Recognition of Organizational Culture: Vital in Achievement of Organizational Goals

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Abstract: The main objective of this research paper is to acquire an efficient understanding in terms of organizational culture. It is an important concept, which needs to be recognized by all the members, irrespective of their job positions in the hierarchy. The members, belonging to all job positions need to be well-informed in terms of their job duties and responsibilities. Furthermore, they are required to augment their information in terms of different types of methodologies. These are referred to the ways of doing well in their job duties and generating desired outcomes. Furthermore, all the members need to reinforce the traits of morality, ethics, diligence and conscientiousness. These need to be implemented within the course of implementation of job duties and in working with individuals. Hence, all the members need to put in their wholehearted efforts in promoting enhancement of organizational culture. This will prepare the individuals in achieving organizational goals and leading to up-gradation of overall structure of the organizations. It is understood on a comprehensive basis that acknowledging and implementing organizational culture is vital in achievement of organizational goals. The main concepts that are taken into account in this research paper are, understanding the meaning and significance of organizational culture, measures to be put into operation in leading to up-gradation of organizational culture and advantages of leading to up-gradation of organizational culture.

Keywords: Abilities, Enhancement, Human Resources, Job Duties, Organizations, Organizational Culture, Skills, Up-gradation

I. INTRODUCTION

The organizations are of various types, i.e. educational institutions of all levels, training centres, financial institutions, production and manufacturing organizations, services organizations, agencies and non-government organizations and so forth. In all types of organizations, one needs to augment information in terms of meaning and significance of organizational culture. Organizational culture is referred to acknowledging norms, values, principles, beliefs and standards. Furthermore, individuals need to inculcate the traits of morality, ethics, resourcefulness and conscientiousness. One of the important aspects is all the members need to put emphasis on promoting well-being and goodwill of others and enhancing organizational structure. These traits are facilitating in acknowledging and implementing organizational culture (DeFranzo, 2020). The organizational culture is approving in creating an amiable and pleasant environment within the workplace. All the members of the organizations, irrespective of their job positions in the hierarchy are required to be well-informed in terms of different types of strategies, which are facilitating in leading to up-gradation of organizational culture. Therefore, individuals need to ensure, they are putting emphasis on achieving organizational goals and leading to up-gradation of overall structure of the organizations.

The individuals are required to put into operation communication processes in an effective manner. The communication processes are facilitating in augmenting information in terms of various types of subjects and concepts; exchanging different types of ideas and viewpoints; obtaining answers to all types of questions that are overwhelming and clarifying doubts in terms of different types of factors (Carpenter, 2013). Furthermore, all the individuals need to be well-informed in terms of communication ethics, i.e. making use of polite language and decent words; treating others with respect and courtesy; making provision of factual information; depicting the traits of helpfulness and co-operation and possessing an approachable nature and an amiable attitude. The communication takes place in a verbal and written form. Verbal communication takes place face to face or through utilization of different types of technologies. On the other hand, written communication takes place through exchanging messages and emails. One of the important aspects is, communication ethics need to be reinforced. In other words, these need to be implemented in an appropriate manner. Therefore, in order to enhance organizational culture, communication processes are to be implemented in a satisfactory manner.

A. Understanding the Meaning and Significance of Organizational Culture

The individuals, belonging to all job positions in the hierarchy of the organizations need to be well-informed in terms of traits of morality and ethics. The individuals experience situations in their lives, which are appropriate and inappropriate. Hence, they are required to differentiate between various types appropriate and inappropriate factors. The making of wise and productive decisions in terms of various areas is essential in leading to up-gradation of organizational culture.
Furthermore, in order to be successful in different types of job duties and responsibilities, one needs to reinforce the traits of efficiency, honesty and truthfulness.

In addition, one needs to put emphasis on acknowledging the traits of righteousness and reliability. As a consequence of recognition and implementation of these traits, one will be able to contribute efficiently in doing well in their job duties, achieving desired goals and objectives and leading to up-gradation of overall structure of the organizations. Furthermore, individuals will render an important contribution in pleasing the individuals in leadership positions. In addition, one will be able to promote enhancement of organizational culture. Therefore, individuals are able to acquire an efficient understanding of the meaning and significance of organizational culture, when they are inculcating the traits of morality and ethics.

