistency strengthens positive attitude toward products and brands (Sirgy, et al. 1997). Graeff (1996) points out that the more similar a consumer's self-image is to the brand's image, the more favorable their evaluations of that brand should be. In order to retain customers, managers should focus on improving customers' perceived equality of services and goods (Klaus and Maklan, 2007). Consequently firms should aim to make the most of highly appraised customer perceived value variables(s) as part of the marketing elements and develop their competitive advantages for increasing market share, sales, profit, and brand image (Phusavat and Kanchana, 2008) .

A brand builds up assets and creates liabilities over a period of time. Aaker (1991) categorized the assets of a brand as brand loyalty, brand name awareness, a brand's perceived quality and other propriety brand

assets, like patents, trademarks, channel relationship, etc. Strong brand equity enhances the brands value which in turn affects the share price of its parent firm. This in turn is used for purchasing and selling of firms. However, failure of a particular brand has a deteriorating effect on the goodwill and image of the firm as a whole which may be considered as one of the liability of branding. Valuations of a brand are important as it represents investment of a firm's scarce resources in creating and segmenting brand equity but it should be done thoughtfully. A brand's value is a function of the customers' perception, his/her attitude towards it and the economic value or price that he or she attaches to the brand. If a customer perceives higher value in the brand then he is willing to pay a premium to buy it. Aaker suggests that one of the most effective approaches to valuation of a brand is the premium that is commands in the market.

Ouwensloot and Tudorica (2001) point out that brand personalities are created in different ways and with different tools. The creation always involves active communication on the firm's part; the personality has to be disseminated to be alive. Advertising is heavily used in this process of personality creation. This follows logically from the fact that personalities are particularly useful for the creation of brand associations. Brand associations influence the evaluation of alternatives stage in basic consumer buying behavior models. In this stage and for these goals, advertising is considered to be the most effective communication tools (Brassington and Pettitt, 2000). Thus, brand personality is the core of postmodern branding dynamics, which fulfills a multi-faceted function in consumer-organization as well as within organization communications (Davis, 2000; Aaker & Joachimsthaler, 2000; Silverstein & Fiske, 2005). Brand personality serves as an effective consumer-organization communication tool. It allows an organization to identify consumers' brand perceptions—even the hidden ones – by its projection techniques with (human) metaphor (Dent-Read & Szokolszky, 1993; Zalthman, 1997). Marketers can then use consumers' perceptions to focus their marketing strategies on consumers. Brand personality serves as an organization-wide guide for brand meaning communication. It helps marketers communicate brand meaning which otherwise might not be easy to understand and/or share.

Fast moving consumer goods (FMCGs) always find a place in the consumption basket over any month. Popular brands of toothpaste, like Colgate, Pepsodent, Close-up and Oral-B; detergent powders, like Viso, Tide, Lux and Breeze; and shampoos, like Pantene, Clinic Clear, Head & Shoulder, Sunsilk, Palmolive, Dove, etc., have entered into the buying psyche of consumers as these are perceived to offer optimum value for money.

The above products are imported and distributed (marketed) by Unilever (Cambodia) Ltd., Goodhill Enterprise (Cambodia) Ltd., CP and A Trading

International Co. Ltd in Cambodia. It is generally believed that the brands of these products, such as Colgate (Toothpaste), Viso (Detergent Powder) and Pantene (Shampoo) are popular in the Cambodia market. These brands have gone for both line extensions and brand extensions to capitalize on the equity developed by the parent brand. It is important to understand the perception and usage of the customers along with market characteristics while deciding on a brand extension. This enables to add value to a brand and extend it to a more premium position.

Brand	Line Extensions
<ul style="list-style-type: none"> Colgate 	<ul style="list-style-type: none"> Colgate Maxfresh Colgate Herbal Colgate Salt Colgate Sensitive Colgate Total
<ul style="list-style-type: none"> Viso Pantene 	<ul style="list-style-type: none"> Viso Special Viso Orange Pantene Anti Dandruff Pantene Total Damage Care Pantene Hair Fall Control Pantene Extra Moisturizing Pantene Long Black Pantene Nature care

Numerous studies have been carried out on issues relating to branding, brand image, brand performance, brand personality, brand competitiveness, etc. but few studies have been conducted in small emerging markets or poor economies in the world. Understanding consumers' awareness and knowledge about presence of several brands in the market and their perception levels for different products and brands in small economies are important. The present study not only attempts to fill the gaps in literature but aims to enable companies and marketers to develop appropriate and suitable strategy in accordance with the market needs.

STUDY OBJECTIVES

The objectives of the study were:

- To find out the role of advertising in the buying decision of consumers towards selected brands of FMCGs;
- To analyze the brand identity of selected brands of FMCGs among the consumers in the study area;
- To know the important attributes of the selected brands as well as to determine the significant ones among the chosen FMCGs.

METHODS

The analysis carried out in the present study was both descriptive as well as quantitative in nature. Quantitative analysis was used to assess the demographic profile of the surveyed respondents; the market scenario as perceived by the respondents; and the competitiveness of three brands of selected FMCGs, Colgate, Viso and Pantene, in Phnom Penh city. Further, the study also isolated the important attributes of the selected brands as well as the role of advertisement in the buying decision of consumers.

To achieve the objectives and test the hypotheses, the study collected primary data through direct personal interview with the help of a structured questionnaire. The primary data were collected from four hundred (400) respondents in the city of Phnom Penh. Secondary data was collected from several other sources. And relevant statistical tools were used to accomplish the objectives. Weighted Aggregate Scores were calculated to rank the attributes affecting the buying decision of the consumers. Multidimensional Scaling (MDS) was been to assess the preference level of the respondents for different brands of toothpaste, detergent powder and shampoo. This particular technique is well suited and was originally developed for measuring human perceptions and preferences. Multidimensional Scaling was used to identify the product attributes that have importance to consumers and to measure their relative importance. This technique tests the brands which compete most directly with each other. MDS is a set of techniques used to understand and measure the variety of human responses. MDS tackles basically two problems: (1) dimensions involved for consumer perception of objects (Products, Services, Brands, Companies, etc.); and (2) configuration of points (of objects) in that dimensionality.

With regard to dimensionality, the number can be two or more, but only the two most important dimensions were chosen so that the resultant configuration could be shown graphically. The outputs of MDS are the location of objects on the relevant dimensions as is termed as "Perceptual Mapping". The perceptual map technique has also been used to identify the underlying dimensions that differentiate customer perception of products and the position of existing products on the dimensions. The following method has been used to find out the number of dimensions and configuration of that dimensionality.

MDS is carried out to help understand people judgments of the similarity of members of a set of objects. The pairs of brands are taken to study the superiority of the brand through the ordinal scale. Respondents are required to give their preferences for the different brands and finally, the perceptual map is drawn by determining the Euclidian distance between the different brands.

The Statistical Package for Social Sciences (SPSS) and MS Excel were used to process the data. Along with the Weighted Aggregate Score to rank the attributes affecting the buying decision of the consumers, the Multidimensional Scaling (MDS) was carried out to understand the preference level of the respondents to different brands of toothpaste, detergent powder and shampoo is concerned. Finally, on the basis of the results the null hypotheses set before the study were tested.

PERCEPTION ON CURRENT MARKET SCENARIO

To assess the current market scenario as perceived by the respondents, a few questions were asked of the respondents. The study attempted to know the level of understanding of the respondents on certain developments made in the market in the present environment.

Q1: Is there wide choice of products/brands in the current market? Forty four percent (44%) of respondents strongly agreed with this, 49% agreed while only 7% disagreed (see Figure 1).

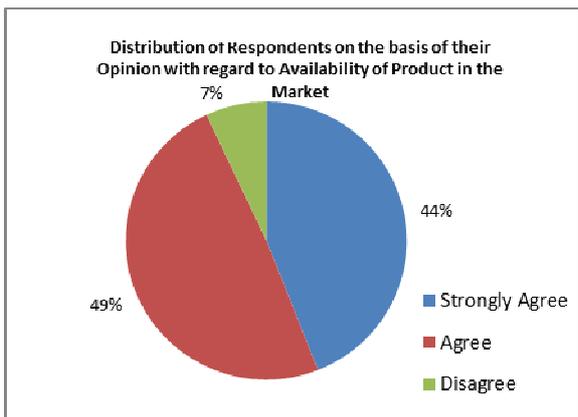


Fig. 1

Q2: Are the companies heavily advertising their brands? The results were: 52% strongly agreed; 45% agreed; and 3% disagreed (see Figure 2).

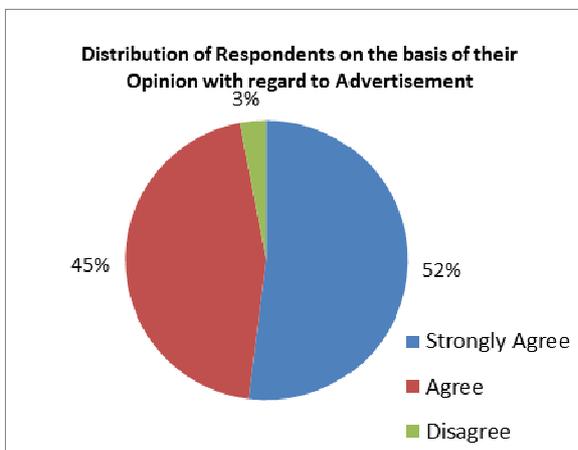


Fig. 2

Q.3: New products are necessary? Result: 91% of respondents agreed and 9% disagreed (see Figure 3).

