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Innovation based Economy

Impact of Effective Entrepreneurship

Highlights

Dynamic Capabilities Collaboration

Leadership on Employee Performance

Discovering Thoughts, Inventing Future

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Management International Orientation, Dynamic Capabilities, Collaboration, ICT usage and Internationalization of Higher Education Institutions

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Abstract- The paper seeks to propose a conceptual framework that could explain the Internationalization of Higher Education Institutions (IHEIs). It seeks to explore relationships that could be tested in an empirical study trying to understand the phenomenon of IHEIS. It suggests that Management International Orientation (MIO) could have a significant effect on IHEIs and that this relationship is mediated by Dynamic Capabilities (DC). It also advocates that the MIO affects the level of collaborations that a university is capable of engaging in. Through collaboration, an institution improves its dynamic capabilities thus positively affecting its internationalization process. The study recommends future researchers to empirically test these effects and relationships amongst Higher Education Institutions (HEIs).

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Management International Orientation, Dynamic Capabilities, Collaboration, ICT usage and Internationalization of Higher Education Institutions

Dennis Nuwagaba [α], Dr. John Yabs [σ] & Dr. Martin Oguttu [ρ]

Abstract- The paper seeks to propose a conceptual framework that could explain the Internationalization of Higher Education Institutions (IHEIs). It seeks to explore relationships that could be tested in an empirical study trying to understand the phenomenon of IHEIS. It suggests that Management International Orientation (MIO) could have a significant effect on IHEIs and that this relationship is mediated by Dynamic Capabilities (DC). It also advocates that the MIO affects the level of collaborations that a university is capable of engaging in. Through collaboration, an institution improves its dynamic capabilities thus positively affecting its internationalization process. The study recommends future researchers to empirically test these effects and relationships amongst Higher Education Institutions (HEIs).

I. Introduction

Many scholars consider Internationalization of Higher Education Institutions (IHEIs) as a process that is transforming postsecondary education institutions (Knight 1994; Knight & De Wit 1997). Altbach & Knight (2007) defines IHEIs by focusing on the policies and practices of the academic system, institutions, and individuals to survive in the globalized environment. Knight (1999) identifies the policies as those that are aimed at integrating and sustaining the international dimension into the primary mission and functions of the institution. She further identifies the activities involved in IHEIs as; student exchange, joint and double programmes, recruitment of international students, employing foreign staff, conducting cross-border research programmes and managing overseas franchises of the institutions. More still Teichler (2004) observes that IHEIS is often explained in terms of physical movement of staff and students, academic collaboration and knowledge transfer as well as global education and address an influx of cross border activities of HEIs. De Wit et al. (2005) define IHEIs as the multiple programs, activities and services that fall in the realm of international studies, international exchange programs and technical cooperation.

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Thune and Well-Strand (2005) define IHEIs as strategies undertaken by HEIs to expand higher education provision and ideas across national boundaries. Citing Porter (1990), Thune & Well-Strand defined IHEIs as a process by which training, conducting of research and the reaching-out functions of a higher education institution become globally and cross-culturally compatible (Porter, 1990). The most used definition of the IHEIs is that it is the process of integrating an international and intercultural dimension into the functions of the institution that include training, knowledge creation and reach-out (Knight, 1994, Knight 2005; Knight & De Wit, 1997; Knight & Sehoole, 2013). However, Hawawini (2011) challenges Knight et al.'s definition as being narrow in its approach, he notes that IHEIs should not just aspire to infuse an international dimension into the teaching, research and service functions of the institution but rather it should seek to integrate the institution into the emerging global knowledge and learning network. Hawawini therefore posits that, IHEIs is the process of integrating the institution and its key stakeholders-its students, faculty, and staff-into a globalizing world. Altbach and Knight (2007) suggest IHEIs includes policies and practices undertaken by academic systems and institutions and even individuals to cope with the global academic environment. These policies and programs are designed by top management team of the HEI. Tandaki and Tremewan (2013) note that IHEIs can be understood as describing administrative university projects that relate to international flows of people, ideas and resources. The IHEIs is taken to be an emergent political project that is imagined, discussed and acted out by HEI administrators to each other as well as agents in and beyond the HEI; meaning that the rationale to internationalize does not emanate from the university alone but is also from other external parties.

The rest of this paper is structured as follows; the next section explores the theories that could underpin the study of IHEIs and explain it in relation with the variables; management team international orientation, collaboration, dynamic capabilities and ICT

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usage. Literature then follows propositions for the relationships (hypotheses) that could be explored. Variable measurements are suggested although not in so much detail and ends with the conclusion and recommendation for future research.

II. Theoretical Underpinnings

a) Institutional Theory

Institutional theory deals with how structural elements such as schemas, rules, norms, and routines arise, diffuse, get adopted, and adapted; the extent to which they are stable; and how they might change over time (Brock, 2012). Institutions are therefore a broad range of social, cultural, and legal rules and norms prevalent in society (Bass, Nicholson & Subrahmanian, 2013). Javernick-Will and Levitt (2010) define institutions as including regulative, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life. Institutional theory helps in explaining information technology for development (ICT4D) and the role of ICT in effecting society change (Bass, Nicholson & Subrahmanian, 2013).

In this study, the institutional theory explains IHEIs which is a fundamental change in the behavior of traditional HEIs that never considered engaging in international engagements. Due to rigidities, hierarchies, rules, and government regulations in most HEIs, it is difficult for most of them to internationalize. Secondly, higher education exists within the context of the ethos, regulations, schemas, culture, and hierarchies of a given society in which HEIs are operating. Breaking through these institutions is a challenge for most higher education institutions.

Kostova, Roth & Dacin, (2008) note that internationalization brings forth the power of institutional change. In HEIs, institutional change tends to be as a result of the management team's approach in coming up with rules, regulations, and norms that govern the running of the HEI. The bureaucracies of HEIs and the rigidities therein, would not ordinarily cause them to internationalize unless the managers are oriented in such a manner to appreciate the internationalization phenomenon.

According to the institutional theory, organizations exist within a field which is composed of the firm and its association with the environment. The HEI shapes the environment; the institution is in turn shaped by the environment. The institutional field is the arena for power through which organizations display their influence (Hoffman, 1999), in which every firm is expected to have some influence. A typical HEI operates and interacts with other HEIs through collaboration and partnership arrangements. This interaction determines whether an educational institution would then be able to integrate itself in this environment which is global.

b) Network Theory

Network theory has been studied in internationalization of small and medium enterprises (SMEs) (Oviatt & McDougall, 1994; Evers & Knight, 2008). Networks relate to the interaction approach which focuses on the dyadic relationships between firms, the implication of these networks, result from the aggregation of these relationships (McNaughton, 1999). The network theory is increasingly gaining currency in the service sector. The debate on networks has rotated around the fact that firms that lack enough resources to engage in internationalization activities and therefore these partnerships provide such scarce resources and make them available for use (Manolova, Manev & Gyoshev, 2014). This impediment affects HEIs in developing countries because most HEIs are resource constrained due to limited public funding.

Tang (2011) notes that firms must develop and deploy relationships which can provide the specific opportunities, requisite resources for achieving the internationalization of institutions. In fact, Manolova et al. (2014) found that because of the risks and costs associated with internationalization, firms need to have a safety cushion of domestic financial networks that can sustain its foreign activities when operating far away from the home base. The HEIs in the same way ought to build relationships that facilitate them to internationalize. These, therefore have to be international collaborations that can provide opportunities for operating in the globalized and internationalized environment. However, caution must be taken by HEIs against unproductive and ineffective collaborative relationships.

The network theory builds on both social and business networks; in HEIs internationalization social networks are the dominant ones since most interactions are not necessarily transactional. HEIs are now participating in education exhibitions to connect with students and faculty from other countries. They provide an opportunity for networking especially building of social networks that are increasingly becoming a source of foreign market information and opportunities (Evers & Knight, 2008).

Networks can provide advice relating to internationalization, this advice contributes to the recipient firm's knowledge and capabilities, complementing and leveraging the knowledge resources that the firm already possesses (Cumming, Fischer & Peridis, 2011) in addition to financial resources that are necessary for engaging in international operations that would otherwise be in short supply for resource-constrained firms (Manolova, et al., 2014).

Networking favors the creation of academic discipline clubs in which academics can come together in specific academic disciplines and advance their scholarship (Donert et al., 2011). These academic clubs bring up people from different countries; can work together because they find commonalities that motivate

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them collectively. Since most networks are non-hierarchical, they operate with a sense of collegiality, empowering those taking part to contribute for the common good and in the process, capabilities are generated. Donert et al. (2011) further add that networks fill a gap or help an institution to acquire a resource that never existed before the network and to find solutions for certain problems.

Turpin, Iredale & Crinnion (2002) point out that, increasing global competition has meant that innovation, marketing, standard setting, quality control and networking have become as important to universities as to firms. This means that HEIs operating in a liberalized education market would need network relationships and opportunities that can make them remain competitive and market-driven in a globalized environment.

c) Resource based View Theory

Resource Based View (RBV) theory helps in explaining the sustained competitive advantage (SCA) of a firm. It is based on the premise that in order for the firm to compete sustainably, it "must acquire and control valuable, rare, inimitable, and non substitutable (VRIN) resources and capabilities, plus have the organization in place that can absorb and apply" these resources (Kraaijenbrink, Spender and Groen, 2010).

Whereas RBV seeks to explain the SCA of firms, it can illuminate IHEIs since institutions that engage in internationalization are seen to have a higher Sustainable Competitive Advantage (SCA), the RBV considers that in addition to the VRIN resources, the firm must have dynamic capabilities that can sustain its SCA in the ever-changing environment. The environment in which HEI operates is quite dynamic and therefore requires such dynamic capabilities to operate and sustain its internationalization agenda.

Also, RBV theory seems to suggest that a firm's competitive position is determined by a firm's unique resources and its relationships. In studying collaborations about HEIs' internationalization, we are trying to explore how relationships develop through partnerships and facilitate HEI's internationalization.

Leiblein (2011) notes that differences in resources, factor market conditions, and organizational abilities at least partially explain performance differences among close competitors. He further observes that management has a role in leveraging, accessing, or developing scarce resources in a manner that allows business organizations to capture some the value that they create for a society. Based on the above observations, top management plays a role of giving the strategic direction of a firm; this strategic direction guides the institution's expansion and internationalization. In most HEIs, the management is responsible for mobilizing and organizing the scarce resources available to advance the global reach of the institution.

Differences (heterogeneity) in the resources owned by the firm partially explain the success of a given firm as opposed to other firms. There are HEIs that internationalize and those that appear not to engage in any international engagements. The difference between these institutions can be attributed to the variations in the nature and structure of resources that HEIs possess. Notably, competitive advantage is largely a function of an institution's ability to assemble uniquely and complementary sets of relational knowledge and resources" (Leiblein, 2011). These resources could be derived from different sources and through a combination of collaborative relationships. Barney, Ketchen & Wright (2011) note that heterogeneity in RBV comes out of two mechanisms; strategic resource acquisition in factor markets and internal resource accumulation. Acquisition of resource in strategic factor markets can be through strategic partnerships.. Heterogeneous human capital is a critical underlying mechanism for building dynamic capabilities. Human capital develops through skills, experiences and the orientations that human resources have.. In fact there are already concerns on how transnational entrepreneurs can access resources and capabilities by embedding themselves in multiple settings and actively shaping, modifying and reinforcing those domains, and what cognitive attributes they need to explore and exploit business opportunities in different international spaces (Barney et al., 2011). It is through these skills, experiences and orientations that managers and entrepreneurs can capabilities that can help them to explore new opportunities in new strategic markets (Barney, 2001).

Although RBV has not directly been studied in the perspective of the IHEIs, it is something that arouses interest in integrating it into this area. Ilieva, Beck & Waterstone (2014) note that internationalization is becoming one of the institutional strategies adopted by universities build a brand and position in a competitive market. This shows how market conditions are driving HEIs to internationalize to build SCA since internationalization gives an HEI an edge in the global market for higher education.

Das and Teng (2000) note that the usefulness and richness of the RBV theory demonstrates it applicability in a variety of strategy areas and point to the fact that, scholars are trying to apply it in various areas. Under the Resource-Based View, firms come into collaborations and partnerships because of imperfect mobility, imperfect inimitability, and imperfect substitutability of firm resources. It is these imperfections that sustain resource heterogeneity of resources necessary for sustained competitive advantage. It is, however, important to note that HEIs also have such variations in the way their resources are sustained. For example, research abilities are not consistently distributed in HEIs and at times knowledge as a

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resource can be hard to imitate, and therefore as a way of HEIs obtaining these valuable resources for their growth, they engage in collaborations to tap into those capabilities resident in other institutions. In HEIs, resources such as institutional reputation are critical for internationalization and some HEIs would wish to partner with other international reputable higher education institutions in order to boost the quality of their services. Most higher education institutions in Africa are seeking collaborative opportunities with internationally reputable higher education institution to improve on their academic standing.

d) Management Team International Orientation and Internationalization of Higher Education Institutions

Management team through their international orientation contributes to the IHEIs. Senior staff and administrators of universities have a role to play in creating internationalization of HEIs through positioning and focusing local institutions to actively participate in the process of integrating into foreign markets and being active actors in a globalized market. They can cause HEIs to engage in social networks, international research activities, and international consortia. These activities would, in the long run, materialize into international student recruitment, student mobility/ exchange programmes, curriculum sharing and other related international activities (Tadaki and Tremewan, 2013). Soderqvist (2007) noted that internationalization with its foreign language competence requirement and multiculturalism ideal could be a challenge to many directors of institutions as they have to prepare themselves as well as their employees for the change process of engaging in internationalization and of building international networks. Kauer, Prinzessinzu Waldeck, & Schäffer, (2007) note that top management plays a critical role in effecting change since they are in charge of strategic decision making, in fact, top management team influences organizational performance. Although the upper echelon characteristics such as age and tenure have been studied to explain strategic outcomes such as performance, less attention has been paid towards their orientation especially their international orientation about tradition change process such as internationalization.

Tadaki and Tremewan (2013) observe that there is ample space in HEIs for senior staff, faculty, and leaders to contribute and define what internationalization is and will become amongst HEIs. They further note that without the active engagement of senior members of the faculty in developing the vision of internationalization, internationalization practices may develop along 'default' neoliberal lines which would make it difficult to realize the benefits of international engagement. This means that leaders in HEIs need to understand and track the broadest global trends in higher education, at the same time attend effectively to the unique needs and aspirations of their particular institutions, local communities, and regional or national contexts. (Rumbley, Altbach & Reisberg, 2012).

Opp and Gosetti (2014) in a study on community colleges in the United States established that involvement of administrators in colleges is critical to the success of the internationalization agenda. This is not only for their human, financial and symbolic support, but also for them to motivate others to appreciate the value of internationalization in the colleges and to make initiatives that would promote internationalization. Also the institutions' administrators are the vision bearers of the institutions they head, and they are critical in; appropriating resources that can be used in the internationalization programmes, mobilizing other stakeholders and explaining the benefits of internationalization to these stakeholders. Top management is influential in mobilizing faculty to integrate global perspectives into the curriculum. It is management that decides whether the institution joins collaboration or a consortium that is aimed at promoting IHEIs.

Top management must also be involved in the IHEIs institutions because the process is risky and requires management to make the hard decisions involved in engaging international partners. This engagement demands more commitment, travel and many times the head of the institution may have to be part of these activities (Hawawini, 2011). Lorkhe, Franklin, and Kothari studied the relationship between top management international orientation and export performance of the small and medium enterprise and found out that MIO had a significant positive association with the export performance of the firm. Since export performance is a measure of internationalization of a manufacturing firm; it can be construed that MIO has a significant relationship with [the internationalization] of HEIs. The experience of top team managers, their interest in internationalization agenda are indicators of their orientation towards internationalization phenomenon in HEIs.

It is evident from the above definitions that management in an education institution affects IHEIs because they are critical in formulating policies, designing programs and coming up with activities that facilitate the integration and sustaining of the international dimension of higher education into the functions of the institution. Therefore top team international orientation is critical in the IHEIs. Top management team cohesion has been found to enhance organization performance. In a simulation study, Michalisin, Karau & Tangpong (2004) found out that cohesion improved industry performance in an airline industry. It is, however, imperative to note that team cohesion only occurs where team members have similar experiences, skills, and aspirations. This paper therefore suggests that:

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The more an institution's management team is internationally oriented, the more internationalized the Institution will be.

e) *Dynamic Capabilities and Internationalization of Higher Education Institutions*

Capabilities are the socially complex processes that determine the efficiency and effectiveness by which organizations can transform inputs (resources) into outputs (Collis, 1994). Teece (2014) defines the capability of an enterprise as "a set of current or potential activities that utilize the firm's productive resources to make and deliver goods and services." He distinguishes between ordinary and dynamic capabilities. Ordinary capabilities involve the performance of administrative, operational, and governance-related functions that are (technically) necessary to accomplish tasks. On the other hand, dynamic capabilities involve higher-level activities that can enable an enterprise to direct its ordinary activities toward high-payoff endeavors. It requires managing or orchestrating, the firm's resources to address and shape rapidly changing business environments. Capabilities can further be defined as the ability of the firm to explore and utilize assets via organizational routines to complete its targets (Amit & Schoemaker, 1993). Schilke (2014) explores first order and second order capabilities. He defines first order capabilities as routines that reconfigure the organizational resource base (these are what Teece (2014) identifies as ordinary capabilities) and second-order dynamic capabilities as routines that reconfigure first-order dynamic capabilities, but he notes that there is lack of understanding on how first order and second order capabilities intertwine. For example, he observes that the firm's ability to manage collaboration or a strategic alliance is a first order capability and the ability to learn from the routines of managing strategic alliances is an example of second order capability. In understanding HEI internationalization, the ability to build and sustain collaboration engagements is a first order capability, but the ability to learn from the collaborations to internationalize is a second order capability.

Capabilities are therefore the capacity of a firm/organization to deploy resources to perform a particular task. These capabilities in most cases are intangible and invisible to the observer but obtained through interactions within the organization and its environment. (Peters, Hofsteller & Hoffmann, 2011). Teece (2014) notes that ordinary capabilities are a combination of (1) skilled personnel, including, under certain circumstances, independent contractors; (2) facilities and equipment; (3) processes and routines, including any supporting technical manuals; and (4) the administrative coordination . Dynamic capabilities also deal with the knowledge that is within the firm about its environment and especially the knowledge that helps the firm to compete favorably within the environment. This knowledge capability is not static; it evolves and thus alludes to an organization's ability to continuously develop new knowledge that is at par with the changing environment. Dynamic capabilities are the organizational and strategic routines by which managers alter their firms' resource base by acquiring, shedding, integrating and recombining resources to generate new value-creating strategies. Dynamic capabilities also help an organization to adjust to the ever-changing environment. Indeed, research on capabilities focuses on dynamic capabilities and is concerned with how firms build and adapt their resource base to maximize organizational fit with the environment (Schilke, 2014). Dynamic capabilities are not acquired from the factor markets, but rather developed internally.

The HEIs operate in an ever-changing political, economic and social environment that requires organizations to develop capabilities to be able to survive the turbulence therein (Sapienza, Autio, George and Zahra, 2005). Through accumulated experience in the foreign market, higher education institutions develop capabilities for internationalization. The firm gains local market knowledge and obtains capabilities to deal with the foreign context. These capabilities, in turn, enable a HEI to engage in programmes, activities and design policies that would facilitate internationalization.

According to Teece, Pisano, and Shuen, (1997), a firm needs dynamic capabilities which are the capabilities to integrate, build and reconfigure both internal and external capabilities to fit in the changing environment, this dynamism helps in meeting organizations objectives. The HEI must then have these dynamic capabilities to cope with the risks associated with operating in an international environment. Teece (2014) further notes that dynamic capabilities demand both an external (outside the organization) and internal orientation by management. He observes that organizations and managers can learn from different geographies. Managers of HEIs need skills and experiences to manage these institutions both internally and externally. The external environment of an HEI is far-reaching and includes the international environment from which the institution draws its faculty and students.

Brock (2012), notes that successful internationalization requires a unique set of capabilities. These capabilities could range from experiential knowledge (which is the knowledge accumulated concerning international operations) to unique skills that an internationalizing firm is using to manage global operations. Experiential knowledge is now being seen as a key capability for the internationalizing firm as it is associated with making informed decisions. Skills of managing a big enterprise, management acquire skills of integrating different expertise, building organizational efficiencies, and redesigning organizational structures and in so doing acquire a new set of capabilities such as market selection, cultural, political, and legal

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integration within the prevailing institutional context. Thus we suggest that;

An institution's dynamic capabilities are associated with its level of internationalization

f) Management International Orientation and Dynamic Capabilities

According to Leiblein (2011), managerial policies and practices foster the development of dynamic capabilities. This focus is evident by considering how three particular forms of managerial discretion; resource allocation policies, organization structure, and managerial cognition or decision making processes.. Management, therefore, has a role in influencing how resources are deployed both in the short and long run, through how it organizes, deploys and makes decisions relating to resource use. This ingenuity is what results in the dynamic capabilities of a firm. Deciding to utilizes resources (whether human, financial or technological) to international operations is dependent on the orientation of management and how they appreciate international engagements. Teece (2014) also underscores the role of managers in realizing dynamic capabilities; he notes that managers are responsible for the allocation of resources within an organization as the price does in the free market environment. He observes that without managers sensing, seizing and transforming ordinary capabilities into dynamic capabilities, the dynamic capability debate would not achieve any organizational outcome.

He asserts that transformative sales experience in one market segment enables successful entry into new market niches and that policies designed to improve learning mechanisms (e.g., experience accumulation, knowledge articulation, and knowledge codification) are critical to the formation of dynamic capabilities because when managers acquire experience in a given market, they develop abilities to effectively engage in that market. The paper therefore suggests that;

Managers' international orientation affects an HEI's dynamic capabilities

g) Collaboration and Internationalization of Higher Education Institutions

Collaboration has been defined differently by different people; Kezar (2005) defines it as the process that entails an interactive process (relationship over a period and that the interactive parties/groups develop shared rules, norms, and structures which often become their basis for working together. Tsasis (2009) on the other hand defines collaborative relationships as relationships that represent an inter-organizational effort to address mutual benefits or common interests among organizations through a process of information exchange and resource sharing. Kezar (2005) further argues that collaboration can be internal or external. It can also be formal (corporate alliance) or informal collaboration (Goddard, Goddard and Tschannen-Moran, 2007). Corporate alliance involves stages which include; negotiations (that entail working out joint expectations, building trust and bargaining), commitment in which an agreement is reached based on the obligations and rules for future action and execution where systems are put in place to make collaboration happen. For it to happen, the top management team has to be involved in making commitments and guaranteeing future action and execution.

Collaborations present opportunities for HEIs to come together to pool resources that would facilitate the advancement of knowledge and sharing of ideas globally. In the manufacturing sector, firms that are strategically vulnerable and with fewer resources are likely to seek for collaborative engagements. Majority of HEIs in Africa are strategically vulnerable due to weak systems and structures. Further still, the inadequate funding for public HEIs from their governments and founders of private universities who consider universities as sources of profit, make collaboration an endearing phenomenon for HEIs in most of the developing world and Africa as a region (Das and Teng, 2000). Das and Teng, seem to suggest that in the current technologically driven world, characterized by speed, the key to success lies in the collaborative advantage derived from partnerships amongst different firms.

The IHEIs has for long been seen as a cooperative effort that happens through some activities such as student exchange programmes, collaborative research activities, joint academic programmes run by two or more institutions (Thune & Welle-Strand, 2005). Collaboration presents some benefits to organizations including improving efficiency and effectiveness. Higher education institutions especially those in the developing occasionally find the cost of internationalization prohibitively high due to less funding they receive. Collaboration according to Hawawini (2007) is a cost-effective method for such institutions to engage in international engagements and activities.

Collaboration has been studied in the education before, Goddard, Goddard, and Tschannen-Moran, (2007) found that teacher collaboration in the curriculum has a positive correlation with pupil performance. Also professional discourse helps teachers enhance their pedagogical skills and experiential knowledge to improve instruction. Donert, Hay, Theobald, Valiunaite & Wakefield, (2011), assert that collaboration is crucial for the future of geographical education and that through cross-disciplinary and inter-institutional activities, there is knowledge creation and co-generation that universities, non-governmental institutions and associations as well as the industry can benefit.

Genao (2014) in a study on collaboration in the education sector notes that collaboration can be both

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internal and external collaboration. It is internal when it involves partnerships between departments or individuals in the same organization. It is external when it involves players outside the organization. Kezar (2005) highlights the benefits of organizational collaboration as; efficiency, effectiveness, and perhaps the most important for higher education institutions is that collaboration enhances student learning. However, Tadaki and Tremewan (2013), caution that universities will increasingly have to make decisions about which collaborations and international relationships are worth building, and why they need to pursue particular collaborations because not all partnerships and collaborations that universities engage in are beneficial and would enable the universities to internationalize.