The individuals need to implement the traits of diligence, resourcefulness and conscientiousness. These are the traits, which are facilitating in carrying out all types of job duties and responsibilities in a well-organized and satisfactory manner. In cases of tedious and cumbersome job duties, it is necessary for individuals to acknowledge and implement these traits. As a consequence, one will overcome setbacks and carry out their tasks and activities in a successful manner. Furthermore, individuals will render an important contribution in pleasing the individuals in leadership positions. In addition, one will be able to promote enhancement of organizational culture. The individuals will contribute efficiently in augmenting information in terms of essential factors, which would be facilitating in promoting enrichment of organizational culture. It is apparently understood that there are occurrences of various types of dilemmas and challenging situations in terms of various factors, i.e. job duties, responsibilities, methodologies, procedures, techniques, approaches, work pressure, unawareness and so forth. Hence, implementation of these traits is facilitating in coping with different types of dilemmas and challenging situations in an appropriate manner. The individuals are required to hone these traits and put them into operation in a well-organized manner. Therefore, one is able to acquire an understanding of the meaning and significance of organizational culture, when they are implementing the traits of diligence, resourcefulness and conscientiousness.

The individuals need to be well-informed in terms of importance of technologies. The individuals, belonging to all job positions in the hierarchy of the organizations need to put emphasis on honing technical skills. These are the skills that are facilitating in making use of different types of technologies, i.e. computers, lap-tops, I pads, scanners, printers, photo-copiers, audio-visual aids, and so forth. The individuals need to put emphasis on honing technical skills throughout their jobs. The individuals need to ensure, they acquire an efficient understanding of the concepts and get engaged in regular practice. This is approving in augmenting information in terms of different types of subjects and concepts and clarifying various types of doubts.

The individuals are required to ensure, they are well-informed in terms of various types of tasks and activities. Furthermore, they are required to augment information in terms of ways of utilizing various types of ways of carrying these out in a satisfactory manner. The honing of technical skills will be facilitating in making use of various types of technologies in an appropriate manner. Furthermore, one will be able to put in their best efforts in leading to up-gradation of organizational culture. The main reason being, job duties will be implemented in a less time-consuming and efficient manner. Therefore, an understanding of the meaning and significance of organizational culture is acquired, when individuals are putting emphasis on honing technical skills.

B. Measures to be Put into Operation in Leading to up-gradation of Organizational Culture

In all types of organizations, there are certain goals and objectives to achieve. The different types of goals and objectives are, leading to an increase in productivity and profitability; promoting enhancement of skills and abilities; leading to up-gradation of training and development programs; managing financial, human, technical, material and information resources; making provision of infrastructure, amenities and facilities; forming cordial and amiable terms and relationships with each other; carrying out recruitment and selection methods in an adequate manner; making use of modern, scientific and innovative methods and materials in the implementation of tasks and activities; promoting enhancement of organizational structure and creating an amiable environment within workplace.

When all the members are wholeheartedly committed towards achievement of all types of goals and objectives, one will be able to lead to up-gradation of organizational culture. The main reason being, individuals will be able to prepare themselves in a satisfactory manner (Building Good Work Relationships, 2020). Throughout the implementation of job duties, one needs to be well-informed in terms of measures to be put into operation in leading to up-gradation of organizational culture. The measures need to be implemented in a well-organized and satisfactory manner. In other words, positivity needs to be reinforced in all these measures. These are stated as follows:

C. Implementing Effective Communication Processes

The individuals are required to put into operation communication processes in an effective manner. The communication processes are facilitating in augmenting information in terms of various types of subjects and concepts; exchanging different types of ideas and viewpoints; obtaining answers to all types of questions that are overwhelming and clarifying doubts in terms of different types of factors. Furthermore, all the individuals need to be well-informed in terms of communication ethics, i.e. making use of polite language and decent words; treating others with respect and courtesy; making provision of factual information; depicting the traits of helpfulness and cooperation and possessing an approachable nature and an amiable attitude. The communication takes place in a verbal and written form. Verbal communication takes place face to face or through utilization of different types of technologies. On the other hand, written communication takes place through exchanging messages and emails.
One of the important aspects is, communication ethics need to be reinforced. In other words, these need to be implemented in an appropriate manner. Hence, in order to enhance organizational culture, communication processes are to be put into practice in a satisfactory manner. Therefore, implementing effective communication processes is regarded as one of the indispensable measures to be put into operation in leading to up-gradation of organizational culture.

