

CrossRef DOI of original article:

A Review of Human Resource Management Practices and Organizational Innovation

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Received: 1 January 1970 Accepted: 1 January 1970 Published: 1 January 1970

Abstract

Abstract- The purpose of this study is to examine the role of human resource management practices on organizational innovation. This study is examined through the lens of Dynamic capability Theory. The methodological approach of this study is a review of literature to identify determinants of organizational innovation. Furthermore, this study ventures into an in-depth analysis of each determinant from which propositions are formulated. Findings of this study show that human resources practices consisting of organizational restructuring, organizational culture, job redesign, managerial leadership and human resource planning are key practices associated with organizational innovation. Thus, this study argues that to confront the challenges associated with the ever-evolving nature of the external environment, top management must use HRM practices to support and drive organizational innovation.

Index terms— human resource practices; organizational innovation, human resource planning, organizational culture, job design, and organizational design.

1 I. Introduction

lobalization, competition, and depletion of resources have inflicted increasing pressure on corporations to optimize resources and account for its utilization. Hence, different domains of management such as human resource, finance, marketing, and strategy have developed principles, models, and good practices to aid in explaining the link between these functions and organizational performance. Early studies in human resource have identified and measured the value of high-performance system (HPWS). These practices aim at developing employee competencies. Later studies were interested at developing employee commitment and they are known as commitment HRM practices (CHRMP). Much of the existing literature examined the link between either commitment HRM practices or high-performance work system and organizational performance. But few studies have linked these practices to organization innovation. However, with the complexity and dynamic nature of the business environment, to survive firms need to maintain certain degree of equilibrium with their environmental context. The internal phenomenon involving the initiation of changes in processes, products, structure, and value systems to respond to the shift in the environmental context is referred to innovation. The concept of innovation has become key for organizational competitive advantage. This study is important as it seeks to contribute to the literature by examining the link between human resource practices and organizational innovation. This study examines practices literature on organizational innovation. Studies on organizational innovation have identified organizational restructuring, job redesign, organizational culture, and managerial leadership as key determinants of organizational innovation (Hsiao and Chang, 2011; Lewis and Moultrie; 2006; Lam, 2004). These determinants are practices of human resource management.

Meanwhile, the role of human resource management in organizational innovation has not received the needed attention (Lam, 2004; Hage, 1999). Also, Crossan and Apaydin (2010) indicate that innovation studies must consider different aspects of organizational innovation. So, to contribute to research in the field of human resource and firm's innovation, this study first seeks at examining the role of each human resource practices on organizational innovation. Secondly, this study aims at proposing a rebundling of these practices in driven organizational innovation. Thus, the rational question posed by this study is do HRM practices contribute at

45 driving organizational innovation? To answer to this principal research questions, this study reviews the literature
46 to identify the key determinants of organizational innovation as outlined in the literature and further reviews
47 them individually. They are organizational restructuring, job redesign, organizational culture, human resource
48 planning and managerial leadership. This study is theoretical in nature; the methodological approach is a review
49 of literature in organization innovation. Furthermore, identified determinants of organizational innovation are
50 further reviewed with formulations of related propositions. This study will contribute to empirical research by
51 proposing a bundle of human G resource practices that can drive organizational innovation. Thus, this study
52 argues that human resource management practices are not only limited at developing organizational competencies
53 and employee commitment as reported in the existing literature but contribute to driving organizational
54 innovation.

55 2 II. Literature Review

56 The review of this literature revolves around the following practices namely organizational restructuring, job
57 redesign, organizational culture, human resource planning and managerial leadership. The justification for the
58 selection of these variables is that they have been identified in the literature as determinants driving organizational
59 innovation. So, this study individually reviews each of this concept and formulate a proposition.

60 3 a) Organizational Innovation

61 Today the concept of innovation remains an area of interest in research. However, this notion of innovation
62 continues to be complex, multidisciplinary, and multilevel in nature. Agarwala (2003) adopted the definition of
63 Demanpour (1991) who defines innovation as an introduction of new products, equipment, programs, processes,
64 and systems. Also, De leede and Looise (2005) refer to innovation as an attempt to gain competitive advantage
65 through planned and radical modification of existing products, processes, and the organization. Besides, Som
66 (2008) defines innovative HRM practices as an outcome of deliberate attempts to adapt employee skills, behavior,
67 and interactions because of changing business conditions. Organizational innovation is the source of competitive
68 advantages.