Turpin, Iredale & Crinnion (2002), point out that increasing global competition has meant that innovation, marketing, standard setting, quality control and networking have become as important to universities as to firms. Also relationships between academic disciplines, universities and their markets are undergoing a radical transformation as collaborative relationships are increasingly emerging not only amongst universities, universities and industry enterprises but also international institutions that support IHEIs. Thus we, propose that;

International Collaboration Improves an Institution's Dynamic Capabilities

h) Information Communication Technology Usage and Internationalization of Higher Education Institutions

Information Communication Technology usage in education originates from the 1990s which was a decade of computer communications and information access particularly so because during this period there was increased use in the use of internet-based services such as electronic mail and the World Wide Web (WWW) (Noor-Ul-Amin, 2013). Rodrigo (2003) established that ICT usage in education falls in three categories ; ICT as a subject matter of study, ICT as a support tool and ICT as a transformative agent (as a catalyst for transformation). The ICT as a subject in education entails learners studying about computers, their use, and programming. It intends to develop computer use skills in which learners develop competencies of using computers, their software and programmes. The ICT as a support tool in respect to facilitating learning, it involves preparation of teaching materials, using computers to demonstrate to students and easing communication between the learners and the teachers. On the other hand, ICT as a transformative agents looks at the revolutionalizing power of ICT in education; for example facilitating long-distance education, an online interface between learners and facilitators, introducing new interfaces between learner and teacher through video conferencing among others. In the study of ICT as a catalyst for change in the international perspective, the role of ICT in reaching out to learners in the dispersed environment including across a country's border is of paramount interest. Therefore, ICT becomes a transformative agent in providing international education.

Regarding IHEIs, first, with ICT usage, news about internationalization moves fast across borders. Indeed, where there is internet access, information about developments in the IHEIs in part of the world moves instantly to the rest of the world (Rumbley et al., 2012). According to Altbach and Knight (2007) the key drivers of internationalization of HEIs include among others; the advancement in ICT, increases global movement of workers and liberalization of economies that promotes, the knowledge society, private investment and decreased public support for education, and the growing importance of lifelong learning. The international dimension of higher education is, therefore, becoming increasingly important and, at the same time, more intricate to understand (Altbach & Knight 2007, p. 298). The ICT provides solutions to these factors and offers solutions of these challenges. . Scholars, learners, workers, and investors today more than ever can keep in touch via email and online platforms such as social networking sites. There is a lot of information sharing between learners, educators and researchers. The use of ICT in IHEIS is due to advancements in information technologies and the dramatic upswing in recent years of the coverage about international education issues. Thune & Welle-Strand (2005) found that the impact of ICT in internationalization processes is indirect and tied to routine activities in teaching, administration and research rather than being a driving force of internationalization. It is the usage of ICT in teaching, research, and administration that contributes to the IHEIs. Mazzarol (1998) observes that ICT is one of the critical factors in the marketing of education services because it provides an additional mechanism of providing the education services through conducting of online courses.

Whereas student mobility is generally considered to constitute IHEIs, ICT is the main factor in expanding internationalization of education; in fact, it is the likely substitute of student mobility. It eliminates geographical barriers and allows learners to log on from any part of the world and as such ICT promotes the international dimension of education (Noor-Ul-Amin, 2013).

In a case study on a Norwegian private university, Thune & Welle-Strand (2005) found that 50% of their respondents believe that ICT was a critical factor for IHEIs, while 50% thought that ICT is not an important element factor in the IHEIS. This dichotomy in opinion represents the lack of clarity on the role of ICT in the internationalization process of HEIs. Those that support the role of ICT in the internationalization of HE do so based on the fact that ICT facilitates collaboration between academics internationally, recruitment of

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international students and facilitating rapid and real-time communication. On the other hand, those opposed to ICT, seem to suggest that the un-standardized nature of education somehow hinders its mass production and of course its provision over standard information communication platforms. Secondly, they argue that knowledge grows through experience and within cultural perspective; therefore providing education internationally using ICT can hardly achieve this. Nonetheless, ICT cannot be disengaged from today's HEI whether in promoting internationalization or availing education locally.

IHEIs increases with increase in the usage of ICT.

III. Measurement of Variables

a) Internationalization of Higher Education Institutions

Internationalization of HEIs could be measured using Knight (1999) and Ryan (2002). In their studies, they measured IHEIs using a multi-item measure. They considered the number of foreign students enrolled in the institution specifically considering the percentage of foreign students. They also considered the recruitment of international staff and their number, the number of those who are internationally oriented, student mobility through exchange programs, teaching students from different locations, joint lecturing, operating branch campuses abroad, the language of instruction, and franchising of programmes to other foreign universities. Thune and Welle-Strand (2005) also considered internationalization by looking at enrolment of both staff and students, the mobility of staff, the kind of resources that the university is using, and use of international teaching materials.

b) Management International Orientation

Management's international orientation has been studied by Tadaki and Tremewan, (2013) in their study they considered management's international experience and exposure, their expertise and the skills they have acquired in managing internationalization strategy. In addition, Lorkhe, Franklin and Kothari (undated) studied and measured management team international orientation by looking at international work experience, the experience of living abroad, and foreign language proficiency. Opp and Gosetti (2014) consider experience of the managers, their interest in internationalization and their willingness to commit someone to manage international affairs as being critical in the internationalization agenda.

c) Information Communication and Technology usage

Thune and Welle-Strand (2005) in a case study of the use of ICT in IHEIs institution in Europe, measured ICT use by looking at the use of internet conferencing technologies, joint lecturing through video conferencing and the integration of ICT in distance education. The usage of ICT in the IHEIs has also been studied by looking at ICT as a support tool in international activities of HEI, in this they considered how internet and e-mail are being used to correspond with students, in the delivery of term papers, posting of information especially those at foreign. The application of ICT as a channel of distribution and communication in HEIs is measured based on the intensity of e-learning as a learning tool for students abroad and those in subsidiaries of the universities.

Furthermore, ICT has also been measured by considering how it is used in the marketing of the education institutions (Donert et al., 2011). By understanding that ICT is important for the mobility of students and for the recruitment of international students, Donert et al., (2011) measured ICT usage by considering whether foreign students can apply and register online, use of ICT to introduce international perspectives in home campus activities, use of ICT in managing international partners and network administration for student exchanges.

d) Collaboration

Collaboration can be measured by the number of collaboration arrangements that the university has with (1) the industry outside the country, (2) with other universities outside the country and (3) with other foreign organizations or institutions. It can also be measured by assessing the depth of the collaboration with these international stakeholders (Genao, 2014).

e) Dynamic Capabilities

Dynamic capabilities would be measured according to guidelines by Teece (2014) on ordinary dynamic capabilities. The study would therefore consider whether an HEI has skilled personnel that can handle internationalization process, whether the institution has facilities and equipment that can facilitate for example the welfare of international students and staff and ensure a descent education environment for both international staff and students. Processes and routines of HEIs could be evaluated especially on how these processes and routines fit with internationalization activities such as recruiting, registering and maintaining foreign students, faculty and partners. Teece (2014) suggests an examination of rules to international students and staff and examine how those rules assist in handling international partners.

IV. Conclusion and Recommendations

This paper has tried to evaluate the conceptualization of the variables; IHEIs, management team international orientation, dynamic capabilities, collaboration and ICT usage. It highlighted the relationships that exist between these variables as per extant literature and the prevailing conceptualization in the literature with the aim of developing a conceptual model that seek to explain the IHEIs. The theories reviewed seem to give a purview of explanations need for the study of IHEIs. The outcomes of this literature-

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based study are suggestions that seek to explain the IHEIs and some of prepositions that would help such an explanation. The paper recommends that future researchers could consider conducting empirical research that could provide empirical evidence and test the suggested relationships and effects.

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The Impact of Directive and Supportive Leadership Style on Employee Performance in Federal Medical Centre Asaba Nigeria

By Emmanuella Diuno

Abstract- The purpose of this research was to investigate the impact of directive and supportive leadership style on employee performance in federal medical centre Asaba Nigeria.

This research was guided by post-positivism philosophy; this was preferred because the study attempted to establish how one variable (directive and supportive leadership style) affects another (employee performance). A quantitative approach was used to explore the impact, where a properly structured questionnaire was distributed and collected after five working days. The sample size of this research was made up of 115 respondents and the selection was made using random sampling.

For this study a multiple regression method was used to analyze the findings. To test the hypothesis SPSS was used. The results obtained were presented in tables and bar chats and histograms. The results of the regression indicated that directive leadership style had a significant impact on employee performance in federal medical centre Asaba (F (.011) $p<.05$). The result showed that directive leadership style was a strong predictor of employee performance, based on this the study rejected the null hypothesis and accepted the research hypothesis. On the other hand, the results also indicated that supportive leadership style had no significant impact on employee performance in federal medical centre Asaba (F (.086) $p>.05$). The result indicated that supportive leadership style was not a strong predictor of employee performance, based on this the study accepted the null hypothesis and rejected the research hypothesis.

Keywords: *directive leadership, supportive leadership, employee performance, federal medical centre.*

GJMBR-A Classification: *JEL Code: J54*



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The study concluded that directive leadership style has a positive impact on employee performance while supportive had no impact on employee performance in federal medical center Asaba Nigeria.

The study further recommended that to be an effective leader, there is need to adopt a multiple leadership style than a singular style when dealing with employees in any organization. The study also recommends that leaders in all works of life treat people how they want to be treated. By this we mean leaders should show love, care and support to their employees.

Keywords: directive leadership, supportive leadership, employee performance, federal medical centre.

I. Background

The issue of leadership is very vital for the growth and survival of any organization. Leadership has an important bearing on how effectively an organization reaches its goals and objectives.

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"The term Leadership has long being of existence among people and it has so many interpretations; it has been defined in terms of traits, behaviors, influence, interaction, patterns, role, relationships, and occupation of an administrative position. Generally, leadership could be defined as an influence, art or process of influencing people so that they will strive willingly towards the achievement of group goals." (Okpara, 2005). "In organization, there is need to acquire human resources in order to meet its objectives. Subsequently, when human resources have been acquired, there is need to maintain and keep them together. It should be noted that every individual has his personal expectation for working in an organization. To this effect, the leader must employ the various ways of making sure that the employee stay at work (thereby reducing absenteeism), feel contented (satisfied) with their job and thus ready to put on their best. Employees have shown to be an important tool for achieving organization's goal towards the production of quality goods and services. These Employees demonstrate a wide variety of positive and negative behaviors at work in the cause of carrying out the task at hand in their respective workplace." (Obi, 2015) According Linda-Ray (2014) "the type of relationship a leader forge with his employees plays a substantial role in how they behave." She also stressed that in other to encourage productivity and positive work environment, "the leader must pay attention to his or her own style." This explains that the type of leadership style of managers in an organization would have an impact on the employees' performance, and attitudes such as employee turnover, job commitment and job satisfaction. Krammer (2004) also argued that "the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. In an ideal world, leadership styles adapt to the need of an organization." Tifase (2014) stated that "leadership is imperative to any living human being; man or woman'. She states further that leadership style is what differentiates between a business thriving, sinking, or soaring and that there are various leadership styles with each having its implication of effective implementation on profit, work culture, organizational and individual goals."

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Medical center managers have a leading role in the direct supervision of employees under them. A medical center is one of the most important social organization and health services, because it must address the health and medical problems that people deal with in their everyday lives.

Therefore, proper supervision, and leadership traits are very important in the management of a medical center. The managers have to know how to apply good leadership principles and styles in other to lead the organization to achieve its main goals and objective.

a) Problem Statement

Firstly, a lot of research has been carried out based on "effect of leadership styles on workers performance" (okunade, 2011), but none has investigated the impact of directive and supportive leadership styles on employee performance in federal medical center Nigeria.

Secondly, improving the productivity and performance of health care workers in order to enhance efficiency in the medical centers, is a major challenge for African countries. Employee is the most important asset of health systems and performance of employees in medical centers depends mainly on how they are being led by their own leaders.

b) Purpose of Study

The main objectives of any medical center are primarily to serve humanity, increase health. And for an organization such as this, when employees do not perform their duties well, it will in turn have a drastic effect on the organization and the health & lives of people as well. It is against this backdrop that this study seeks to investigate the impact of directive and supportive leadership style on employee performance in federal medical center Asaba Nigeria.

c) Research Questions

1. To what extent does the directive leadership style impact employee performance in federal medical center Asaba Nigeria?
2. To what extent does the supportive leadership style impact employee performance in federal medical center Asaba Nigeria?

d) Null Hypothesis and Research Hypothesis

Hypothesis 1

- *H0:* Directive leadership style does not have an impact on employee performance in federal medical center Asaba Nigeria.
- *H1:* Directive leadership style has an impact on employee performance in federal medical center Asaba Nigeria.

Hypothesis 2

- *H0:* Supportive leadership style does not have an impact on employee performance in federal medical center Asaba Nigeria.
- *H2:* Supportive leadership style has an impact on employee performance in federal medical center Asaba Nigeria.

e) Conceptual Framework

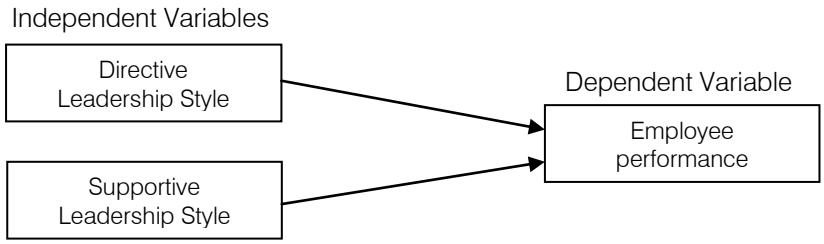


Figure 1: Showing the Conceptual Framework

II. Literature Review

a) Leadership Defined

Numerous researchers and authors around the world have attempted to define leadership in their own ways thus giving rise to many definitions. One of the most recent definitions of leadership is taken from the speech made by Colin Powell, united state secretary of state, he defined leadership as "the act of accomplishing more than science of management." Daniel (2002) also gave his own definition as "a relationship through which a person influences the behavior of other people, it involves one person consciously trying to get other people to do something that he or she wants them to do."

Oyenuga (1997) on the other hand defined leadership as "the process by which a person called the leader is involved in the responsibility of directing the activities of people i.e. its subordinates or followers towards the achievement of pre-determined goals. Falker (1970) looks at leadership as "the moral intellectual ability to visualize and work for what is best for the company and its employees. He also indicated some desirable quality of leaders, these are "compassion, clear thinking, a general understanding of technological operation without obsession with detail, integrity, ability to retain the confidence, ability to communicate and enthusiasm."

In a broad based definition, David B, Andrzy (2004) describes leadership as "a process and a

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property." As a process, he sees it as the use of non-coercive influence to shape the goals of a group, motivate behavior towards the achievement of these goals and help define group or organizational structure. As a property, he sees leadership as a set of characteristics attributed to individuals who are perceived to be leaders. He summarizes this up by describing leaders as "people who can influence the behavior of others without having to rely on force and whom others accept as leaders."

b) Leadership Style

"In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually replaced with the human resource management. This give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance. The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operates. Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power. An administrative phenomenon reflects the contingency of leadership, and style, situation and performance criteria have been left to suffocate on their own. As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties." (Iqbal, Anwar & Haider, 2014).

According to Davis (1993) "Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader."

"Leadership styles are a tool to achieve desired results through the activities of employees. From the stand point of organization, leadership styles are vital, because leaders have a powerful influence on individual and group behavior. Although many factors affect employee performance, but there is no doubt that leadership is one of the most important and determining factors at ultimate success of any organization."

For this research work, we are focusing on two leadership styles which are directive and supportive and how these leadership styles affect employee performance in medical centers.

Barman (2009) defined directive and supportive leadership as:

i. *Directive Leadership*

Directive leadership is described as "Telling followers what needs to be done and giving appropriate guidance along the way. This includes giving them schedules of specific work to be done at specific times. Rewards may also be increased as needed and role ambiguity decreased (by telling them what they should be doing)."

"This may be used when the task is unstructured and complex and the follower is inexperienced. This increases the follower's sense of security and control and hence is appropriate to the situation."

ii. *Supportive Leadership*

Supportive leadership is described as "Considering the needs of the follower, showing concern for their welfare and creating a friendly working environment. This includes increasing the follower's self-esteem and making the job more interesting. This approach is best when the work is stressful, boring or hazardous."

c) Effect of Directive Leadership Style on Employee Performance

Daft (2011) states that "a leader who uses a directive style usually informs followers on what is expected of them when performing their tasks. It is most effective when employees are unsure about the task or when there is a lot of uncertainty within the environment." "The directive style talks of scenarios where the leader guides followers clearly on the instructions required of them in order to perform the given tasks effectively." (Moorhead & Griffin, 2012). "The theory states that the directive style is instrumental in a situation where the subordinate roles and tasks are not clearly stated" (Quick & Nelson, 2013). "This style is characterized by leaders telling followers what needs to be done and giving appropriate guidance along the way even as the subordinates perform their respective tasks. This guidance includes giving the subordinates schedules of specific work to be done at specific times. Rewards may also be increased as needed and role ambiguity decreased by telling the workers what they should be doing" (Phillips & Gully, 2012).

"Directive leadership style may also be used when the task is unstructured and complex and the follower is inexperienced. This style is seen to be more beneficial because it increases the subordinates sense of job security as well as and control of their tasks" (Northouse, 2013).

d) Effect of Supportive Leadership Style on Employee Performance

"Under supportive leadership, the leader makes work pleasant for the employees by showing concern for them and by being friendly and approachable. It is most effective in situations in which tasks and relationships are physically or psychologically challenging" (Luthan, 2011). "Under the supportive style, the leader focuses on making sure that the physical as well as the psychological needs and preferences of his or her subordinates are well taken care of thus creating

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a happy work force" (Quick & Nelson, 2013). "This leadership style is very appropriate in situations where the allocated tasks are very draining both psychologically and even physically" (Moorhead & Griffin, 2012).

"This style has put emphasis on three keys areas as follows; concern for employees by managers, satisfying subordinate needs and creating a friendly working environment. Some of the most successful companies with the most dedicated employees in most cases always put their employees first" (Murugesan, 2011). "Such companies have realized that happy employees treat customers better; this subsequently improves both employee and company performance through superior customer service levels and sales. Studies show that employees who feel their coworkers and managers genuinely care about them often perform better" (Mandal, 2012). "The more employees know they have support from the organization and management, the more they will support the organization, and the more profitable it will become" (Bhatia, 2013).

e) Leaders and Leadership in Healthcare Sectors

According Hartley, et al. (2008) "The international importance of interest in leadership is clear and evident in private and public healthcare organizations. There have been a series of policy papers asserting the importance of improving public services through the further development of leadership skills. As one of the most important public service organizations, healthcare organizations rely on well understood and highly developed leadership. This is important to improve the quality of healthcare, as well as organizational processes." "Consequently, leadership is seen as central to progressing organizational productivity and capacity.

f) Performances

The OED (1978) states that the meaning of performance is "a person's achievement under test conditions."

"The leaders' main aim is to reach the organizational goals with the assistance of their employees. This is the reason why companies develop policies and plans to motivate their staff, and the impact of this is then measured by determining whether employees perform their duties better than they did prior to motivation efforts, and that productivity or service delivery is high or within the set standards. Once motivational strategies are in place it becomes very important for the hospital to measure employee performance to ensure that it is according to set standards."

III. Research Methodology

The method used in collecting data for this study was primarily a quantitative approach and the instrument adopted was the questionnaire.

Questionnaire was chosen because of its ability to reduce any bias and also to obtain all the necessary and authentic information needed for the data analysis. The questionnaire was divided into two sections. Section A dealt with demographic information of the various respondents, respondents are required to specify their personal details such as gender, age and marital status. Section B contained questions regarding the independent and dependent variable. This section was used to measure the impact of directive and supportive leadership style on employee performance in federal medical center Asaba Nigeria.

A cover letter was attached together with the research questionnaire. It is used to describe the purpose and title of the research. It also serve as a guidelines for respondents to know that all their answers were going to be kept confidential and used for the research purpose only. A seven point Likert scale was used to measure the answers of the respondents in the second part of the tool. Under section B, there were three sub subsections. In the first subsection, a scale of 1-7 was used to gauge the directive leadership style. The scale ratings were as follows: 1 = Never 2 = Hardly ever 3 = Seldom 4 = Occasionally 5 = Often 6 = Usually 7 = Always. In the second subsection, a scale of 1-7 was also used to gauge the supportive leadership style, where 1 was the lowest and 7 the highest. And for the third subsection, a scale of 1-7 was equally used to rate employee performance. The questionnaire was developed by the researcher based on the research questions given in Northouse, 2013 and salanova et all, 2005. Generally, these research instruments were structured to effectively address the research objectives and also to tackle the research problem based on the dependent and independent variables.

This research used the multiple regression analysis and data analysis was conducted using the statistical package for social sciences (SPSS).

IV. Research Findings

a) Reliability Tables

Table 1: Reliability Statistics

Cronbach's Alpha	No. of Items
.724	3

Table 2: Reliability Statistics

Cronbach's Alpha	No. of Items
.714	3

Table 3: Reliability Statistics

Cronbach's Alpha	No. of Items
.753	3

The above table shows the reliability of all the variables according to Cronbach's Alpha in SPSS. The entire construct had a Cronbach's Alpha coefficient

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which was above 0.7 which indicates that the entire construct are internally reliable.

b) Demographic Tables

Table 4: Gender

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Male	48	41.7	41.7	41.7
	Female	67	58.3	58.3	100.0
	Total	115	100.0	100.0	

Table 5: Age

		Frequency	Percent	Valid Percent	Cumulative %
Valid	20-30	31	27.0	27.0	27.0
	31-40	42	36.5	36.5	63.5
	41-50	27	23.5	23.5	87.0
	51 and Above	15	13.0	13.0	100.0
	Total	115	100.0	100.0	

Table 6: Marital_Status

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Single	64	55.7	55.7	55.7
	Married	51	44.3	44.3	100
	Total	115	100.0	100.0	

Table 7: Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Bachelors Degree	57	49.6	49.6	49.6
	Master Degree	41	35.7	35.7	85.2
	Doctorate Degree	17	14.8	14.8	100
	Total	115	100.0	100.0	

The gender distribution of this study as illustrated in table 4 above, showed that out of the 130 questionnaire that was distributed, 115 was returned of which 48(41.7) were men and 67(58.3) women. about 31(27.0%) were within the age bracket of 20 and 30 years whereas those within the age bracket of 31 and 40 years accounted for 42(36.5%) and those within the age of 41 and 50 years accounted for 27(23.5%) and finally those within the age of 51 and above were 15(13.0) as shown in table 5 above.

And from table 6 it can be deduced that 64 (55.7%) responded were single while 51 (44.3%) were married.

From table 7, it is seen that majority of the respondents, 57(49.6%), held bachelor's degrees. Further to this, those with a master's degree accounted for 41(35.7%), while those with doctorate degree accounted for 17(14.8%).

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c) *Test for Normality*

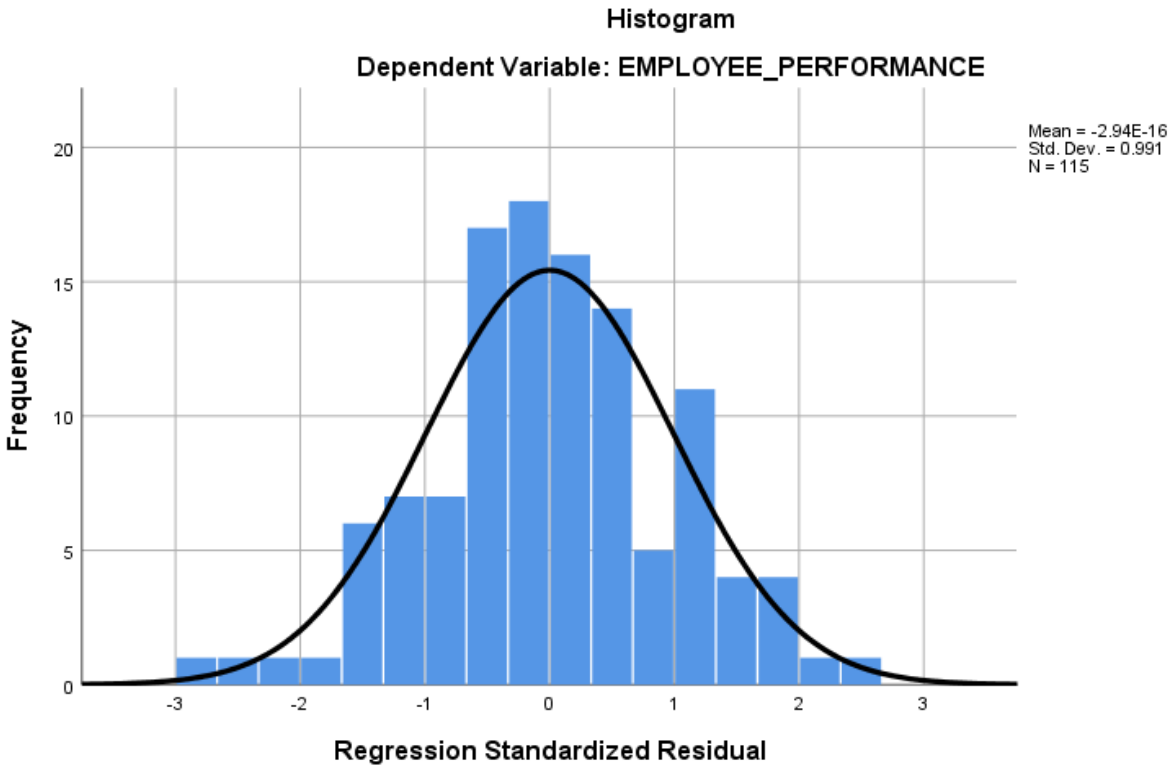


Figure 2: Showing Test for Normality

Based on the regression standardized residual figure above we can estimate that the data was normally distributed.

d) *Correlation Analysis between the Independent and Dependent Variables*

Table 8: Correlations

		Employee Performance	Directive Leadership Style	Supprtive Leadership Style
Pearson Correlation	Employee Performance	1.000	.241	.168
	Directive Leadership Style	.241	1.000	.047
	Supprtive Leadership Style	.168	.047	1.000
Sig. (1-Tailed)	Employee Performance	-	.005	.036
	Directive Leadership Style	.005	-	.307
	Supprtive Leadership Style	.036	.307	-
N	Employee Performance	115	115	115
	Directive Leadership Style	115	115	115
	Supprtive Leadership Style	115	115	115

e) *Hypothesis Testing*

Table 9: Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	Vif 1
(Constant)	9.222	1.267		7.281	.000		
Directive Leadership Style	.216	.084	.234	2.583	0.11	.998	1.002
Supprtive Leadership Style	.149	.086	.157	1.733	.086	.998	1.002

a. Dependent Variable: Employee_Performance

As shown in table 9 above, the results of the regression indicated that directive leadership style had a significant impact on employee performance in federal medical centre Asaba (sig (.011) $p<.05$). The result showed that directive leadership style was a strong predictor of employee performance, based on this the

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study rejected the null hypothesis and accepted the research hypothesis.