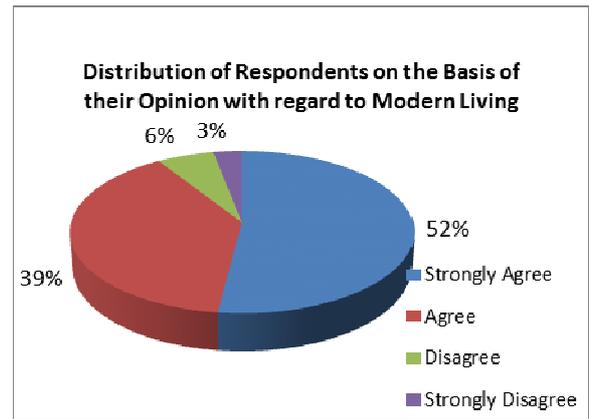


Fig. 3

A diversified range of products and their superior quality can provide satisfaction to the consumers. To assess the same, the data show that 46% of respondents had agreed, 49% strongly agreed; leaving 5% who disagreed, 2% strongly. See Figure 4.

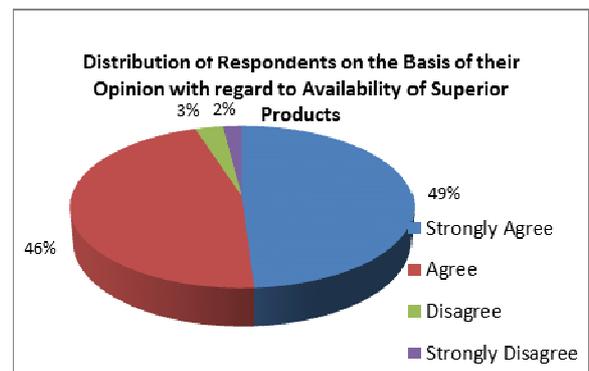


Fig. 4

In the present market scenario, due to the increase of market players, availability of products in the market has increased enormously. Sometimes it is found that the consumers are exposed to many unnecessary products and this makes them more materialistic. With regard to this, data show that 77% of respondents had agreed to the proposition, with 23% against – see Figure 5.

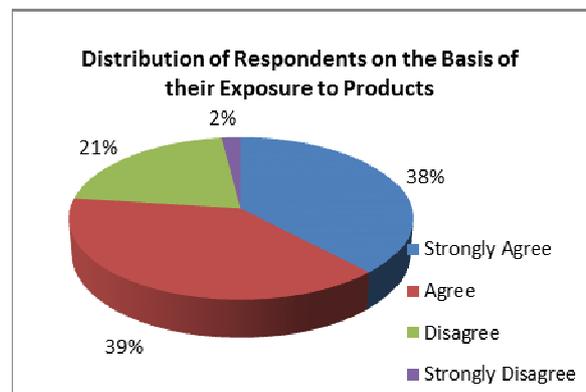


Fig. 5

In the modern day economy in the sphere of electronic media, it is widely found that television is a better means to enter the customers' house compared to others. Results in this connection show that 92% of respondents supported the proposition, with 8% against – see Figure 6.

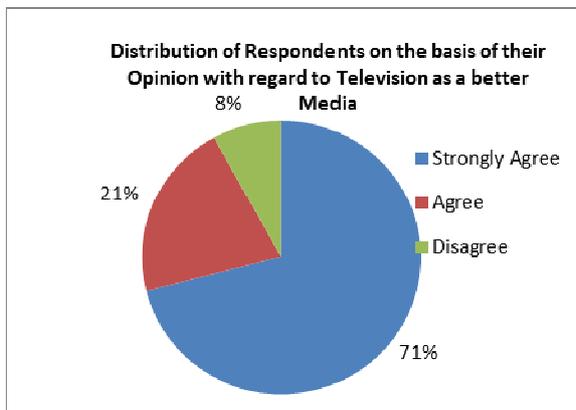


Fig. 6

IMPLICATIONS OF THE ANALYSIS

From the analysis made above, the following marketing implications are inferred:

- Today the market has become a battlefield for various competing brands. So the consumer is often in a fix and has to go through a series of complicated process to decide upon which brand to select. This clearly indicates that the marketers need to remain alert and to develop suitable strategy to achieve their target market share.
- In the present marketing environment, it is found that advertising is the most widely used promotional tool.
- For modern living, as new products as well as improvement in the existing products are necessary, the marketers can take this opportunity by using the perceived utility concept to promote their respective brands.
- As consumer satisfaction can be attained with the availability of superior products, the marketers continuously involved in marketing their products. This led to competition in the market. Thus, to provide the consumer with utmost satisfaction, a huge number of superior products are available in the market.
- Due to the entry of new players in the market, the consumers are exposed to unnecessary products. Further, they want to satisfy their various needs by acquiring such products which make them more materialistic. The process has gone to such an extent due to the increasing level of competition in the market that the marketers have to bring new products and improve the existing ones continuously. Thus, one may visualize unnecessary

products in the market which attracts the consumers and makes them more materialistic.

- As analyzed, television is an effective promotional mean in the sphere of electronic media which enters the customers' house smoothly as compared to other means. So, to effectively promote their respective brands, marketers need to take the advantage of this mean wisely.

SURVEY SUMMARY/CONCLUSIONS

The analysis made above shows the demographic profile of the respondents as well as the current market scenario as perceived by them. From the demographic profile of the respondents it is found that majority of the respondents (58 per cent) were in the age group of 25-45 years and 90 per cent of the respondents had a sound educational background. Further, among all, 65 per cent had fallen in the income group of USD 501 to more than USD 1,501 and 85 per cent were involved in government service, business and professional activities. With regard to the availability of new products/brands in the market, 93 per cent respondents had agreed to this. Similarly, 97 per cent respondents had found that the companies heavily advertise their brands in the present market environment. For modern living in the hi-tech environment, new products are necessary for everybody and with this regard, 91 per cent respondents had opined in favour. A diversified range of products and their superior quality can provide satisfaction to the consumers as revealed by 95 per cent respondents. Today, the consumers are exposed to many unnecessary products and this makes them more materialistic as viewed by 77 per cent respondents. Further, 92 per cent respondents strongly felt that television is a better means to enter their mind as compared to others. Thus, the above analysis is found to be necessary before taking into account the analysis of the specific brands, such as Colgate (toothpaste), Viso (detergent powder) and Pantene (Shampoo) as a competitive advantage.

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SCENARIO BUILDING FROM A HUMAN RESOURCE MANAGEMENT PERSPECTIVE

Dr E. O. Asamoah*

Organizations are increasingly looking at human resource management as a unique asset that can provide them with sustained competitive advantage. The study reported here was conducted using a quasi-state institution in Ghana West Africa, operating in other West African Countries, which I shall call ABC Company.

A qualitative research methodology was used. After building a framework of the scenario-building process based on the literature review, primary data were obtained through interviews, focused group discussions, and distribution of questionnaires. Secondary data were obtained through review of relevant documents such as company profiles, reports, brochures and newsletters. Scenario building process results in improved understanding of the organization's objectives and overall direction.

THE CONCEPT OF SCENARIO BUILDING

Scenario building is an instrument that assists decision-makers by providing a context for planning and programming, lowering the level of uncertainty and raising the level of knowledge in relation to the consequences of actions which have been taken, or are going to be taken, in the present. It involves developing future environmental situations and describing the path from any given present situation to these future situations.

Scenario building is the necessary foundation for scenario planning. Scenario planning can be understood as integrating scenarios permanently in the company's planning process. It can be regarded as a tool for improving decision making against a background of possible future environments. It is an internally consistent account of how the business environment and external environment in which an organization operates might develop over time.

THE CASE OF ABC COMPANY

There are various terminologies used in the scenario building process, all having closely-related meaning. In the case organization, ABC Company, the researcher adopted an 8-step process to develop a scenario for one issue out of 13 interrelated issues identified as follows:

STEP 1: TASK ANALYSIS

The first step examined the present situation of ABC Company and attempted to identify the organization's main problem areas for the future. This step included defining the time, geographic scope and corporate identity as well as listing the company's goals and

strategies, its strengths and weaknesses through individual and group interviews.

Time Scale: ABC Ltd has three main corporate planning periods spanning 1 to above 8 years as follows:

- Short Term Strategy: 1 to 3 years
- Medium Term Strategic Plan: 3 to 8 years
- Long Term Plan: +8 years

The planning cycle is appropriate for the purpose of scenario planning, because it is forward-looking and strategic in nature. It is long enough to induce a fresh look, but it should not be beyond imagination and the company's capability to obtain adequate information.

Geographical Range: The scenario will be based on ABC Ltd's activities in its headquarters in Tema and branches in Tema and Takoradi. Although ABC Ltd operates in Burkina Fasso and other West Africa countries, for logistical and time constraint the scenario was restricted to Ghana which hosts their main operations

Identity, Goals and Strategies

ABC Ltd is a household name in the maritime industry in Ghana and the West African subregion. It has high reputation as an ideal place to work. It has a huge corporate image and brand as an employer of choice. In terms of staff motivation and welfare there is a perception that employees of ABC Ltd are well catered for (although this proved to be an assertion which most of the people interviewed refuted). It is the vision of ABC Ltd to become the Preferred Destination in the West African Sub-region through technology application, competitive pricing, quality customer services and recognition of human resources. The strategies to achieve, according to various company documents, include automation of most of the tracking/monitoring systems, reducing the delay in clearing and forwarding of goods, improving the security situation and employing staff to deliver efficient and effective services.