69 Three key ideas unite research paradigm in organizational innovation. They are the agreements on key
70 determinants linked to organizational innovation. The first stream of studies found leadership as key factor in
71 organizational innovation ??Heilmann et al, 2018; Hsiao and Chang; 2011; Crossan and Apaydin, 2010; de Leede
72 and Looise, 2005;). For instance, Crossan and Apaydin (2010) consider leadership as a higher-level determinant
73 that supports organization innovation. Leadership creates vision, develops, motivates, and inspires followers. This
74 creates commitment that supports organizational innovation. The second stream found organizational design
75 as a key determinant (Hage, 1999; Lewis and Moultrie; ??006). This stream specifically reports that organic
76 structure positively impacts organizational innovation ??Razavi and Atternezhad, 2013). The third stream
77 found organizational value systems, culture, and climate as determinants of organizational innovation (Crossan
78 and Apaydin, 2010; Lam, 2004; ??eek and Diehl (2016). Innovation is driven by organizational innovative
79 capabilities and process capacity (Crossan and Apaydin, 2010).

80 However, it can be noticed that the three key determinants represent four (4) main practices in the field of
81 human resource management namely leadership; organizational culture, organizational structure, and job design.
82 Leadership is a managerial lever in the field of human resource management. Some researchers have included
83 leadership items in studies examining the link between HRM practices and organizational performance (de Leede
84 and Looise, 2005; Heilmann et al, 2018). The concept of organizational design involves two (2) core HRM
85 practices which are organizational and job design. The idea of organizational values systems represents corporate
86 culture which is another core practice that falls under the scope of HRM practices. The human resource planning
87 is linked to change management in the literature but based on its strategic and futureoriented focus it is has
88 been added to the identified determinants. HR planning has been found to be popular in the event where firms
89 are compelled to initiate some changes in response to changes in the environmental context (Agarwala, 2003).

90 4 b) Managerial Leadership

91 Managerial leadership is a behavior, and a determinant to organizational innovation. Leadership is defined as
92 the ability to influence task objectives and strategies, commitment, and compliance in performing jobs, an ability
93 to influence group maintenance, to identify and influence organizational culture ??Yulk, 1989). For instance,
94 Bowen and Ostroff (2004) note that a firm with an effective leadership can foster strong relationships, creates
95 an enabling environment which can support firm's performance. Also, Pijoan and Plane (2020) have highlighted
96 the importance of leadership in organizations and the increasing interests it arouses in both practice and theory.
97 Wang et al (2011) note that a leader articulates vision, makes use of communication, shows benevolence and
98 monitors operations. Yulk (1989) explains that leaders employ a variety of influence tactics such as rational
99 persuasion, exchange of benefits, pressure tactics, inspirational appeal, ingratiation, consultation, and appeal to
100 authority among others and select the one that is appropriate to a particular situation that they find themselves
101 in.

102 Furthermore, Kotter (2001) explains that leadership is about how to cope with changes. He distinguishes
103 leadership from management, he notes that management consists of planning, budgeting, staffing, organizing,

104 control and problem-solving whereas leadership involves setting direction, aligning resources, and inspiring and
105 motivating subordinates. He cautions that the argument is not to debate about which one is better than the
106 other but to consider them as distinct but complementary systems of actions. Also, Topping (2002) discusses
107 that the core of managerial leadership is to create an enabling environment where people can learn and challenge
108 themselves and learn how to learn and work as a team. He concludes that to be an effective managerial leader
109 one must be skillful in coaching, teaching, and mentoring, that managerial leadership is key to organizational
110 effectiveness. Also, Wang et al (2011) examine CEO's leadership behaviors and their impact on firm performance.
111 They identified two main leadership behaviors which are task-focused, and relationship oriented. They tested
112 their model with data collected from 739 respondents made up of middle level managers and their supervisors
113 among 125 firms. The findings reveal that CEOs that are task oriented directly impact a firm's performance
114 while relationship focused behavior indirectly impacts performance through the mediating effects of employee
115 attitudes. In a related study, Thomas (1988) examines the impact of leadership on firm's performance. Data from
116 large UK retail firms support that leadership makes a difference in performance. Allner (2008) also emphasizes
117 that poor managerial leadership creates a poor organizational climate, low morale, distrust among subordinates,
118 lack of teamwork, lack of consensus and shared goals, and low productivity. Based on the above literature, we
119 propose that: Proposition 1: Managerial leadership positively impact organizational innovation.

