Research Journal of Finance and Accounting
ISSN 2222-1697 (Paper) ISSN 2222-2847 (Online)
Vol.4, No.19, 2013
www.iiste.org

Comparative Analysis of Environmental influence on Growth of Low vis-a-vis High performing Insurance Agents in Mombasa County, Kenya

Fredrick Mwendwa Musyoka[1*] Humphrey Muriuki Njuki[2] Oddillia Nabwire Okoth[3] Geoffrey Kipchirchir Rono[4] Mwawuganga Mwambota[5] Muna Abdalla Mohamed Haji[6]

1. School of Business and Public Management, Mount Kenya University, P.O. BOX 42702-80100 Mombasa Campus, Kenya.
2. Deputy Director- Academic Affairs, Mount Kenya University, P.O. BOX 42702-80100 Mombasa Campus, Kenya
3. Associate Lecturer, School of Business and Public Management, Mount Kenya University, P.O. BOX 42702-80100 Mombasa Campus, Kenya.

4, 5, 6. School of Business and Public Management, Mount Kenya University, P.O. BOX 42702-80100 Mombasa Campus, Kenya.

*frenix2007@yahoo.com

Abstract

The insurance industry in Kenya has realized rapid growth over the past years stretching to two decades. This is evidenced by the large number of insurance companies currently operating in Kenya which currently stand at forty seven insurance companies. Behind these insurance companies are one hundred and fifty seven (157) insurance brokers, twenty three (23) Medical insurance providers and a staggering four thousand two hundred and five (4205) registered and licensed insurance agents who act as intermediaries to the business of underwriting risks. The insurance industry gross premium as shown in the year 2012 annual report by the Insurance Regulatory Authority (IRA) is Kshs.108.6 billion up from Kshs.97.5 billion in 2011 translating into business growth of 11.4% at a time when the Kenyan economy growth rate was less than 4% p.a. The research survey sought to investigate the environmental issues influencing low performing insurance agents vis-à-vis high performing insurance agents that causes remarkable disparity on business growth witnessed amongest insurance agents. Special focus was put on Mombasa County. The survey highlighted on challenges faced by insurance agents in Mombasa County. It showed strategies employed by those agents who have excelled in business. The survey was meant benefit the insuring public as well as researchers and academics interested in the insurance sector for future references and scholarly contribution in the area of study. A descriptive survey design was used. The research targeted insurance agents within the Mombasa County. Random sampling as well stratified sampling techniques was adopted. Questionnaire and observation schedules were used to extract information from sampled respondents. The data was then analyzed using a software package for statistical analysis originally Statistical Package for Social Sciences. The research found that business growth among insurance agents is anchored upon the overall operational environmental factors.

Keywords: Comparative Analysis, Insurance Agents, Low Performing Agents, High Performing Agents

1.0 INTRODUCTION

According to the Association of Business Executives (2008), comparative analysis is a mechanism through which change in the value system of an organization is examined. It considers the history of the firm and compares its performance with the norms of the industry within which it operates. This uses financial ratios such as sales versus capital, sales versus employees. An agent is hired by the principal to represent the latter in dealing with a third person, Pillai and Baugavathi, (1999). From insurance perspective, an agent is an intermediary between clients and an insurance company. The Financial Services Act 1986 of the United Kingdom requires insurance agents to be independent from insurance companies, Emery *at el* (2008). The origin of Contemporary Insurance is traced to the United Kingdom where the early Maritime Trade led to birth of Marine Insurance underwriting and the establishment of the Lloyds' Underwriters complete with own agents as intermediaries. As at June 2013, there were Nine thousand two hundred and twenty four (9224) insurance practitioners in the United Kingdom broken down as Accident and Health Insurance sixty four (64), Fire, Marine and Casualty insurance, sixty four (64), Hospital and Medical Insurance Service Plans, thirty one (31), Insurance Carriers, NEC Nine Hundred and Fifty Six (956), Life Assurance One Thousand Six Hundred and Sixty Four (1,664), Pension, Health and Welfare Funds Thirty Four (34), Surety Insurance Eighty Two (82), Title Insurance, Two (2) and Insurance Agents, Brokers and Services Six Thousand and fourteen (6,014), Manta (2013). The insurance industry in Kenya has evolved through three phases over the last one centuryt, Were and Njiru (2006). The insurance companies have developed countrywide network with Mombasa being a favorite destination for setting branches. The Insurance Act Cap 487(1984) redefined Insurance Agents and subjected them to regulation by the Commissioner of Insurance whose office was upgraded to the Insurance Regulatory Authority. As per the 2012 schedule of insurance agents released by the IRA, there are four thousand two hundred and five (4,205) insurance agents licensed to carry out insurance agency business in Kenya serving forty seven (47) insurance companies alongside one hundred and fifty seven (157) insurance brokers, twenty three (23) Medical insurance providers. Out of these, two hundred and ninety two (292) insurance agents are based in Mombasa County. These insurance agents range from tied agents, independent agents registered as sole proprietors, partnerships and corporate agents. In Mombasa, most of these agents are concentrated within the Island which houses the Central Business District (CBD). The research focused on environmental issues attributable to low performance by a majority of Insurance agents in Mombasa County. A comparison was done against those others that are seemingly few high performing insurance agents. The research is expected to cast light on how different environmental circumstances account for varying performance by establishments within the same geographical proximity.