Strengths: The managers and senior staff interviewed indicated that as the only Company providing such services in the country and the huge image it has in the sub-region, ABC Ltd controls the market in the West Africa sub region and in Ghana it has no direct competitor. They also mentioned the support they receive from central government in terms of implementation of policies, regulation and putting legal framework in place to work. Some of the respondents indicated this as an obstacle but majority of them saw it as a strong opportunity. During the group interview with local union leaders, job security and perception of people about better conditions of services coupled with a strong brand name were the strengths of the company. The company's brand is well recognized by Ghanaians, importers, exporters, shippers, clearing agents and clearing companies, the state and the general population.

Weaknesses: Key among ABC weaknesses is inadequate infrastructure to support the booming business of the Port in the West Africa subregion. The expansion work carried out two years ago is insufficient for the booming industry. This problem has brought about other problems such as overcrowding at the Ports, delays in loading and offloading of vessels, and high costs associated with delays. Many participants complained bitterly about this situation although they were hopeful that plans are far advance to do some expansion work in the near future.

Another problem that the participants discussed was unavailability of HR policy to staff. Most participants indicated that a Human Resource Manual is not easily available to staff. Staff members do not know the entire HR Policy Manual for them to refer to or to guide them in their conduct. At the Ports level, the HR staff requested for a copy of their HR policy manual, I was told they do not have it. Several attempts to retrieve an old version soft copy failed.

Interference from the state and politicians was also another weakness participants identified and passionately spoke about. Some participants indicated the sector ministry sometimes interferes in the operations and strategic decisions of the organization which militate against their operations. Lobbying, counter directions behind the scenes from politicians and personalities on the sector ministry remain problems. Armed with this information on key weakness, I analyzed the key environmental factors.

STEP 2: ENVIRONMENTAL INFLUENCES

The analysis of basic trends helps us to understand and assess the external influencing factors and the interrelationships among those influencers. The participants were asked to identify the stakeholder groups and some of the trends that they thought were influential in the environment. They identified eight (8) factors. Through environmental scanning and review of relevant documents, I could identify general social trends, such as economics and consumer trends.

Unstable Exchange Rate: Participants indicated that the unstable and most of the time falling of the Ghana Cedis against most of the major currencies especially the dollar affect considerably their operations. This is due to the fact that they deal with an international market, and all their rates are quoted in US dollars and payment made in Ghana Cedi equivalent. Since the Ghana Cedi keeps on falling against the USD especially during election years, it affects the cost of their stakeholders especially importers, exporters and shipping agencies/owners doing business with them. ABC Ltd also buys capital items and equipment outside Ghana for their operations hence more Ghana Cedis are exchanged for fewer US dollars for capital assets.

Shippers: Owners of vessels and their agents brings a lot of business to ABC Ltd. If there is a major problem affecting owners of ships or the maritime industry in general, ABC Ltd will be out of business as their operations largely determine the continuity of ABC's operations.

Politics: The interviews and environmental scanning were conducted in 2012, the year of a Presidential and Parliamentary election in Ghana. Participants were unanimous of the fact that the future direction of ABC Ltd will depend to a large extent which party wins the election. This is because the president appoints some of the directors, the Director General and the two Directors of the Tema and Takoradi Branches. From experience, according to the participants and review of relevant documents, in 2000 and 2009 following changes of the party in government, major changes took place in ABC after the election.

The Oil Industry: The emerging oil industry in Ghana is having profound effect on the operations of ABC Ltd, notably the Takoradi Branch. Participants agreed that the growth or otherwise of the oil industry will affect the business of ABC Ltd. Review of documents from 2007 to date indicate that major HR issues such as recruitment, training and retraining, technology, infrastructure expansion (especially for the Takoradi Branch) has been as a result of the emerging oil industry and its associated need for services of the Port.

Technology: New technology has changed the way business operates in many ways. The Internet introduced new marketing and distribution channels through Web sites. Access to consumers and collection of information became easy.

STEP 3: ISSUES ANALYSIS AND SELECTION

The issues that the organization faces were identified through environmental scanning. The most critical issues were selected in consideration of overall strategic plans and external environmental changes. The factors that influence the organization and the selected issues were grouped for analysis. In this section, I briefly discuss the issues identified through environmental scanning and interviews.

I reviewed publications in the Daily Graphic and the Ghanaian Times, Ghana Shipping Review Magazines, the Port Today Magazine published by ABC Ltd, ABC Ltd Hand Books, the ABC Ltd Corporate Plan, Annual Reports from the Ministry of Transport website, the Shippers Authority website, trade journals and academic journals, Ghana Maritime Authority Reports and periodicals and industry newsletters, and online documents.

During the individual and group interviews, participants were asked to mention issues ABC Ltd is concerned about currently. The fourteen (13) issues identified are detailed below.

Issues Identified

- Occupational Health and Safety at the Port
- Staff compensation, salary and benefits
- Strong Organizational Culture
- Job Analysis and Evaluation
- Training and Development
- Multiple qualification and job grading
- Pollution at the Ports
- Water supply for use at the Ports
- Over-crowding at the Ports
- Delay in off-loading and loading of vessels
- State interference
- Corporate Image
- Technology
- Training (inadequate Budget and Content).

Participants indicated that the organization is unable to undertake training in areas of interest, and interviews with the Finance Department reveals that ABC Ltd does not have enough budgeted finance to cover most of the education and training required by staff. Efforts are being made to identify critical training needs of the organization so that budget for education and training will be channeled towards such critical areas.

- **Job Evaluation/Classification:** An issue that came up strongly during interviews with the HR Department was the need to evaluate various positions, the skill set needed, the experience and job knowledge required for each job classification, etc. The required compensation was determined based on these attributes.

- **Need for Expansion of Facilities:** Participants consistently mentioned the need for expansion of facilities at the two Ports to enable bigger vessels to dock and to attract a lot of businesses, increase revenue thereby giving management the opportunity to negotiate for improved conditions of service a one of the major issues ABC Ltd is faced with.

- **Pollution at the Ports:** Various forms of environmental pollution were disclosed as one of the issues GPHA is currently managing at a low level but the impact will be greater in the near future. Various forms of hazardous waste pollute the Ports and Ghana coastline. Although there are Naval and Police patrols along the shores, little control has been achieved. The consequence of this is for the organization to spend millions of Ghana Cedis to reduce its impact. This issue could get out of hand if not properly managed one senior officer with the health directorate pointed out.

- **Occupational Health and Safety:** Closely related to pollution are Occupational Health and Safety issues. There is a wrong perception that safety is the work of the health and safety officers. During interviews with staff from the administration and HR department, it was abundantly clear that there is a gross

disregard for health and safety regulations. According to them there is enough information on the safety practices in and around the ports but some shippers, importers, exporters, agents, stevedores staff and the like do not adhere to them.

- **Water Supply for the Vessels:** Water supply to the Ports for operations was seen as one of the issues ABC Ltd is dealing with currently and will have to work on in the future. Vessels use millions of cubic tones of fresh water daily. This water is purchased by ABC Ltd buys from the Ghana Water Company but this source is not reliable. There have been instances where Ghana Water Company was unable to supply water to the Ports for about 2 weeks and ABC Ltd is supposed to depend on their water reservoir which is not able to sustain them for a week.

- **Staff Access to HR Policy:** There were three HR issues that came up frequently. All levels of staff - junior staff, senior staff and union leaders – saw it as a major issue that the organization needed to do something about it as a matter of urgency. An organization with more than nine hundred (900) staff made up of professionals in various fields needed a codified policy to guide them. They agreed that it exist but they have not access to it to make reference to it As part of the strategic management of organizations, organizations develop policies, manuals, etc to give direction to all those who have a role to play in achieving those objectives. Good corporate governance demands that management make their intentions in the form of corporate strategies, policies and strategic plans known to all involved. Availability of HR policy manuals to all staff is basic good practice.

- **Salary and Benefits:** Salaries and benefits are crucial in attracting and retaining key staff. ABC Ltd enjoys a good image in the country as an employer of choice in the past but the situation has deteriorated over the years as compensation packages have not grown much as the cost of living grows. Interviewees mentioned other non-cash benefits such as canteens and entertainment is not there “those days, The Union leaders commented on efforts being made to improve the lots of the workers and the positive responses they have received from management. As usual with such issues, some of the junior staff indicated that management and the local Union have delayed unduly.

- **Technology:** Several changes resulting from new technology such as GCNET, Mobishop and online payments were discussed. The Internet and e-commerce is having a significant impact on the way ABC operates. Companies not only had an additional marketing and distribution channel, they were also able to observe new players whose business models were based on their Web sites. The way information is gathered and analyzed, general Port operations, goods clearing system, payment system, tracking, surveillance and security issues has been changed by technology. It has also revolutionized communication

with and among consumers. Consumers were now able to share complaints about the Port and its service online: e-mails, corporate activist Web sites, discussion groups and chat-rooms.

Issue Selection

It was extremely difficult to single out one issue as more outstanding than others. Trying to explain one issue led to another and that one led to another, even another department and even a different Port. The operations and administrative structure at ABC Ltd and the maritime business in general is complex and interrelated and no department is completely independent. A comprehensive review of the external environment and relevant stakeholders was carried out and one issue was selected for the scenario building, viz: training and development.