On the other hand, the results also indicated that supportive leadership style had no significant impact on employee performance in federal medical centre Asaba (sig (.086) $p>.05$). The result showed that supportive leadership style was not a strong predictor of employee performance, based on this the study accepted the null hypothesis and rejected the research hypothesis.

V. Discussion

The multiple regression test established significant relationship between the directive leadership style and employees performance at a sig value of 0.011, $p<.05$. This is in line with the statement that leaders inform subordinates about what needs to be done and how it needs to be done.

This finding also comes to terms with Tulgan (2009) who acknowledged that with directive leadership styles, members with different work features will be more effective and productive. In other words, the leadership styles are significantly related to employees' attitude and behavior.

On the other hand, the multiple regression test established that there isn't a significant relationship between the supportive leadership style and employees performance at a sig value of .086, $p>.05$. At this stage it is concluded that leaders at federal medical center Asaba barely practice supportive leadership style. This comes to terms with Lacoma (2017) which stated that "Supportive leadership styles are not conducive to every business environment.

VI. Conclusion

Based on the various literature incorporated in this research, it can be deduced that effective leadership is one of the most crucial factors that leads any organization towards great success.

However, in an environment that deals with division of labor such as federal medical center Asaba, the performance of employees is one of the most basic challenges. Reason being that performance as a phenomenon is closely related to aspects of effectiveness. Especially for doctors and nurses performance issues are inextricably linked to patient safety. Thus it is very vital employees' at medical center perform their uttermost best. And in other to achieve this, leaders should always clarify the path so employees know which way to go, remove roadblocks that are stopping them going there and increasing the rewards along the line.

VII. Limitations of the Study

One limitation this study faced included non-response due to ignorance of some of the respondents, out of the 130 questionnaire that was distributed only 115 were returned.

VIII. Recommendation

Based on the findings of the research, the following recommendations were developed:

- To be an effective leader, there is need to adopt multiple leadership styles than a singular style when dealing with employees in any organization.
- The study recommends effective flow of communication as a guide to effective leadership. This helps keep the employee working on the right projects with the right attitude and frame of mind.
- The study recommends that leaders in all works of life treat people how they want to be treated. By this we mean leaders should show love, care and support to employees.
- The study recommends team that leaders should always have the welfare of the employees at heart. The leadership team should create a very conducive atmosphere that will enhance employee participation in the day to day running of the organization.

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The Effect of Satisfaction and Commitment on Engagement of Employees in Nigerian Banks

By Phillippa Diuno

Abstract- This study aims to ascertain the effect of satisfaction and commitment on engagement of employees in Nigerian banks with particular reference to First Bank Nigeria, PLC Asaba zone offices. First Bank of Nigeria, is a Nigerian multinational bank and financial services company. It is Nigeria's largest financial services company serving wide range of strong customer base through nationwide branches as well as online services. Just like any big organization, First Bank Plc. is faced with the problem of developing and sustaining staff engagement through achieving a high satisfied and committed employee.

The paper aimed at identifying various strategies and techniques of satisfaction and commitment of employees that bring the best engagement techniques out of employees.

This study was carried out among the employees of First bank Nigeria Plc. Spanning through branches in Asaba, Nigeria.

120 well-structured questionnaires were administered in different areas in Asaba Nigeria where First Bank of Nigeria Plc is evenly represented in branches with a total of 108 questionnaires received back and passed through statistical analyses.

Research questions were raised based on the research objectives and hypotheses.

Multiple regression analysis was deployed to test the various hypotheses formulated in the study. The result showed that less satisfaction of the employees resulted to high commitment on employee engagement to work better. It was also found that worker's perception on what is obtained in the organization will be a motivation to greater productivity for example financial motivation involving monetary rewards.

GJMBR-A Classification: *JEL Code: J28*



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I. Introduction

Effects of the satisfaction and commitment of employees helps to identify and overcome the problems faced by the employee on the engagement in his/her work.

Khan et al, (2013) Organizations achieve their set objectives when competent and committed employees are engaged, getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in the banking industry.

Iqra and Yahya, (2013) Some of the indicators of a satisfied or committed employee include but not limited to lack of interest in job offers elsewhere, willingness to accept responsibility, expression of job satisfaction an commitment, willingness and ability to make useful contributions, eagerness to work with less supervision and not given to unnecessary excuses Basically, three forms of employee satisfaction and commitment have been explored, they are affective, continuance and normative. Each of these forms has different implications for employees' workplace behavior.

Klein, Molloy and Brinsfield, (2012) Employee engagement technically is the aggregate net performance of the individual employees in the organization. This is because; the organization is the composition of the employees under it.

An organization does not achieve anything on its own except the cumulative achievements of the employees that make up the organization.

In First Bank of Nigeria PLC for instance, its achievement is an expression of the percentage of market share acquired, level of employee retention as well as the extent of recognition within and outside the country amongst other indices.

Employee satisfaction and commitment as an individual attitude could be elicited through several factors but how it bears on organizational performance is worrisome. Given the banking environment with its concomitant employees lay off consequent upon unexpected performance as it were, it therefore, becomes necessary to investigate the effects of satisfaction and commitment on the engagement of the employees of First Bank Nigeria. Particularly the Asaba Zonal operations.

a) Statement of the Problem

Employees are one of if not the most important assets of any organization, and with more advanced industries and specific services, high quality skills are required more, especially at a time when human resource market has become more competitive than before as a result of increased globalization.

Employees' satisfaction and commitment to their organizations highly affects their engagement as well as the organization's performance. It is the extent to which the employee is involved in his/her work and is loyal to his/her organization.

An engaged employee is concerned with producing quality work and believes that she or he has a stake in the organization. But when the reverse is the case that is to when employees are not engaged in matters concerning the organization, the organization is likely lose their reputation and in a long run close down.

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The purpose of any organization is to render services and in order to meet these objectives; people are employed in the organization to help the organization meet its objectives. Thus, it is important to ensure employees in the organization are committed towards their engagement in realizing the organizational goals.

Some people are of the view that such extrinsic factors like money, praise, and quality of supervision and company's policy can motivate people to work, while others are of the view that such extrinsic factors, like advancement, quality of the job done by person, recognition and growth only may not motivate workers to productivity.

For an organization such as the bank, employee engagement is very necessary, because this is where people insure their money, important documents, treasures and in fact their life savings. When employees are lagging behind and a whole lot goes wrong, it doesn't only affect the organization but also the people as well. Thus, it is against this background that this study seeks to investigate the effect of satisfaction and commitment on engagement of employees in Nigerian banks by using First Bank Plc as a case study.

b) Conceptual Framework

The framework below shows that this study consisted of two independent variables and one dependent variable.

The independent variables here are: satisfaction and commitment. While the dependent variable is: Engagement of employee.

This research would identify the effect of satisfaction and commitment on engagement of employees in first bank of Nigeria.

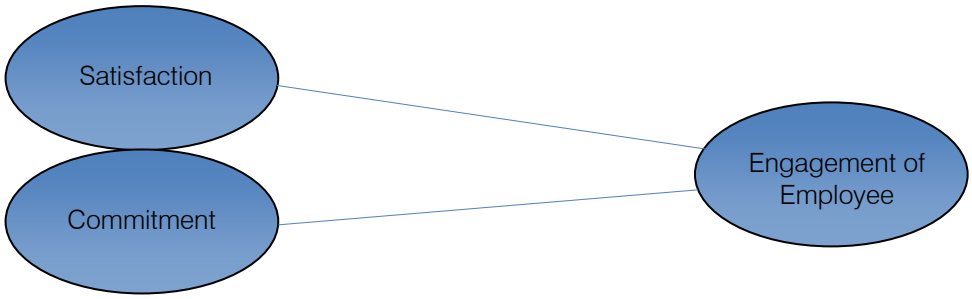


Figure 1: Conceptual Frame Work

c) Research Objectives

1. To examine extent to which satisfaction explain the engagement of employee in First bank of Nigeria Plc.
2. To investigate the effect of commitment on the engagement of employee in First bank of Nigeria Plc.

d) Research Questions

1. To what extent does satisfaction explain the engagement of employee in First bank of Nigeria Plc.
2. What is the effect of commitment on the engagement of employee in First bank of Nigeria Plc.

e) Research Hypothesis

Hypothesis 1

- *H0:* Satisfaction does not have an effect on the engagement of employees in First bank of Nigeria.
- *H1:* Satisfaction has an effect on the engagement of employees in First bank of Nigeria.

Hypothesis 2

H0: Commitment does not have an effect on the engagement of employees in First bank of Nigeria.

H2: Commitment has an effect on the engagement of employees in First bank of Nigeria.

II. Literature Review

General explanation on the variables and the context of this study.

The context of this research focuses on Nigerian bank which has been narrowed down to first bank Nigeria. Before proceeding, bellow is a brief knowledge about first bank Nigeria plc.

FIRSTBANK Nigeria Plc is one of the oldest financial institutions and indeed the largest retail lender in Nigeria, it's the 1st bank to be established in West Africa. The bank was incorporated in Liverpool as a Limited Liability company in March 1894 with the name Bank of British West Africa. The bank was listed on the Nigerian Stock exchange (NSE) in March 1971 after which it acquired its name - First Bank of Nigeria in 1979. First Bank maintains a subsidiary in United Kingdom which has a branch in Paris, the bank also has representative offices in South Africa, China and Dubai through which it offers offshore financial services.

a) General insight on the variables in the research

Saks (2016) defines employee engagement as the extent to which an individual is attentive and absorbed in the performance of his/her roles. He discerned between two types of employee engagement: job engagement and organizational engagement. Job engagement refers to the extent to which an individual is

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actually fascinated in the performance of his/her own individual job role meanwhile, organizational engagement reflects "the extent to which an individual is psychologically present as a member of an organization.

Regarding to the effects of satisfaction and commitment on engagement of employees.

Salanova (2007) studied work engagement and found that when engagement level increases the level of employee commitment increases as well and, moreover, enhances job satisfaction, higher performance and reveals a greater demonstration of personal ideas, higher attendance and lower turnover rates, improved health and security, proactive behavior and learning motivation. "Engagement has many meanings, varying from a straightforward emotional state of being involved and committed, to another transactional state of working in return for a fair economic".

b) Studies focusing on the context of this research

The context of this research explains how satisfaction and commitment influences employee, engagement in Nigerian Banks. It is believed that affective work behaviors are explained by employee's mood and emotions while cognitive based behavior is the best predictor of job satisfaction.

Van Rooyen, J. (2006). One of the basic problems in any organization is how to motivate people to work. Motivating people to work entails, meeting their needs. This is because people working in the organization to meet workers needs affect the satisfaction, which the workers derive from their job.

c) Employee satisfaction in the workplace explained

According to HR service (2017) "Job satisfaction is highly important not only for an employee, but also for the organization as a whole. It is understood why job satisfaction is important for an employee. Being satisfied with the job will have the employee be happy at work and result in lesser frustration and worry. But, how does job satisfaction affect the organization? It's simple. The happier the workers are, the better their state of mind towards their work, and better their performance will be.

Employees who are unsatisfied with their job will not be motivated and enthusiastic towards any chores assigned to them, and they will be more prone to escaping their duties. Moreover, they will be seen with higher levels of absence from work. Even when they are present, they will show very less concern in the issues of the organization, which will certainly affect the organizations' performance negatively.

On the other hand, those who are highly satisfied with their job have a tendency to be more friendly, cooperative and helpful with their colleagues and co-workers. This kind of cooperation brings in sharing and learning. Job satisfaction also induces security and superior workplace feelings with lesser negativity and clashes, thus aiding in smooth running of the organization. Thus, it can be concluded that satisfied employees are more likely to perform superior than unsatisfied ones.

d) Employee commitment in the workplace explained

True job commitment is a quality that majority of employers appreciate and reward. Bosses generally recognize the value of a good employee who is willing to evolve and improve with the company rather than jump ship when times get difficult.

Here are five ways to determine a true commitment as stated by Tronshaw (2016):

"Punctuality"

Arriving on time for work is typically a major indicator of your commitment level. Employees who are personally invested in their work tend to be where they're needed, when they're needed. Moreover, commitment often means going above and beyond the call of duty. A dedicated employee might come in early and stay late because she's engrossed in her work or simply because she wants to complete an assignment on time. When you take pride in your work and start to enjoy it, you stop looking at the clock. As Confucius said, "If you do what you love, you'll never work a day in your life."

"Leave it outside"

Employees committed to a job know how to leave their personal lives behind once they cross the work threshold. Although you may find it difficult at times to separate your personal life from your professional life, as a dedicated worker, you need to make a concentrated effort to put all your attention on work while at work. What does this look like? Tell loved ones not to call your work line or cell phone unless it's an emergency. You should also stop checking your personal email during work hours or at least only check during lunch or a break. Job commitment might also involve refraining from surfing the Internet unless it's for a work-related task, not going to social-networking sites, and keeping personal conversations with colleagues to a minimum."

"Get it done"

When you're committed to a job, it means fully completing all tasks on time. More than just following orders, commitment means taking the initiative and going the extra mile; if you think you can add something valuable to a project, add it. Commitment also means using critical thinking skills to analyze your performance and being determined to exceed your best self. When you're committed to your job, you always try to do better, reach farther and aim higher. Whether that involves taking classes to enhance your skill level, taking work home on weekends, or requesting constructive criticism from qualified colleagues, dedicated employees do what it takes to get the job done right."

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"Be a Team Player"

Employees with a high level of job commitment understand that there is no "I" in "team." And as the saying goes, "A chain is only as strong as its weakest link." Dedicated workers know that success is a group effort, and that it's everyone's responsibility to contribute her own strengths and support her colleagues' weaknesses to ensure a strong, winning dynamic. This means having a pleasant attitude, offering and accepting constructive criticism, being adept at conflict resolution, active listening, expressing frequent appreciation for your team, and absolutely no complaining or gossiping about co-workers. Practice direct, honest communication."

"Don't Give up"

Employees who are committed to their jobs don't quit easily. This isn't to imply the temptation won't strike, but most dedicated workers are willing to struggle through brief rough patches in their tenures because they believe in their company's ultimate vision and are willing to push through to achieve the collective goal."

III. Research Methodology

The research used survey questionnaire to collect data; it is structured to obtain relevant information for the research work.

The structured questions are in two sections designed to have options of in agreement or in disagreement to tick wherever applicable.

The questions raised are derived from the research variables which are group into sections. Section one deals with bio data of the respondent which include gender, age, marital status, academic qualification. Section two has six questions which are subdivided into three sections namely 2a which focus on the independent variable, "satisfaction", 2b also focusing on the independent variable, "commitment" and 2c which focus on the dependent variable.

"Engagement"

A cover letter was attached to the research questionnaire which has been used to describe the title and purpose of the research.

A six point Likert scale was used to measure the answers of the respondents under section two, a scale of 1-6 was used to ascertain the answers from respondents. Response choices are scored as 1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, 6 = agree very much.

a) Sampling and Population

The researcher used a sample of 120 respondents drawn from over 420 the population of the employees in first bank Nigeria PLC. The sample was a fair representation of the organization because it covers the geopolitical zone of Nigeria and all the various branches and departments of the Bank.

The researcher chose to sample as suggested by Amin (2005), who suggested that sampling is important in selecting elements from a population in such a way that the sample elements selected represent the population.

Amin (2005) "In quantitative research, it is believed that if the sample is carefully obtained, it is then possible to generalize the results to the whole population." The researcher used simple random sampling techniques where employees in different departments were randomly chosen.

b) Content validity of the instrument

Content validity of the instrument were obtained by the help of the supervisor's input, questionnaire have been submitted to the supervisor and the supervisor has established the content validity of the instruments that is being used.

Validity is important in determining whether the statement in the questionnaire instrument is relevant to the study, therefore the content validity of this research was established from Salanova et all, 2005

IV. Result

Reliability test of the dependent and independent variables.

Satisfaction (Independent Variable):

Table 1: Reliability Statistics

Cronbach's Alpha	No. of Items
.765	2

Commitment (Independent Variable):

Table 2: Reliability Statistics

Cronbach's Alpha	No. of Items
.724	2

Engagement (Dependent Variable):

Table 3: Reliability Statistics

Cronbach's Alpha	No. of Items
.740	2

The tables illustrate the reliability of the independent and dependent variables according to Cronbach's Alpha in Statistical Package for Social Science (SPSS). The entire construct had a Cronbach's Alpha coefficient above 0.7 which indicates that the entire construct is internally reliable.

a) Bio Data of the Respondent

The table below shows the gender distribution of the respondents used in this study.

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Table 4: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	58.3	58.3	58.3
	Female	45	41.7	41.7	100.0
	Total	108	100.0	100.0	

63 representing 58.3% of the respondents that participated in this study were males, while 45 representing 41.7% of the respondents were females. This in away indicates that even though there are more males than females in the bank, gender balancing is becoming pronounced in the banks workforce unlike before, the researcher observed casually that no such departments which does not employ both male and female.

The table below shows the age distributions of the respondents used in this study.

Table 4.2: Age Distribution of Respondents

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	27	25.0	25.0	25.0
	31-40	41	38.0	38.0	63.0
	41-50	24	22.2	22.2	85.2
	51-60	11	10.2	10.2	95.4
	61 ABOVE	5	4.6	4.6	100.0
	Total	108	100.0	100.0	

It can be seen that those between ages 31-40 years constitute the greatest number of respondents selected for this study which is 41 representing 38% of the respondents. This is followed by those between the ages of 20-30 years, which is 27 representing 25% of the respondents used in this study. Those between the ages of 41-50 years are 24 representing 22.2% of the respondents used in this study respectively. Those between the ages of 51-60 years constitute 11 representing 10.2% of the respondents, there was low representation for those between the age of 61 years and above which constitute 5 representing 4.6% of the respondents. The low representation of those between the ages of 61 years can be attributed to retirement in the company.

The table below shows the Marital status distributions of the respondents.

Table 4.3: Marital Status Distribution of Respondents

Marital_Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	44	40.7	40.7	40.7
	Married	64	59.3	59.3	100.0
	Total	108	100.0	100.0	

This indicates that married people constitute the bulk of the respondents included in this study. Married people represents 64 constituting 59.3% of the respondents used for this study, while those who are single represents 44 constituting of.40.7% of the respondents used for this study. This analysis shows that married people are more in the company, this may be attributed to the age distribution of the respondents included in this study which shows that about 38% of the respondents are between the ages of 31 years and above. With this age structure, it is not surprising that those who are married constitute the bulk of the respondents used for this study.

The table below shows the Academic qualification distributions of the respondents

Table 4.4: Academic Qualification Distribution of Respondents

Academic_Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors Degree	40	37.0	37.0	37.0
	Masters Degree	37	34.3	34.3	71.3
	Doctorate Degree	31	28.7	28.7	100.0
	Total	108	100.0	100.0	

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It can be seen that Bachelor's Degree holders are 40 representing 37% of total sample; 37 representing 34.3% are Master's Degree holders and 31 representing 28.7% are Doctorate Degree holders, however, majority of the respondents are Bachelor's Degree holders which could be attributed to the recruitment policy of the bank.

b) Regression Analysis and Hypothesis Testing

Test for Normality

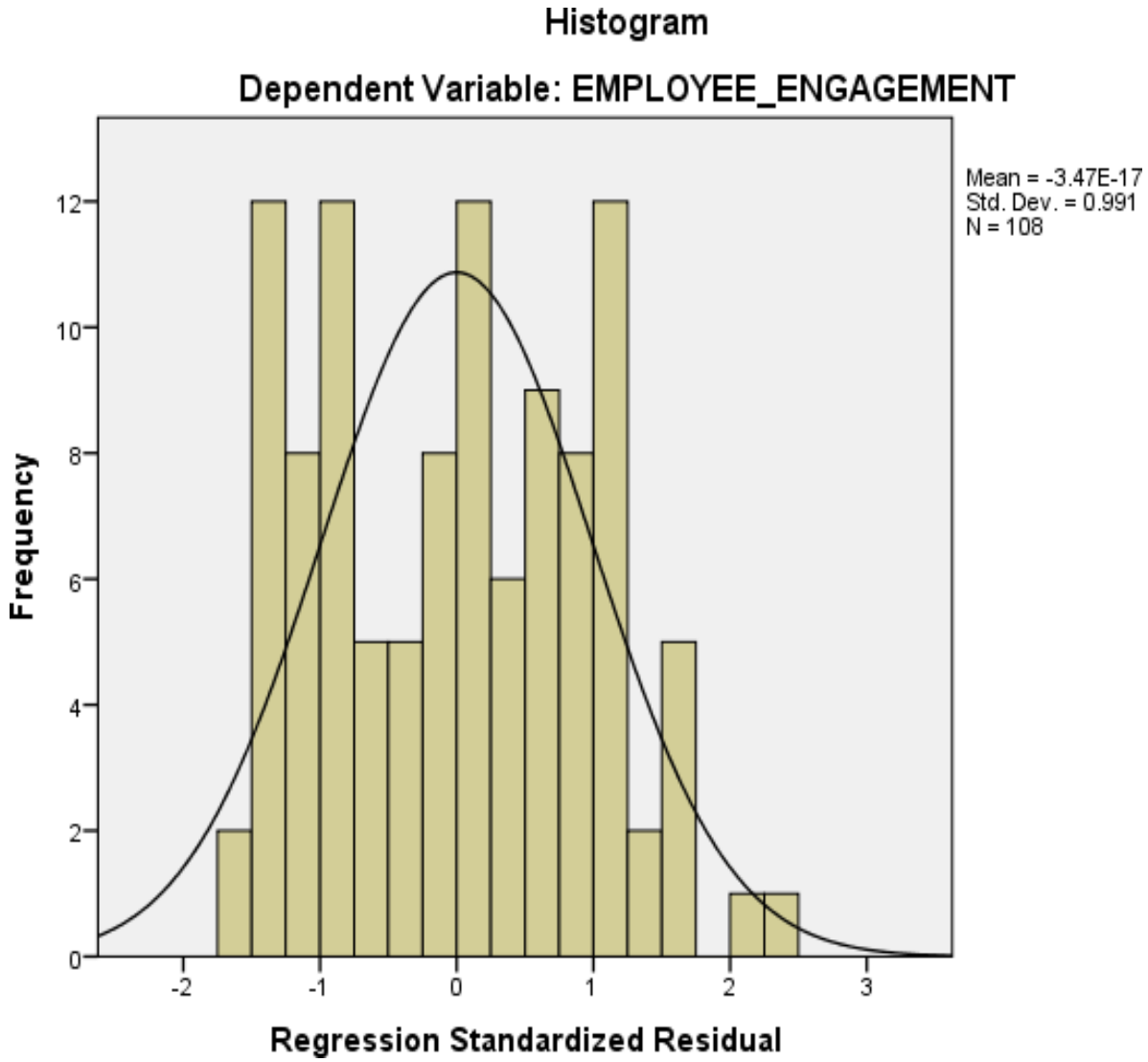


Figure 4

From the regression standardized residual histogram we can conclude that data was normally distributed.

Table 4.5: Hypothesis testing with coefficient table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	4.608	.950		4.848	.000		
1	Satisfaction	-.024	.107	-.022	-.223	.824	.981	1.020
	Commitment	.207	.104	.193	1.991	.049	.981	1.020

a. Dependent Variable: Employee_Engagement

According to the coefficient table above, the regression analysis shows that satisfaction has no significant effect on the engagement of employees in Nigerian banks. This is because the p value is greater

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than .05 (sig: .824($p>.05$), this however rejected the research hypothesis and accepted the null hypothesis.

On the other hand, the analysis also shows that commitment has a significant impact on the engagement of employees in Nigerian banks. This is due to the fact that the P value is less than .05 (sig: .049 ($p<0.5$), this however accepted the research hypothesis and rejected the null hypothesis.