2. LITERATURE REVIEW

2.1 The Agency Theory

The Agency Theory stipulates that a firm can be viewed as a nexus of contracts between two resource holders. Agency relationship arises whenever one or more individuals, called principals and one or more other individuals, called agents endeavor to perform some service and then delegate decision-making authority to the agents, Jensen and Meckling (1976). Various scholars, among them Armen Alchian, Michael Jensen and William Meckling came up with this theory in the 1970's underscoring the influence of property right theories, organizational economics, contract law and political philosophy. The theory observes that the relationship is not necessarily harmonious, indeed, agency theory is concerned with so-called agency conflicts of interest between agents and principals. This has implications on among other corporate governance and business ethics. When Agency occurs it gives rise to agency costs as expenses are incurred to ensure effective agency relationship. As such agency theory has emerged as dominant model in the financial economics literature, and is widely discussed in business ethics texts. Jensen and Meckling (1976) suggests that corporate debt levels and management equity levels are both influenced by a wish to contain agency costs. The major agency costs include expenditures to monitor managerial activities such as audit costs, expenditure to structure organization to limit undesirable managerial behavior and opportunity costs incurred when shareholder imposed restrictions. This forms the genesis of agency conflict.

Agency relationship is anchored on ethics. An insurance agent has automatic access to information about their principals. In insurance ethical considerations take centre stage. The agency contract essentially forms the basis of internal environment hence the impact on the growth of insurance agency business. Since insurance agencies command much less financial stake as compared to insurance companies whose paid up capital for general and long term business are Kenya shillings three hundred million and one hundred and fifty million respectively against none for agents, there is justification to establish how they cope in such a skewed financial relationship environment, IRA Annual Report (2011). The Agency theory does not address issues of growth of business under different environmental circumstances. The research here-in would seek to establish disparities manifesting in the growth of insurance agents business units since low or high performance by insurance agents under the same or even different business environment may not be merely coincidental.

2.2 Stakeholder Theory

A stakeholder is any group or individual which can affect or is affected by an organization in the course of the latter's operations. These include suppliers, customers, stockholders, employees, the media, political action groups, communities, and governments, Fadum (2013) and R. Edward Freeman (2004), in 1963 originally defined as including "those groups without whose support the organization would cease to exist." From an analytical perspective, a stakeholder approach can assist managers by promoting analysis of how the company fits into its larger environment, how its standard operating procedures affect stakeholders within the company (employees, managers, stockholders) and immediately beyond the company (customers, suppliers, financiers).

As the organization changes over time, and as the issues for decision change, the specific stakeholder map will vary. Stakeholder Theory has been criticized for saddling managers with the task of being answerable to stakeholders without proper guidelines for solving issues associated with conflict of interests. In the insurance sector, Insurance agents operations engage among others the insurance companies, the policy holders, the government and the third party persons who even if they are not involved in the insurance contract, are vulnerable to being affected by unfortunate incidents leading to adverse financial consequences upon occurrence of a loss. This makes the stakeholder theory ideal for analysing the insurance agent's position vis-à-vis other stakeholders in the insurance sector.