STEP 4: DRIVING FORCE/KEY STAKEHOLDER IDENTIFICATION

The Local Union

The Local Union believe that the number of people that benefit from training programs are too small, that there is no transparency in training selection, and have lobbied management to change/amend existing policy. The Local Union has the requisite resources and is capable of influencing management to formulate new policy

The HR/Administration Department and Heads of Departments

The Departments influence budgetary allocations for training and development, especially Finance Department. They also identify the training and development needs of ABC Ltd to focus training on that area, evaluate jobs and the skill sets needed, and develop the staff training and development policy and are responsible for advising staff of same. They play a critical role in the selection of training, learning and development beneficiaries

STEP 5: SCENARIO PLOT AND COMPONENT IDENTIFICATION

I developed primary scenario topics and initial scenario themes principally based on the environmental scanning and the focused group discussion with key stakeholders such as GIFF, Ghana Shippers Authority, the GPHA Worker Local Union, and HR/Administration Senior Managers. Analysis of the environmental factors and the degree of involvement of the identified stakeholders was considered in developing the scenario plot. Local Union Leaders and Heads of Departments of HR/Administration, Finance, and Operations were identified as the most important key factors; other factors were combined into scenario plots to project future scenarios.

The Management of ABC Ltd was the single most significant influencing agent in this situation, because they had the authority to allocate budget for training, determine what their training and development needs are, determine who and when to benefit and on the other hand implement effective and efficient Occupational Health and Safety Policy by providing the needed resources.

The Local Union and Ghana Institute of Freight Forwarders were strongly working towards GPHA providing better Occupational Health and Safety measures to protect employees, ensure safety at the Ports and reduce Occupational Health and Safety related issues at the various Ports. Their influence has far reaching effects since they represent their members to the ABC Ltd Board, have offices and members working in all the ports and are deeply involved in all the operational issues at the Ports.

I combined the uncertainties, trends, driving forces, and the key stakeholders' behavior and created initial scenario theme. As the Issue Map shows, five (5) possible developments were identified:



Possible Issues Map

Possibilities on Training and Development

Possible issues included;

- Maintaining the status quo
- Increasing training budget
- Following the existing training policy
- Developing a new training policy
- Providing training based on the need of the services on a percentage cost sharing basis.

I decided to develop two scenarios among the five possibilities. Addressing the training policy in place would not have significant influence on ABC Ltd staff and developing the human resource base of the company, because the current situation has not yielded much result according to the Union Leaders. On the other hand, providing training on a cost-sharing basis or providing training based on need of the services on a percentage cost-sharing basis without any firm policy to ensure effective implementation can also be

predicted to yield no significant tangible result. These two can be used as ad hoc policy or to close the gap in the current policy whiles detailed policy with all the stakeholders are designed for effective implementation. I decided, therefore, to develop a scenario based on developing a new policy to reflect the current situation.

The second scenario option, increasing the training budget to allow more people to benefit is a stop-gap measure between developing the policy and solving the current training and development deficit of the ABC Ltd. This situation could be midway in the process of policy development from a longer-term perspective. I therefore developed scenarios for both:

- Increasing the training budget to allow more people to benefit
- Developing a new training policy to reflect the current situation

STEP 6: SCENARIO DRAFT AND FEEDBACK

A draft of scenarios was developed based on the two scenarios listed above. All driving forces and environmental influencers were considered to develop a story line and generate situations for each scenario. The draft scenario was sent to key Managers in the HR/Admin Department and the Heads of Departments of Finance, Operations and Strategic Management and chairman of the Local union and asked for their comments and feedback. Overall, participants determined that the scenarios were sound and accurately depicted the situation with a thorough review of related components.

STEP 7: FINAL SCENARIO DEVELOPMENT AND INTERPRETATION

I checked for consistency and plausibility of the scenarios with the heads of HR/Admin and Strategic Planning Group. I revised the draft in the previous step by incorporating the feedback from the HR and strategic planning departments. As usual with scenarios at this step I expected reactions from Shippers Authority, Members of Ghana Institute of Freight Forwarders (Customers of ABC Ltd), Local Trade Union Leaders of ABC Ltd and Management in certain situations in relation to the scenarios developed. However, I did not receive feedback from most of them and there were few items that were consented.

The two scenarios were developed as follows:

Complete Overhauling: Developing a New Training Policy to Reflect the Current Situation

The training given to employees at ABC Ltd aims to improve skills, knowledge, abilities and competencies. The ultimate objective, however, is to help improve both individual and organizational performance. The current training policy of ABC Ltd assumes that the organization is solely responsible for training the

employees for formal and informal training. This is feasible when most of the training was conducted in-house and participants were selected by their supervisors or the training department based on the training needs of the organization. The cost associated with the training was borne by ABC Ltd.

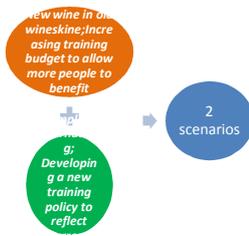
With the rapid changes in technology, production of oil in commercial quantities in Ghana, changing trends in the Ghanaian and international labour market and the superior customer care services demanded by customers, there has been an increasing need for employees to acquire training in various fields some of which require formal university education both within and outside the shores of Ghana. Ghanaians are very interested in acquiring higher education especially with the advent of distance and online learning.

A critical examination of the training policy indicates that it contains most of the essential elements of training and development. It outlined the objectives of the policy, spelt out the measures for training and development needs identification, methods of training implementation, types of training, and methods of training and development evaluation. The policy makes provision for career development and links it to career progression in the organization. The policy provides a coherent structure for training that should help improve employee access to training in an organized way that could help the GPHA derive the benefits of training. However, it falls short of cost implications, new trends in technology, the current development needs of ABC Ltd and if ABC Ltd is unable to bear the total cost of training, the obligations of the beneficiaries of the training.

According to the Training Manager the processes involved in training are not duly followed because of the costs associated with it. He stated that training at ABC Ltd is not as planned and systematic as they would have wanted to have it. He indicated that budgetary provisions for training are always below expectation.

New Wine in Old Wineskins - Increasing the Training Budget to Allow More People to Benefit

Management and Union leaders agree that the budget for training is insufficient. Whiles several alternatives could be looked at aimed at making the training and development policy reflect modern trends and to meet the human resource needs of ABC Ltd, no meaningful impact could be made with the current budget for training. The Finance Department acknowledges that the budget for training and development is not adequate but due to resource constraint, Management is unable to provide the funds needed for training and development. Union leaders have had series of discussions with Management aimed at impressing management that there is a need to sponsor more employees to benefit from training and development to boost the capacity of the staff.



The two Selected Scenarios

Beef up Budget-Get More People Trained

To attract and retain competent staff and meet the demands of customers, government and stakeholders, both management and the Union agree that increasing the training budget will go a long way to training more people on regular basis, motivate staff and drastically reduce the negative perception some staff have about selection of training beneficiaries. Other areas such as Environment, Health and Safety could be made key components of training for all staff

STEP 8: CONSEQUENCE ANALYSIS AND STRATEGIES DEVELOPMENT

I assessed the opportunities and risks for the ABC Ltd in terms of strategy development based on the scenarios. The main issues that the company need to consider in developing human resource strategies include:

- The HR/Administration Department needs to consult with Local Union and Departmental Heads on Training and Development issues on an ongoing basis to assess staff training and development needs
- Job Evaluation and Analysis needs to be undertaken to detail skills, knowledge and experience required.
- The cost implications of training to meet the training and development needs need to be identified.
- The HR strategic plan needs to be incorporated in all the above
- Management need to develop a detailed plan to the Board for approval or incorporate into the organization's Strategic Plan document.
- The HR department has the responsibility in developing the strategies for the Board to approve. The Board has the ultimate responsibility in this regard but it will rely on the HR/Administration Department's input. The Local Union and the various heads of Departments, especially Finance, need to provide vital information to HR. The Heads of Departments are responsible for departmental goals and they need to identify the calibre of staff (knowledge, skill set and experience) needed to accomplish their goals. The various departments could send a memorandum to the HR on the training and cost based on information obtained from staff of the department,

the Local Union could also be of help whiles Ghana Employers Association (GEA) could also be consulted on some of these issues. The overall quality of final scenarios is evaluated by their relevance to users, internal consistency, archetype of themes, and stableness.

CONCLUSIONS

From the findings and foregoing discussion, the following conclusions can be drawn:

- The structure of an organization's reporting relationship influences how strategic management of human resources is implemented.
- An organization with a formal environmental scanning function is more likely to employ scenario building and use it effectively than an organization that does not conduct environmental scanning. ABC Ltd does not have formal environmental scanning in the HR and most of the department with the exception of Security section. Thus it does not use scenario building and the concept is much alien to the organization.
- An organization with a formal issues management function will employ scenario building more effectively than an organization without it. ABC Ltd does not have formal issues management in the HR Department or in other Department or the organization as a whole. As a result scenario building is not employed or is a piecemeal process of identifying some of the issues especially when it relates to security.

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BRIQUETING/CARBONISATION OF BIOMASS FEEDSTOCK AS AN ALTERNATIVE ENERGY SOURCE

Nya Joe Jacob*

INTRODUCTION

Briquetting is the process of converting low bulk density biomass into high density and energy concentrated fuel briquettes. The fuel crisis in many parts of the developing world caused by an increasing shortage of traditional fuel (firewood, charcoal) creates a need for alternative sources of domestic fuel. Agricultural and forestry residues in rural areas and parts of the organic waste generated in urban areas (e.g. waste paper) are such alternative sources of energy.