120 5 c) Organizational Structure Redesign

121 The importance of organizational structure in the implementation of corporate strategy is confirmed in many
122 studies. For instance, classical theories assume that it is an unavoidable part in the design of an organization
123 and circumventing it will lead to failure. Fayol summed up the concept of organizational structure in terms
124 of unity of command and direction, limited span of control, supervision, division of work, chain of command
125 and coordination. Taylor and Weber are among the pioneers who promoted the importance of organizational
126 structure. Other studies such as Lawrence and Lorsch (1967) and Burns and Stalker (1994) have all contributed
127 to showing how organizational structure affects innovation and to an extent firm's performance. Most of
128 these studies examined organizational structure in a context of a dynamic environment. Hunter (2015) defines
129 organizational structure as a network of reports and relationships which can be centralized, specialized, formalized
130 or a combination of them. Its aim is to meet the information processing needs of interpersonal and intra-
131 organizational relationships. Child (1972) defines organizational structure as the allocation of roles and the
132 administrative mechanism for controlling and integrating work activities.

133 Many studies have reported that redesigning of organizational structure is vital for organizational survival.
134 Burns and Stalker (1994) noted that mechanistic structure survives in a stable environment and organic
135 in the dynamic environment. They report that stable environmental conditions require less change whilst
136 dynamic environments require high changes to organizational structure. As far as Lawrence and Lorsch
137 (1967) are concerned, they study six organizations with different organizational structures operating in the
138 same environmental conditions. They advocate for a leadership capable of providing direction for the design
139 of organizational structure that can integrate teams, departments, communication flows, conflict resolution
140 mechanisms to meet the demand of the dynamic environment. Damanpour and Gopalakrishnan (1998) conceived
141 an organization as an open system which constantly needs to establish equilibrium with its external environment
142 by adapting its organizational strategies, processes, and structure. They stated that different environmental
143 conditions require different organizational structures that support innovation and affect the bottom line of
144 a business. They conclude that different organizational conditions create a need for different innovations.
145 Based on the above literature, we propose that: Proposition 2: Organizational restructuring positively impacts
146 organizational innovation.

147 6 d) Human Resource Planning

148 Human resource planning is not a common practice just like other practices overseen by supervisors and middle
149 level managers. HR planning is strategic in nature and requires the consideration of both internal and external
150 factors. Studies have recognized the role of HR planning in creating a fit between a firm's external environment,
151 firm strategic objectives, and human resource strategic objectives (Mansaray, 2019; Khera and Gulati, 2012;
152 Pamela and Worlu, 2017). HR planning role is to enable firms gain insights into the current and future human
153 resource needs of a firm. Human resource planning is the process of forecasting the human resource needs of a
154 firm, it involves carrying out of demand and supply analysis. ??slam organizations and identified the inability
155 of firms in attracting and retaining best talents within the sector.

156 Lam and Schaubroeck (1989) declare that if business initiatives of firms such as growth, merger, customer
157 satisfaction, are not linked to HRM practices, there is a likelihood of disconnection between the required
158 capabilities and those possessed by a firm. This situation can negatively affect organizational performance. They
159 emphasize that despite the strategic importance of HR planning, many firms do not engage in the practice. They
160 advocate top management to consider the strategic role of HR planning in facilitating change. Besides, Khera and
161 Gulati (2012) discuss that the human resource requirements of every organization is changing due to the dynamic
162 nature of its external environment. They pointed out that without aligning business strategy to HR planning
163 strategy, firms can experience understaffing or overstaffing problems which will affect organizational performance.