V. Discussion

This research has discovered that the commitment of employee is the bigger piece of the pie of firms. The findings on commitment of employees demonstrate a positive effect on the employee engagement. This demonstrates that companies and organizations require an exceptionally committed workforce to obtain and hold bigger piece of the overall industry. Findings based on the information derived from the survey presume that the recognition or appraisal from the bank to the employees is measurably low. This implies that the bank employees intend to add more effort and be more committed to their engagement in a long time in order to meet up with the bank's objectives.

a) Recommendations

Based on the findings of this study, the following recommendations are made:

The management should provide adequate recognition to the workers and such recognition should be geared towards meeting the needs of the workers. The provision of adequate recognition to the workers will motivate them to put in their best in their contribution to the organization.

The rewards workers enjoy in the bank should be benchmarked and be favorably with the reward which workers in other similar industries or companies enjoy. This is important because worker's perception of what obtained in other organizations can affect their level of motivation.

The management of the bank should also encourage the training of workers. Learning and development opportunities are an important factor in motivating employees for superior performance.

Other recommendations for employee engagement based on this study are:

Hire the right people from the start. People who are happy with themselves, self-fulfilled and respectful to others. Employees are more in charge of their overall happiness in life than their managers. It is also very important to hire the right type of person for the type of job that will be performed. If you don't hire the right people from the start, no amount of management or leadership will be able to motivate the employees.

Managers should always proactively schedule one-on-one time with their employees. Frequent communication is essential to maintaining a satisfied and committed employee. Quality time spent with your employees can be a huge enabler for understanding their current motivators.

There must be an availability of meaningful work. There must also be organization and a sense of urgency by the team to get the work done. There should always be a good queue of work to be accomplished by each person. Idle time without direction is generally more of a de-motivator than being busy and engaged.

b) Conclusion

This research work was carried out with the aim of looking at effects of satisfaction and commitment on engagement of employees in First Bank Nigeria Plc. From the analysis of data and findings of such analysis, it was discovered that such motivational factors like the quality of supervision; the nature of engagement enjoyed by the workers; worker's perception of the reward gotten in the organization in relation to what other workers of similar status get and also the perception of what is obtained in the organization in relation to others.

Identifying the impact of each of these variables (satisfaction and commitment) on employee's engagement from the data analysis and interpretation, the following conclusions were drawn:

If managers wish to be effective, they need to have at least a basic understanding of satisfaction, commitment, engagement and the different motivational theories that try to explain the concept of motivation.

This study survey results has given us some valuable insight into satisfaction and commitment and its role in the workplace. Managers need to provide growth opportunity and challenging jobs in order to better motivate today's workers. Without these challenges and opportunities for growth, employees may not see a need to perform highly at work. We have seen that recognition also plays a role in employee's motivation. Employees want and need to feel that their contributions make a difference.

This research also suggests that the use of cash rewards can be an effective way to enhance employee's commitment relating to the fact that majority of our survey respondents disagreed very much to receiving the recognition they deserve.

In conclusion, when it comes to bringing out the best engagement of employees, quality of supervision and relationship with the supervisor; recognition and adequate cash rewards can be effective.

Thus, it is important for organization to encourage and improve these factors in the company in order to get optimum productivity from the workers.

c) Implication of Study

In a nutshell, the study will enrich people's knowledge in this area of organizational management of people in the work place.

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d) Limitations of the Study

One limitation in this study is the unwillingness of some of the respondents to partake in the survey as not all the questionnaires that was distributed were returned.

e) Suggestion for Future Research

This research was conducted in first bank of Nigeria Plc Asaba zone, we suggest that in future, the research should also be carried out in several other banks as well.

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Effect of Employee Relations on Employee Performance and Organizational Performance-Study of Small Organizations in Tanzania

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Abstract- Employee relations is one of the key fundamental elements of organizational performance, prosperity and sustainability. Good employee relations results in a highly committed, motivated and loyal employees in the organizations. The aim of this paper is to examine the effect of employee relations on employee performance and organizational performance and at the same time identify various employee relations practices used by small organizations in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis and the results presented using tables. The findings of the study show that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. The findings further indicate a positive significant relationship between employee relations and employee performance as well as between employee relations and organization performance. Moreover, the findings reveal the use of unfair labour practices in small organizations in Tanzania. The study recommends that small organizations in Tanzania should focus more on implementing fair labour practices and building effective and sustainable employee relations that will ensure their growth and survival.

Keywords: employee relations, employee performance, organizational performance, small organizations and tanzania.

GJMBR-A Classification: JEL Code: E24



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Effect of Employee Relations on Employee Performance and Organizational Performance- Study of Small Organizations in Tanzania

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I. Introduction

Organizations cannot perform better and achieve its objectives if there is a bad relationship between employees and employer, therefore it is very important for managers to create and maintain good relationship with their employees. Effective employee and management relationship is vital to the workplace whether at the time of recruitment, during an employees' tenure or at the time of separation (Rose, 2008). Good employer-employee relations is essential to the organization because it inspires employees to work better and produce more results (Burns, 2012). The application of human relations in managing human resource is critical in today's business competitive environment (Christen, Iyer & Soberman, 2006). Factors such as job satisfaction is achieved when there is a great working relationship between labour and management (Boyle, 2006). Yes, organizations can have competent, qualified and motivated employees but if there is no peace and harmony at the workplace their performance will be in danger. Because the relationship between the employer and the employee is very crucial, employers need to pay attention to this relationship if they want their businesses to grow and succeed (Bhattacharya, 2008) and that firms should actively seek good employee relations whether or not they are bound by union contracts (Pearce and Robinson (2009). Organizations need employees who can peacefully work together towards the achievement of the set objectives and goals, and this can only be achieved if there is a good employee relations in the organization as the objectives of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment (Torrington & Hall, 1998). Employee relationship management has many documented positive effect in organizations such as strengthening corporate communication and culture, fostering about company products, services and customer providing real-time access to company training, targeting information to an employee based on their needs (Wargborn, 2008).

a) Statement of the Problem

Despite the fact that in today's competitive business environment employee relations is one of the pillars and crucial functions of human resource management which leads to effective employee performance and organizational performance. Small organizations in Tanzania seems to throw employee relations behind them by not giving it special attention and priority, as a result, they are still struggling to establish and maintain effective employee relations, this causes unnecessary disputes in these organizations which in turn affect their performance. Poor relations between the employer and employees among organizations operating in the globally and locally markets has become the challenge (Kaliski, 2007).

b) Research Hypothesis

H_1: Employee relations has a significant effect on employee performance and organizational performance.

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II. Literature Review

a) The perception of employee relations

According to Torrington and Hall (1998), the relationship between employees and management is a framework of organizational justice consisting of organizational culture and management styles as well as rules and procedural sequence for grievance and conflict management. Gennard and Judge (2002) stated that employee relations is a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group. Lewis et al (2003) explained that employee relations suggest a wider employment canvas being covered with equal importance attached to non-union employment arrangements and white collar jobs. Armstrong (2005) observed that employee relations is to manage the relationship between employer and employees with the ultimate objectivity of achieving the optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that adversely affect the working environment. Walton (1985) narrated that the unitary viewpoint of employee relations is the belief that management and employees share the same concerns and it is therefore in both their interests to cooperate. Perkins and Shortland (2006) advocated that employee relations is concerned with the social economic relationship that forms and revolves around a contract between the parties to perform work in return for employment benefits such as remuneration. Clarke (2001) commented that effective employee relationship management requires cooperation between managers representatives and employees, that good relationship between employer and employee do not just happen but they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management (Mayhew, 1985). George and Jones (2008) said that employee relations involve the communication and relationships that in the end contribute to satisfactory productivity, job satisfaction, motivation and morale of the employees. Consequently, Foot and Hook (2008) highlighted that the right of employer on employer and employee relationship is to control work performance, integrate employee in the organization's structure and management system and create a mutual trust environment, confidence and supply of enough and reasonable work while employees obey lawful and reasonable orders, maintain fidelity and work with due diligence and care.

b) Factors leading to effective employee relations in the organization

Gomez-Mejia et al (2001) argued that for organizational members to perceive employee relations management practices positively, the organizational leadership needs to put emphasis on gaining support from employees, having mutual trust and confidence building, allowing freedom of association, improving career and salary tracks, retirement benefits, and retaining measures. Pearce and Robinson (2009) observed that organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work. Mayhew (1985) inferred that best employee relationship management practices incorporate labour and employment laws, resourcefulness and human resource expertise in developing practices that improve working relationships. Purcell and Ahlstrand (1994) insisted on the need of the existence of a distinctive set of written guiding principles which set parameters to and signposts for management action regarding the way employees are treated and how particular events are handled. Lewis et al (2003) contended that it is good to involve employees direct in decisions that go beyond their immediate work tasks and given opportunity to control their work situation in a manner that benefits the organization also to have a managerial policy where employees and employers share goals and agree on the means to achieve them, their involvement is very important because participation in goal setting has been found relating to acceptance and subsequent commitment to the established goals which leads to favourable outcomes in terms of performance and attitudes (Harzing & Ruysseveldt, 2004).

According to Shweitzer and Lyons (2008) factors that lead to good employee relations in the organization include employee empowerment and involvement, initiating employee suggestions, conflict management and grievance redress measures, facilitating collective bargaining, expertize training and development, encouraging teamwork and transparency in communicating. Ivancevich (2001) supported that employee empowerment improves employee relations because it contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make a decision that would traditionally be made by managers. Kovach (1995) focused on the need of effective communication that it is one of the most important factors which either improves or spoils the relationship among employees, employees with open lines of communication with managers are more likely to build effective work relationships with those managers, increase their organizational identification and enhance their performance which at last contributes to organization productivity (Tsai, Chuang & Hsieh, 2009).

III. Methodology

The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from the target population of the study. The data was collected using questionnaires and interviews and

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analysed using descriptive statistics and correlation analysis with the help of SPSS software version 22.0.

IV. Results and Discussions

a) Causes of poor employee relations in the organization

Table 4.1: Causes of poor employee relations in small organizations

	Frequency	Percent	Cumulative Percent
Low and inbalance salary	32	8.3	8.3
Poor working conditions	29	7.5	15.8
Lack of attractive work incentives	38	9.8	25.6
Unfair labour practices	42	10.9	36.4
Ineffective communication between management and employees	25	6.5	42.9
Lack of supervision and management skills among supervisors and managers	27	7.0	49.9
Indiscipline among employees	24	6.2	56.1
unfair treatment of employees by the management	30	7.8	63.8
Management failure to pay attention to employee personal problems	28	7.2	71.1
Ineffective of delegation of authority to employees by the management	24	6.2	77.3
Unfair redressal of employee grievances by the management	27	7.0	84.2
Poor conflict management	30	7.8	92.0
Lack of transparency in communication	31	8.0	100.0
Total	387	100.0	

The study wanted to know the causes of poor employee relations in small organizations. The results in table 4.1 depict that 8.3 % of the respondents mentioned low and inbalance salary as a cause of poor employee relations in the small organization, 7.5% mentioned poor working conditions, 9.8% mentioned lack of attractive work incentives, 10.9% mentioned unfair labour practices while 6.5% mentioned ineffective communication between management and employees. Consequently, 7% of the respondents mentioned lack of supervision and management skills among supervisors and managers as a cause of poor employee relations in the organization, 6.2% mentioned indiscipline among employees, 7.8% mentioned unfair treatment of employees by the management and 7.2% mentioned failure by the management to pay attention to employees' personal problems. Moreover, 6.2% of the respondents mentioned ineffective of delegation of authority to employees by the management as a cause of poor labour relations in the organization, 7% mentioned unfair redressal of employee grievances by the management, 7.8% mentioned poor conflict management while 8% mentioned lack of transparency in communication as a cause of poor employee relations in small organizations. Brookins and Media (2002) were of the view that employee conflict in the workplace is a common occurrence, resulting from the differences in employees' personalities and values. Havenga (2002) contended that causes of conflict at the level of the organization could also include resource availability, affirmative action programmes, the scope of the content of workload, the introduction of new management techniques and differences of a cultural and racial nature. Consequently, Nelson and Quick (2001) indicated that there are conflicts that develop from within the organization and those that emerge as a result of individual differences among employees. Vecchio (2000) was of the same view that communication is infrequently considered as a source of conflict.

b) Remedial actions used to minimize poor employee relations in the organization

Table 4.2: Remedial used by small organizations to minimize poor employee relations

	Frequency	Percent	Cumulative Percent
Collective bargaining meetings	144	37.2	37.2
Workers representative committees	114	29.5	66.7
Joint consultation meetings	129	33.3	100.0
Total	387	100.0	

Table 4.2 shows the remedial actions used by small organizations to minimize and to solve poor employee relations identified in organizations. The results indicate that 37.2% of the total respondents use collective bargaining meetings to solve poor employee relations in the organizations, 29.5% use workers representative committees while 33.3% use joint consultation meetings to solve poor employee relations

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in the small organization. In line with the study results, Sweney and Mc Farlin (2005) were of the view that effective approaches adopted in conflict management within the organization like coaching, training, mediation and facilitation will enhance employee and employer relations thus improved job satisfaction.

c) Effect of employee relations on employee performance

The study wanted to know the effect of employee relations on the performance of employee in small organizations and the results are shown in the tables below;

Table 4.3: Good employee relations increase employees' working morale

	Frequency	Percent	Cumulative Percent
Strongly Agree	195	50.4	50.4
Agree	151	39.0	89.4
Neutral	14	3.6	93.0
Disagree	14	3.6	96.6
Strongly Disagree	13	3.4	100.0
Total	387	100.0	

The results in table 4.3 reveal that 50.4% of the respondents strongly agree that good employee relations increase employees' morale at work, 39% agree, 3.6% were neutral, 3.6% disagree with the statement while 3.4% strongly disagree that good employee relations increase employees' morale. Based on the cumulative percentage which shows that majority of the respondents agreeing to the statement, this implies that employee relations has a great effect on employees' working morale. Grant (2007) supported that improvement in the management of employee relationships in organizations brings more positive aspects to the firm than just to increase employee motivation. The results of a study done by Delaney and Huselid (1996) proved that a set of fit employee relations practices which stimulate various attributes of employees including personal and professional skills, motivation and work structure are significantly positively related to their performance that leads to ultimate organizational performance.

Table 4.4: Good employee relations improve discipline to workers

	Frequency	Percent	Cumulative Percent
Strongly Agree	169	43.7	43.7
Agree	173	44.7	88.4
Neutral	16	4.1	92.5
Disagree	16	4.1	96.6
Strongly Disagree	13	3.4	100.0
Total	387	100.0	

The study wanted to know whether good employee relations in small organizations improve discipline to workers or not, it was observed that 43.7% of the respondents strongly agree that good employee relations improve workers' discipline, 44.7% agree, 4.1% were neutral while 4.1% disagree and 3.4% strongly disagree that good employees improve discipline to workers.

Table 4.5: Good employee relations promotes teamwork in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	219	56.6	56.6
Agree	134	34.6	91.2
Neutral	26	6.7	97.9
Disagree	4	1.0	99.0
Strongly Disagree	4	1.0	100.0
Total	387	100.0	

The results in table 4.5 highlights that majority of the respondents of the study that is 56.6% strongly agree that good employee relations promote teamwork in small organizations, also 34.6% agree with the statement. However, 6.7% of the respondents were neutral to the statement, 1.0% disagree while again 1.0% strongly disagree that good employee relations promote teamwork in the small organization. This result is supported by the study done by Keith and Newstrom (1989) which found that employee relationship promotes teamwork which achieves organizational goals. Schweitzer and Lyons (2008) also supported that organizations normally engage in various employee relationships management practices such as teamwork to develop healthy relationships and extract the best out of each team member.

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Table 4.6: Good employee relations improve employee work commitment

	Frequency	Percent	Cumulative Percent
Strongly Agree	205	53.0	53.0
Agree	138	35.7	88.6
Neutral	36	9.3	97.9
Disagree	4	1.0	99.0
Strongly Disagree	4	1.0	100.0
Total	387	100.0	

It was noted that 53% of the total respondents of the study strongly agree that mainting good employee relations improve employees' commitment at work, relatively, 35.7% also agree with the statement. Consequently, in responding to this statement, 9.3% of the total respondents of the study were neutral, 1.0% disagree and 1.0% strongly disagree that good employee relations improve employees' commitment at work. Because the results show that 88.7% of the respondents which is the majority agreeing with the statement, this implies that both the management and employees who were the respondents of the study know very well that maintaining good employee relations in the organization helps to improve employees' commitment at work, it is believed that one of the antecedent determinants of workers performance is employee commitment (Ali at al, 2010) and employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change (Lo et al, 2009).

Table 4.7: Good employee relations reduces employee turnover in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	224	57.9	57.9
Agree	123	31.8	89.7
Neutral	24	6.2	95.9
Disagree	6	1.6	97.4
Strongly Disagree	10	2.6	100.0
Total	387	100.0	

The study also wanted to know whether good employee relations has effect on employee turnover and from the results of the study, 57.9% strongly agree and 31.8% agree that good employee relations reduce employee turnover in the organization, Unlikely, 1.6% disagree and 2.6% strongly disagree while 6.2% of the total respondents were neutral to the statement. Huselid (1995) supported that employee relations result in organization performance also lower employee turnover.

d) Effect of employee relations on organizational performance

The sought to know the effect of employee relations on labour turnover in small organizations, the results are shown in the tables below;

Table 4.8: Good employee relations leads to high productivity in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	222	57.4	57.4
Agree	135	34.9	92.2
Neutral	16	4.1	96.4
Disagree	7	1.8	98.2
Strongly Disagree	7	1.8	100.0
Total	387	100.0	

From the results of the study, 57.4% of the respondents strongly agree while 34.9% agree that good employee relations lead to high productivity in the organization. Contrary, 1.8% disagree, again 1.8% strongly disagree that good employee relations lead to high productivity in the organization while 4.1 % of the respondents were neutral to the statement. The result of this study is in line with the result of the study done by Huselid (1995) which found that employee relations result in high productivity.

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Table 4.9: Good employee relations ensures optimum use of scarce resources in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	175	45.2	45.2
Agree	164	42.4	87.6
Neutral	30	7.8	95.3
Disagree	11	2.8	98.2
Strongly Disagree	7	1.8	100.0
Total	387	100.0	

The results in table 4.9 depict that 45.2% of the respondents strongly agree that good employee relations ensure optimum use of scarce resources in the organization, 42.4% agree while 7.8% were neutral, 2.8% disagree and 1.8% strongly disagree.

Table 4.10: Good employee relations result in effective communication in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	230	59.4	59.4
Agree	138	35.7	95.1
Neutral	4	1.0	96.1
Disagree	10	2.6	98.7
Strongly Disagree	5	1.3	100.0
Total	387	100.0	

The result of the study in table 4.10 indicate that 59.4% of the total respondents strongly agree that good employee relations result in effective communication in the organization, 35.7% agree while 1.0% were neutral to the statement. On the other hand, 2.6% of the total respondents disagree and 1.3% strongly disagree that good employee relations result in effective communication in the organization. The results are in line with the results of Howes (2010) findings who found that better communication and attention to the personal needs of employees improves employee's motivation and performance. Relatively, Kaliski (2007) supported that effective employee relations enhances positive communication and attitude between management and employees, promotes the overall wellbeing of employees during their tenure at the company and helps in preventing and resolving problems involving employees' that affect work situation. Similarly, Amessa and Drakeb (2003) supported that communication is one of the critical that enhance the spirit of teamwork within the organization.

Table 4.11: Good employee relations facilitate changes in the organization

	Frequency	Percent	Cumulative Percent
Strongly Agree	174	45.0	45.0
Agree	164	42.4	87.3
Neutral	17	4.4	91.7
Disagree	12	3.1	94.8
Strongly Disagree	20	5.2	100.0
Total	387	100.0	

The study results reveal that 45% of the total respondents strongly agree that good employee relations facilitate changes in the organization, 42.4% agree, 4.4% were neutral to the statement, while 3.1% disagree and 1.8% strongly disagree that good employee relations facilitate changes in the organization. Because the result further indicates that the majority of the total respondents which is 87.4% agreeing to the statement, it implies that maintaining good employee relations has a positive effect on change implementation. The findings are supported by the study by Ahmed et al (1996) which found that employee relations and flexibility are emerging as competitive weapons that allow organizations to counteract market evolution and competitive.

H_1: Employee relations has a significant effect on employee performance and organizational performance.

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Table 4.12: Correlation analysis results for employee relations, employee performance and organizational performance

Correlation Matrix				
		Employee Relations	Employee Performance	Organizational Performance
Employee Relations	Pearson Correlation	1	.329**	.209**
	Sig. (2-tailed)		.000	.000
	N	387	387	387
Employee performance	Pearson Correlation	.329**	1	-.080
	Sig. (2-tailed)	.000		.115
	N	387	387	387
Organizational Performance	Pearson Correlation	.209**	-.080	1
	Sig. (2-tailed)	.000	.115	
	N	387	387	387

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

The results of correlation between employee relations, employee performance and organizational performance in table 4.12 indicate that there is a positive statistical significant relationship between employee relations and employee performance also between employee relations and organizational performance whereby employee relations and employee performance is r(387) =+.329, employee relations and organizational performance is r(387) =+.209. the significance value was observed at .01 level. Since significant value (P-value =.000), the alternative hypothesis is accepted. The findings of the study corresponds with the findings of the study by James and Nickson (2016) on influence of employee relations on organization performance of private universities in Kenya which found that employee relations has a positive significant influence on organizational performance with (r=0.532) However, these results supersede the results of the study done by Muhammad et al (2013) on the impact of employee relations on employee performance in hospitality industry in Pakistan which indicated medium positive correlation between employee performance and employee relations with R=0.529. Moreover, the study by Kuzu and Derya (2014) on the effect of employee relationship and knowledge sharing on employee performance: An empirical research on service industry revealed that employee relationships have a mid-level positive association with employee performance with (r=0.602).

V. Conclusion and Recommendations

Maintaining harmonious relations is very important for the survival, prosperity and growth of the organization. Good and healthy employee relations leads to better organizational performance. The study found that small organizations are aware of the benefits of maintaining good employee relations and correct remedial actions to minimize poor employee relations in the organization. Similarly, the study found that there is a positive significant relationship between employee relations and employee performance as well as between employee relations and organizational performance. Moreover, the study found that the use unfair labour practices is a major cause of poor employee relations in the small organizations in Tanzania. Therefore the study recommends a need for small organizations to start implementing fair labour practices throughout their operations and do away with unfair labour practices. Furthermore, the study recommends that small organizations in Tanzania should focus more on building effective and sustainable employee relations that will ensure their growth and survival.

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Impact of Effective Entrepreneurship and Strategic Management on Business Success: An Empirical Study of SMEs in Malaysia

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Abstract- *Purpose:* This study aims to explore and develop a clearer understanding of the factors that influence success in Malaysian small and medium enterprises by implementing entrepreneurship and strategic management, as perceived by local owner and/or managers.

Design/Methodology/Approach: Using a qualitative approach, fifteen in-depth face-to-face semi-structured interviews were conducted with selected owner-managers of SMEs, forming a judgmental selection, to explore their experiences, beliefs, and attitudes with respect to the external factors of success.

Findings: The study suggested that there are three generalized factors that influence success and performance in SMEs based on the entrepreneur's perceptions: the "owner and manager attributes" which involves the language skills factor, financial and networking partnership, and business characteristics with a focus on the location factor, which was mainly associated with the selected districts in Malaysia. The importance of financial resources stemmed from the substantial challenges faced by SMEs in Malaysia. A response to these challenges often adopted an equity model of financial resources. Furthermore, the concepts of conduct, equipment, and commitments, clearly explained the importance of a good infrastructure to the appreciation of success in this type of business.

Keywords: *strategy; strategic management; entrepreneurship; small and medium-sized enterprise; success; internationalization; malaysia.*

GJMBR-A Classification: *JEL Code: L26*



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Originality/Value: The study contributes to the understanding of the impact of critical external factors on the success of SMEs in Malaysia. The three significant factors could be considered to be ways of understanding the external environment by small business owners and managers, allowing the impact of external factors to become part of the way that the small business owners conduct their business.

Keywords: strategy; strategic management; entrepreneurship; small and medium-sized enterprise; success; internationalization; malaysia.

I. Introduction

The imperative commitment of a vibrant and flourishing small and medium enterprise (SME) sector in the national socio-economic development of a nation has been broadly recognized. In perspective of its expanding significance, success of small and medium enterprises (SMEs) has been important to a few researchers, global associations, and policy makers, at least, since the Bolton report (1971), and accordingly has turned into the subject of a lot of analysis. Consideration regarding the SME sector has elevated in view of the globalizing economy and the undeniably extreme rivalry that is intrinsic in this development. In the light of this, the accompanying research study tries to understand and investigate the external success factors as apparent by proprietors and/or managers of SMEs in Malaysia.

II. Background

The significance of SMEs is all around perceived in academic and policy literature (e.g. Birch, 1989; Story, 1994; Abdullah and Beal, 2003). Both developed and developing countries have understood the significance of SMEs in the economic and social development. In Europe, the yearly report of European SMEs affirmed that SMEs remain the European Union's economic spine in spite of the worldwide financial crisis (The European Commission, 2011). Representing 99.8% percent of all enterprises, SMEs add to 66% of employment in the European Union.