D. Inculcating the Traits of Morality and Ethics

The individuals, belonging to all job positions in the hierarchy of the organizations need to be well-informed in terms of traits of morality and ethics. The individuals experience situations in their lives, which are appropriate and inappropriate. Hence, they are required to differentiate between various types of appropriate and inappropriate factors. The making of wise and productive decisions in terms of various areas is essential in leading to up-gradation of organizational culture. Furthermore, in order to be successful in different types of job duties and responsibilities, one needs to reinforce the traits of effectiveness, scrupulousness and truthfulness.

In addition, one needs to put emphasis on acknowledging the traits of righteousness and reliability. As a consequence of recognition and implementation of these traits, one will be able to contribute efficiently in doing well in their job duties, achieving desired goals and objectives and leading to up-gradation of overall structure of the organizations. Furthermore, individuals will render an important contribution in pleasing the individuals in leadership positions. In addition, one will be able to promote enhancement of organizational culture. Therefore, inculcating the traits of morality and ethics is one of the significant measures to be put into operation in leading to up-grading of organizational culture.

E. Implementing the Traits of Diligence, Resourcefulness and Conscientiousness

The individuals need to implement the traits of diligence, resourcefulness and conscientiousness. These are the traits, which are facilitating in carrying out all types of job duties and responsibilities in a regimented and satisfactory manner. In cases of tedious and cumbersome job duties, it is necessary for individuals to acknowledge and put into operation these traits. As a consequence, one will overcome setbacks and carry out their tasks and activities in a successful manner. Furthermore, individuals will render an important contribution in pleasing the individuals in leadership positions. In addition, one will be able to promote enhancement of organizational culture.

The individuals will contribute efficiently in augmenting information in terms of essential factors, which would be facilitating in promoting enrichment of organizational culture. It is apparently understood that there are occurrences of various types of dilemmas and challenging situations in terms of various factors, i.e. job duties, responsibilities, methodologies, procedures, techniques, approaches, work pressure, lack of implementation of time-management skills, lack of analytical, critical-thinking and problem-solving skills, unawareness in terms of various factors, scarcity of financial, human, technical, material and information resources, and so forth. The influence of various types of problems and challenging situations can be experienced in a major or minor form. The individuals are required to ensure, these are solved and prevented from giving rise to impediments within the course of implementation of tasks and activities.

The individuals provide solutions to different types of problems on their own or through obtaining support and assistance from other members. Hence, it is of utmost significance for individuals to depict the traits of helpfulness and co-operation. Furthermore, these traits are approving in increasing cordial and amiable terms and relationships with each other. In addition, one will incur the feeling of job satisfaction and retain their jobs.

II. UTILIZING TECHNOLOGIES

The individuals need to be well-equipped in terms of importance of technologies. The individuals, belonging to all job positions in the hierarchy of the organizations need to put emphasis on honing technical skills. These are the skills that are facilitating in making use of different types of technologies, i.e. computers, lap-tops, I pads, scanners, printers, photo-copiers, projectors, audio-visual aids, and so forth. The individuals need to put emphasis on honing technical skills throughout their jobs. Furthermore, the individuals need to acquire an efficient understanding of the concepts and get engaged in regular practice. This is approving in augmenting information in terms of different types of subjects and concepts and clarifying various types of doubts.

The individuals are required to ensure, they are well-informed in terms of various types of tasks and activities. Furthermore, they are required to augment information in terms of ways of carrying these out in a satisfactory manner. The honing of technical skills will be facilitating in making use of various types of technologies in a satisfactory manner. Furthermore, one will be able to put in their best efforts in leading to up-gradation of organizational culture. The main reason being, job duties will be implemented in a less time-consuming and efficient manner. Therefore, utilizing technologies is an eminent measure to be put into operation in leading to up-gradation of organizational culture.

A. Depicting the Traits of Helpfulness and Co-operation

It is apparently understood that individuals, belonging to all job positions in the hierarchy of the organizations get overwhelmed by various types of dilemmas and challenging situations. The different aspects in terms of which these take place are, job duties, responsibilities, methodologies, procedures, techniques, approaches, work pressure, lack of implementation of time-management skills, lack of analytical, critical-thinking and problem-solving skills, unawareness in terms of various factors, scarcity of financial, human, technical, material and information resources, and so forth. The influence of various types of problems and challenging situations can be experienced in a major or minor form. The individuals are required to ensure, these are solved and prevented from giving rise to impediments within the course of implementation of tasks and activities.