2.3. Industry analysis of Environmental factors affecting low performing insurance Agents.

These are centered on the Porter's six forces and the industry life cycle, Herzbeng & Rieple (2007). These forces (the bargaining power of suppliers, the bargaining power of buyers, the threat of substitutes, the threat of new entrants, the power of complementors and intensity of rivalry between the firms in the industry) determine the industry's average profitability and they shape how the firms compete. This is based on a framework known as 'structure conduct performance' (SCP) model. The structure (numbers of competitors, exit and entry costs, and product homogeneity) of an industry determines organizations' conduct (competitive behavior such as products differentiation, price-setting, and relationships between compositions) which in turn determines their performance i.e. individual and collective profitability.

2.3.1 Macro-Environment influencing high performance by insurance agents

Macro-Environment factors influencing industry performance and ultimate growth comprise of political, economic, social, technological, environmental and legal factors, Herzberg & Rieple (2007). An organizations success is influenced by the organizations ability to adopt strategies which manipulate these environmental factors to their advantage, Yabs (2007). They are also referred to as the acronym PESTLE and may be broken down as the prevailing political environment; the economic environment; the social environment; the technological environment; the legal environment and the environmental factors. Herzberg & Rieple (2007) identified another important feature, the Industry life cycle, that shapes the nature of competition that an organization faces as depended on the stage that its industry has reached in its lifecycle. Different stages of the industry life-cycle are linked to the industry structure. An insurance agency that survives to make it through the full cycle is most likely going to advance and establish itself as a high performing firm. Otherwise, any firm that fails to survive through the phases are relegated to low performance as they faint before attaining full growth. This study employs the theoretical framework of environmental influence on growth of insurance agency business. Yabs (2010) observed that there are three levels of the macro-level environmental forces. These include the External remote environment, Immediate external industry or operational environment and Internal environment.

2.3.2 Internal factors for a Competitive advantage of high performing over low performing insurance Agents.

Competitive advantage is the capacity that one firm has over other firms within a given environmental set up that gives it an edge over the others, Association of Business Executives (2008). This can originate from having occupied a strategic vantage point that gives the firm added advantage. It may likewise arise on account of a firms ability to establish Brand Loyalty, continually innovate, Hire 'connected' Team members, or even a firm using a long term contract, and incentives Yabs (2007). Competitive advantage may therefore be attributed to; operational effectiveness strategy; technology based competitive strategy; exclusive distribution rights; appropriate training

2.4 Remedial Measures to improve on the performance of insurance agents in Mombasa County.

To turn round the performance of insurance agents, the following remedial measures can be counted on to achieve the desired end. These include: increased self regulation; government regulation; marketing and advertising; and continuous Training. The application of these measures will contribute the sector can be revolutionized by having it turned round.

2.5 Empirical framework

In a study predicting sales performance of life insurance agents, Bluen *et al,* (2012) found the number of policies sold correlated with age, tenure, education, the impatience irritability component of behavior. Kirlpatrick and Locke (1991) focused on the traits of drive, leadership – motivation, honesty and integrity, self-confidence, cognitive ability, knowledge of the business, and an "other" category that included creativity, charisma and flexibility. While the focus here was not on sales, the traits discussed and the concept of leadership are certainly sales enhancers. Katsuyoshi T. (2004), explored the relationship between compensation/ control systems and performance. Their results indicate that the type of control system, i.e management control versus commission control, is correlated to several measures of success. Sales performance was more affected by commission control than by the management control however, in customer satisfaction, the relationships were reversed.

2.5.1. Evolution of Insurance Industry and Agencies In Kenya

According to Were and Njiru (2006) the insurance industry in Kenya has evolved through three phases over the last one century or there about. The three phases have seen the industry grow from the scratch upto the dynamic and vibrant financial sector that it is today. The period between the enactments of the insurance company's ordinance CAP 486 which became effective on 2nd May 1961. This period can be traced backward to about 1900 as Kenya was being opened through the construction of the Kenya Uganda Railway under the Imperial British East African Company Limited. The phase two constitutes of the period from 2nd May 1961 characterized by an enactment of the insurance companies' ordinance Cap 486. The third phase was distinguished by the enactment of the Insurance Act Cap 487(1984) that came into operation in 1987, Marwa (2007). The Act sought to introduce effective regulation and supervision of all the insurance industry players in Kenya.