SMEs in Malaysia plays a crucial part in the development of the nation. The significance of SMEs is confirm by their high presence in the economic structure of the nation. SMEs have been at the core of Malaysia's economic transformation since the 1990s to an upper-middle income nation and are an important driver of employment and growth.

According to the regional report (2016) of the World Bank, Malaysia is considered to be a difficult area with respect to the regulations affecting four stages of a business's life: starting a business, dealing with construction permits, registering property, and enforcing contracts. The sector faces a number of constraints especially in accessing finance, markets; training and technology. Although, there are many advantages to use strategic management, there are still many SME organizations that resist using it, since some of them may think this process is only useful for larger organizations and due to this, they do not recognize that it's also very helpful for SMEs as a whole. With respect to the SME sector, manufacturing SMEs in Malaysia account for over half of the total firms in the region. Around ninety-seven percent (97%) of business establishments in Malaysia are SMEs, and these businesses account for nearly 36% of the country's GDP, 65% of the country's employment, and nearly 18% of Malaysia's exports (World Bank, 2016).

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However, despite their value in the regional economy, their contribution to the industrial value added remains limited with respect to the national economy. Recent available data from the regional report also showed that the contribution of the region to the industrial value added was only 17% in 2015 compared to the 3% drop in 2016. This does not reflect the potential of the SME sector, especially after the recent remarkable economic developments in Malaysia. Recent economic developments in Malaysia, and particularly in the selected districts have been considerable. By virtue of these developments, as well as the strategic position of the city, its special tax status and the economic free zones, several local and international investments have been attracted to the city in the last 10 years, which have transformed the region into a competitive hub. SMEs in Malaysia have been vulnerable to these business environment challenges which could have an impact on their performance. As contended by Man and Lau (2005), SMEs are more probable than bigger firms to be influenced by changes in their internal and external environment which are regularly spontaneous for. In this manner, an imperative issue emerges concerning the capacity of small and medium firms to adapt in an exceptionally difficult environment. While trying to address this issue, the present study has been embraced with the point of exploring the entrepreneurs' impression of the external critical success factors in Malaysia.

III. Literature Review

The performance of SMEs has been of interest to many researchers, international organizations, and policy makers, at least, since the Bolton report (1971), and therefore has become the subject of a great deal of analysis. This performance may have two strategic outcomes that is often referred to in the literature as firm success or failure (See Dess & Robinson, 1984; Ostgaard & Birley, 1995). In a management field, success and failure can be interpreted as measures of good or indifferent management (Jennings & Beaver, 1997), but it may occur for other reasons such as luck (Storey, 2011). Numerous terms have been used in the literature to describe firm failure, for example: bankruptcy, insolvency, liquidation, death, deregistering, discontinuance, ceasing to trade, closure, and exit (See for example: Storey, 1994: 78-81; Bruno et al. 1987). These terms overlap each other to some extent (Sten, 1998) and thus, the concept of failure is ambiguous, as it can have different interpretations by different people (Wickham, 2001). The many different interpretations and definitions of both success and failure make it very hard to compare research findings on the performance of small firms. In strategic management and entrepreneurship literature, the concept of success remains a topic of debate (Gorgieveski et al., 2011). This is despite the evidence that the success of small firms has been subject to a great deal of research. However, there is no general agreement in the literature on what is meant by the success of a firm. Indeed, a myriad of perspectives, ranging from mere survival to the achievement of certain levels of performance, exist about such a concept in the entrepreneurship literature. Very often, the terms 'success', 'survival', 'growth' are very closely linked and sometimes used interchangeably. Besides the multi-dimensional aspect of success, variables that contribute to the success of SMEs are not unanimously agreed upon by researchers. While some analysts suggested that the dynamics of the success of businesses remain a black box (Deakins & Freel, 1998; Dockel & Ligthelm, 2005; Ligthelm, 2010), others argued that the success of enterprises is a function of both external and internal factors (Penrose, 1959; McCline et al., 2006; Guzman & Santos, 2001; Markman & Baron, 2003).

Literature on the performance of SMEs usually identifies several causal factors with regard to the internal and external environment of the firm. In terms of internal factors, several researchers have attempted to investigate the characteristics of SMEs and characteristics of the entrepreneur as the internal factors that influence SMEs performance (Hambrick & Mason, 1984; Bates & Nucci, 1989; Storey, 1994). For the firm characteristics, several studies have revealed that size, age, and location of the firm could be related to business performance (for example: Bates & Nucci, 1989; Liedholm, 2002). On the other hand, other researchers have shown great interest in understanding the relationship between characteristics of the entrepreneur and business performance (for example: Hambrick & Mason, 1984; Boden & Nucci, 2006; Rogerson, 2001).

As for the external factors, it is widely recognized that successful organizations are those that best adapt to fit the opportunities and the constraints inherent in the environment in which they operate (Kalleberg & Leicht, 1994). According to Miller & Dess (1996), the external environment of the enterprise can be classified into two dimensions, namely the general and competitive environments. The general environment consists of the political- legal, macroeconomic, socio-cultural, technological, demographic and global factors that might affect the organization's activities. On the other hand, the competitive environment consists of other specific organizations that are likely to influence the profitability of the enterprise, such as customers, suppliers and competitors. Several previous studies in both developed and developing countries have identified a range of external performance factors that relate to the general as well as the competitive environment of the firm (for example: Yusuf, 1995; Swierczek & Ha, 2003; Clover & Darroch, 2005; Beck et al., 2006; Nieman, 2006; Nabli, 2007; Ben Mlouka & Jean-Michel, 2008; Benzing et al. 2009; Olawale &

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Garwe, 2010; Jasra et al., 2011). For the general environment, data from several sources have identified economic factors, in particular financial resources and taxation, as central for the success of businesses (Beck et al., 2006; Chu et al., 2007; Ben Mlouka & ean-Michel, 2008; World Bank, 2009; Benzing et al. 2009).

Other studies have found that political legal factors significantly relate to business performance (Yusuf, 1995; Beck et al., 2005; Jasra et al., 2011). Much literature has focused on the technological factors. These studies have highlighted the positive relationship between technology, information, and infrastructure and business performance (Swierczek & Ha, 2003; Clover & Darroch, 2005; Nabli, 2007; Olawale & Garwe, 2010). The networking factor, which could be classified under the socio- cultural factors, has been subject to a great deal of research. Numerous studies have documented a positive association between networking and various aspects of firm performance (Duchesneau & Gartner 1990; Zhao & Aram, 1995). On the other hand, a large and growing body of literature has investigated the competitive environment of the firm in relation to three stakeholders: customers, suppliers, and competitors. There is a large volume of published studies describing the role of customer relationship management as a key factor in business performance (Dwyer et al., 1987; Morgan & Hunt, 1994; Berry, 1995; Sheth & Parvatiyar, 1995). Similarly, an increasing amount of literature has highlighted the effect of suppliers on the performance of businesses (Dollinger & Kolchin, 1986; Gelinas & Bigras, 2004; Morrissey & Pittaway, 2006). Other researchers have argued that an analysis of the role of competitors and counter- competition intelligence and actions are crucial for the survival of an SME (Ligthelm & Cant, 2002; Rwigema & Venter, 2004; Nieman, 2006).

There are a number of issues with the current literature. Right off the bat, the group of three of customers, suppliers, and competitors is a typical tool for the analysis of the external environment. This is often adopted in an instructional manner as a tool for the understanding of this external environment. It can be proposed this does not reflect the real concerns of the entrepreneur and there is a need to revisit this definition. Secondly, the identification of money related resources and tax collection policies tends to be viewed from an economic development approach and lends itself to the development of international correlations of the business environment. While these correlations are critical, the reports produced barely do justice to the elements of small business engagement in the economy. Entrepreneurs tend to center around both personal and professional criteria of success.

The latter is conceived to change systemically crosswise over cultures, gender, or other salient dimensions. It is imperative to highlight here that unless there is congruence between the objectives of public, policy, open approach and those of business owners, government policies might be misdirected or ineffective. Noting these concerns provides the justification for further studies in this area.

IV. Research Methodology

This study focuses on the basic external success factors for assembling SMEs that were tested in a previous quantitative study, which was conducted from April 2017 to August 2017, utilizing a survey questionnaire. This survey tested the occurrence in Malaysia of those basic success factors that were identified from the literature. In spite of the fact that the results of the quantitative survey offered a general understanding and some underlying bits of knowledge on the perceptions of business owners and managers with regard to the external factors that influence business success. However, these results remain limited and ought to be warily interpreted since the factors that respondents were asked to evaluate were derived from the literature in different contexts and in this way imposed on respondents. This did not permit sufficient understanding of members' personal views of the vital factors in the specific context of Malaysia, which may be different from other contexts. Hence, the identified need for a qualitative approach in order to begin overcoming this constraint. The present study is exploratory since it attempts to explore the experiences, beliefs, and attitudes of SME owners and managers in Malaysia with respect to the external factors of success. Accordingly, the study embraced a qualitative approach, based on Geertz (1980) concept of thick description, in order to explain not only the behavior yet additionally its context. This study used personal interviews to explore perceived success and its connection with the external environment. A phenomenological interview approach was adopted that enabled the identification of personal beliefs. In addition, fifteen in-depth face-to-face semi-structured interviews were conducted to collect qualitative data. A thematic analysis was undertaken to permit the development of cross case themes.

a) Interview Design

Preparation for qualitative interviewing is vital. As per Cornford and Smithson (2006), keeping interviews to the subject is very critical and the researcher needs to carefully design the questions and take control. In this manner, to provide guidance and to ensure consistency all through the interview process, an interview guide was developed. However, there is a need for an open exploratory context to generate rich data so a flexible design was taken into account when developing such guide. This was based on the advice of Hammersley and Atkinson (2007: 117) that stated: "Ethnographers don't more often than not decide beforehand the exact questions they need to ask, and don't ask each interviewee precisely the same questions, however they will for the most part enter the

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interviews with a rundown of issues to be covered. Nor do they seek to establish a fixed sequence in which relevant points are covered; they embrace a more flexible approach, enabling the exchange to stream in a way that seems characteristic". Therefore, it was not the researcher's intention to use directional or even to make all inquiries at every interview, yet rather to cover the subject matter of the theme over the span of the interview.

The interview guide consisted of a presentation, principle questions, extra questions and clearing up questions. The fundamental questions looked to explore how business owners and managers of assembling SMEs in Malaysia see business success factors in relation to their experiences. In order to acquire more data on perceptions of the success factors, a question on the advice that the members would give to someone who needs to begin his or her own business was included in the primary questions. Elucidating questions were used in order to elicit the greatest measure of data. The questions of the interview guide were designed in English.

b) Selection of Respondents

The business owners and managers who participated in the previous quantitative study were the populace for the qualitative study. They were 88 owners and managers of SMEs, identified from the official website of the Ministry of International Trade and Industry responded positively to the questionnaire. With regard to the selection of specific SME owners from this populace, then judgment was used. The selection criteria were: sector, area, and gender. The judgmental selection was deemed appropriate for the study since this study has an exploratory nature. The intention of the researcher was to explore perceptions and views of external success factors in relation to the experiences of business owners and managers of SMEs in Malaysia, and not to generalize the results to a wider populace. With respect to the sample size, in judgmental selection, the researcher uses his or her judgment to decide when enough members have been sampled. As suggested by Kvale (2001), new interviews may be conducted until a state of saturation, where further interviews yield little new knowledge.

In this qualitative study, the sample size was achieved when fifteen interviews were conducted. The cut-off point was not predetermined, however emerged from the research process and concurrent data analysis (Babbie, 2012).

c) Interview Administration

The data collection for the qualitative study occurred from September 2011 to November 2011. It was carried out in two separate time frames due to strategic and practicable reasons. It was very hard to get hold of the managers of SMEs in the period of September 2011 since the larger part of them were still on vacation, and therefore just five beginning interviews occurred inside this month. Arrangements were made to meet up with business owners and managers in April 2017 to complete more interviews. As a result, another ten interviews were conducted inside this month totaling to a number of fifteen interviews. The break between the two interview periods provided time to reflect on the preliminary analysis of the interviews. All interviews were singular, face-to face interviews and were conducted utilizing the French language. The duration of the interviews ranged from 32 to 65 minutes. With regard to the settings, the strategy was to enable all sources to choose the area so as they could feel more relaxed. The strategy resulted in nine interviews being conducted at the members' business premises, five out of a coffee shop, and one while driving an auto. Before undertaking each interview, a verbal brief about the point of the study and issues related to confidentially was given to members. The permission to sound record the interview by an advanced recorder was looked for from the interviewee. Permission was granted and all the fifteen interviews were sound recorded. Furthermore, ownership and copyright of transcripts were established at this stage and members were informed that transcripts will be destroyed once the research study come to an end. Amid the interview, an open-ended flexible way to deal with interviewing, which is emphatically recommended by Patton (1990), Bogdan and Biklen (2007), and Hammersley and Atkinson (2007), was used.

Along these lines, open-ended questions were deliberately asked to encourage members to engage in the conversation. The flexible approach was useful and resulted in new emerging issues to be explored. Furthermore, members' responses were frequently rephrased and repeated in order to ensure accurate understanding of the fundamental indicates and encourage the interviewees expound their views on these focuses. Toward the end of the interview, a standard frame was given to members to fill in their personal characteristics, for example, age, gender, and educational foundation, and in addition the firm characteristics, for example, legal status, movement of the enterprise, years in business, and number of employees. Moreover, members were thanked for partaking in the study, were reassured again about the confidentiality issues and were alerted that they could be contacted should the researcher need more elucidation.

V. Results and Discussion

The analysis of qualitative data was carried out utilizing thematic coding techniques that match semi-structured interviews conducted in this study (Cornford and Smithson, 2009). The analysis process followed the six phases described by Braun and Clarke (2009) which are: acquaintance with the data; generation of

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introductory codes; searching for themes; reviewing themes; definition of themes; and report creation. To facilitate qualitative data analysis and to make qualitative analysis more reliable and transparent (Fielding and Lee, 1999), the software QSR NVivo 12 was used. To ensure an accurate identification of data, all interviews were labeled when introduced into QSR Nvivo 12 software. For example, with the label ENTERview01, the abbreviation ENTER represents the entrepreneur, view means interview, and 01 refers to the number of order in QSR Nvivo 12 software. Table 1 demonstrates the profile of the respondents who participated in the interviews:

Table 1: Respondents Profile

Participants	Respondents Characteristics			Business Characteristics				
	Gender	Age	Education	Legal Status	Type of Activity	Longevity	No. of Employees	Location
Participant 01	Male	37	University	PLC	Textile	> 5 years	106	Kuala Lumpur
Participant 02	Male	33	University	PLC	Textile	> 5 years	97	Kuala Lumpur
Participant 03	Male	41	University	PLC	Textile	> 5 years	16	Kuala Lumpur
Participant 04	Male	39	Secondary Education	PLC	Agri-food	> 5 years	13	Cyberjaya
Participant 05	Male	40	University	PLC	Agri-food	> 5 years	130	Kuala Lumpur
Participant 06	Male	38	University	PLC	Agri-food	> 5 years	64	Kuala Lumpur
Participant 07	Male	48	University	PLC	Chemical	> 5 years	93	Petaling Jaya
Participant 08	Male	32	University	PLC	Chemical	> 5 years	78	Kuala Lumpur
Participant 09	Female	35	University	PLC	Chemical	> 5 years	18	Cyberjaya
Participant 10	Male	39	University	PLC	Electrical	> 5 years	35	Kuala Lumpur
Participant 11	Male	34	University	PLC	Electrical	> 5 years	21	Kuala Lumpur
Participant 12	Male	40	University	PLC	Electrical	> 5 years	197	Cyberjaya
Participant 13	Male	43	Secondary Education	PLC	Metal & Engineering	> 5 years	80	Putrajaya
Participant 14	Male	37	University	PLC	Metal & Engineering	> 5 years	52	Kuala Lumpur
Participant 15	Male	37	University	PLC	Metal & Engineering	> 5 years	131	Kuala Lumpur

Source: Author

Discoveries of the qualitative study provided rich data that enabled deep understanding of the critical external success factors for SMEs in the context of Malaysia, specifically: financial resources, access to infrastructure, and competition.

a) Finance Resources

The finance theme was prominent in the brains of the participant and was consistently regarded one of the significant factor influencing the success of SMEs in Malaysia. Its importance stemmed from the considerable challenges faced by SMEs in Malaysia. Vital bits of knowledge were therefore revealed in relation to requirements related to the accessibility of monetary resources. The presentation of a solid dossier (business design), high interest rates, and high asset collaterals were the key requirements that restrain the success of SMEs in Malaysia. Discoveries revealed that getting a credit from money related organizations can be achieved provided that the enterprise presents a solid dossier that includes the greater part of the data required to request an advance. One business owner-manager indicated:

"Yes, of course. Banks are now available to help because there is a favorable climate for investment. Yet, you need to know that you have to present a solid dossier. The way that you present a solid dossier will encourage and persuade the bank to process your application and give you the credit you need."(ENTERview05)

Another business manager argued this point further by explaining how present a solid dossier to the bank to get endorsement for the credit requested. As per him, to get a bank credit, you should give fixed assets for collateral.

"To get a bank credit, you should present a solid dossier. You should provide a certified balance sheet that is accredited by the assessment authorities. Following a review of your certified balance sheet (money related circumstance, your turnover, your debts), the bank will make a decision based on whether the balance sheet gives a decent picture about your business or not. In other words, in the event that you have fixed assets, that is great and the bank will use them as guarantees to permit a bank advance. Generally, the bank must get collateral."(ENTERview02)

The issue of collateral and its inherent difficulties was unequivocally reinforced by another business owner who argued:

"Getting credit from banks isn't so easy. Enterprises should at any rate provide guarantees because banks, as you know, don't get involved in

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investments if no guarantees are provided. To obtain money, you should normally give guarantees to the bank."(ENTERview06)

Another issue was raised in respect to finance by a business manager expressed his concerns about perceived high interest rates charged by banks and described such issue as an impediment to investments.

"There is no fixed interest rate. There are variable rates. That is the reason enterprises have to check different banks and negotiate the interest rate. I will state, here in Morocco, we have genuinely high interest rates. Indeed, this is an impediment to investments."(ENTERview09)

From the above qualitative results, obviously perceived success of SMEs is typically constrained by the perceived surprising expense of credit; not simply interest rates and collaterals, yet in addition the effort required to produce the dossier. Indeed, the limitations of collaterals and interests are very often mentioned in the literature. In this respect, the discoveries of this study fit in with the discoveries of The International Finance Corporation (2012) and several creators (Schiffer and Weder, 2001; Cosh and Hughes, 2009). However, what was very interesting is the way that the presentation of a solid dossier to the banks becomes not just a money related yet in addition an emotional influence on success. The generation of the dossier presents a considerable measure of cooperate with the identification of assets. The need to focus on such a process was often a requirement on the perception of success. This was often seen as tedious process. This may likewise be the case in other more developed countries, yet in the context of Malaysian relationship based enterprise, this process was unfamiliar to the standard method of working together.

Most importantly, the issue of interest rates raised another issue that was of high concern to most managers who were not willing to breach their religious beliefs. Uncertainty was expressed by respondents about the accessibility of non-Islamic banks in Malaysia, which is a Muslim nation. A business manager revealed his wonder about this issue by expressing:

"Personally, I fear breaching my religious beliefs and therefore won't approach customary banks. I would prefer to use an Islamic bank to get access to finance on a profit and loss sharing premise" (ENTERview10)

Most banks in Malaysia operate in a comparative mold to customary European banks, offering no alternatives to entrepreneurs yet to deal with these banks. The idea of Islamic keeping money is seen as a possible alternative to European model. This seems to hold out the prospect of a linkage between economic and profound success. This is clearly appeared in the above quote which reveals the importance of profound success in the conduct of the business that needs to do with religious beliefs. This process likewise has consequences for the method of financing of private companies in Islamic countries. It focuses greater emphasis on joint subsidizing and profits rather than assets. It would thus be able to be concluded that a joint subsidizing based on profit and misfortune sharing, and not interest charges, was perceived as an ingredient for not just money related, yet additionally otherworldly success. Careful talks with members unfolded another strategy used by business owners and managers of SMEs in Malaysia in order to tackle the laws related to monetary resources. Some managers referred to the use of trade credits as an efficient external financing source to enhance the performance of their businesses. An manager explained this point by showing that the vast majority of his purchases of raw materials from suppliers are done on credit.

"Because of our solid relationship with our suppliers, we are able to get a trade credit. In this manner, we purchase raw materials without immediate payment. This enables us to sell our finished items and after that compensation at a later time. This is very useful for us because it helps to ease our income management by having more money inflows at a specific time than money outpourings." (ENTERview07)

The use of trade credits by SMEs in Malaysia is in line with the academic literature that considers trade credit as an external source of finance for little and medium companies in countries with less developed money related market (Biais and Gollier, 1997; Bougheas et al., 2009; Bellouma, 2011).

However, it can be stressed here that the use of trade credit not just allowed businesses to discover alternative to the banks, yet this additionally was appropriate for the Islamic way to deal with finance. There was no interest charged yet there was shared business development and a partnership method of being successful. Being personally responsible to others was a significant factor in the appreciation of success.

b) Access to Infrastructure

Discoveries of the qualitative study underpinned that a decent physical infrastructure has a great positive effect on the success of SMEs in Malaysia. The importance of the infrastructure factor evolved from the significant challenges faced by SMEs in Malaysia. Imperative experiences were therefore revealed in relation to the requirements related to infrastructure. Specifically, the requirements covered three sub-themes that emerged from the exhaustive analysis of qualitative data: Electricity, water and sanitation, and transport.

Limitations of accessing electricity and water were considered very challenging for managers of Manufacturing SMEs. Findings showed that the mind-boggling expense charged by Tenga Nasional Berhad

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(TNB), for the dispersion of electricity and water was a consistent finding among all members. One business manager stressfully expressed his concern in respect to the expensive electricity charges by expressing:

"We really have serious problems with the organization TNB (The provider of utilities) because it sends us charges that far exceed our utilization. We have technicians that can tell us the amount KWH we consume exactly because we do cost bookkeeping. In this way, we know exactly the amount we consumed. However, when we receive the invoice, it's always a surprise."(ENTERview02)

The discoveries further suggested that despite the fact that electricity and water services are reliable, this reliability weakens when catastrophic events strike the city. A decent and reliable infrastructure is vital to business success. Bearing this in mind, it comes as no surprise to discover a witness, located in the modern zone Kuala Lumpur, Sabah, Pahang expressing serious concerns about the infrastructure's reliability with solid reference to the flooding events that struck Malaysia in 2017. Critically, the business manager highlighted the concepts of conduct, equipment and commitments. As per him, the manner in which he manages his business relates to the two equipment used in the generation (equipment) and the capacity to deliver to his customers (commitments):

"As you know, not long back, around 6 months prior, we had surges especially in the area where we exist today, the mechanical zone Kuala Lumpur, so we had real problems of flooding. We have had surges that really had a negative effect, whether on the conduct of our business, or on the equipment that were damaged and furthermore on the level of profitability and the commitments we had with our customers. Therefore, we had a problem of late deliveries caused by the surges. Due to power cuts, we had a stop that endures 7 days and you can see the effect that must have such a problem especially on the image of the business because the business image is very vital for us."(ENTERview03)

It is worth to mention that some of the modern areas were based on minor terrains, which were often low lying and need poor infrastructure. This explains why that specific mechanical zone Kuala Lumpur and another modern zone Sabah were impacted heavily by the surges. With regard to the vehicle infrastructure, solid reference was made to the new port by respondents. It was stressed that such port, which is the one of the largest in Southeast Asia, has contributed to the success of SMEs, specifically to the mechanical firms that are located in the free zone associated with the port. Reducing the strategic cost was emphatically highlighted in the view of a business manager:

"*Nowadays, there is the new port that has given success to the free zone of Malaysia. It normally positively affects the development of our business especially in terms of coordination cost. As you know, the coordination cost is very essential. In this way, in the event that we endeavor to optimize them, we can be competitive with our competitors."* (ENTERview09)

Linked to the vehicle theme, the street infrastructure emerged as significant for the perceived success of SMEs in Malaysia. Restricted movement on the roads and the issue of movement appear to be a problem that obliges the success of businesses. It was discovered that these problems affect creation and commitments which are related to business success. This was highlighted by a business owner who stated:

"We have another problem which is the problem of transportation. Sometimes, our coaches that vehicle personnel may get involved in accidents, or delay in delivery due to speed limits. Another problem is the movement. To arrive to the modern zone, one must experience heavy traffic"(ENTERview02)

"Because of traffic congestion, our personnel transport arrives late. This causes delay in our creation lines which thus delay the respect of our commitments. This really affects our business image."(ENTERview09)

Essentially, the factor of infrastructure was mentioned extensively by the interviewees. It seems to indicate the importance of this factor, as detrimental to success. The interruptions caused by poor infrastructure negatively affected the direct of the business in that they enforced changes in the manner in which the business worked. It additionally produced damage to the creation equipment and furthermore this impacted on the commitments entered into by the organization. These were significant factors in the appreciation of the success of the business. The other issue is the mastery of this area by international companies, which embrace different methods of working than the private ventures. These companies were often seen as remote and not committed to the success of private ventures.

c) Competition

The qualitative study revealed that a competitive advantage over the opponents is a salient factor for the success of businesses in Malaysia. The importance of such factor emanated from the challenges of the increasing globalization and in addition the unreasonable competition in the market. Discoveries suggested that organizations located outside the free zones in Malaysia claim that they are not competing on equal and reasonable terms, compared to their counterparts established in the free zones. A possible explanation for this is the generous incentives that are available to firms in the free zones together with a higher level of infrastructure development. A business owner of a firm located outside the free zone came up with a solid message showing that his firm does not remain on the

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same balance as its competitor which is located in the free zone. He further argued that the competitor benefits from numerous favorable and advantageous conditions and incentives that could enhance his competitiveness:

"I think we are not on the same balance compared to our competitor who is located in the free zone. The competitor has several financial advantages that can be used to go far in the business and venture out in front of us."(ENTERview02)

The findings further revealed that the partial competition caused by the pirating of merchandise from the neighboring countries, which is few miles a long way from Malaysia, does affect the mechanical creation of SMEs, specifically the agri-food industry. This was significantly related to the perception of success. As proclaimed by an manager:

"Due to its closeness to Siem Reap, Cambodia, Malaysia is well known for the illegal trade of smuggled merchandise, specifically nourishment items. The smuggling activities devaluate our neighborhood items which affect our agri-food production"(ENTERview09)

Another respondent in the food business further explained that the evasion of traditions duties on smuggled food items enables smugglers to sell the items at lower prices. As indicated by him, in the current economic emergency, consumers seek to minimize their expenses by purchasing cheap items. In this way, they prefer to purchase the cheap smuggled items.