8 F) WORK DESIGN

164 In a study involving 127 respondents from 7 IT companies, they reported that HR planning significantly impacts
165 firm's Based on the above literature, we propose that:

166 Proposition 3: Human resource planning positively impacts organizational innovation.

167 7 e) Organizational Cultures

168 Organizational culture is an important enabler of organizational innovation (Hage, 1999). The same as a
169 national culture, organizational culture aims at harmonizing the shared values, thinking and the practices of
170 an organization. Again, like a national culture, organizational culture is evolutionary in response to changes in
171 the external environment. As a result, firms must develop their culture to support new strategies brought about
172 by changes in the dynamic environment. Schein (1985) as cited by (Martinez et al, 2015) defines organizational
173 culture as a way of life established by a particular group of people as they learn to cope with problems of their
174 internal and external environments. Also, Agolla (2018) refers to organizational culture as a glue that binds
175 people together. He remarks that an innovative culture is the one that allows a certain degree of complexity,
176 failure, opposing views and recognizes people for experimenting with new ideas. ??yles et al (1991) distinguish
177 between strong and weak culture. They explain that strong cultures identify underlying micro and macro factors
178 and incorporate them into their strategies. Furthermore, Ahmad (2012) discusses that organizational culture is
179 a vital part of the management system that shapes employee behavior, attitudes, motivation, and values. Also,
180 Marcoulides and Heck (1993) distinguish three (3) different interrelated dimensions of organizational culture.
181 There are the value system, collective and individual beliefs of people working in the firm, sociocultural dimension
182 which are the combination of its structure, strategies, policies, and practices. Also, Nadezda and Jozef (2010)
183 discuss that a company culture can help promote creativity, it enhances a firm's presence in the markets. They
184 caution that the absence of strong culture can serve as an obstacle to organizational innovation. ??ao and
185 Yazdani Fard (2015) explain that a positive culture creates an enabling environment where employees are happy
186 to contribute to organizational performance. It gives a sense of belonging and enhances employee commitment to
187 stay and work as part of a team. Swanson and Holton (2001) remarks that the role of organizational culture is to
188 enable change management. They conceptualize it as a mental model of shared beliefs about how the organization
189 should function. ??yles et al (1991) opine that only strong culture impacts a firm's performance, but it can be
190 an obstacle during a change management process. Whereas weak culture negatively affects performance as it
191 does not provide the necessary direction and cohesiveness needed to formulate a strategy. Based on the above
192 literature, we propose that: Proposition 4: Organizational culture positively impacts organizational innovation.

193 8 f) Work Design

194 Job design is one of the HRM practices that has received less attention in research. Job design is a determinant
195 of organizational innovation. ??orgeson and Humphrey (2006) define job design as a creation, modification of
196 job composition, content, structure, and the context within which the job is to be performed. Redesigning job
197 is necessary in the event of radical changes in a firm operating environment. Job design is characterized by
198 increase in productivity, jobs standardization, simplification of tasks, assigning related tasks to an individual
199 worker and increasing control and supervision. Later studies emphasize the importance of job characteristics
200 such as challenging job, responsibility, recognition, achievement, advancement, and personal growth which need
201 to be considered in the design of work (Herzberg's motivation theory). Besides, Cullinane et al (2013) linked
202 mechanistic job design to industrial engineering and the motivational to organizational psychology which focus
203 on improving employee motivation. They reported changes of jobs within jobs during the emergence of lean
204 manufacturing. Davis (2010) investigated changes in the USA labor environment and reported a shift from
205 manufacturing to service-oriented economy, outsourcing which led to reorganization of jobs. He remarks that the
206 content of jobs is increasingly changing and constituting a threat to jobholders.