The Insurance Act gave the Commissioner of Insurance and later on the Insurance Regulatory Authority full mandate to oversee the operation of insurance Agents. In the 1996 regulator directed that insurance agents be subjected to Certificate of Proficiency (COP) in insurance examinations so as to enhance their product knowledge. This became the basis requirements for anyone to be registered as an insurance Agent.

The 2012 annual report by the IRA shows that the industry realized premium collection of Kenya Shillings one hundred and eight billion, six hundred million which was equivalent to three point one percent of the Gross Domestic Product (GDP) up from Kenya Shillings ninety seven billion representing an eleven percent growth. As at 31st December 2012, there were four thousand two hundred and five operating insurance agents in Kenya serving forty six insurance companies alongside twenty three medical insurance providers and one hundred and fifty seven insurance brokers, IRA (2012). With various structures put in place through developments of supervisory and regulatory framework to oversee the growth of the insurance sector, there seems to be lapses affecting insurance agents. This can be attributed to the environmental analysis and nature of competition as the basis for establishing the pronounced disparities in the growth business enterprises, Herzberg and Rieple (2007). As such the survey will highlight on low vis-a-vis high performing insurance agents in Mombasa County.

3. RESEARCH METHODOLOGY

3.1 Research Design

The study used a descriptive survey to investigate the environmental factors that influence the growth of low vis-a-vis high performing insurance agents. Fraenkel and Wallen (1993) describes descriptive analysis as that method that involves asking a large group of people questions about a particular issue. The study focuses on describing, instead of manipulating the variables under study, Kothari (2010). Descriptive study is ideal in that it provides the researcher a profile or enables the researcher to describe relevant aspects of the phenomenon of interest from an individual, organizational, industry-oriented, or other perspective, Sekaran and Bougie (2011). As such, descriptive studies present data in a meaningful form thus helps to understand the characteristics of a group in a given situation, think systematically about aspects in a given situation, offer ideas for further probe and help make certain decisions. The researcher will interview the staff, management and proprietors of the sampled insurance agencies. The survey will highlight on how environmental factors influence the growth of low performing insurance agents as well as high performing insurance agents in Mombasa County, Kenya. According to Grinnel (1993) any research undertaking involves lots of cost implications hence this design has been deliberately chosen for the study because it allows for quick data collection at a comparatively reasonable cost. The cost constraint should however not lead to having certain critical areas of the survey not effectively addressed.

3.2 The Target Population

A population, sometimes referred to as a target population is defined as a complete set of elements with some common observable characteristics, Mugenda and Mugenda (1999). The population may likewise be viewed as the aggregate study units from which the researcher wishes to gather the information he is looking for. In this research, it consists of proprietors, the management and the staff of the insurance agencies. A sample representation of a statistical population whose properties are studied to gain more information about the whole population.

3.3 Sample Size And Sampling Technique

Sampling is the process of selecting a group of people used in a research as it is not practical to engage the whole population to execute the study. The researcher selects respondents from staff, the management and the proprietors from among the target population. A sample will be arrived at using simple random sampling to identify the firms to be involved in the study. Stratified random sampling will be used to identify the staff to be relied upon from among the selected firms. There are two hundred and ninety two (292) registered insurance agents in Mombasa County. The researcher intents to sample out fifty insurance agents. These range from tied agents, individual independent agents (sole proprietors), partnerships and corporate agents. The sampled agents will be on all classes of insurance.

3.4 Data Collection Methods, Analysis and presentation

Data collection is the actual process of attaining the information from primary or secondary sources. The data to be collected will be both qualitative and quantitative. The research therefore has to establish the link between the information on the influence of environment and growth of business among insurance agents. The research will be conducted through interviews and use of questionnaires. The researcher will use questionnaire consisting of open and closed ended questions alongside the Likert scale. Orodho (2009) defines a questionnaire as an instrument used to gather data which allows measurements for or against a particular viewpoint. The researcher will use questionnaires due to the convenience of facilitating collection of large amount of data in a given sector of the economy.

3.4 Data Analysis and presentation

Data will be analyzed based on the research questions and objectives. SPSS method will be employed to interpret the data It will be analyzed by use of both qualitative and quantitative data analysis procedures. Quantitative data will be analyzed using descriptive statistics such as distribution tables, frequencies and percentages whereas the qualitative data from open ended questions will be analyzed thematically according to objectives and research questions and inferences and conclusions made from the analyzed data.