"Attributable to the non-payment of traditions duties, carrying merchandise are sold with cheap prices in the market. Consumers prefer to purchase these cheap items especially in the current economic emergency. Subsequently, this affects our production."(ENTERview07)

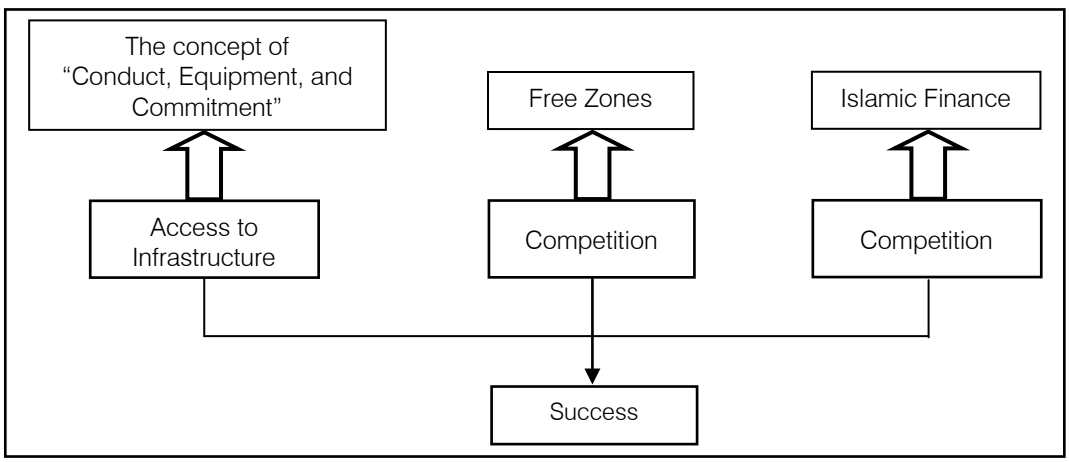
To sum things up, competition seemed to be about perceived unreasonable competition (smugglers, companies in the free zones) and area (are enabling this to happen). It was recognized that unfair competition (smugglers, financial and economic incentives in the free zones), damage the performance of the SMEs in Malaysia. This was a study of manufacturing companies and this was a significant emerging issue. It can be concluded that the preponderance of grey-imports and in addition the attractive incentives available for firms in the free zones significantly affected the perception of success.

Business owners and managers of firms, especially the ones that are established outside the free zones could wonder (are their firms in the correct area?) Hence, it can be assumed that unfair competition is an element of the area. Being in the correct area meant the enjoyment of favorable conditions (exempt or reduced tax assessment, great infrastructure and non-carrying of products). Dahlqvist et al. (2009) argued that the geographic area where firm is located, has suggestions for its access to markets and resources, for example, finance, skilled work, subcontractors, infrastructure, and other facilities. However, the present study has gone some path towards enhancing our understanding of the competition factor in relation to area. The unfair competition was related to the area of the firm and came out very clear in the connection to perceived success and the capacity to achieve that success. In this respect, the area factor can be seen here as an essential budgetary and emotionally significant perspective on equity in relation to success.

VI. Conclusion

The present study is imperative because it provides a mechanism for seeing how perceptions of success are generated by entrepreneur managers with respect to external factors. The qualitative data analysis used here has subsequently provided a number of critical bits of knowledge.

The three factors discussed here were the most noticeable factors that arose from the thematic analysis of the interviews. These factors are depicted in figure 1 below:



Source: Author

Figure 1: Factors that influence business success as perceived by managers in Malaysia

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From the figure, it can be seen that the three factors can be considered to be methods for understanding the external environment by entrepreneur managers. This view enables the effect of external factors to become mostly that the entrepreneur managers direct their business. Furthermore, it permits a method for understanding the effect of the external environment on private ventures that relate to their adopted success criteria.

This study found that the perception of success among business owners and managers of SMEs in Malaysia could be described using the concepts of personal conduct, equipment being used and commitments to others. These concepts emerged from the study and provided a useful conceptual instrument to develop the perception of success among the group of firms studied. The evidence from the qualitative interviews emphasized that the SME managers liked to conduct their business in specific way that were influenced by their determination of success. This included a way to deal with business that enabled them to direct their issues in an Islamic manner. This included the relationships with suppliers, technology partners, and the methods of finance. The equipment employed inside the business enabled the continuation of creation and the yields of the business. To this extent, it was related to the commitments undertaken to customers and suppliers. The arrangement with the banks allowed this equipment to be available for production. An Islamic type of finance would have allowed the owner to direct his issues through a means of social interaction.

It can be concluded here that finance partnership based on profit and misfortune sharing seemed to be perceived as an ingredient for monetary and otherworldly success. In Sharia compliance business wards, the way that there is that base for partnership in the finance stimulates more unequivocally the need for partnership working. The commitments entered into enabled the continuation of the business. Aspects of commitment were seen in the other two factors above, yet they were additionally manifested in the response to infrastructure difficulties. The unreliable transport network and the charges for electricity and water challenged their commitments to their customers and partners.

The findings of this study could have several ramifications. The research revealed that the possibilities that Islamic finance opens up here for the success of SMEs cannot be ignored. Therefore, this could in any event begin dialogs among policy makers on the most proficient method to improve the accessibility of finance for entrepreneurs, specifically the ones who fear breaching their religious beliefs. The development of a uniform regulatory and legal framework for the Islamic finance system in Malaysia will enable entrepreneurs to get access to finance on a profit and loss sharing (PLS) premise instead of paying interests. Another ramifications of the study relates to the different effects on SME operation through routes to development utilizing free ports and zones. The strategy of building free zones has been adopted by a number of ASEAN Countries (Cambodia, Indonesia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam.). It has been discovered that this approach affects the perceived success of SMEs in Malaysia. The findings of the study could encourage the government to embrace policies that will help indigenous firms to benefit from advantages that are comparable to those that are in the free zones.

Another essential ramifications for research is that terms of personal conduct, equipment being used, and commitments to others could have wider relevance in this field of research since these terms permit a better understanding of the placement of independent ventures inside their market and the perception of success.

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A Study of the Role of Human Resource Functions in Talent Development Contributing to an Organization's Business Growth in Today's Knowledge and Innovation based Economy

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Summary- This report aims at analysing the role of Human Resource functions in talent development contributing to an organization's business growth in today's knowledge and innovation based economy. For this purpose to be fully satisfied, the report focused on the following three human resource functions: selection, training and development, and job design and analysis which were then linked to talent management processes to analyse and evaluate their respective degree of significance vis-à-vis the company's business growth. In order to provide practical examples and illustrations, the Cameroonian leading commercial bank, BICEC (International Bank of Cameroon for Savings and Credit) was designated as the report main case study together with other examples from other European companies as well. The results of the paper indicated that if company HR strategies (Selection, training and development, and job analysis and design) are in line with its talent management programme, it definitely impacts significantly on the company's performance and growth.

GJMBR-A Classification: JEL Code: O15

ASTUDYOFTHEROLEOFHUMANRESOURCEFUNCTIONSINTALENTDEVELOPMENTCONTRIBUTINGTOANORGANIZATIONSBUSINESSGROWTHINTODAYSKNOWLEDGEANDINNOVATIONBASEDECONOMY

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I. Introduction

Human Resource management can be defined as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. According to Boxall and Purcell (2003: 1), it refers to "those activities associated with the management of employment relationships in the firm." More recently, Watson (2010: 919) defined Human Resource management as "the managerial utilization of the efforts, knowledge, capabilities and committed behaviours which people contribute to an authoritatively co-ordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future.

It is in the same line of views that the goals of HRM (Human Resource Management) have been established by Armstrong & Taylor in their book "Armstrong's Handbook of Human Resource Management Practices" 13th Edition, 2014, pp. 6 as follows:

- To help the company attain its goals by designing and implementing Human resource strategies which are in accordance with the organization's strategy, known as strategic human resource management.
- To enrich the development of high performance culture.
- To make sure that the company attracts the talented, skilled, and engaged people it needs.
- To establish a conducive employment relationship between management and employees together with a mutual trust climate.

a) What is Talent Management?

Answering this question will enable the research to be focused on how to link the organization's Human resource strategies towards its talent management scheme and assess its effects on the business growth.

For any company that sees it as an exceptional one to remain on track for the future, it should be turned towards innovation; this is the reason why today, organizations need to focus on accumulating and retaining talented and skilled individuals. This is where the concept of talent management comes into the picture. In today's economic climate dominated by slow global growth, competition made firms to put selection and retention of highly talented and skilled workers their priority. In as much as the business environment is so competitive and tough, Human resource Departments are shifting away from only focusing on recruitment and development to more important processes that stay in line with both managing workforce and organizational goals. According to Lockwood (2006), "talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitudes to meet current and future business needs".

"The International Journal of Business and Economic Research, Vol. 7(1), 2016, pp.504-520 asserts that according to Mehta (2011), the preceding core components are considered fundamental for a business to be successful in retaining its talents. Below is a set of processed which when integrated, from the foundation of a thorough talent management system.

Mehta developed a range of components underlined under talent management and the core components are stated below:

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- *Strategic Workforce Planning:* The first stage in talent management that addresses the needs and goals of the organization.
- *Total Talent Acquisition:* Employee accumulation is linked to the utilization of applicant tracking system designed to hire full-time people. However, effective talent management comes from concentrating on total talent acquisition and integrating it.
- *Employee Development:* Integrating employee development with talent acquisition provides a clear gain. Organizations must understand each person's ability as it relates to the core competencies identified in strategic planning.
- *Performance Management:* Linking employee development activities and goals to performance management makes sense. Motivating managers to conduct performance management in a thoughtful and deliberate manner is essential.
- *Succession Planning:* Every organization has key people and positions which are important for the success and attainment of its goals. Talent management ardently identify key people in the organization and develops a plan to manage people and positions. In respect to it, employing a technology solution can ease this process and will mitigate obstacles; and having a system that links to the other components vastly increase organizational commitment to succession planning and streamlines the process. Managing a great talent management program will optimize organizational performance.

For quite some time now, talent management emerged, as well as the development and sophisticating nature of the human resource discipline to be integrated into the objectives of companies.

Perrine (2005) developed that talent management has moved away from being an administrative process to a continuous organizational practice with a strategic focal point that drives organizational outcomes. "Therefore, based on the above definition, for a company to succeed, its success is linked directly to the talent force it can access". (Hejasé, et.al; "Talent Management Challenges: An Explanatory Assessment from Lebanon, 2016).

This report will provide additional information and explanations related to the subject matter which is to illustrate the degree to which Human Resource functions linked to talent management contribute to the company's business growth. For a better understanding, as a case, BICEC (International Bank of Cameroon for Savings and Credit), one of the top five largest commercial banks in Cameroon was studied. Especially its selection, training and development and job analysis and design were chosen as the Human resource functions to focus on.

II. Organization Background

As stated above, the report studied the selection process, training programmes and job design and analysis of BICEC Cameroon, considered as one of the leading institutions of the banking sector of Cameroon.

a) BICEC's Background

Banque Internationale du Cameroun pour l'Epargne et le Credit (BICEC) was set up on March 14, 1997 following the liquidation of BICIC (Banque Internationale du Cameroun pour l'Industrie et le Commerce) that took place under particularly challenging economic circumstances. It was indeed necessary to restructure BICIC given that economic crisis of the 80's and 90's did not spare it. Therefore, in March 1997, the Board of Directors of BICIC decided to establish BICEC. Its management was entrusted to Groupe Banque Populaire, a French banking group that accomplished its mission namely: making the bank profitable and paving the way for its privatization in 3 years. In 2000, BICEC became a subsidiary of Groupe Banque Populaire. Since 2011, BICEC has continued benefiting from the extensive experience brought about by the merging of the Banques Populaires and Caisses d'Epargne (BPCE) Groups. Today, BICEC is the major stakeholder in the Cameroonian banking sector with a solid overall performance.

In BICEC's organizational structure, the Human resource Department is headed by Mr. Benoit BONGA BONGA, who leads the HR team and makes sure the HR functions and strategies are fused with the bank's objectives towards growth. In the subsequent lines, it will be discussed how the bank addresses selection processes, training and development programs and job analysis and design in order to attract, retain and upgrade its talented workforce.

III. HR Functions

According to the Human Resource Encyclopedia, a decent Human Capital Department is basic to an employee oriented, productive workplace in which employees are energized and locked in. In co-ordination with different supervisors, HR leads the way in management development, performance management, succession planning, career paths and other aspects of talent management. Furthermore, HR is responsible for the overall recruiting of a superior workforce. However, Human resource cannot do it alone, but must provide support to hiring managers who are also responsible for recruiting a superior workforce. Human Resource must provide leadership, training, schedule assistance, a systematic hiring process, recruitment planning processes, interview expertise, selection monitoring and more. And finally, HR is responsible for recommending and instituting strategies

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for people and the organization that further the attainment of the organization's strategic goals to maintain growth. If a company changes direction, develop new products, changes mission, vision or goals, HR department must lead the way with employees programs and processes.

The first HR function to be discussed is recruitment and selection.

a) Selection

Recruitment and selection as indicated by Armstrong (2014), is the procedure of finding and connecting with the general population the organization needs and selection is that part of the recruitment procedure worried with choosing which candidates or applicants ought to be appointment to employments. At the end of the day, recruitment can be characterized as the practice of requesting and effectively looking for applicants to fill as of late cleared or recently made positions utilizing an assortment of strategies, for example, inner employment postings, promoting in daily papers, or electronic occupation sheets or destinations, using search firms, or posting positions with exchange and expert affiliations (HR Encyclopedia).

At BICEC Cameroon, the recruitment and selection process is conducted as follows:

- Reception of required application documents (CVs, application letter, motivation letter)
- Candidate selection is based on the level of education (GCA A/L + 2 minimum) and age (at most 32) and their specialization.
- Reply to the job applications received: confirmation letters are sent to applicants whose applications have been retained and letters of regret to those not retained.
- Screening of CVs based on the Human resource requirements, validation of preselected CVs by HR committee.
- Invitation of applicants with corresponding profiles for psycho-analytical test.
- Anonymity of copies by HR Manager following a code that changes with each session.
- Marking of copies by group chosen according to a well-defined pattern.
- Marks of the anonymous copies and codes are then reconciled on the candidate identification sheets in preparation for deliberations.
- The intermediate phase is the group interview where each applicant writes a 30min dissertation, makes a 5min presentation and then discusses it with the other applicants in 10min. at least two members of the executive committee take part in this interview.
- The selection interview is the last stage of the process. It is chaired by the General Manager in person, accompanied by members of the Senior Management Committee and the HR Manager.

Source: www.bicec.com

That is how BICEC conducts its recruitment and selection.

In the same vision, still under attracting or accumulating talented employees, below is how LinkedIn proceeded when new people acquisition have been needed.

The Harvard Business Review "The LinkedIn and modern recruitment" (June 01, 2015; product HR414-PDF-ENG), in 2015, LinkedIn, the world's largest professional network, was experiencing an explosive growth and the need for hiring the very best people quickly to support that growth was being felt. To satisfy that need, the organization utilized its own online recruitment products, for example, LinkedIn Talent Solutions, to amass and hold talents. In the meantime, the organization was making new recruitment models that put it at the cutting edge of modern enrolling. LinkedIn had done as such far in purchasing in top talents. Its particular strategies utilized by LinkedIn recruitment team of more than 100 individuals incorporate:

- Replacing cold calling potential candidates with finding "warm connections" to them through their LinkedIn networks.
- Using a data-driven approach to identify the best candidates to pursue and,
- Developing personalized online relationships with top candidates.

For external hiring, it focused heavily on recruiting passive candidates, that is people who were already gainfully employed and not necessarily looking for new job.

b) Training

Lado and Wilson (1994) suggested that specified sets of human resource practices can be to build unique firm competencies which will drive firm performance and provide sources of sustained competitive advantage. Furthermore, Schuler and Jackson in 1987 identified five major HR practices among which training is found in as a competitive strategy.

The Harvard Business School Press (12/04/2002) reported that while many companies consider workers training a good investment, others question how the organization benefits employees training, that is why several cost effective methods of doing it while retaining the most competent individuals.

BICEC Cameroon invests a lot in its employees training programs. They are divided into three main types of training including internal training, diploma training and other training programs.

The first type of training that that the bank develops for its workforce is internal training. As the name suggests, it is done internally by BICEC's employees with proven knowledge and competencies in

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a specific domain of banking. This can be assimilated to on-the-job training as well.

Secondly, BICEC has this type of training called Diploma training for Graduate Diploma in Banking. This is a type of off-the-job training which is gratified by the issuance of a Professional Certificate or Diploma in Banking from the Technical Banking Institute of Paris France.

Third and last type of training the bank offers to its employees are training programs that are scheduled and validated within the framework of the bank's annual training plan. These are generally training programs that meet specific needs expressed by a unit either through a manager's request or in fulfillment of regulatory or legal requirements. They are aimed at building the capacities of employees trained in a domain where deficiencies and shortcomings have been identified or noticed. Other forms of training include conferences and workshops, coaching, and e-learning.

Usually after training is conducted, its outcome needs to be evaluated and assessed. The process of evaluating has been defined by Hambling (1974) as "any attempt to obtain information or feedback on the effects of a training program and to assess the value of the training in the light of that information". After evaluating, control has to be done by evaluating the reaction of those who were trained, by determining the degree of reception of training objectives, by assessing the degree of behavioral change as opposed to what was expected when participants return to their jobs and finally by evaluating the results by applying a cost-benefit analysis to see if added value was gained or not.

It ought to be noticed that if in any ways, an individual was not keen on the training he or she took an interest; the outcome might be generally as terrible as it was before the training program that is the reason BICEC carefully plan training programs for the right individuals so that the organization execution and development are kept at an expanding rate.

c) Job Design

All designed job encourages well being and engagement commitment (Bakker and Demerouti, 2013; Hackman and Oldham, 1980, Parker and Wall, 1998).

To be more précised, job design describes the particular jobs, tasks, and roles structure (Grant & Parker, 2009, pp. 5). It is usually approached as a top down way in which the organization creates jobs, and it turn, selects people with the right knowledge, skills, and abilities for these jobs. According to Tims and Bakker "job and employee engagement" (n.d), the way a job is designed strongly influences how employees perceive their job and in turn, how they perform their tasks. Managers and researchers started to focus their attention on the influence of job design on employees' behaviors and attitudes when it was found that changes in the work environment were accompanied with changes in employees' attitude and motivation.

From researchers' previous works, it has been found that a simpler and more specific job design and characteristics is more likely to increase employees engagement and performance, thus increasing the overall company performance towards sustainability and growth.

BICEC Cameroon's job design system is quite specific and explicit, below are two examples for two different positions a Chief Teller and HR Manager.

A BICEC Cameroon Chief Teller is expected to perform the following duties and tasks:

- Ensure the management and organization of the counters.
- Olan and organize cash desk audits.
- Ensure the FCFA (Cameroon currency) and foreign currency holdings are kept secured.
- Monitor counter service and sales.
- In the same bank, the HR Manager is required to:
- Ensure effective implementation of the HR strategic plan while complying with the values and guiding principles of the global strategy of the bank.
- Ensure proper follow up of payroll within the framework of a targeted compensation policy and ensure its compliance with the budget allocation.
- Maintain the social climate and cohesion by the development of a sustained, regular and institutionalized social dialogue with the personnel.
- Enhance overall working conditions and ensure proper implementation of the labor legislation.
- Animate, direct and manage the department.

Source: www.bicec.com

In this in the same line that Aroosiya & Ali (journal of Management, Vol. III N°1 concluded in their study of the impact of job design on employees' performance that it is more likely that an improvement of quality of job description of employees results in improvements of employee's performance.

IV. Conclusion

The topic of this report was to set up a relationship between HR works that connected with talent management significantly affected the organization's business development. Taking into account appropriate audit of diaries, articles, research papers and books, it has been found that through talent management rehearses, a firm which lead powerful recruitment and selection, builds up an extremely practical and very much outlined training program, and streamlines and elucidates the way it plans it job description and specifications will probably drive itself towards business development. Amber (2008) supported that when surveying organizations applying talent management, it got to be clear that their employees are more devoted and focused on their jobs

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and organizations contrasted with different workers whose organizations don't have any talent management program.

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Business Success in Malaysian SMEs: A Quantitative Approach

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Abstract- *Purpose:* It is becoming increasingly hard to ignore the importance of the little and medium enterprises (SME) sector in the financial development of a nation. In view of their increasing importance, this paper intends to identify the factors that influence the success of SMEs in the city of Malaysia.

Design: The study embraced a quantitative approach in order to validate the underlying conceptual framework, developed from a systematic literature review, and to increase some bits of knowledge on the perceptions of managers. Questionnaire was distributed to 365 industrial SMEs that were selected from the official website of the Ministry of International Trade and Industry and the Free Industrial Zone Malaysia.

Findings and Conclusions: Results of the quantitative study validated the underlying conceptual framework. It was discovered that the internal factors, for example, age, size, and area of the business; age, education, family foundation, and experience of the entrepreneur; managerial and utilitarian competences of the entrepreneur; and need for achievement and hazard taking propensity of the entrepreneur were correlated with business success. Then again, accessibility of finance, tax assessment, access to technology, access to networking and access to customers and suppliers were the identified correlated external factors. These findings provided bolster for the development of an underlying contextual model that features the effect of internal and external factors on business success.

Keywords: *SME; critical success factors; entrepreneurship; malaysia; strategic management.*

GJMBR-A Classification: *JEL Code: M10*



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Limitations: Findings of the study remain limited and ought to be circumspectly interpreted since the perceptions about business success factors, derived from the literature in different contexts, were imposed on respondents. This did not permit an enough understanding of participants‟ worldview of the vital factors in the specific context of Malaysia which may be different from other contexts.

Originality/Value: This is perhaps among very few studies that address the issue of private venture success in the context of Malaysia and especially in the selected areas in Malaysia.

Keywords: SME; critical success factors; entrepreneurship; malaysia; strategic management.

I. Introduction

The importance of SMEs is well recognized in academic and arrangement literature. Much attention and interest have been devoted to SMEs by several researchers, international associations and arrangement makers, in any event since the Bolton report (1971). Both developed and developing countries have realized the importance of SMEs in the economic and social development. In Europe, the yearly report of European SMEs confirmed that SMEs remain the European Union's economic backbone despite the worldwide money related emergency (The European Commission, 2011). Representing 99.8 per cent everything being equal, SMEs contribute to 66 per cent of employment in the European Union.

Beyond any uncertainty, SMEs in Malaysia assume a critical role in the development of the nation. The importance of SMEs is evidenced by their high presence in the economic structure of the nation. As indicated by The United Nations Economic Commission for Africa (UNECA) (2008), 93% of all Malaysian modern firms are SMEs and record for 38% of creation, 38% of investment, 31% of exports and 45% all things considered. The extreme north-west of Malaysia is considered to be the second mechanical center after Kuala Lumpur and the primary modern city in the Industrial region, producing SMEs represents over portion of the aggregate firms in the region and contribute to 83% of employment. However, despite their value in the regional economy, their commitment to the modern value added remains limited with respect to the national economy. Recent available data from the MITI showed that the commitment of the Industrial region to the mechanical value added was just 7% of every 2016 compared to 49% in the Kuala Lumpur region (MITI, 2011). This does not reflect the potential of the SME sector especially after the recent remarkable economic developments in the Industrial region. Furthermore, despite the government efforts in advancing the business environment, these efforts remain limited. As per the regional report (2016) of the World Bank, Malaysia is considered to be a troublesome area with respect to the regulations affecting four stages of a business life: beginning a business, dealing with development permits, registering property, and enforcing contracts.

While trying to address this issue, the present study has been undertaken with the intent to achieve the accompanying objectives with respect to the success of SMEs in the city of Malaysia:

1. To identify the perceived critical success factors for SMEs in Malaysia; and
2. To compare successful and less successful SMEs with relation to the identified perceived critical success factors.