207 Besides, Osterman (2010) studies the interaction between trends and job design. He explains that development
208 in the labor markets in terms of technological advancement, changes in power relationships between employees
209 and their organizations, growing diversity, the growth of the low wage sector among others require a different
210 conception of work. Also, Kilduff and Brass (2010) examine the role of social networks in the design of jobs. They
211 point out that social dimensions have been ignored in the design of job models. They note that work related
212 outcome is influenced by the relationships with jobs within the workplace, this affects job satisfaction, career
213 outcome and facilitate group performance. They advise managers to enrich the social aspect by establishing
214 a culture that encourages divergent views and creates a problem-solving team. They conclude that job design
215 should include the social dimension to the design of jobs. Also, ??orgeson and Humphrey (2006) examine job
216 design characteristics as outlined by Hackman and Oldham. They collected data from 540 respondents holding
217 243 different jobs. The findings revealed that both task variety, significance and knowledge predict satisfaction.
218 The results also show social support incrementally increase satisfaction beyond motivational work characteristics.
219 Based on the above literature, we propose that: Proposition 5:

220 Work design positively impacts organizational innovation.

221 9 g) Theoretical and Conceptual Framework

222 The phenomenon under observation is examined through the lens of dynamic capability theory. This theory
223 assumes that to survive and achieve competitive advantage, firms must be able to renew, create and reconfigure
224 their resources to meet the demand of the time. Wang, and Ahmad (2007) define dynamic capabilities as the
225 behavioral orientation in integrating, reconfiguring, renewing, and recreating resources and capabilities, and more
226 importantly upgrading organizational core capabilities in response to changes in the external environment. Also,
227 Luo (2000) notes that capability upgrading is vital for enabling the renewal of resources to maintain competitive
228 advantage. Teece and Pisano (1994) define dynamic capabilities as sources of competitive advantages. They
229 explain that the dynamic infers the ever-changing nature of the external environment and that capabilities refer
230 to the role of strategic management in renewing, creating, or re-bundling of resources in the changing environment.
231 Based on the above review of the literature, this study considers innovative driven HRM practices as the adaptive
232 capability that drives organizational innovation. It consists of managerial leadership, organizational restructuring,
233 corporate culture, job design and human resource planning.

234 So, based on the review of the literature and the underpinning theory, this study identified and use five
235 (5) main practices to develop the conceptual model that explains the phenomenon under observation. The
236 practices are managerial leadership, organizational restructuring, HR planning, organizational culture, and
237 job design. Adom et al (2018) state that the conceptual framework outlines the key constructs of a study.
238 Bordage (2009) refers to a conceptual framework as a reflection of a researcher's thinking about a problem, it
239 can emanate from theories, models, or best practices. HRM practices are used as independent variables, and
240 organizational innovation as a dependent variable. This study also assumes that the examined HRM practices
241 drive organizational innovation. Below is the summary of formulated propositions: First, this study aims at
242 exploring the role of innovation driven HRM practices on organizational innovation. Specifically, this study seeks
243 to examine the impact of each human resource practices on organizational innovation. First, it proposes that
244 managerial leadership positively impacts organizational innovation. The literature indicates that managerial
245 leadership is key for organizational innovation. Studies have shown that leadership set direction, motivate teams,
246 formulates strategies, and initiates necessary changes for organizational innovation (Crossan and 2010; Potter,
247 2002; Topping, 2002). Lack of effective leadership can cause the failure of an entire organization. The ERON
248 and the recent Adani Group scandal are examples of cases to showcase how ineffective leadership can be costly.
249 A firm's reputation and its financial standing can evaporate in a twinkle of an eye because of poor leadership.
250 Secondly, this study proposes that organizational restructuring drives firm's innovation. Studies have emphasized
251 the key role organizational structuring play in adapting a firm to its environmental context (Burns and Stalker,
252 1991; Azavi and Atternezhad, 2013). Firms need to maintain equilibrium with changes occurring externally
253 otherwise, they are likely to become disconnected to the reality of the industry and lose their competitiveness.