Nevertheless, organic wastes from agriculture, forestry and urban dwellings are generally not directly suitable to be used as domestic fuel. Low density, inconvenient shape, high moisture content, low calorific value, etc. are some of the hampering factors. Further processing such as shredding, densification (compaction) and shaping (further on called briquetting), and carbonization (pyrolysis) are needed to transform the various types of organic waste into an acceptable form of domestic fuel.

There have been numerous attempts in industrialized and developing countries to briquette agricultural and forestry residues for fuel. Not all of them were successful.

Until today, fuel from agricultural and forestry waste plays only a minor role in the worldwide supply of energy and heat. Briquetting and/or carbonisation plants – especially when run on a large scale basis requires a stable supply of raw materials which could only be granted by e.g. large farms and frequent harvesting campaigns.

Success also depends on good access to the customer, whether it is supplying to a few large scale consumers or to a great number of small consumers. From the technical point of view, the alternative fuel produced must be competitive in its combustion properties, in its transport and storage requirements, and its price. People are only willing to change to a new fuel if it is reliable, convenient and cheap.

Small scale production and application of fuel from agricultural, forestry and urban organic waste seem to have a comparative advantage, because they require less investment, are flexible in respect to fluctuation in raw material supply, type and quality, and even more important, are often poverty driven, which lowers the acceptance barrier against the new fuel. A thorough investigation into the availability of raw material, the consumer habits, the access to technology and the

limiting cost factors is compulsory before starting briquetting and carbonization projects.

Although this paper also gives some hints on the social acceptance and economic aspects of briquettes, it mainly concentrates on the technical aspect of briquetting and carbonization. A variety of examples of shredding, briquetting and carbonization techniques from around the world would be presented.

Briquette is a solid fuel made from a variety of waste materials such as charcoal from low-density wood, agro-forestry waste material, domestic, municipal solid wastes and typically any type of biomass waste. A wide array of feed stocks, some that are not pellet able, can be briquetted, including agricultural residues, paper, etc. Briquetting is the process which converts these low density biomass into high density and energy concentrated fuel briquettes. Briquettes have Gross Calorific Value (GCV) up to 4200Kcal/kg. About 2.2 kg of briquettes are equivalent to 1 liter of furnace oil. Briquettes made from charcoal dust are called charcoal briquettes and those which are made from crop wastes are biomass briquettes. Other types of briquettes include wax briquettes, coal- coke briquettes, sawdust briquettes, lignin briquettes, peat briquettes and so forth.

The potential benefits of widespread diffusion of efficient biomass technologies have been recognized by most Governments in West Africa as essential for ensuring energy security in the sub region. In West Africa, the rural populations and most Small Medium and Micro-Enterprises (SMMEs) essentially use traditional biomass as their main source of fuel. The Economic Community of West African States (ECOWAS) White Paper on Access to Energy services estimates that biomass accounts for 80% of total energy consumption for domestic purposes. The numbers of people relying on traditional biomass for cooking are projected to increase in sub-Saharan Africa over the next 25 years, from under 600 million people to over 700 million. Available estimates of energy technology use in West Africa indicate limited use of modern biomass technologies in households and industries. The Governments and energy stakeholders in the sub region therefore should welcome any efforts aimed at deploying efficient biomass technologies to ensure energy security in the sub-region as well as preserve forest resources and the environment.

METHODOLOGY

Depending on the amount of raw material available, the type of fuel to be produced and the availability of funds and technical know-how, different shredding, briquetting and carbonization techniques are applied. Fuel produced from organic waste should be homogeneous, compact, dry, and of high carbon content to be applicable as domestic fuel. The ash content and its composition also play a certain role, particularly if the fuel is burned in industrial boilers. Depending on the type of raw material, the three major

processes – shredding, briquetting and carbonization – can be applied in different sequences. In some cases it might be advisable to carbonate the residue prior to shredding and briquetting while other residues request shredding and briquetting prior to carbonization. Other applications do not need a carbonization step at all.

There are two different methods of charcoal making.

1. Direct method: The direct method is to heat and form an incomplete combustion of the organic matter that results in the formation of charcoal.

2. Indirect method: In the indirect method an external heat source is used to "burn" organic matter kept in a closed but vented airless chamber. The indirect method results in production of high quality charcoal with less smoke and pollutants.

The main raw material sources are:

Field residues: maize, wheat, rice, millet, sorghum straw, cotton residues, banana leaves, forestry residues like dead trees, leaves and branches, reed and sedge, weeds etc.

Process residues: Sugar-cane, bagasse, coffee and rice husks, coconut and groundnut shells, tree barks, saw dust and shavings charcoal dust etc.

Domestic and industrial organic waste: waste paper and cardboard furniture waste

Requirements

1. Locally available biomass (e.g. casuarina leaf litter, sugarcane trash, rice husk, groundnuts).
2. Carbonizing chamber (furnace)
3. Binder (starch or cassava flour)
4. Mini Briquetting machine (10kg/hr)

Procedures of charcoal making

Collection of biomass

Collect the locally available biomass, sort them, chop the large-size raw materials into smaller pieces and dry at sunlight.

Carbonization

- **Designing the Furnace**

Outer drum: A 200 litre metal oil drum with the top cut out and a 12" width x 10" height hole cut in the lower side

Two iron rids (8") has to be fixed at the bottom of the metal drum running parallel from one side to the other side. This iron rods acts as base to support the stainless steel inner drum.

Inner drum: A 100lits stainless steel drum with proper lids and six (3/8") holes at the bottom.

The inner drum is placed into the larger drum.

- **Carbonizing the biomass**

The biomass is tightly packed into the inner drum and fired for 45minutes to 1hr (Depending upon the biomass) using biomass.

After firing, the carbonized biomass in the inner drum has to be collected and weighed. In this method 30 % of carbonized char can be obtained.

- **Preparation of Binder**

The binder material is used for strengthening the briquettes for every 100 kg of total weight of carbonized charcoal powder. Prepare a binder mixture by adding 5 to 6 kg of starch or cassava flour to 60 - 100 litres of water (based on the weight of the raw materials).

- **Mixing**

Mix such that every particle of carbonised charcoal material is coated with binder. It will enhance charcoal adhesion and produce identical briquettes.

- **Briquetting**

The charcoal mixture is made into briquettes either manually or using machines. Pour the mixture directly into the briquetting mould machine to form uniform-sized briquettes.

- **Drying and Packaging**

Collect the briquettes in a tray, dry them under the sunlight, pack them in plastic bags and seal

General Characteristics of Briquettes

Moisture:	7.1%-7.8%
Volatile Matte:	13.0%-13.5%
Fixed Carbon:	81.0%-83.0%
Ash:	3.7%-7.7%
Sulfur:	0.0%
Heating Value:	7,100-7,300 kcal/kg
Density:	970kg/m ³

There are many factors to consider before a biomass qualifies for use as feedstock for briquetting. Apart from its availability in large quantities especially in The Gambia, it should have the following characteristics:

Low Moisture Content

Moisture content should be as low as possible, generally in the range of 10-15 percent. High moisture content will pose problems in grinding and excessive energy is required for drying.

Ash content and composition

Biomass residues normally have much lower ash content (except for rice husk with 20% ash) but their ashes have a higher percentage of alkaline minerals, especially potash. These constituents have a tendency to devolatilise during combustion and condense on tubes, especially those of super heaters. These constituents also lower the sintering temperature of ash, leading to ash deposition on the boiler's exposed surfaces. The ash content of some types of biomass is given below.

Biomass types

Ash content of different biomass types

Arhar stalk	3.4
Paddy straw	15.5
Lantana camara	3.5
Tobacco dust	19.1
Subabul leaves	3.6
Jute dust	19.9
Tea waste	3.8
Rice husk	22.4
Tamarind husk	4.2
Deoiled bran	28.2

The ash content of different types of biomass is an indicator of slagging behaviour of the biomass; generally, the greater the ash content, the greater the slagging behaviour. But this does not mean that biomass with lower ash content will not show any slagging behaviour. The temperature of operation, the mineral compositions of ash and their percentage combined determine the slagging behaviour. If conditions are favorable, then the degree of slagging will be greater. Minerals like SiO_2 , Na_2O and K_2O are more troublesome. Many Researchers have tried to determine the slagging temperature of ash but they have not been successful because of the complexity involved. Usually slagging takes place with biomass fuels containing more than 4% ash and non-slagging fuels with ash content less than 4%. According to the melting compositions, they can be termed as fuels with a severe or moderate degree of slagging.

Groundnut shell: Because of low ash (2-3%) and moisture content less than 10%, it is also an excellent material for briquetting.

Cotton sticks: This material is required to be chopped and then stored in dry form. It has a tendency to degrade during storage. Also, it has a higher content of alkaline minerals and needs to be used with caution.

Bagasse/bagasse pith: These residues have high moisture content of 50% after milling, hence drying is energy intensive. They have low ash content and a correspondingly high heating value of the order of 4400 kcal/kg. Pith is the small fibrous material which has to be removed from bagasse before bagasse is used as feedstock for making paper. Due to shortages of wood and increasing demand for paper and pulp, an ever increasing number of paper units are switching over to bagasse as feed material.