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II. Literature Review

Success of SMEs has been of interest to many analyst, international associations, and policy makers. This has therefore become the subject of a great deal of analysis. However, success is a controversial issue. Besides the multi-dimensional aspect of success, variables that contribute to the success of SMEs are not collectively agreed upon by researchers. While some experts suggested that the progression of the success of businesses remain a discovery (Deakins and Freel, 1998; Dockel and Ligthelm, 2005; Ligthelm, 2010), others argued that the success of SMEs is an element of both external and internal factors (Penrose, 1999; McCline et al., 2002; Guzman and Santos, 2005; Markman and Baron, 2010).

Literature on the success of SMEs normally recognizes a few factors as to the internal and external environment of the firm. Regarding internal factors, a few researchers have endeavored to explore the attributes of SMEs and qualities of the business person as the internal factors that impact SMEs execution (Hambrick and Mason, 1984; Bates and Nucci, 1989; Story, 1994). For the firm attributes, a few investigations have uncovered that size, age, and area of the firm could be identified with business execution (for instance: Bates and Nucci, 1989; Liedholm, 2002). Then again, different researchers have indicated incredible enthusiasm for understanding the connection between attributes of the business person and business execution (for instance: Hambrick and Mason, 1984; Boden and Nucci, 2000; Rogerson, 2001).

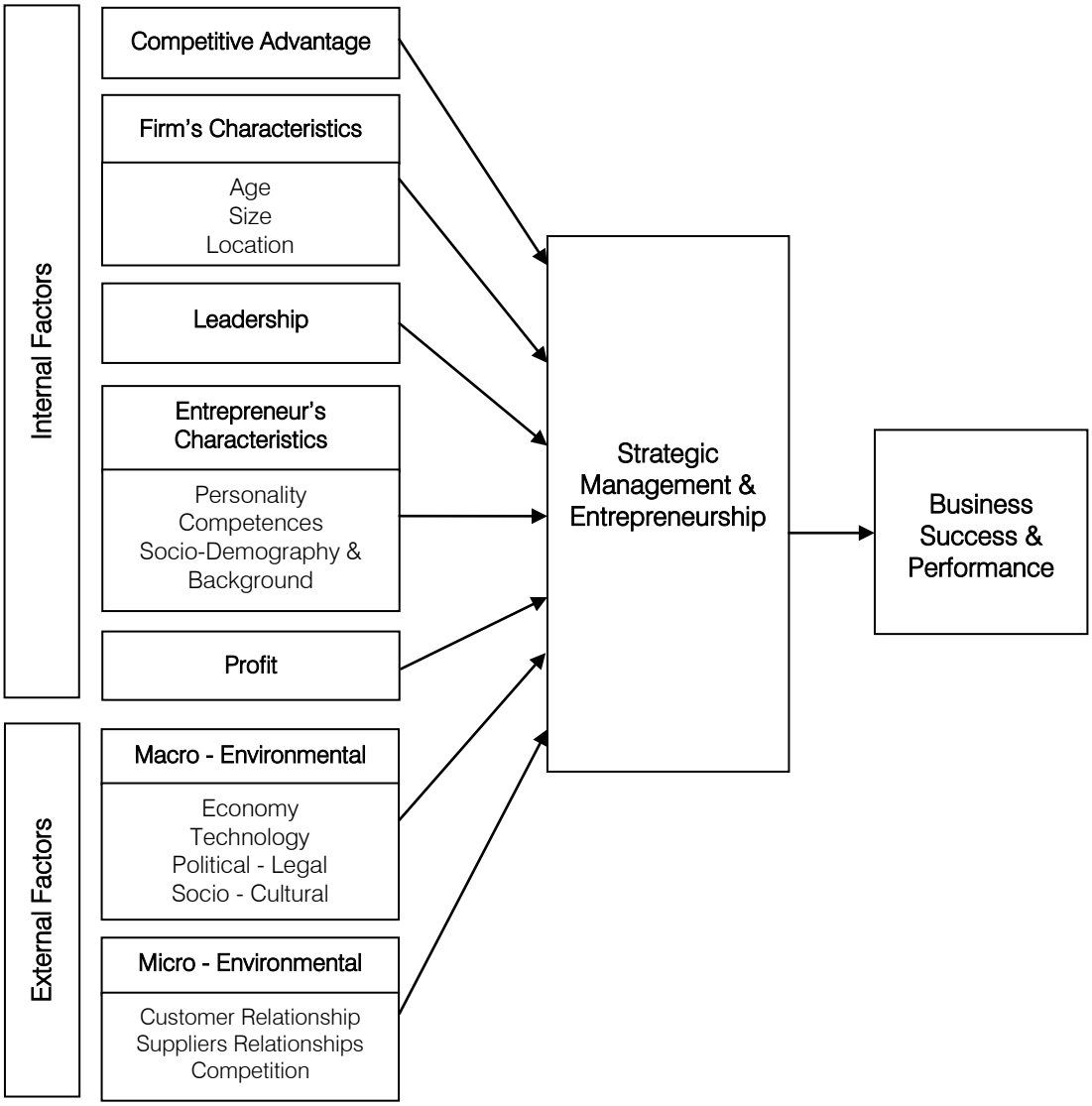
With respect to the external factors, it is broadly perceived that successful associations are those that best adjust to fit the opportunities and the limitations belonging to the environment in which they work (Kalleberg and Leicht, 1991). As indicated by Miller and Dess (1996), the external environment of the enterprise can be arranged into two, to be specific, general and aggressive environments. The general environment comprises of the political-lawful, macroeconomic, socio-social, mechanical, statistic and worldwide factors that may influence the association's exercises. Then again, the aggressive environment comprises of other particular associations that are probably going to impact the productivity of the enterprise, for example, clients, providers and contenders. A few past investigations in both developed and developing countries have recognized a scope of external critical success factors that identify with the general and additionally the focused environment of the firm (for instance: Yusuf, 1999; Swierczek and Ha, 2006; Clover and Darroch, 2003; Beck et al., 2007; Nieman, 2009).

For the general environment, information from a few sources have distinguished economic factors, specifically, monetary assets and tax collection, as key for the success of organizations (Beck et al., 2006; Chu et al., 2007; Ben Mlouka and Jean-Michel, 2008; World Bank, 2009; Benzing et al. 2009). Different investigations have discovered that political lawful factors altogether identify with business success (Yusuf, 1995; Beck et al., 2005; Jasra et al., 2011). A lot of writing has concentrated on the mechanical factors. These examinations have featured the positive connection between innovation, data, and framework and business success (Swierczek and Ha, 2003; Clover and Darroch, 2005; Nabli, 2007; Olawale and Garwe, 2010). The systems administration factor, which could be grouped under the socio-social factors, has been liable to a lot of research. Various examinations have reported a positive relationship amongst systems administration and different parts of firm execution (Duchesneau and Gartner 1990; Zhao and Aram, 1995).

Then again, an extensive and developing collection of writing has researched the focused environment of the firm in connection to three partners: clients, providers, and contenders. There is an extensive volume of distributed investigations portraying the part of client relationship administration as a key factor in business execution (Dwyer et al., 1987; Morgan and Hunt, 1994; Berry, 1995; Sheth and Parvatiyar, 1995). Correspondingly, an expanding measure of writing has featured the impact of providers on the execution of organizations (Dollinger and Kolchin, 1986; Gelinas and Bigras, 2004; Morrissey and Pittaway, 2006). Different researchers have contended that an examination of the part of contenders and counter-rivalry knowledge and activities are pivotal for the survival of a SME (Ligthelm and Cant, 2002; Rwigema and Venter, 2004; Nieman, 2006).

While various past investigations and additionally global overall associations reports have concentrated on the fundamental internal and external critical success factors for SMEs, next to no research thinks about have endeavored to build up a model that contains a comprehensive rundown of factors. The present study turns out to be more clear with regards to Malaysia as there is a shortage of research identified with business success among SMEs, especially in Malaysia. Besides, despite the fact that there are various examinations in Malaysia, these investigations have concentrated on a tight scope of success measures (financial measures) which could be the wrong way to deal with understanding entrepreneurial success (Lumpkin and Dess, 1996). Consequently, this study expects to address this information hole by exploring a comprehensive rundown of success factors that consolidate business, business visionary, and environment related factors with regards to Malaysia (see figure 1), utilizing both financial and non-financial measures of execution.

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Source: Author

Figure 1: Conceptual Framework

III. Research Methodology

It has regularly been watched (Benbasat et al., 1999) accurately that no single research procedure is inherently superior to some other. Having critically evaluated the writing methodicallly and constructed the calculated structure, a quantitative approach, utilizing deductive thinking, was used with a specific end goal to assemble proper information, test the hypothetical system and increase general understanding of the apparent critical factors that impact the success of SMEs in Malaysia. Thus, with a specific end goal to accomplish the first and second targets of this research study, an overview as a survey was done keeping in mind the end goal to acquire the coveted data.

IV. Questionnaire Design

The survey was developed in view of a careful audit of writing and an examination of already utilized and tried instruments. It was composed in both English and Bahasa Malay, it involved 26 questions. Since the study is in a Malaysian setting, interpretation of the survey turned into an extremely evident necessity. Given that Bahasa Malay is the official dialect in Malaysia, the poll must be made an interpretation of to enable members to react to the survey in the dialect that they are most alright with. Along these lines, the poll was interpreted by the researcher (From English to Bahasa Malay), and then back-deciphered autonomously by an expert confirmed interpreter, (From Bahasa Malay to English), to guarantee that the significance of each inquiry was as predictable as conceivable with the English variant. The English variants were contrasted with ensure they coordinate. A labelled five-point likert scale was intended to quantify responses. Keeping in mind the end goal to guarantee brevity, objectivity, and clearness of the poll, a pilot study was conducted on 25 SMEs utilizing snowball

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testing. The pilot study brought about couple of minor modifications of the poll.

V. Sampling & Data Collection

The initial step was to settle on the SMEs definition that will be utilized to characterize the populace. In Malaysia, a few definitions exist. Be that as it may, the official definition was utilized in view of the quantity of workers. The last was favored over the yearly turnover in light of the contention of Child (1973) who contended that work is a sufficient paradigm for the estimation of the extent of an association, since it is over every single person who are sorted out. Along these lines, this study thought about enterprises with a headcount somewhere in the range of 10 and 200 workers as SMEs. Having settled on the definition to be utilized for SMEs to characterize the populace in Malaysia, the second step comprised of the choice of an official and dependable wellspring of data to recognize the SMEs. The principal official and solid source was the site of the MITI. Having checked this site, all SMEs working in Malaysia were distinguished. In any case, the generated SMEs list was dated 2016, which is very obsolete contrasted with the research date. Keeping in mind the end goal to incorporate state-of-the-art data about SMEs, other avant-garde wellsprings of data were required. Hence, the researcher checked the Free Industrial Zone Malaysia and its official site with a specific end goal to incorporate SMEs working in the free zone of Malaysia. Having checked the index and the sites, the distinguished SMEs were cross-checked with the SME list generated from the Ministry of International Trade and Industry (MITI). The cross checking errand brought about erasing four enterprises from the distinguished beginning rundown since they had in excess of 200 workers. Having finished every one of these means, a last rundown of a la mode SMEs, containing 365 enterprises, was made. The survey was in this manner sent to every one of the 365 enterprises. The appropriation of the poll was done in two stages: The "drop and collect" stage and the online stage.

VI. Analysis & Results

a) Response rate and non-response bias

In this study, of the 365 disseminated, 88 finished polls were gotten, yielding a response rate of 24%. It ought to be clarified that the present study isn't unordinary regarding the trouble experienced in acquiring responses from SME entrepreneurs. Past researchers studying small firms have detailed comparable issues. Reid et al. (1999) expressed that a noteworthy trouble in any research that includes reviewing small organizations is accomplishing a sufficient response rate, with numerous investigations revealing rates as low as 10%.

The non-response bias was tried utilizing a comparable approach taken by Bebbington et al. (1994) in which the responses from the primary mailings of the overview survey and those from the ensuing updates were contrasted with decide any huge contrasts. Along these lines, 53 answers from the principal mailings of the overview poll were contrasted with 35 responses got after the resulting updates, by utilizing the Mann-Whitney U test. The outcomes showed that there were no huge contrasts between early respondents and late respondents as far as their impression of business success estimation and success factors.

b) Reliability and validity of the instrument

The unwavering quality of the poll was assessed by figuring the Cronbach"s alpha scores for every one of the factors. The discoveries demonstrated the success factors were solid with internal consistency esteems extending from .63 to .97. Then again, the legitimacy of the poll was affirmed by playing out an exploratory investigation on Part 2 of the survey, which measures the impact of external factors on the success of SMEs, with the rejection of the things with low internal consistency. Along these lines, 48 things were subjected to the factor examination utilizing the chief part investigation as the extraction procedure and Varimax with Kaiser Normalization as the turn strategy. The part pivoted lattice confirmed the legitimacy of all builds by demonstrating that the majority of the things stacking were huge and well over the satisfactory cut-off-point of > .50. (Hildebrandt, 1987).

c) Descriptive Analysis

Descriptive statistics were utilized to portray the fundamental highlights of the data. Frequency distributions were given to qualities of respondents and in addition attributes of the organizations. These are condensed in table 1 and table 2 separately.

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Table 1: Demographic characteristics of the participants

Characteristics of Respondents	Frequency	%	Cum %
Gender			
Male	86	98	98
Female	2	2	100
Age			
25-45	60	68	68
> 45	28	32	100
Education			
Bachelor degree	39	44	44
Master degree	15	17	61
Doctorate	6	7	68
Diploma	21	24	92
Upper secondary level	7	8	100
Did any of your parents own a business?			
Yes	58	66	66
No	30	34	100
Education of father			
Diploma	47	53	53
Upper secondary level	29	33	86
None	7	8	94
Primary level	5	6	100
Education of mother			
Upper secondary level	42	48	48
Lower secondary level	20	23	71
Primary level	18	20	91
None	8	9	100
Do you have any work experience?	88	100	100
Yes			
Years of experience			
2-5 years	2	2	2
6-10 years	50	57	59
11-20 years	7	8	67
> 20 years	17	19	86
< 2 years	12	14	100
Experience relevant to the business			
Yes	67	76	76
No	21	24	100
Total	88	100	100

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Table 2: Demographic characteristics of the SMEs

Business characteristics	Frequency	%	Cum %
Legal status of the business			
Private Limited Company	74	84	84
Public Limited Company	8	9	93
Sole Trader	6	7	100
Activity of the business			
Textile & leather industry	53	60	60
Chemical industry	20	23	83
Electrical & electronic industry	8	9	92
Food processing industry	5	6	98
Metal & engineering industry	2	2	100
Location of the business			
Industrial Zone	40	46	46
New Medina	31	35	81
Suburb	9	10	91
Old Medina	8	9	100
Business description			
Wholly family owned	51	58	58
Partly family owned	20	23	81
Privately owned	17	19	100
Age of the business			
> 5 years	80	91	91
3-5 years	8	9	100
Number of employees			
11-50	49	56	56
101-200	18	20	76
51-100	21	24	100
Annual turnover			
1.000.001-75.000.000	48	54	54
500.001-1.000.000	20	23	77
0-500.000	11	13	90
> 75.000.000	9	10	100
Total	88	100	100

d) Factor Analysis

In this study, the exploratory factor investigation was completed keeping in mind the end goal to discover connections or factors where variables are maximally correlated with each other and insignificantly correlated with different variables; and then group the variables in like manner. A central segment investigation (PCA) was conducted on 48 things of the survey instrument with orthogonal rotation (varimax).

The Kaiser-Meyer-Olkin measure confirmed the testing adequacy for the investigation, KMO = .56, which is over as far as possible prescribed by Kaiser (1974). The KMO is considered as unremarkable since it is somewhere in the range of 0.5 and 0.7 (Hutcheson and Sofroniou, 1999). Bartlett‟s test of sphericity was exceptionally critical at < 0.001, suggesting vast connections between's things for PCA. An underlying investigation was run to get Eigen values for every part in the information. Fourteen segments had Eigen values over Kaiser‟s criterion of 1 and in mix clarified 82.59% of the fluctuation. Just variables with loading of more than 0.5 were retained.

The rotation framework affirmed all the research constructs with the rise of some unique topics under the particular constructs, which are:

- Two subjects, identified with this particular construct "Access to fund" rose. These topics were named as: accessibility of back and cost of fund.
- Under the particular construct "regulatory environment", four subjects to be specific: business enlistment, regulations, bureaucracy, and corruption rose.
- For the particular construct "Government support", two subjects rose to be specific: accessibility of support and the administration of government institutions.

Besides, the exploratory factor analysis featured the connection between a portion of the constructs, as outlined below:

1. Access to data and access to innovation
2. Bureaucracy and corruption

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e) Mann-Whitney U Test

The second goal of this research study was to contrast the successful SMEs with the less successful SMEs regarding the success factors recognized in the principal objective. Financial and non-financial measures were used to order whether SMEs fell into the successful or less successful group. The financial measures included the benefit and the turnover while number of workers and individual fulfillment variables were used as non-financial success pointers.

To accomplish the second goal of the study, an arrangement of theories were recognized in view of the literature audit. Mann Whitney U test was used to test these speculations for any contrasts amongst successful and less successful SMEs. Reference section 1 demonstrates the results of the Mann-Witney test in connection to every one of the variables tested in these speculations. The factual correlation between the successful and less successful groups of SMEs offered help for the impact of internal and external factors on business success. The discoveries demonstrated noteworthy contrasts between less successful and successful SMEs which is meant in the mean positions and measurably critical p-values ($p < 0.05$). It is clear from the addendum that the internal correlated factors included: age, size, and area of the business; age, education, family background, and experience of the entrepreneur; administrative and functional capabilities of the entrepreneur; and requirement for accomplishment and hazard taking affinity of the entrepreneur. Then again, the external factors distinguished were: accessibility of back, tax assessment, access to innovation, access to systems administration and access to customers and suppliers.

VII. Conclusion

This paper sought to recognize the apparent factors that influence the success of SMEs in Malaysia. The results of the quantitative study offered a general understanding and some underlying experiences on the impression of business proprietor and managers. Consequently, this quantitative study helped in the development of an underlying contextual model about the apparent success factors for SMEs in Malaysia (see reference section 2).

The discoveries could be all around considered by entrepreneurs and policy makers. The abilities of the entrepreneur, the distinguishing proof of practices reflecting skills that have causal associations with business success could help business owners and managers in perceiving the need to enhance such capabilities through preparing and education. Then again, the discoveries of the study could help policy makers to give proficient preparation programs that are custom fitted to the requirements of the entrepreneurs. Besides, the findings could help policy makers to expand the accessibility of funds, give an empowering regulatory environment to support the SMEs sector in Malaysia.

Nonetheless, although the results of this quantitative study are valuable, yet, they remain constrained and should be carefully deciphered since the view of the significance of factors, originated from the literature in various settings/context, were given to respondents. This did not provide enough understanding of participants perspective of the vital factors in the particular context of Malaysia which may be not quite the same in other different context. Consequently, a qualitative study is needed in order to overcome this constraint.

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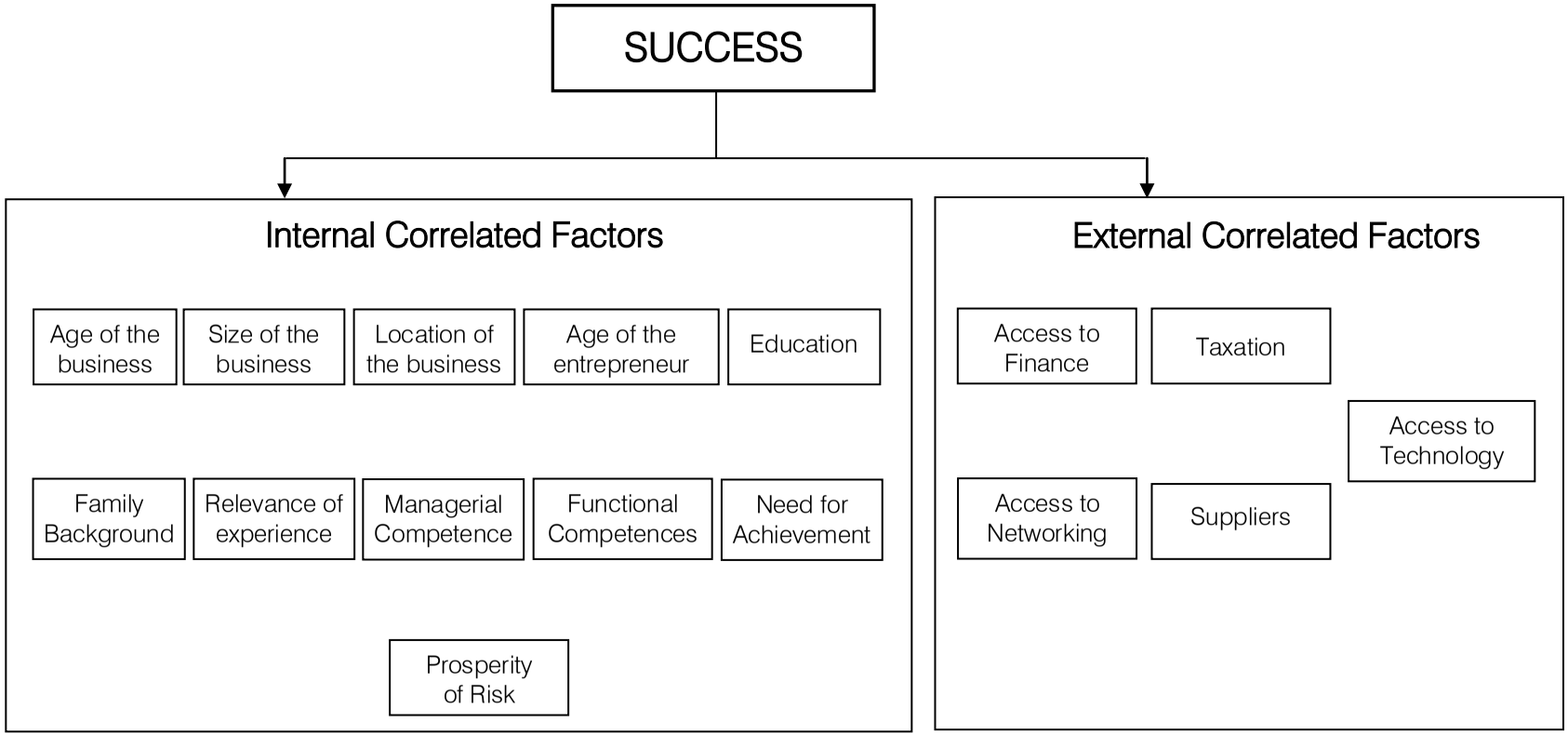
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Appendix I

Variable	Mann Whitney U Statistic	Mean Rank (Less Successful)	Mean Rank (Successful)	Z value	Significance
Age of the Business	687.5	37.83	48.5	-3.81	.000
Number of Employees	689	37.88	48.47	-2.00	.045
Annual Turnover	633.5	36.2	49.48	-2.60	.009
Location of the Business	668.5	37.26	48.85	-2.22	.026
Gender of the Entrepreneur	852.5	46.17	43.5	-1.84	.066
Age of the Entrepreneur	709.5	50.5	40.9	-2.12	.034
Education of the Entrepreneur	192	22.82	57.51	-6.41	.000
Years of Work Experience	763	40.12	47.13	-1.39	.167
Relevance of Experience	330.00	27	55	-6.74	.000
Education of Father	506.00	32.33	51.8	-3.84	.000
Education of Mother	540.5	33.38	51.17	-3.39	.001
Self-Employment of Parents	390.5	28.83	53.9	-5.43	.000
Need for Achievement	651	36.73	49.16	-2.36	.018
Locus of Control	888	45.09	44.15	-.22	.825
Propensity for Risk-Taking	501	32.18	51.89	-4.00	.000
Entrepreneurial Competences	848.5	42.71	45.57	-.54	.599
Managerial Competences	705	38.36	48.18	-1.98	.047
Functional Competences	657	52.09	39.95	-2.41	.016
Finance Cost	845	42.61	45.64	-.57	.569
Availability of Finance	391.5	60.14	35.12	-4.70	.000
Taxation	613	53.42	39.15	-3.019	.002
Corruption	833.5	46.74	43.15	-.669	.507
Bureaucracy	822.5	47.08	42.95	-.777	.440
Regulations	812	41.61	46.24	-.998	.323
Business Registration & Licenses	788	48.12	42.33	-1.432	.166
Service of Government Institutions	864.5	45.8	43.72	-.401	.692
Availability of Support	714.50	50.35	40.99	-1.752	.080
Access to Technology	440	30.33	53	-4.353	.000
Access to Information	718.5	38.77	47.94	-1.929	.054
Availability of Infrastructure	889.5	45.05	44.17	-.295	.818
Cost of Infrastructure	734.5	49.74	41.35	-1.582	.115
Access to Network	390	28.82	53.91	-4.986	.000
Access to Customers	378	28.45	54.13	-5.932	.000
Importance of Customers	816	41.73	46.16	-.967	.334
Access to Suppliers	482	57.39	36.76	-4.445	.000
Importance of Suppliers	747	49.36	41.58	-2.068	.039
Competition	740	39.42	47.55	-1.470	.143

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Appendix II



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Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from Private Commercial Banks in Bangladesh

By Md. Rubel & Md. H Asibur Rahman
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Keywords: Training and Development (TD), Organizational Citizenship Behavior (OCB), OCB directed toward specific individuals (OCBI), OCB directed toward organization (OCBO).