The individuals provide solutions to different types of problems on their own or through obtaining support and assistance from other members. Hence, it is of utmost significance for individuals to depict the traits of helpfulness and co-operation. Furthermore, these traits are approving in forming cordial and amiable terms and relationships with each other. In addition, one will incur the feeling of job satisfaction and retain their jobs.
Therefore, depicting the traits of helpfulness and cooperation is a renowned measure to be put into operation in leading to up-gradation of organizational culture.

B. Possessing an Approachable Nature and an Amiable Attitude

All the members, belonging to all job positions in the hierarchy of the organizations need to possess an approachable nature and an amiable attitude. Throughout one’s jobs, the acknowledgement and implementation of these traits will be favourable to individuals on a comprehensive basis. The reinforcement of traits of approachability and amiability will render an important contribution in leading to up-gradation of organizational culture. As a consequence, one will render an important contribution in forming cordial and amiable terms and relationships with each other. In addition, one will incur the feelings of pleasure and contentment. Even when one is occupied with various types of job duties and responsibilities, one needs to communicate with others in a polite and decent manner. In other words, one needs to treat each other with respect and courtesy.

The individuals need to communicate with others, including superiors, subordinates and colleagues. There are some job duties, which are put into operation on one’s own or through obtaining support and assistance from other members. Hence, it is of utmost significance for individuals to strengthen the traits of approachability and amiability. Furthermore, these traits are approving in forming cordial and amiable terms and relationships with each other. In addition, one will incur the feeling of job satisfaction and retain their jobs. Therefore, possessing an approachable nature and an amiable attitude is a meaningful measure to be put into operation in leading to up-gradation of organizational culture.

C. Being well-informed in Terms of Job Duties and Responsibilities

All the members are required to be well-informed in terms of job duties and responsibilities. These are carried out on one’s own or through obtaining assistance from other members. One of the important aspects that needs to be taken into account is, these need to be put into operation in a moral, ethical and well-organized manner. The possession of adequate awareness in terms of different types of job duties and responsibilities will be facilitating to the individuals in leading to up-gradation of overall structure of the organizations. Furthermore, organizational culture will be enhanced. Hence, throughout one’s jobs, one needs to possess adequate information in terms of these.

In all types of employment settings, the supervisors and employers assign tasks and activities to the individuals, which they are required to carry out in a team, comprising of two or more individuals (Discipline, 2020). Hence, in order to please the individuals in leadership positions, one needs to possess adequate information in terms of different types of job duties and responsibilities. Furthermore, all the members will render an important contribution in leading to up-gradation of organizational culture. Therefore, being well-informed in terms of job duties and responsibilities is a worthwhile measure to be put into operation in leading to up-gradation of organizational culture.

D. Being well-equipped Regarding Methodologies and Procedures

The individuals need to be well-informed in terms of different types of methodologies and procedures. These are referred to the ways of doing well in one’s job duties, achieving desired goals and objectives and meeting the expectations of individuals in leadership positions. Hence, one needs to possess appropriate information in terms of these.

One needs to acquire an efficient understanding of the concepts. Furthermore, one needs to get engaged in regular practice. This is facilitating in augmenting knowledge and understanding of the concepts. Furthermore, one needs to augment confidence levels and overcome the feelings of apprehensiveness and vulnerability. In addition, one needs to ensure, these are put into operation in a moral and ethical manner. The possession of adequate information in terms of these would be facilitating in achieving various types of organizational goals and objectives. The utilization of different types of methodologies and procedures signify the organizational culture of the professional setting. Furthermore, all the members will render an important contribution in leading to up-gradation of organizational culture. One of the important aspects that needs to be taken into account is, individuals need to put these into operation in a positive manner. Therefore, being well-equipped regarding methodologies and procedures is a productive measure to be put into operation in leading to up-gradation of organizational culture.