METHODS OF BRIQUETTING

Biomass densification represents a set of technologies for the conversion of biomass into a fuel. The technology is also known as briquetting and it improves the handling characteristics of the materials for transport, storing etc. This technology can help in expanding the use of biomass in energy production, since densification improves the volumetric calorific value of a fuel, reduces the cost of transport and can help in improving the fuel situation in rural areas. Briquetting is one of several agglomeration techniques which are broadly characterized as densification technologies. Agglomeration of residues is done with the purpose of making them denser for their use in energy production. Raw materials for briquetting include waste from wood industries, loose biomass and other combustible waste products. On the basis of compaction, the briquetting technologies can be divided into:

- High pressure compaction
- Medium pressure compaction with a heating device
- Low pressure compaction with a binder.

In all these compaction techniques, solid particles are the starting materials. The individual particles are still identifiable to some extent in the final product. Briquetting and extrusion both represent compaction i.e., the pressing together of particles in a confined volume. If fine materials which deform under high pressure are pressed, no binders are required. The strength of such compacts is caused by van der Waals' forces, valence forces, or interlocking. Natural components of the material may be activated by the prevailing high pressure forces to become binders. Some of the materials need binders even under high pressure conditions.

In order to understand the suitability of biomass for briquetting, it is essential to know the physical and chemical properties of biomass which also influence its behaviour as a fuel.

Physical properties of interest include moisture content, bulk density, void volume and thermal properties. Chemical characteristics of importance include the proximate and ultimate analysis, and higher heating value. The physical properties are most important in any description of the binding mechanisms of biomass densification. Densification of biomass under high

pressure brings about mechanical interlocking and increased adhesion between the particles, forming intermolecular bonds in the contact area. In the case of biomass the binding mechanisms under high pressure can be divided into adhesion and cohesion forces, attractive forces between solid particles, and interlocking bonds.

High viscous bonding media, such as tar and other molecular weight organic liquids can form bonds very similar to solid bridges. Adhesion forces at the solid-fluid interface and cohesion forces within the solid are used fully for binding. Lignin of biomass/wood can also be assumed to help in binding in this way. Finely divided solids easily attract free atoms or molecules from the surrounding atmosphere. The thin adsorption layers thus formed are not freely movable.

However, they can contact or penetrate each other. The softening lignin at high temperature and pressure conditions forms the adsorption layer with the solid portion. The application of external force such as pressure may increase the contact area causing the molecular forces to transmit high enough which increases the strength of the bond between the adhering partners. Another important binding mechanism is van der Waals' forces. They are prominent at extremely short distances between the adhesion partners. This type of adhesion possibility is much higher for powders. Fibres or bulky particles can interlock or fold about each other as a result forming interlocking or form-closed bonds. To obtain this type of bond, compression and shear forces must always act on the system. The strength of the resulting agglomerate depends only on the type of interaction and the material characteristics.

Hand Moulded Briquettes.

Hand moulds are the simplest devices to form small quantities of briquettes. Hand moulds are used in The Gambia for the production of briquettes from groundnuts husks, rice husks, waste charcoal dust and molasses as binding agent. The briquettes reach their final strength after drying in the sun or a gentle heat treatment in a curing furnace.

The “green” briquettes reach their final strength and stability after drying some days in a dry environment. A very interesting method to form briquettes from biomass is found in the Gambia.

Here, biomass of fine particle size (saw dust, rice husks, wood shavings, charcoal dust, etc.) is mixed with approximately 20% of (waste) groundnut husks



Manual briquetting press for biomass waste residues in The Gambia



Manually produced briquettes from biomass wastes residues in The Gambia

and formed into briquettes in a manually operated piston press (Picture below). The briquettes were dried in the sun and gained strength due to the property of groundnuts husks in building up hydrogen bonds among themselves and the “green” briquettes reach their final strength and stability after drying some days in a dry environment.

The briquettes were dried in the sun and gained strength due to the property of the biomass residues in building up hydrogen bonds among themselves and the biomass.

CARBONISATION

In principle, briquettes made from the various types of biomass can be used as fuel without any subsequent carbonisation. Nevertheless, the burning of briquettes of this type has some disadvantages, e.g.:

- Reduced ignition and burning properties
- Increased generation of smoke
- Low heat value
- Not stable under wet condition

Therefore, it is often advisable to add a carbonisation step in order to produce a type of charcoal briquettes. The production of carbonised briquettes from agricultural residues may follow two possible production sequences:

Carbonisation –grinding-briquetting
Grinding-briquetting-carbonisation

Carbonisation is an incomplete pyrolysis (Pyrolysis = heating of organic material in the absence of oxygen to

a temperature of 900-1000°C to transfer all hydrocarbons into gaseous compounds). During carbonisation the feed material is heated until approximately 600°C.

During the process, burnable gases like CO, CH₄, H₂, formaldehyde, methanol, formic and acetic acid as well as non-burnable gases like CO₂ and H₂O and liquid tar are released. The off-gas of the process is of high energetic value and can be used to balance the energy and heat demand of the carbonisation.

Depending on the type of feed material two types of carbonisation furnaces are in use. Coarse material of medium size (coconut and groundnut shells, tree bark, etc. or briquettes fine material) is carbonised in continuously working shaft furnaces.

Carbonisation of fine material takes place in rotary kilns or stationary vessel equipped with a stirring device. The vessels are usually heated externally using natural gas, liquid fuel or the off-gas of the carbonisation process itself. Small amounts of large to medium size pieces of organic material such as pieces of wood, timber cut-offs or pre-fabricated briquettes can also be carbonated in traditional charcoal kilns or chamber furnaces.

The kiln is basically a cylindrical brick and mud structure, with a grid made of steel bars fitted near the bottom. The space below the grid is the combustion chamber, where one part of the trash is burned to generate the required heat for the carbonisation process. A chimney fits on top of the oven to provide the draught for keeping the fire going in the oven. Depending on the size, the oven contains 7 to 14 closed retorts at a time. To remove and load retorts in the oven, the chimney has to be lifted up. Each retort holds 3 kg of trash, and yields 1 kg of char at the end of the charring time, which normally takes 40 minutes. Whatever process is applied to carbonize medium to small size agricultural waste, the charred material needs a subsequent grinding and briquetting step for which an appropriate binder is required.

ENVIRONMENTAL IMPACT

Carbonisation takes place under absence or restriction of oxygen. Apart from the emission of CO₂, NOX and dust, products of incomplete combustion (PIC), such as CO, vaporous and liquid CXHY, soot and acids like formic and acetic acid are released. So-called polycyclic aromatic hydrocarbons (PACs) are emitted, which are known to be highly carcinogenic. The best protection of the environment is offered by after burning systems, which transform all incomplete combustion products (CO, CXHY, soot, PAC) into CO₂ and H₂O. Modern designs even use the calorific energy of the off-gas to generate the necessary heat for the carbonization process itself. The basic operation steps of these carbonisation units are:

- Carbonisation chamber is filled with, for example, wood pellets.
- Pellets are lit on top
- Pellets are allowed to burn for a few minutes until pyrolysis has moved down into the column and spread over the entire top surface
- Top cover with burner is placed on carbonisation chamber
- Emitting air and gas mixture is lit in the burner
- Flame is sustained until pellets are turned completely to charcoal
- Carbonisation chamber is sealed and allowed to cool
- Charcoal is removed.

Advantages of the Technology

1. Smokeless: The charcoal briquettes burn without any smoke during ignition and burning.
2. Low Ash content: Minimum residual ash is formed (less than 5% of the original weight of the charcoal)
3. Higher Fixed Carbon & calorific value: Normally the concentration of fixed carbon will be about 82%. The calorific value of charcoal briquettes is 7500 Kcal/KG
4. Odourless: The biomass charcoal briquette contains minimum evaporative substances, thus eliminating the possibility of odour
5. Longer burning hours: Two times longer burning hours compared to hardwood charcoal.
6. Sparkless: These charcoal briquettes will not produce sparks as compared to hardwood charcoal
7. Less crack & better strength: Less crack & better strength make the charcoal burn for a long time.

Applications

Briquettes are widely used for any thermal application where coal can be utilized i.e. steam generation in boilers, heating purpose etc. They are used as a flammable material in brick kilns, paper mills, chemical plants, distilleries, pharmaceutical units, dyeing houses, food processing units and oil mills.

Applications of briquettes in various industries

Textile houses	Dyeing, bleaching etc.
Agro-products	Tobacco curing, tea drying, oil milling etc.
Clay products	Brick kilns, tile making, pot firing etc.
Domestic	Cooking and water heating
Gasification	Fuel for gasifiers
Charcoal	Suitable for making charcoal in kilns

Briquette making process involves preparation of raw materials which includes sorting, chopping and drying. The prepared raw materials are then carbonized wherein charring is done, following which the carbonized material is subjected to grinding. Shredding might be required depending on the waste being processed. These ground materials are then coated/mixed with a film of binders usually starch to enhance adhesion and produce uniform briquettes. In case of lignin rich biomass waste, there is no need to use binders since lignin liquefies during carbonization and acts as natural binder.

The briquettes usually contain about 10% of binder and about 30% of water before drying down to about 5% moisture content. This mixture is then transferred into a briquettizer / molder which form uniform-sized briquettes. These are then sun-dried and packaged.