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EFFECTOFTRAININGANDDEVELOPMENTONORGANIZATIONALCITIZENSHIPBEHAVIOROCBANEVIDENCEFROMPRIVATECOMMERCIALBANKSINBANGLADESH

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Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from Private Commercial Banks in Bangladesh

Md. Rubel [α] & Md. H Asibur Rahman [σ]

Abstract- The objective of this research is to explore the effect of training and development (TD) on organizational citizenship behavior (OCB) (e.g., OCBO-OCB directed toward organization and OCBI-OCB directed toward specific individuals) in private commercial banks in Bangladesh. The research collected necessary data from employees of 31 commercial banks located in Dhaka city through a structured questionnaire using convenient sampling method. The sample size was N=141. The research used statistical software SPSS version 23.0 to analyze data. The study found that TD has a significant positive relationship with OCBO and OCBI dimensions of OCB. Besides, TD practices significantly predict OCB (both OCBO and OCBI). Moreover, the study discussed the results of this study relating to previous studies. Both the theoretical contributions and implications for managers and HR professionals are discussed. Finally, the study states the limitations encountered and recommend the further scope of studies to generalize the context.

Keywords: Training and Development (TD), Organizational Citizenship Behavior (OCB), OCB directed toward specific individuals (OCBI), OCB directed toward organization (OCBO).

I. Introduction

Since, Bangladesh is a developing nation (Nabi, Ahmed, & Rahman, 2017) and the banking institutions performs the most critical role in fostering the economic advancements of the country (S. A. N. B. Ahmed, 2017). Besides, in the competitive business realm, the service sector is capturing the leading position (Begum, Zehou, & Sarker, 2014). Consequently, the banking sector is anticipated to remain vigorous with a challenging and competitive atmosphere too. Therefore, the private commercial banking sector has been experiencing an age of tremendous challenges in improving productivity in the recent years. However, in the contemporary competitive world, business firms are uncompromisingly investigating the means for successful performance, and consequently considering OCB as a noteworthy organizational aspect to enhance productivity (Bizri, 2018; Rahman & Chowdhuri, 2018; Yang, Simon, Wang, & Zheng, 2016). OCB means employee behaviors that are beneficial to the organization but not directly required by the formal reward system (Chahal & Mehta, 2010). Therefore, banks are gradually concentrating on OCB to delight clients and to enhance the quality of service (Begum et al., 2014).

Recent researches suggest that employee perceived HRM practices positively associated to the exhibition of OCB (Alfes, Shantz, Truss, & Soane, 2013; Cesário & Magalhães, 2017; Lam, Chen, & Takeuchi, 2009; Lin, Chen, & Chen, 2016). However, effective functioning of every HRM practice can enhance employees OCB in the organization (Begum et al., 2014). Precisely, TD increases pay, enrich skills essential at the office, develops performance and provides pleasure in the job, thus leads to superior levels of discretionary effort at the workplace (Felstead, Gallie, Green, & Zhou, 2010).

Also, TD had a significant influence on OCB (K. Ahmad, 2011; N. O. A. Ahmed, 2016). Besides, TD influences the attitudes and behavior of employees (N. O. A. Ahmed, 2016; Krishnan, Liew, & Koon, 2017; Tang & Tang, 2012). Since previous researches provide evidence that TD has an influence on OCB in various service sectors including commercial banks, therefore the current study focuses on empirically investigating the relationship of TD on OCB in private commercial banks in Bangladesh.

II. Literature Review

a) Organizational Citizenship Behavior (OCB)

To enhance employee productivity in organizational setting, organizational citizenship behavior (OCB) is considered to be a vital factor in increasing efficiency (Bizri, 2018; Chelagat, Chepkwony, & Kemboi, 2015; Rahman & Chowdhuri, 2018; Yang et al., 2016) and has been found to be positively associated to success of the organizations (Organ, Podsakoff, & MacKenzie, 2006). Besides, organizations view OCBs as an essential component for organization's

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sustainability but these activities seldom included in the formal job description (Jain & Rizvi, 2018). However, the absence of OCBs among employees can risk the continuity of the organization (I. Ahmad & Zafar, 2018). Recent researches suggest that, demonstration of higher level of OCBs significantly influence productivity, efficiency and customer satisfaction for an organization (Miao, Humphrey, & Qian, 2018; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Wombacher & Felfe, 2017).

Organ - the father of OCB defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (1988, p.4). Besides, Chattopadhyay (2017) noted that whenever the employees perform beyond their stipulated job description, these efforts lead to excellence in organizational performance. Moreover, attitudinal variables influence OCB rather employees' knowledge, skills and abilities (KSAs) (Jain & Rizvi, 2018). Further, OCBs cannot be made compulsory since they are the expressions of personal motivation within a group or organizational perspective (Pickford & Joy, 2016). Consequently, the omission of OCBs by individuals in the organizations are not worth to punishment (Paul, Bamel, & Garg, 2016). Based on anticipated target of the behavior OCB dimensions include (i) OCBI-OCB directed at specific people and (b) OCBO-OCB directed towards the organization (Jain & Rizvi, 2018; Rahman & Chowdhuri, 2018; Williams & Anderson, 1991). OCBOs encompass discretionary behaviors those influence whole organization, and OCBIs are the voluntary behaviors directed toward benefiting individuals in the organization (Memon, Sallaeh, Baharom, Nordin, & Ting, 2017). Indeed, OCBIs are those voluntary actions directed towards other individuals include the Altruism and Courtesy, in contrast, OCBOs would consist of the demonstration of behaviors such as Civic Virtue, Sportsmanship, and Conscientiousness (Donia, O'Neill, & Brutus, 2018; Norris-Watts & Levy, 2004; Sesen & Basim, 2012).

b) Training and Development (TD)

Human resource management practices denote a set of undertakings that targets to attract, to train and develop, to motivate and to retain employees (Gope, Elia, & Passiante, 2018; Horwitz, Heng, & Quazi, 2003), at the same time confirming that human resources are utilized to achieve the organizational objectives effectively (Collins & Clark, 2003; Gope et al., 2018). Among HRM activities, training works as a tool for stimulating a respectful and supportive workplace (Benson, M. Hanley, & Scroggins, 2013; Cropanzano, Anthony, Daniels, & Hall, 2017; Estes & Jia Wang, 2008). Besides, Training and development (TD) encourage employees learning attitudes and function as the key drivers to shape their behavior and motivation to contribute to accomplish best organizational performance (Gope et al., 2018; Jerez Gómez, Céspedes Lorente, & Valle Cabrera, 2004). According to Noe (2010) training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. Besides, HR training programs involve practices and activities pointed at accomplishing and sustaining employee and managerial collaboration, admiration, caring, and supervision (Adjibolosoo, 2018). However, development refers to **"**The acquisition of knowledge, skills, and behaviors that improve an employee's ability to meet changes in job requirements and in customer demands." (Noe, Hollenbeck, Gerhart, & Wright, 2016, p. 5). Distinctively, training programs concentrate on improving technical skills for current jobs whereas development programs frequently emphasis on preparing employees for future managerial positions (Noe, 2010). Moreover, employee training and development practices include strategies, tools, and procedures designed to heighten the knowledge, skills, and abilities (KSAs) of organizational workforces (A. N. M. Noor, Khalid, & Rashid, 2013). Finally, investments in training and development activities increase individual performance as well as encourage personnel to adjust their knowledge and skills as per organizational requirements (López-Cabrales, Real, & Valle, 2011; Nieves & Quintana, 2018).

c) Social Exchange Theory (SET)

Social exchange theory (SET) conceptualized in the study of (Blau, 1964) and (Homans, 1958, 1961) seems to be the most substantial theoretical viewpoints in management, sociology and social psychology (Cropanzano et al., 2017). Alfes, Shantz, Truss, & Soane (2013) assumed SET to be the theoretical framework in assessing the link between human resource management practices and OCBs. Besides, Elstad, Christophersen, & Turmo (2011) stated that the SET is a theoretical explanation to explain OCB. Moreover, SET is one the most influential theoretical paradigms to recognize organizational behavior (Cropanzano & Mitchell, 2005).

SET signifies that HRM practices should convey a positive signal to the employees about organizations' concern for the employees' welfare and management desires to maintain an enduring relationship with them (Gould-Williams, 2016). Besides, the SET is also labeled in examining employee's perception of HRM practices and their effect on employee attitude at the workplace (Ko & Hur, 2014). Therefore, suitable HRM practices are marked as the commitment from the management toward the employees and expect that the employees will reciprocate with superior commitment and work engagement (Garg & Sharma, 2015). Consequently, workers demonstrate constructive attitudes and behaviors (Kim & Ko, 2014). Besides, Ahmad (2011)

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mentioned training provides personal, career, and job-related benefits to employees, therefore, employees reflect positively on training benefits and exhibit stronger feelings of citizenship to their organization. Since HRM practices consist of human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler & Tan, 2009); hence, to examine the employee OCB intention (in terms of training and development) in the commercial banking sector SET is perceived to be the most suitable theory (Kehoe & Wright, 2013; Ko & Hur, 2014; Rahman & Chowdhuri, 2018).

d) Organizational Citizenship Behavior (OCB) and Training and development (TD)

Training and development (TD) efforts are considered as the key programs to breed numerous benefits for staffs and business, at the same time, contributing towards organizational citizenship behavior (OCB). (N. O. A. Ahmed, 2016; Bolino & Turnley, 2003). Empirically, TD practices have a positive relationship with OCB, that is TD programs influence the attitudes and behavior of employees (N. O. A. Ahmed, 2016; Ashill, Carruthers, & Krisjanous, 2006; Bolino & Turnley, 2003; Krishnan et al., 2017; A. Noor, 2009; Tang & Tang, 2012).

To expect presence of citizenship behavior naturally in employees is nearly challenging (N. O. A. Ahmed, 2016; Werner, 1994). For that reason, organizations can motivate them to demonstrate more OCB providing TD (K. Ahmad, 2011). Besides, training and development play a crucial role to influence employees to elicit citizenship behavior (N. O. A. Ahmed, 2016; Werner, 1994).

Recently, a study on 134 Pakistani university teachers showed that training and development opportunities have a significant positive relationship with organizational commitment consequently, enhance organizational citizenship behavior (A. Noor, 2009). Besides, Ahmed (2016) conducting an investigation in the banking sector of Sudan to evaluate the influence of HRM practices on OCB, found that HRM practice TD has a moderate but significant positive effect on OCB. Similarly, TD programs positively influence the employee's service-oriented OCB as empirical from telecommunication and internet service providers in Malaysia (Krishnan et al., 2017).

Moreover, Wei, Han, & Hsu (2010) stated extensive training might lead employees to demonstrate their willingness to OCB which ultimately benefit their organizations. Furthermore, a survey conducted in Malaysia found employee's outlook toward training plays an imperative role in influencing OCB (Tang & Tang, 2012). Likewise, Bolino & Turnley (2003) suggested that to prompt more employee citizenship behavior among employees; the organizations should formulate effective HRM practices, specifically effective training and development programs. Therefore, the researchers agreed that training and development could increase the likelihood of employees exhibiting OCB (N. O. A. Ahmed, 2016; Bolino & Turnley, 2003).

Hypothesis 1 (H_1): TD practices have a positive relationship with OCBI.

Hypothesis 2 (H_2): TD practices have a positive relationship with OCBO

III. Methodology

a) Population and Sample

To conduct the current research the targeted population includes all the employees of private commercial banks in Bangladesh irrespective of their managerial levels. However, no recent evidence found regarding the exact size of human resource poll working in these banks. A newspaper report published three years ago mentioned the numbers of employees in the banking sector to be of 50132, and among them, 7491 are female which is 13% of total employees in the banking sector (Asaduzzaman, 2016). However, to achieve the objective of the current study, the researches collected relevant data from the employees of 67 conveniently selected branches of 31 commercial banks located in Dhaka city only. The researchers distributed 250 questionnaires based on convenient sampling and received 173 filled out questionnaires with a response rate of 69.20%. However, avoiding unusable questionnaires the current research concluded its findings on 141 appropriately filled out questionnaires. Consequently the sample size of the current study is N=141.

b) Research Instruments

i. *Measurement for TD*

To measure the training and development activities of HRM practices, the research used four items, which were adapted from (Woods & Mayer, 2005) scale of HR practices and using these items require the response on five-points Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. To ensure the simplicity of the items and to reduce the ambiguity to the respondents some modifications was made by the researcher. Sample items include, *"My bank provides formal training programs to teach new hires the skills they need to perform their jobs"* and *"In my bank, training programs are evaluated in order to improve their effects."*

ii. *Measurement for OCB*

To evaluate OCB, the researchers adapted the OCB Scale developed by Lee & Allen (2002). This scale contains sixteen items for two dimensions of OCB (e.g., OCBI and OCBO) where each dimension has eight items. Sample items of the scale are "Help others who have been absent,' "Assist others with their duties,"

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"Defend the organization when other employees criticize it" and "Offer ideas to improve the functioning of the organization."

Many famous studies like (Harris, Lavelle, & McMahan, 2018; Lavy & Littman-Ovadia, 2017; Ong, Mayer, Tost, & Wellman, 2018; Piccolo & Colquitt, 2006; Rahman & Chowdhuri, 2018) used this scale. Five-points Likert scale has been used ranging from 1 = strongly disagree to 5 = strongly agree. The researchers did several negligible wording changes to items to avoid difficulties and to ensure clarity to the respondents.

iii. *Data Preparation and Data Analysis Techniques*

The researchers used statistical data analysis software 'Statistical Package for the Social Sciences (SPSS)' version 23.0 to prepare and analyze data. Pearson correlation was employed to investigate the degree and nature of relationships among TD and OCB dimensions. As a final point, to find out the effect of TD on OCBI and OCBO two simple linear regression models were developed.

IV. Analysis and Results

a) Respondents Profiles

The current study draws its findings on data from 141 employees from private commercial banks operating in Bangladesh. Among 141 respondents 78% were male and the remaining 22 % were female. About 68.10% of respondents were from 30-39 years of age, besides, married respondents were 66.00%. Moreover, 75.20% of respondents worked for their current organizations for the more than1 year but less than10 years. However, 79.40% of respondents had completed their post-graduation/ master's degree.

b) Descriptive Statistics of the Latent Constructs

The independent variable training and development (TD) had a mean score of 3.81 and the SD = 0.51 specified that there is a presence of fair TD practice in private commercial banks operating in Bangladesh. Besides, OCBI directed towards specific individuals (OCBI) produced a mean of 4.06 and SD = 0.45. Therefore, implies that employees in private commercial banks exhibit a high level of OCBI. Moreover, dependent variable OCB directed towards organization (OCBO) had a mean score of 3.76 which is lower than OCBI, and a relatively higher SD = 0.56 than OCBI. Therefore, demonstrated that the exhibition of OCBO in employees fluctuates a lot than OCBI.

Table 1: Descriptive statistics for constructs

Sl.	Variables	N	Mean	Standard Deviation (SD)
1	TD	141	3.8138	.51357
2	OCBI	141	4.0626	.45434
3	OCBO	141	3.7607	.56006

c) Correlation Analysis

The study found that training and development (TD) and OCBI-OCB directed at specific individuals were also positively interrelated. However, the degree of the relationship between TD and OCBI was moderate (r =.416) and was significant at the p< 0.01 significant level. In contrast, TD, and OCBI-OCB directed at specific individuals had a positive correlation between them moreover, the strength of the relationship between TD and OCBO was strong (r=.701) as well as was significant at p< 0.01 significant level. Thus, when there is a well-established as well as outcome-oriented and well-accepted training and development opportunities that would result in the demonstration of OCB at the workplace.

Table 2: Correlation Analysis among of TD, OCBO, and OCBI

Correlations				
		TD	OCBO	OCBI
TD	Pearson Correlation	1	.701**	.416**
	Sig. (1-tailed)		.000	.000
	N	141	141	141

***Correlation is significant at the 0.01 level (1-tailed)*

d) Regression Analysis

i. *Training and Development (TD) and OCBI*

Here, the adjusted R^2 = 0.167 with the R^2 = 0.173, demonstrating that the predictor variable TD- training and development (X) can explain nearly 17% of the total variability of the dependent variable OCBI- OCB directed towards specific individuals (Y). So, there must have more influential variables which effect OCBI. Besides, F (1, 139) = 29.15 > critical value of F (1, 139) = 3.909 moreover, corresponding significance level p<.05 signifying that independent variable TD (X) predicts the dependent variable OCBI (Y).

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Table 3: Summary for Regression analysis of TD and OCBI

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.658	.263		10.124	.000
	TD	.368	.068	.416	5.399	.000
	R Square	Adjusted R Square		F	Sig.	
	.173	.167		29.150	.000b	

a. Predictors: (Constant), TD, b. Dependent Variable: OCBI, c. Model is significant at the 0.05 level

Further, for TD (X) calculated value of t (=5.399) > tabular value of t (=1.656), corresponding value of (p= 0.00) < significant level (p=0.05). Thus, it rejects null hypothesis and accepts the alternative hypothesis (H_1), besides, a positive value of the coefficient for TD (b = .368), indicates that there exists a significant positive linear relationship between TD and OCBI. The Y-intercept (a=2.658) indicated the expected OCBI (Y) when there is no TD (X). Alternatively, this is the OCBI (Y) when TD (X) is equal to zero, and other variables remain constant. Whereas, (b= .368) represents that a single unit increase in TD (X) would result in an increase of .368 times in OCBO. Thus, the Linear Regression Model would be as follows:

$$Y = a + bX$$

$$Y = 2.658 + (.368 \times \text{Training and Development})$$

ii. *Training and Development (TD) and OCBO*

Here, R^2= .491 and adjusted R^2 = .488. In this case, the R^2= .491 indicates that about 49.10% of the variability of OCBO is accounted for the model as well as there must be one or more variables that explain the remaining portion of the variability in OCBO. The model is significant as F (1, 139) =134.192, which is far greater than the critical value F (1, 139) =3.909 and p<.05.

Further, calculated t value is 11.584 for training and development (Y), which is superior to the tabulated t (=1.656), and p<.05. Thus, it rejects null hypothesis, and accepts the alternative hypothesis (H_2), therefore, the value of the coefficient for training and development (b=.764) is significantly different from zero (0). However, the positive value of b indicates a significant positive linear relationship between TD (X) and OCBO (Y).

Table 4: Summary for Regression analysis of TD and OCBO

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.846	.254		3.331	.001
	TD	.764	.066	.701	11.584	.000
	R Square	Adjusted R Square		F	Sig.	
	.491	.488		134.192	.000b	

a. Predictors: (Constant), TD, b. Dependent Variable: OCBO, c. Model is significant at the 0.05 level

Further, the intercept of the OCBO is (a= .846), which signifies the anticipated value of dependent variable OCBO (Y) when there are no independent variable training and development (X) practices. The coefficient for independent variable training and development is (b=.764), indicating that single unit increase in training and development (X) practices would result in an increase of .764 times in OCBO (Y).

Thus the Regression Model would be as follows:

$$Y = a + bX$$

$$Y = .846 + (.764 \times \text{Training \& Development})$$

V. Discussion on Findings

Training and development (TD) practice positively and significantly correlated with OCBI (r=0.416, p = 0.00, <0.01), however, the strength of the relationship is moderate between training and development and OCBI. Besides, the linear regression model for dependent variable OCBI is Y=2.658 + (.368×Training and Development), which confirms a positive effect of training & development practices of HRM on OCBI. Even the hypothesis testing validates that a significant positive relationship between training & development and OCBI.

Moreover, Training and development practice of HRM practices positively correlated with OCB directed toward organization (OCBO) (r= 0.701, p = 0.00, <0.01) and the strength of association is strong. Furthermore, the linear regression model for dependent variable OCBO, Y=.846 + (.764×Training & Development) indicates there is a significant and positive effect of training and development on OCBO. Besides, hypothesis testing authorizes that a significant

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positive relationship between training & development and OCBO.

Therefore, the research can conclude that there is a significant effect of training and development practices of HRM on OCB and the nature of the relationship between them is positive. The finding of this exploration is similar to previous studies by Ahmed (2016), Bolino & Turnley (2003), Ahmad (2011), Krishnan et al. (2017), Noor et al. (2013), Narang & Singh (2012), Tang & Tang (2012) and Memon et al. (2017).

Ahmad (2011) found in his study, while determining the association between training and development and OCB in the digital world, that support and motivation to learn, training environment, and the benefits derived from training are significantly correlated with OCB. Bolino & Turnley (2003) argues that training programs intended to develop relationships either among coworkers or between supervisors as well as subordinates are expected to increase the level of citizenship within the organization. Employers have to concentrate on training and development programs to attain positive attitudes and behaviors from the employees (Narang & Singh, 2012).

Training and development practices and OCB have a moderate positive relationship as noted while assessing the impact of HRM practices on OCB in banking Sector of Sudan (N. O. A. Ahmed, 2016). The positive connection between training was found suggesting training would help to develop the understanding of the importance of diversity, social cohesion and also contribute in improving individual and organizational performance (A. N. M. Noor et al., 2013). Moreover, training and development practices of HRM have a positive effect towards employee's service-oriented OCB (Krishnan et al., 2017). While exploring the role of training satisfaction as a predictor of OCB and turnover intention Memon et al. (2017) found that training satisfaction had a significant positive impact on OCB as well as a negative effect on turnover intention of employees.

a) Contribution to theory and practice

i. *Theoretical significance/implications*

The findings provide an understanding of the relationship between OCB and TD practice of HRM practices and demonstrate that when organizations establish better TD practices for employees, they tend to display more OCBs (OCBO and OCBI). Accordingly, employees are expected to respond with positive attitudes and behaviors toward organization when organizations ensures effective TD practice of HRM practices. Therefore, the outcomes of the study support the Social Exchange Theory (SET), reflected to be the study of (George Caspar Homans, 1961) and (Blau, 1964).

ii. *Implications for managers and HR professionals*

The current research considerably endorses that there is a strong influence of employee training and development (TD) practice on organizational citizenship behavior (OCB) in private commercial banking industries in Bangladesh. Besides, previous literature support that OCB is acknowledged as pushing more effect on employee performance which organizations should employ to enhance organizational competencies, performance and finally organizational efficiency. To summarize, there is a considerable and beneficial magnitude of OCBs on organizations, therefore, executive managers and HR managers should pay considerable responsiveness in designing and implementing training and development (TD) activities to results in OCBs (both OCBI & OCBI), and consequently confirming enhanced organizational performance.

b) Limitations of the Study

This assessment on effects of training and development (TD) practices on organizational citizenship behavior (OCB) has confirmed that there is a remarkable effect of TD on OCB. However, this research contains several limitations that must be acknowledged. First of all, the study focused on a single developing country, Bangladesh besides, samples were conveniently selected from a single location-Dhaka city. Consequently, the outcomes cannot be universally applicable. Secondly, the research draws its findings relatively on a smaller sample size. Therefore, the results of the study may not represent the whole sample population. Finally, the study was conducted only on the general employees working in branch-level banking and performing day to day activities. Other technical and particularly skilled employees such as mechanical staffs, clerical staffs and IT experts were not involved. Hence, the results of the research cannot be generalized in the broader perspective.

c) Direction for Future Researches

Though the research has some limitations that threaten the implication of this research, the study can headed to a number of directions. First of all interested researchers could conduct longitudinal studies to investigate the changes over time. Secondly, similar study can conducted to find out the influences of other HRM practices (e.g. HR planning, recruitment and selection, communication, performance appraisal, compensation management, compliance, employee retention, employee relations and career management) on OCB both in banking sector and other industrial areas at home and abroad as well. Thirdly, future researchers can examine the relationship among the demographic variables (age, sex, level of education, and years of service) and OCB. Finally, further investigation can be conducted to find the relationship among OCB and its potential antecedents (e.g.,

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employee characteristics, justice perception, and psychological contract and leadership styles).

VI. Conclusion

The present research contributes to the comprehensive understanding of training and development (TD) practices and organizational citizenship behavior (OCB) in private commercial banks operating in Bangladesh. The research identified that there is a powerful positive link between training and development practice and citizenship behavior. Therefore, HR managers and experts on training and development should put enough emphasis at the time of designing effective and efficient training and development practice. Finally, this study ends the gap in training and development (TD) and organizational citizenship behavior (OCB) literature related to private commercial banking sector of Bangladesh.

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The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as "Institutional Board of Open Association of Research Society"-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.





The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of "Open Association of Research Society, U.S.A (OARS)" so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.



The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:



Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.



Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

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- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.

"

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

1. Authors must go through the complete author guideline and understand and *agree to Global Journals' ethics and code of conduct,* along with author responsibilities.
2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
5. Authors should submit paper in a ZIP archive if any supplementary files are required along with the paper.
6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
- Ideas
- Findings
- Writings
- Diagrams
- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

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Global Journals follows the definition of authorship set up by the Open Association of Research Society, USA. According to its guidelines, authorship criteria must be based on:

1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.



Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.



6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

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The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
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- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
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- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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