254 Thirdly, this study proposes that human resource planning impacts organizational innovation. HR planning
255 is a future oriented practice that takes account of present and future human resources needs of an organization.
256 It accounts not only for quantity but also for quality and the right deployment of talents at the right time
257 and place. Changes within and outside of a firm necessitate changes in the workforce strategy otherwise the
258 organization will likely face an over or under staffing; this can be costly. Without aligning business strategy to
259 human resource strategy, firms can be confronted with staffing problems (Khera and Gulati, 2012). Fourthly,
260 this study proposes that organizational culture impacts organizational innovation. Studies have revealed that
261 organizational value systems positively impact organizational innovation (Hague, 1999; Agolla, 2018). Finally,
262 this study proposes that job redesign impacts firm's innovation. Many studies have indicated a reconfiguration
263 of jobs after major changes in the environmental context. For instance, Davis (2010) reported changes in jobs
264 after a shift of the USA economy from manufacturing to service industry. Recently, the emergence of COVID19
265 has changed the nature of jobs with the emergence of teleworking.

266 Note: HRP: Human Resource Planning; JD: Job Design; OC: Organizational Culture; ML: Managerial
267 Leadership; OS: Organizational Structure.

268 A major external event can affect organizations and necessitate changes in production processes, service
269 delivery, a new business model, new way of communication with internal and external stakeholders. The solutions
270 to this type of organizational challenges are to deploy an integrative HRM strategy. The highperformance
271 practices will cater for the competencies needs of the new changes while the commitment human resource
272 practices will develop the motivation and the employee's commitment required to confront the changes brought
273 about by the external event. However, the proposed HRM driven practices will drive organizational innovation
274 in the following ways. First, organizational restructuring practices will redress the required changes in reporting
275 relations. Secondly, organizational redesign will take care of conception of new jobs or modifying the existing
276 ones to suit the new demands. Thirdly, organizational culture will address

277 10 IV. Theoretical and Managerial Implications

278 This study contributes to both theories and practices. Theoretically, this study contributes to research by
279 revealing that the importance of human resource management is not limited to employee competencies and
280 commitment development but includes the driving of organizational innovation. This study also contributes
281 to research by proposing a bundle of HRM practices which are innovation driven. This study extends the
282 literature by supporting the notion of dynamic capabilities theory in a sense that innovative driven human resource

283 practices enable not the regeneration but the creation of new firm's resources. The managerial implication of this
 284 study is that to enhance organizational adaptive capacity, top management must mobilize firm's capabilities and
 285 most importantly firm's adaptive capacity. This includes the deployment of innovation driven human resource
 286 management practices consisting of restructuring a firm, redesigning jobs, redefining organizational culture,
 287 reformulating workforce strategy and manning firms with managers who possess leadership qualities.

288 11 V. Limitations and Conclusions

289 This study is not left without limitation. The limitation is the conceptual nature of this work. It only reviews
 290 the literature but didn't collect empirical data to validate the formulated propositions. The findings of this study
 291 assume that adopting an innovative human resource-based strategy which is internally and externally aligned,
 292 organization innovation can always be a success and a catalyst for superior organizational performance. The
 293 scope of this study is limited in assessing the role of human resource practices in organizational innovation. In
 294 conclusion, this study argues that using these practices as a bundle can yield higher effect on organizational
 295 innovation. Therefore, to drive organizational innovation, firms must mobilize and integrate these practices.
 296 This study maintains that the human resources management plays a critical role in the survival and success of
 297 every organization. Successful organizational innovation can reinforce overall organizational performance. The
 298 HRM aids in the development of employee's competencies and commitment but it also enables organizational
 299 innovation. Thus, top management must deploy commitment, competencies and innovation enabled HRM
 300 practices for superior economic outcomes. Future studies seeking to validate this study model must examine
 301 the impact of each practice on organizational innovation. Furthermore, they can examine them as a bundle and
 302 investigate their impact on firm's innovation. Finally, future studies should empirically test the impact of each
 303 set of practices namely high performance, commitment HRM practices and innovation-driven practices to see
 304 which one contributes more to organizational innovation. changes required in employees' behaviors and attitudes.
 305 Fourthly, the human resource planning will handle the current and future human resource needs of the firm in
 306 terms of quantity and quality thereby supporting organizational changes.