Each step in the briquette production value chain provides business opportunities for entrepreneurs, equipment and machineries manufacturers and those in the service industry. The analysis of business opportunity is to an extent not region- specific but the author has provided much information in the Gambian context.

Briquetting plants in The Gambia are using saw dust, bamboo dust, bagasse, cotton stalk, coffee husk, groundnut shell, mustard husk/stalk, pine needles, rice husk, sugar mill waste, jute waste, and other wastes. Also, residues like castor shell, red gram stalk, tobacco stem, tea waste, sander dust, tree bark, wild grasses & shrubs and sander dust etc. can also be briquetted individually or in combination without using any binders. As you are aware by now that diverse list of waste materials and typically any type of biomass waste can be used for briquette production, the business opportunity for supply of feedstock for briquetting plant holds great promise in the Gambia.

Raw materials such as rice-residues which were once takeaways are not free anymore. If the rice husks wastes are used for briquetting, the rice-mills charge up to D250 /ton (800 US\$/t) though a more usual price is D200 – 300/ ton. Food processing industries, distilleries and agro product developers can harness

this potential opportunity and one can expect that the price of biomass waste feedstock will be on uphill.

The equipments required for briquetting is determined by the characteristics of the raw materials being processed. Usually, equipments such as briquetting press; hammer mill grinder, chipper cum grinder, dryer/ flash dryer are used. Depending on the feedstock, there is also the need for auxiliary equipment units such as pulverizer and chopping units.

After equipment and machinery, the next hot deal in briquette making is component manufacture, especially since the briquette machineries consist of several components such as briquetting press body, load wheel, vertical screw, die holder, screw conveyor, oil cooling system, and electrical panel board. Components are also required to support the auxiliary units. For instance, the dryer unit consists of components such as cyclone, pneumatic fan, screw conveyer blower, air lock and oven. Similarly, the pulverizer contains components such as hammer mill, cyclone, pneumatic fan, air lock etc. With increasing interest towards the use of generic components in briquetting machineries and auxiliary units, the component manufacturing segment is indeed an attractive business.

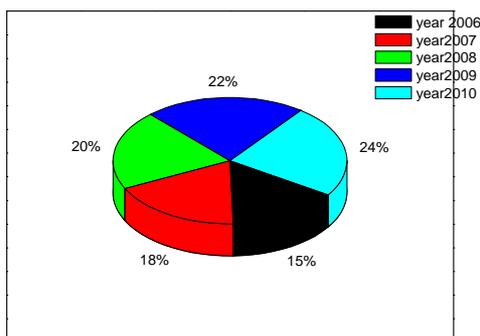
Briquetting being a relatively new area of business that is receiving increased attention, the need for consulting is of paramount importance. Companies have come up which aids in the facilitation of the production of fuel briquettes for fuel wood and other end uses. They assist entrepreneurs in the development of briquetting projects using various types of wastes. In addition, they assist fuel briquette entrepreneurs in developing local and export markets for their briquettes.

Other Service Opportunities exist in the following areas:

- Design, installation, operation and maintenance of a briquette machineries and auxiliary units.
- Market research and feasibility studies for using the appropriate feedstock and research on the end user market segments.
- Developing energy production estimates for the process and feedstock.
- Assisting briquette entrepreneurs in developing export markets for their briquettes.
- Logistics support for briquette manufacturers.
- Due diligence and expert witness services
- Financial and insurance service

Global Scenario and Market Segment

Year	Thousand Tons
2006	1,985
2007	2,331
2008	2,626
2009	2,868
2010	3,059



Pie-chart showing the % of the Global Scenario

The demand for fuel briquettes is huge and increasing every year. Even in a small country like The Gambia, the annual demand is increasing by more than 11% each year. Various industries such as ceramic and refractory industry, chemical industry, textile and dyeing industry, food processing industry, leather industry, brick making units, solvent extraction industries etc, are potential end users for briquettes. The finished product could be sold through vendors to households, restaurants, and hotels; this is already a sizable market and one that is expanding.

CONCLUSIONS

Residues from agriculture and forestry are a valuable source of raw material for the production of domestic fuel. Normally a grinding, briquetting and carbonisation step is involved. The sequences in which these steps are applied depend on the type of raw material used and the type of fuel produced. For all steps and levels of productivity appropriate technologies are available, which often have their origin in the developing countries like The Gambia. Off-gases which are generated during the carbonisation process have to be taken care of. They should either be used as fuel gas to maintain the carbonisation process itself, or should be after burned to avoid the emission of incomplete combustion products. To be marketable, domestic fuel from agricultural and forestry residues must be cheaper than tradition charcoal or other competing fuels. The local conditions –availability of raw material, technology and man power as well as the price level of alternative fuels – decide whether a production of domestic fuel from agricultural or forestry residues is economically viable.

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CHALLENGES TO FEMALE EDUCATIONAL LEADERSHIP IN GHANA

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This paper investigates the leadership challenges of female head-teachers in the Atwima Kwanwoma District of Ashanti Region in Ghana and the role of gender in the efficient management of first cycle educational schools in the district. The focus will be on how gender appears to affect participation in leadership across first cycle educational institution in the Atwima Kwanwoma District.

INTRODUCTION

Leadership is probably the most frequently studied topic in the organizational sciences. According to Steve Wolinski (2010), most theories view leadership as grounded in one more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors (or as skills)

Skills Theory

This theory states that learned and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means disavows the connection between inherited traits and the capacity to be an effective leader. It simply argues that learned skills as developed style, and acquired knowledge are the real keys to leadership performance. It is of course the belief that skills, theory is true that warrants all the effort and resources devoted to leadership training and development.

Situational Theory

This theory suggests that different situations require different styles of leadership. That is, to be effective in leadership requires the ability to adapt or adjust one's style to the circumstances of the situation. The primary factors that determine how to adapt are an assessment of the competence and commitment of a leader's followers. The assessment of these factors determines if a leader should use a more directive or supportive style.

Contingency Theory

This theory states that a leader's effectiveness is contingent on how well the leaders style matches a specific setting or situation. And how, you may ask, is this different from situational theory? In situational the focus is on adapting to the situation, whereas contingency states that effective leadership depends on the degree of fit between a leader's qualities and style and that of a specific situation or context.

Path-goal Theory

This theory is about how leaders motivate followers to accomplish identified objectives. It postulates that effective leaders have the ability to improve the motivation of followers by clarifying the paths and removing obstacles to high performance and desired objectives. The underlying beliefs of path-goal theory (grounded in expectancy theory) are that people will be more focused and motivated if they believe they are capable of high performance, believe their effort will result in desired outcomes and believe work is worthwhile.

Transformational Theory

This theory states that leadership is the process by which a person engages with others and is able to create a connection that results in increased motivation and morality in both followers and leaders. It is often likened to the theory of charismatic leadership that espouses that leaders with certain qualities such as confidence, extroversion, and clearly stated values, are best able to motivate followers. The key in transformational leadership is for the leader to be attentive to the needs and motives of followers in an attempt to help them reach their maximum potential.

In addition, transformational leadership typically describes how leaders can initiate, develop and implement important changes in an organization. This theory is often discussed in contrast with transactional leadership.

Transactional Theory

This is a theory that focuses on the exchanges that take place between leaders and followers. It is based on the notion that a leader's job is to create structures that make it abundantly clear what is expected of his /her followers and also the consequences (that is, rewards and punishments) for meeting or not meeting their expectations. This theory is often linked to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures.

Servant Leadership

This conceptualization of leadership reflects a philosophy that leadership should be servants first. It suggests that leaders must place the needs of followers, customers and the community ahead of their own interest in order to be effective. The idea of servant leadership has a significant amount of popularity within leadership circles-but it is difficult to describe it as a theory in as much as a set of beliefs and values that leaders are encouraged to embrace. Thus Steve Wolinski (2010) in his (above) submission on leadership theories, attempts to provide an overview of leadership theories versus models.

A study by Canter L. (2008) shows that “most women serve in administration positions such as principal of elementary schools”. The study further shows barriers of women in education administration to be due to “discrimination, socialization, societal attitudes, women’s lack of confidence and conflicting discourse”. For Hearn & Parkin (1986-87): A female leader is frequently regarded as an aberration and <<women who became leaders are often offered the presumed accolade of being described as being like men” For instance, Margaret Thatcher was often described as the <<best man>> in Great Britain.

In the opinion of Kanter, R.M. (1977) “if women behave differently from men in organizations, it is a result of their being more often in positions of little influence or of little opportunity for advancement”. The above school of thought is the position of Sandra Lee Guption, when in writing on Women in educational leadership in the U.S., Guption S. L. (1996) remarks; “the proportion of women administrators [in academic administration] decreases as the level of position and responsibility increases”. The author continues: “today, they are still lagging far behind in their proportionate representation in the administration in education at all levels”. Tallerico and Burstyn (1996) share the same position as the above views when they write: “women are not assertive enough, don’t want power, lack self confidence, don’t aspire for line position, are unwilling to play the game or work the system and they don’t apply for jobs”. For Henning and Jardim and Harragan (1997): “if women wanted to succeed, they need to learn to play those male games <<their mothers never taught them>>. Furthermore, they compare the business world to a foreign country and advise women to learn the language and customs of their male realm”.