3.5 Ethical Considerations

The data to be gathered includes personal details, individual qualification, incomes and business portfolio. These will need to treat with confidence to avoid violating the privacy of the respondents. Findings and conclusions will be based on the data gathered, analyzed and presented.

4. FINDINGS

The survey herein focused on comparative analysis of environmental influence on growth of low vis-a-vis high performing insurance agents. In seeking appropriate information, four research questions were formulated and two questionnaires issued to directors, proprietors and staff of sampled insurance agents. Out of the fifty enterprises approached, forty nine that is 98% responded by filling and returning the questionnaires. The sampled entities were profiled. In regard to ownership, among the Low performing insurance agents, individual, tied, sole proprietors all of whom comprise of a business being operated by one person constitute 78% while among the high performers this category constitutes 59% of the businesses. Partnerships and corporate account for 22% and 41% respectively. It follows that high performing businesses have more operatives in terms of ownership. In regard to the area of operation, the research found that those operating in Mombasa County and elsewhere (at 76.5%) had higher chances of attaining more growth unlike those who confined themselves to Mombasa County only (at 46.9%). This may be explained by high performers having a bigger geographical share. The researcher also found that 90.% of the Low performers were less than 10 years in operation while among the high performers those at less than 10 years were 52.9%. It is implicit that the longer an entity lasted in business (survived) the higher the chances of joining the ranks of high performers.

The researcher also found that business growth depended largely on the ability of the operating entity to capture many new businesses per month, ability to hire and retain more staff, ability to collect high premiums per annum and ability to serve many insurance companies at any one given time. The research question one sought to establish environmental factors challenging business growth among insurance agents. The research findings were that Macro-environmental factors were an impediment to business growth among Low performers than it was the case for high performers. The research question two sought to weigh on aggregate those environmental factors favorable to business growth. The High performers were better placed in steering their course through varied environmental circumstances out of which they managed to capitalize on unlike the Low performers as seen in Table 4.3. This research question further sought to establish the influence of Porter's Six Forces Model Herzbeng & Rieple (2007). An aggregate mean of 4 among High performers signified that these forces worked favorably to a great extent. Among the Low performers, a mean score of 3 showed that these forces only worked moderately to their favour. Research question three was aimed at establishing competitive advantage in contributing to growth of business. The research findings were that High performing business entities had a competitive advantage over Low performing businesses. With respect to remedial measures, the respondents unanimously agreed that continuous staff training, financing, advertising, self-regulation, statutory regulation and product innovation were necessary strategies for growth of business among both Low and High performing insurance agents.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The prime objective of the research was to determine the environmental aspects responsible for major disparities in growth of business among insurance agents leading to distinctively Low Performing Insurance Agents operating side by side to High Performing Insurance Agents. According to Herzberg & Rieple (2007), Macro-Environment factors of political, economic, social, technological, environmental and legal factors, influence industry performance and ultimate growth depending largely on the individual firm's ability to favorably utilize these factors. Disparities in growth of business was also found to be attributable to the ability to penetrate into market beyond the county frontiers as well as team work seen through ownership extending to more than one person. Where more than one person is involved in business management, growth prospects were found to have been higher.

5.2 Recommendations

1) Continuous training of insurance agents on technical relevant to operation of insurance business.
2) Advertising of insurance services to increase the appreciation of insurance by the
3) Insuring public.
4) Financing to inject in some financial muscle on insurance agents.
5) Increased self regulation among insurance agents.
6) Government intervention through the insurance industry regulator the IRA by the of mandatory routine inspection.
7) Further research to the subject in order to improve on quality management and rendering of insurance services.