307 Finally, the managerial leadership is the corner stone of these practices. It is not just a personality but a
 308 behavior that turns the other wheels (practices) within a firm. Leadership formulates the vision, inspires, and
 309 gain the commitment of employees to rally around a vision. A leader identify and optimizes resources, capitalizes
 310 on business opportunities, and mitigates organizational threats. A leader assesses the capability of teams and of
 311 its individual members so that he knows how to utilize them in the pursuit of the organizational goal. Integrating
 312 and deploying these practices as a bundle will not only drive organizational innovation but positively impacts
 313 organizational performance.

314 12 Global Journal of Management and Business Research

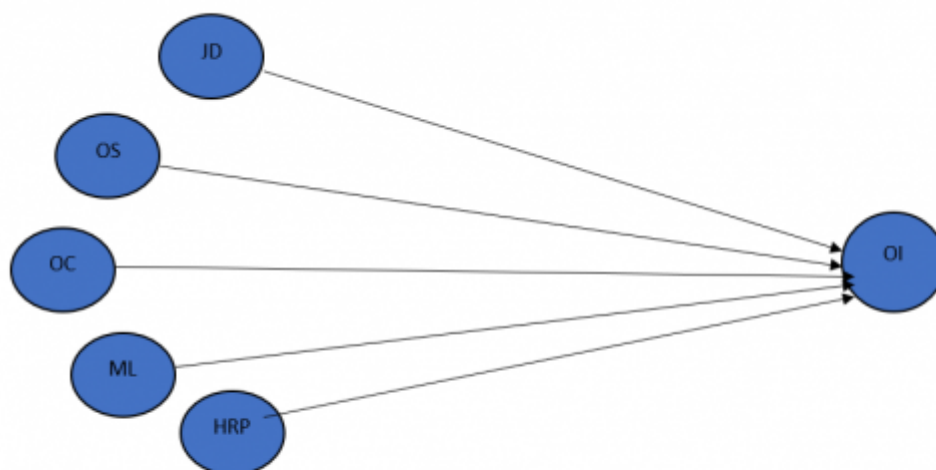


Figure 1:

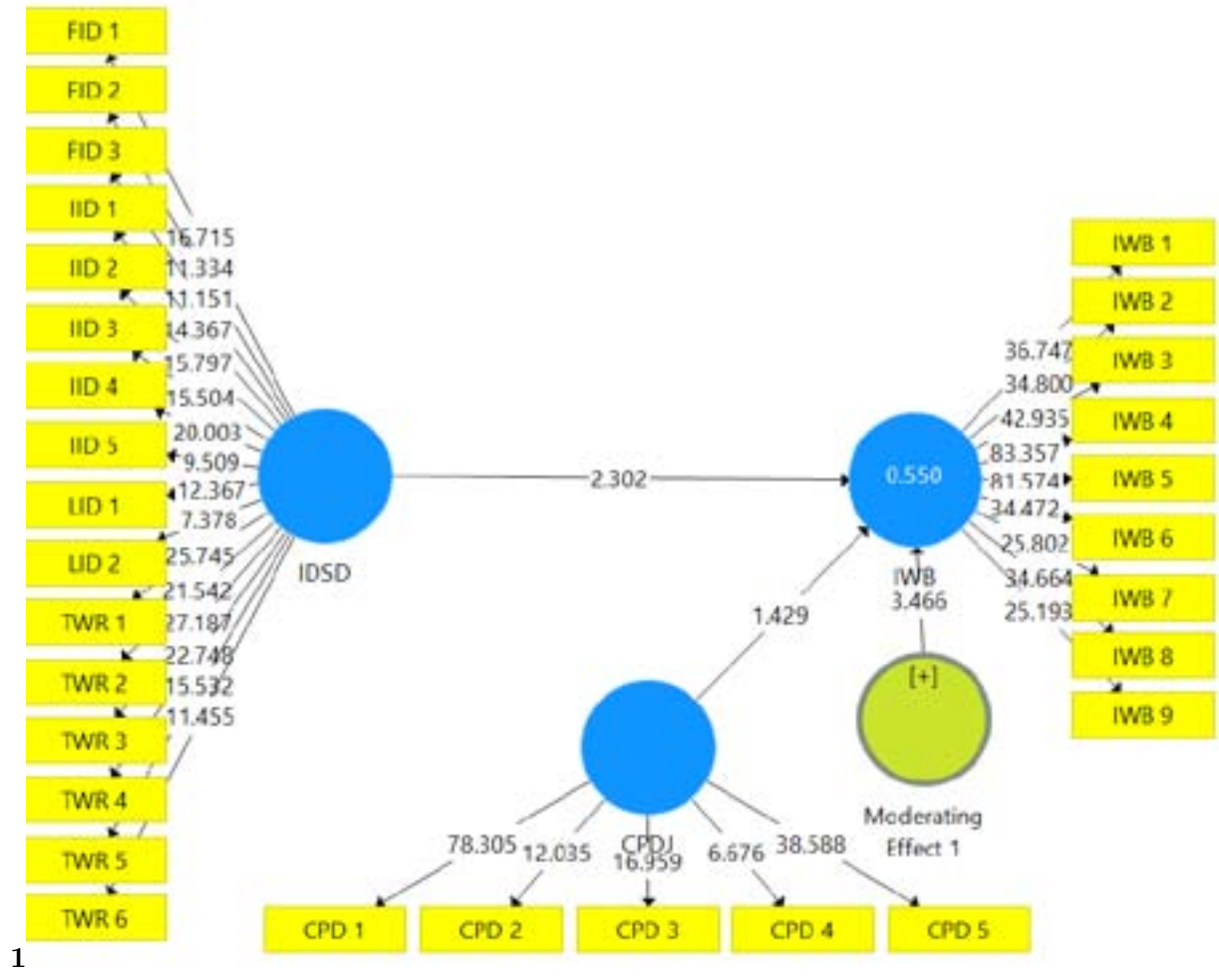


Figure 2: 1 .

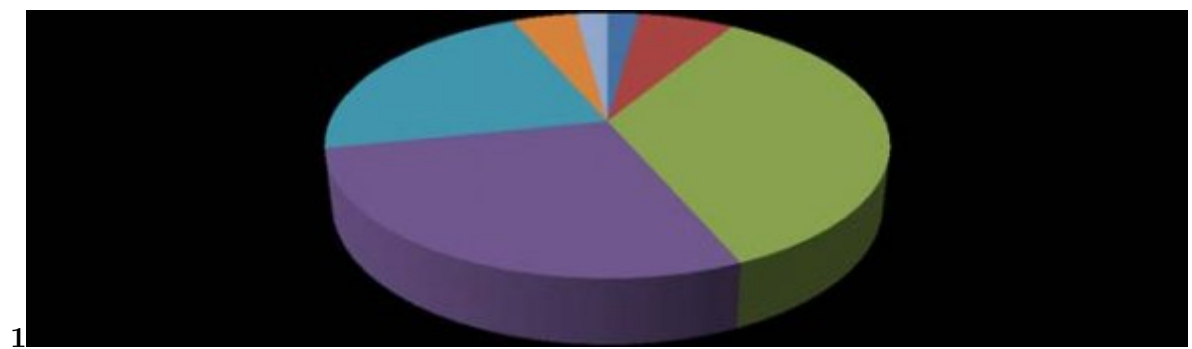


Figure 3: Figure 1 :



Figure 4: Volume

315 1

316 .1 Acknowledgement

317 Allow me to thank my directors; Prof. Jean Michel PLANE of Université Paul Valéry in France and Professor
318 KABONGO, University of South Florida, USA for their wonderful supervision. Also, my deepest gratitude and
319 appreciation to my family for showing their unconditional love and unending emotional, spiritual, and financial
320 supports.

321 .2 Funding Information

322 This research received no specific grant from any funding agency in the public, commercial or not-forprofit sectors.

323 .3 Competing Interests

324 The authors have declared that no competing interests exist.

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326 search'. Adom . https://www.researchgate.net/publication/322204158_Theoretical_And_Conceptual_Framework_Mandatory_Ingredients_of_A_Quality_Research *International Journal for Scientific Research* 2018.

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