III. UTILIZING PIONEERING METHODS AND MATERIALS

With advancements taking place and with the advent of modernization and globalization, one needs to be well-informed in terms of different types of pioneering methods and materials. The utilization of these would be facilitating in carrying out all tasks and activities in a well-organized and satisfactory manner. The different types of these methods and materials are, utilization of graphs, charts, maps, pictures, images, designs, models, structures, tools, devices, machinery, apparatus, equipment and various types of technologies. In all the fields, the utilization of these is proving. Hence, one needs to possess adequate information in terms of these. One needs to acquire an efficient understanding of the concepts. Furthermore, one needs to get engaged in regular practice. This is facilitating in augmenting knowledge and understanding of the concepts. Furthermore, one needs to augment confidence levels and overcome the feelings of apprehensiveness and vulnerability. In addition, one needs to ensure, these are put into operation in a moral and ethical manner. The possession of adequate information in terms of these would be facilitating in achieving various types of organizational goals and objectives. As a consequence, one will contribute efficiently in enhancing organizational culture and leading to up-gradation of overall structure of the organizations. Therefore, utilizing pioneering methods and materials is a notable measure to be put into operation in leading to up-gradation of organizational culture.
A. Developing Mutual Understanding with Each other

Developing mutual understanding with each other is regarded to be of utmost significance in leading to up-gradation of organizational culture. The individuals need to communicate with others, including superiors, subordinates and colleagues. There are some job duties, which are put into operation on one’s own or through obtaining support and assistance from other members. Hence, it is of utmost significance for individuals to develop mutual understanding with each other. As a consequence, one will be able to contribute efficiently in obtaining support and assistance from others. In this manner, they will contribute in leading to up-gradation of motivation levels.

The up-gradation of motivation levels will enable the individuals to become confident. Furthermore, one will do well in their jobs and overcome the feelings of apprehensiveness and vulnerability. Furthermore, one will be able to contribute efficiently in forming cordial and amiable terms and relationships with each other. One of the important aspects that needs to be taken into account is, individuals will contribute efficiently in meeting the expectations of individuals in leadership positions. In addition, one will incur the feeling of job satisfaction and retain their jobs. Therefore, developing mutual understanding with each other is a useful measure to be put into operation in leading to up-gradation of organizational culture.

B. Advantages of Leading to Up-gradation of Organizational Culture

Within all types of organizations, all the members, belonging to all job positions in the hierarchy need to put emphasis on leading to up-gradation of organizational culture. All the members are required to work in co-ordination in order to carry out this task in a well-organized and disciplined manner. It is apparently understood that all the members aspire to be successful in their job duties. Hence, it is vital that they all need to be well-prepared. Furthermore, they are required to augment information in terms of meaning and significance of organizational culture. This is regarded to be of utmost significance in achieving organizational goals and leading to up-gradation of overall structure of the organizations (Cabistan, 2016). The up-gradation of organizational culture has been advantageous on a comprehensive basis. The different types of advantages are, promoting a normal mind-set; leading to up-gradation of motivation and confidence levels; augmenting skills and abilities; promoting well-being and goodwill of others and leading to up-gradation of overall structure of the organizations. These are stated as follows:

IV. PROMOTING A NORMAL MIND-SET

It is apparently understood that within the course of putting into operation various types of tasks and activities, individuals do get overwhelmed by the psychological problems of anger, stress, anxiety, frustration and depression. These need to be prevented from assuming a major form. Furthermore, individuals need to promote a normal mind-set. The acknowledgement of importance of organizational culture will be facilitating to the individuals in implementing norms, values, principles, beliefs and standards. As a consequence, one will render an important contribution in leading to up-gradation of motivation and concentration levels towards implementation of tasks and activities. Furthermore, individuals will contribute efficiently in doing well in one’s job duties, achieving desired goals and meeting the expectations of individuals in leadership positions. In addition, one will incur the feeling of job satisfaction and retain their jobs. Therefore, promoting a normal mind-set is regarded as one of the indispensable advantages of leading to up-gradation of organizational culture.

A. Leading to Up-gradation of Motivation and Confidence Levels

All the members need to ensure that in order to carry out different types of job duties and responsibilities in an adequate manner, they are required to lead to up-gradation of motivation and confidence levels. As a consequence, their mind-sets will be stimulated and they will contribute efficiently in doing well in their job duties, achieving desired goals and meeting the expectations of individuals in leadership positions. Furthermore, one will incur the feelings of pleasure and contentment. In addition, they will retain their jobs and lead to enhancement of overall structure of the organizations. One of the important aspects is, all types of dilemmas and challenging situations are prevented from giving rise to impediments within the course of putting into practice different types of tasks and activities. Hence, the up-gradation of motivation and confidence levels is facilitating in generating desired outcomes. Therefore, leading to up-gradation of motivation and confidence levels is one of the significant advantages of leading to up-gradation of organizational culture.