REFERENCES

Association of Business Executives (2008) *Training Module*. ABE London.
Baker M.I. (2005): *Strategic Management (2nd Edition)* MacMillan Publishers, Nairobi.
Bennet, Roger (1997). *Organizational Behaviour (3rd Edition).* Pearson Education Limited, Edinburg Gate Harlow, England.
Bluen, S., Barling, J., Burns, W. (2012). *Predicting Sales Performance, Job Satisfaction, and Depression by Using the Achievement Strivings and Impatience-Irritability Dimensions of Type A Behaviour (modified).* Journal of Applied Psychology, 75, 212-216.
Campell Roy (2012) *Principles and Practice of Management in insurance and other financial services*: C II Study manual, CII Publishing Division, London.
Donaldson, T. & Preston, L.E.. (1995), *The Stakeholders Theory of the corporation concept, evidence and implication. Academy of Management Review,*
Emery R, Hill P., Pennington M. (2008) C II Study manual, CII Publishing Division, London.
Environmental Management and Coordination Act (EMCA) Revised Edition (2012) National Council for Law Reporting, Nairobi.
Fadum, O.S; (2013) *Corporate Governance and Insurance Company Growth; Challenges and Opportunities.* International Journal of Academic Research in Economics and Management Sciences. January 2013, vol. 2 No. 1
Fraenkel R.J, Wallen E.N (2012) How To Design And Evaluate Research In Education 4th Edition. Illinois; F. E. Peacock Publishers, inc..
Freeman, R.E (2004). *Strategic Management; A stakeholder approach.* Pitman. London. Peacock Publishers, Inc.
Harrison, J.S (2003): *Strategic Management: Of Resources and Relationships,* Leyh Publishing LLC Redmond, United States.
Herzberg & Rieple (2007), *Strategic Management (Theory and Application).* Oxford University Press. New York.
IRA Annual Report 2011
IRA Annual Report 2012

Irungu (2007); Insurance Brokers Battle Cash Burdens over upfront premium law. Business Daily 18th December 2007, Nairobi.
Jensen, M.C & Meckling, W.H. (1976*). Theory of the firm; Managerial behavior agency costs and capital structures,* Journal of Financial Economics, 3(12) 305-360.
Joppe, M. (2000). *The Research process.*
Katsuyoshi T. (2004) *Sales Force Control Systems and Interdepartmental Commucation.*University of Kobe, Japan.
Kirlpatrick, S. & Locke, E. (1991) *Leadership: Do Traits Matter? Academy of Management Executive,* 5, 48-60.
Kothari C.R. (2010), *Research Methodology, Methods and Techniques, New Age International (P) Limited*, New Delhi.
Leskosek V. (2009) Theories and Methods of *Social work,* Faculty of Social Work, University of Ljubljana, Ljubljana, Slovenia
Lynch, Richard (2009), *Strategic Management (5th Edition).* Pearson Education Limited, Edinburg Gate Harlow, England.
Manta Media, *http//www.manta.com/world.Europe/United Kingdom*; downloaded on 1st August 2013
Marwa, Simmy M. (2007). *Essentials of Risk and Insurance.* The Jomo Kenyatta Foundation, Nairobi.
Mwangi P.K. (2012). *Management Consultants Kenya.*
National Insurance Commission of Ghana (2010).
Orotho J.A 2nd Ed. (2009) *Elements of Education and Social Sciences research methods*, Maseno, Kenya Kenezja Publisher
Pillai KSN & Bagavathi (1999) *Business Law,* S. Chand & Company Limited, New Delhi.
Randall, Glen E. (2000), *Understanding Professional Self-Regulation,*
Robbins, Stephen P & Judge, Timothy A. (2007), *Organizational Behaviour* 1979), Territory Sales Response. Journal of Marketing Research, XVI, (12th Edition). Prentice Hall of India Private Limited, New Delhi.
Sekaram U. and Bougie R (2011); *Research Methods for Business*; Aggarwal Printing, Delhi.
The Standard Newspaper of 28th May 2013 titled "Safeguarding the rights of the consumer of insurance services" Nairobi.
Were Alice & Njiru Lucy (2006), *Fundamentals of Insurance study manual*, College of Insurance, Nairobi.
Wheelen & Thomas .L. Hunger (2005).*Strategic Management*
Pearson Education Limited, Edinburg Gate Harlow, England.
Wheelen, Thomas L. Hunger, J. David (2012). *Strategic Management (13th Edition).* Pearson Education Limited, Edinburg Gate Harlow, England.
Wikipedia 2013, Dhu al Hijjah, http://en.wikipedia.org.wiki/Fhu_al-Hijjah. downloaded on 25th July 2013.
Yabs J. (2010) *Strategic Management Practices, A Kenyan Perspective:* Lelax Global (K) Limited, Nairobi.

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage: http://www.iiste.org

CALL FOR JOURNAL PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** http://www.iiste.org/journals/ The IISTE editorial team promises to the review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: http://www.iiste.org/book/

Recent conferences: http://www.iiste.org/conference/

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digtial Library , NewJour, Google Scholar