Taken sides with the above school of thought, Cullen and Luna (1993) write: females are too emotional, too weak physically, and males resent working with females”. There are however, school of thought that has it that educational leadership is the preserve of women. For instance, Carter (2008) in Women Educational Leadership writes: women are destined to the school of every city... In the near future, we will have more women than men in executive charge of the vast educational system. It is a woman’s natural field, and she is no longer satisfied to do the greatest part of the work and yet be denied leadership”. According to Zenger, J & Folkman, J. (2012) “Female leaders excel at <<nurturing>> competences such as developing others and building relationships”. A study conducted by Williams, C. L. (1989) concluded that “women tend to adopt a more democratic leadership style. They encourage participation, share power and information, and attempt to enhance followers’ self-work. They lead through inclusion and rely on their charisma, contacts, and their interpersonal skills to influence others”. “The leadership styles women typically use can make them better at negotiating, as they are less likely to focus on wins, losses, and competition, as do men. They tend to treat negotiations in the context of a continuing

relationship-trying hard to make the other party a winner in its own and other’s eyes”. Kyriakoussis and Saiti (2006), on their part, argue that the under-representation of women in educational managerial positions can be attributed to a complex set of reasons related to a number of social influences as:

- The avoidance of managerial responsibilities on behalf of women due to their excessive levels of work, work pressure and stress;
- School administration is stereotypically androgynous; and
- Competition between spouses (men do not yet fully accept an equal share of responsibility in raising children and doing the house work).

Grant (1989) points to an age- related career structure and limited childcare arrangements as problems connected with re-entry of women in their career path after maternity leave, which reentry problems are thought by women to constitute a considerable barrier in advancement.

Additional reason for women’s low participation in educational leadership, according to Marshal (1984) cited in Adentwi (2005), is the traditional identification of leadership with males. For him, this has a negative discouraging impact on women. And with the working environment being a male-dominated one, women have to prove themselves over and over again before they are recognized. Thus great psychological strength, confidence and commitment are required to cope with that pressure.

MATERIALS AND METHODS

Data Source

Considering limitation of resources, the study was confined to one district – Atwima Kwanwoma district, in the Ashanti region. The study adopted the quantitative approach and survey method in collecting the data, specifically, through the use of interviews and questionnaires. The sources of data were the heads of first cycle schools, teachers and administrative staff of the selected first cycle schools. In all 200 education staff were used for the study. The cluster groupings were chosen for the sampling frame of the educational circuits in the first cycle institutions in the Atwima Kwanwoma District. Clusters were selected using the simple random sampling. Ten (10) teaching and non-teaching staff from each of the twenty (20) sample size of first cycle schools were finally sampled using the simple random sampling method.

Empirical Results

The following tables give the analysis of challenges of female educational leadership in the Atwima Kwanwoma District:

Table 1 GENDER OF HEADTEACHER OF YOUR SCHOOL

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
MALE	109	51.7	54.5
FEMALE	91	43.1	45.5
Total	200	94.8	100
System	11	5.2	
	211	100	

Out of the valid 200 respondents interviewed, 109 schools had male head teachers whilst 91 had female head teachers. A picture, thus, of modest male dominance of leadership of first cycle schools in the Atwima Kwanwoma district.

CATEGORY_OF_MARITAL_STATUS

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
MARIED	181	85.8	91.4
SINGLE	6	2.8	3
DIVORCED	6	2.8	3
WIDOW / WIDOWER	3	1.4	1.5
NO IDEAR	2	0.9	1
Total	198	93.8	100
System	13	6.2	
	211	100	

The analysis of table 1 shows 187 (91.4%) of head teachers were married, 6 (3%) were single, 6(3%) were divorced, 3 (1.5%) were widows and widowers whilst the marital status of 2 (1%) were not found. A clear picture, then, of almost all the headteachers of first cycle schools in the Atwima Kwanwoma district being in a responsible position.

TABLE 2 RELATIONSHIP BETWEEN HEADTEACHER AND STAFF

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
EXCELLENT	47	22.3	24.1
GOOD	67	31.8	34.4
SATISFACTORY	81	38.4	41.5
Total	195	92.4	100
System	16	7.6	
	211	100	

The analysis of table 2 showed that 47 (24.1%) of head teachers, had excellent relationship with their staff, 67 (34.4%) had good relationship with their staff and 81 (41.5%) had satisfactory relationship with their staff. A general picture, then, of cordial relationship between head teachers and their staff in the Atwima district of first cycle school can be deduced from the analysis.

TABLE 3 SESSIONS OF REGULAR MEETINGS

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
WEEKLY	20	9.5	10.3
MONTHLY	120	56.9	61.5
ONCE EVERY 3 MONTH	55	26.1	28.2
Total	195	92.4	100
System	16	7.6	
	211	100	

Out of the valid 195 respondents of Table 3, 20 (10.3%) said meetings were held weekly, 120 (61.5%) said meeting were held quarterly. A general picture of the analysis shows monthly regular meeting in the Atwima Kwanwoma district first cycle schools.

TABLE 4 SHARE OF PROBLEMS AND INVOLVEMENT IN DECISION MAKING

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
YES	180	85.3	90
NO	20	9.5	10
Total	200	94.8	100
System	11	5.2	
	211	100	

From the analysis of table 4, 180 respondents (90%) said their head teachers shared their administrative problems and involved them in decision making whilst 20 (10%) responded in the negative. A reflection of the results of Table 4.11 is the general democratic nature of governance of head teachers of first cycle schools in the Atwima Kwanwoma district.

**TABLE 5 DELIGATION OF AND SUPERVISION OF TASK
DELIGATION_OF_SOME_TASK**

CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAK-UP	VALID PERCENTAGE BREAK-UP
YES	174	82.5	87
NO	26	12.3	13
Total	200	94.8	100
System	11	5.2	
	211	100	

Analyses of tables 4 and 5 shows that 174 (87%) and 163 (84.5% of respectively of respondents said their head teachers delegated and supervised task to staff accordingly with only 20 (13%) and 30 (15.5%) saying task were not delegated and supervised in that order. Overall, we have the picture head teacher in first cycle schools in the Atwima Kwanwoma district do delegate and supervise task to their staff which augurs well for their administration.

TABLE 6**CROSS TABULATION OF RELATIONSHIP OF HEAD TEACHERS AND STAFF AGAINST SHARED PROBLEMS AND DECISION**

Count		PROBLEMS AND DECISION MAKING SHARING		Chi-Square	P-Value
		YES	NO		
RELATIONSHIP	EXCELLENT	47	0	7.406a	0.025
	GOOD	59	8		
	SATISFACTORY	69	12		
Total		175	20		
Cramer's V	0.195	0.025			

The table 6 gives a cross tabulation of relationship of head teachers and staff against shared problems and decisions. The hypothesis here is that the head teacher's relationship with staff is the problems and the decisions. The author uses cross tabulation method to see if the head teacher's ability to share with his/her staff the problems and the decisions is influenced by the headteacher's relationship with the staff at 5 degrees of freedom, the p-value is < 0.05. Hence it proves a point that the headteacher's relationship with the staff of the alternative hypothesis. The Cramer's V statistics shows the extent to which the head teacher's relationship influence the ability to exercise shared problems and the decision with his/her staff. It was found to have a low association with effect size of 0.195.

TABLE 4.18 RELATIONSHIP OF HEAD TEACHER AND TASK SUPERVISION

		SUPERVISE_THE_TASK		Chi-Square	P-Value
		YES	NO		
RELATIONSHIP	EXCELLENT	40	3	19.937	0.0000
	GOOD	61	3		
	SATISFACTORY	57	24		
Total		158	30		
Cramer's V		0.326			

Crosstab
Count

		DELIGATION OF SOME TASK		Chi-Square	P-Value
		YES	NO		
HEADTEACHER_OF_YOUR_SCHOOL	MALE	98	11	1.792a	0.181
	FEMALE	76	15		
Total		174	26		
Cramer's V		0.095	0.181		

Crosstab
Count

		SHARE_GOALS_AND_VISION		Chi-Square	P-Value
		YES	NO		
HEADTEACHER_OF_YOUR_SCHOOL	MALE	91	18	1.792a	0.181
	FEMALE	82	9		
Total		173	27		

Crosstab
Count

		SUPERVISE_THE_TASK		Chi-Square	P-Value
		YES	NO		
HEADTEACHER_OF_YOUR_SCHOOL	MALE	96	6	15.383a	0,0000
	FEMALE	67	24		
Total		163	30		
Cramer's V		0.282	0		

The results of the hypothesis of table 1 is that the head teacher's relationship with staff is independent of the head teacher's ability to supervise task given to his/her staff. The author uses cross tabulation method to see if the head teacher's ability to supervise task given to his/her staff is influenced by the head teachers relationship with the staff at 5 degrees of freedom, the p-value of 0.000 < 0.05. Hence it proves a point that the head teacher's ability to supervise task given to his/her staff is influenced by the head teacher's relationship with the staff of the alternative hypothesis. The Cramer's V statistics show the extent to which the head teacher's relationship influence the head teacher's ability to supervise task given to his/her staff. It was found to have a low association with effect size of 0.326.

CONCLUSION

In the light of the above findings, the relevant conclusions were drawn as follows: that female headteachers have a complex compared to their male counterparts in exercising their leadership authority. Again, that woman who dared to exercise such powers were ridiculed as behaving "manly". Equally, it was founded that women leadership in educational institutions related cordially to their teachers done their male counterparts. Finally, the study show that female educational leaders in first cycle schools in the Atwima Kwanwoma District were regarded as "soft" in exercising their authority compared to their male counterparts.

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