B. Augmenting Skills and Abilities

Throughout the job duties of the individuals, they need to put emphasis on augmenting different types of skills and abilities. The various skills are communication skills, decision-making skills, critical-thinking skills, analytical skills, problem-solving skills, time-management skills, technical skills, creative skills, negotiation skills, leadership skills, personal skills, presentation skills, professional skills, artistic skills, intellectual skills and public-speaking skills. One the other hand, abilities, which need to be honed are, convincing, persuasion, planning, organizing, directing, controlling, co-ordinating, emotional intelligence, systems thinking, putting in efforts to one’s best abilities, possessing the abilities to work under stress, coping with different types of problems and challenging situations in an adequate manner and carrying out all types of job duties and responsibilities in a well-organized manner. As a consequence of promoting enhancement of organizational culture, one will contribute efficiently in leading to up-gradation of different types of skills and abilities. Furthermore, these need to be put into operation in a well-organized and disciplined manner. Therefore, augmenting skills and abilities is a noteworthy advantage of leading to up-gradation of organizational culture.
C. Promoting Well-being and Goodwill of others

As a consequence of promoting enhancement of organizational culture, one will render an important contribution in promoting well-being and goodwill of others. They are augmenting information in terms of job duties and methodologies, which are necessary in order to carry these out in a well-organized manner. All the members need to be well-informed in terms of different types of organizational goals and objectives. In order to achieve these, one needs to put emphasis on augmenting their competencies, abilities and aptitude. Furthermore, the individuals are required to ensure, they are well-informed in terms of various tasks and activities. Furthermore, they are required to augment information in terms of ways of utilizing various types of ways of carrying these out in a satisfactory manner. The honing of different types of skills and abilities will be facilitating in putting into practice different types of tasks and activities in an adequate manner. Furthermore, one will be able to promote well-being and goodwill of other members, internal and external to the organizations. Therefore, promoting well-being and goodwill of others is a notable advantage of leading to up-gradation of organizational culture.

D. Leading to Up-gradation of Overall Structure of the Organizations

The enhancement of organizational culture enables the individuals to augment information in terms of all the factors, which are facilitating in leading to up-gradation of overall structure of the organizations. The different types of factors are, implementing effective communication processes; making wise and productive decisions in terms of various areas; inculcating the traits of morality and ethics; implementing the traits of diligence, resourcefulness and conscientiousness; utilizing various types of technologies; depicting the traits of helpfulness and co-operation; possessing an approachable nature and an amiable attitude; taking out sufficient amount of time for all tasks and activities; being well-informed in terms of different types of job duties and responsibilities; being well-equipped regarding various types of methodologies and procedures, utilizing different types of modern, scientific and innovative methods and materials and forming cordial and amiable terms and relationships with each other. Throughout one’s jobs, one needs to acknowledge and implement all these factors. As a consequence, desired outcomes will be generated. Therefore, leading to up-gradation of overall structure of the organizations is a favourable advantage of leading to up-gradation of organizational culture.

V. CONCLUSION

Organizational culture is referred to acknowledging norms, values, principles, beliefs and standards. Measures to be put into operation in leading to up-gradation of organizational culture are, implementing effective communication processes, inculcating the traits of morality and ethics, implementing the traits of diligence, resourcefulness and conscientiousness, utilizing technologies, depicting the traits of helpfulness and co-operation, possessing an approachable nature and an amiable attitude, being well-informed in terms of job duties and responsibilities, being well-equipped regarding methodologies and procedures, utilizing pioneering methods and materials and developing mutual understanding with each other. Advantages of leading to up-gradation of organizational culture are, promoting a normal mind-set; leading to up-gradation of motivation and confidence levels; augmenting skills and abilities; promoting well-being and goodwill of others and leading to up-gradation of overall structure of the organizations. Finally, it can be stated, enhancement of organizational culture is facilitating in leading to progression of individuals and overall organizations.

DECLARATION STATEMENT

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REFERENCES


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