Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management



Impact of Employee Motivation

Realizing Operational Excellence

Highlights

Principals of General Secondary

Reality of Administrative Creativity

Discovering Thoughts, Inventing Future

VOLUME 18 ISSUE 13 VERSION 1.0

© 2001-2018 by Global Journal of Management and Business Research, USA

Volume 18 Issue 42 was originally issued as A13

Global Journal of Management and Business Research: A
Administration and Management

Volume 18 Issue 42
Originally issued as A13

Global Journal of Management and Business Research: A
Administration and Management

Volume 18 Issue 13 (Ver. 1.0)

Open Association of Research Society

© Global Journal of Management and Business Research. 2018.

All rights reserved.

This is a special issue published in version 1.0 of "Global Journal of Science Frontier Research." By Global Journals Inc.

All articles are open access articles distributed under "Global Journal of Science Frontier Research"

Reading License, which permits restricted use. Entire contents are copyright by of "Global Journal of Science Frontier Research" unless otherwise noted on specific articles.

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without written permission.

The opinions and statements made in this book are those of the authors concerned. Ultraculture has not verified and neither confirms nor denies any of the foregoing and no warranty or fitness is implied.

Engage with the contents herein at your own risk.

The use of this journal, and the terms and conditions for our providing information, is governed by our Disclaimer, Terms and Conditions and Privacy Policy given on our website http://globaljournals.us/terms-and-condition/menu-id-1463/

By referring / using / reading / any type of association / referencing this journal, this signifies and you acknowledge that you have read them and that you accept and will be bound by the terms thereof.

All information, journals, this journal, activities undertaken, materials, services and our website, terms and conditions, privacy policy, and this journal is subject to change anytime without any prior notice.

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*

Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

Global Journals® Headquarters
945th Concord Streets,
Framingham Massachusetts Pin: 01701,
United States of America
USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

Global Journals Incorporated
2nd, Lansdowne, Lansdowne Rd., Croydon-Surrey,
Pin: CR9 2ER, United Kingdom

Packaging & Continental Dispatching

Global Journals Pvt Ltd
E-3130 Sudama Nagar, Near Gopur Square,
Indore, M.P., Pin:452009, India

Find a correspondence nodal officer near you

To find nodal officer of your country, please email us at *local@globaljournals.org*

eContacts

Press Inquiries: *press@globaljournals.org*
Investor Inquiries: *investors@globaljournals.org*
Technical Support: *technology@globaljournals.org*
Media & Releases: *media@globaljournals.org*

Pricing (Excluding Air Parcel Charges):

Yearly Subscription (Personal & Institutional)
250 USD (B/W) & 350 USD (Color)

Editorial Board

Global Journal of Management and Business Research

Dr. John D. Theodore

American Military University
JDT Management Consultants, President.
D.B.A., Business Economy
University of South Africa
Ph.D. Aristotelian University
Business Administration
Ph.D. Administration, University of Kansas
USA

Prof. Moji Moatamedi

Honorary Vice Chair
Ph.D., at The University of Sheffield,
MBA, Manchester Business School
University of Manchester
UK

Dr. R. Allen Shoaf

B.A., M.A., Ph.D. Cornell University
Cornell University, Teaching Assistant in the English Department,
University of Florida, US

Professor Maura Sheehan

Professor, International Management
Director, International Centre
for Management & Governance Research (ICMGR)
Ph.D. in Economics
UK

Dr. Mehdi Taghian

Senior Lecturer
Faculty of Business and Law
BL Deakin Business School
Melbourne Burwood Campus
Australia

Dr. Carl Freedman

B.A., M.A., Ph.D. in English, Yale University
Professor of English, Louisiana State University, US

Dr. Agni Aliu

Ph.D. in Public Administration,
South East European University, Tetovo, RM
Asociater profesor South East European University,
Tetovo, Macedonia

Dr. Tsutomu Harada

Professor of Industrial Economics
Ph.D., Stanford University, Doctor of Business Administration, Kobe University

Dr. Wing-Keung Won

Ph.D., University of Wisconsin-Madison,
Department of Finance and
Big Data Research Center
Asia University,
Taiwan

Dr. Xiaohong He

Professor of International Business
University of Quinnipiac
BS, Jilin Institute of Technology; MA, MS, Ph.D.,.
(University of Texas-Dallas)

Dr. Carlos García Pont

Associate Professor of Marketing
IESE Business School, University of Navarra
Doctor of Philosophy (Management),
Massachussetts Institute of Technology (MIT)
Master in Business Administration, IESE, University of Navarra
Degree in Industrial Engineering,
Universitat Politècnica de Catalunya
Web: iese.edu/aplicaciones/faculty/facultyDetail.asp

Dr. Söhnke M. Bartram

Department of Accounting and Finance
Lancaster University Management School
Ph.D. (WHU Koblenz)
MBA/BBA (University of Saarbrücken)
Web: lancs.ac.uk/staff/bartras1/

Dr. Bassey Benjamin Esu

B.Sc. Marketing; MBA Marketing; Ph.D Marketing
Lecturer, Department of Marketing, University of Calabar
Tourism Consultant, Cross River State Tourism Development Department
Co-ordinator, Sustainable Tourism Initiative, Calabar, Nigeria

Dr. Dodi Irawanto

Ph.D., M.Com, B.Econ Hons.
Department of Management
Faculty of Economics and Business
Brawijaya University
Malang, Indonesia

Dr. Ivona Vrdoljak Raguz

University of Dubrovnik,
Head, Department of Economics and Business Economics,
Croatia

Dr. Yongbing Jiao

Ph.D. of Marketing
School of Economics & Management
Ningbo University of Technology
Zhejiang Province, P. R. China

Dr. Charles A. Rarick

Ph.D.
Professor of International Business
College of Business
Purdue University Northwest
Hammond, Indiana US

Yue-Jun Zhang

Business School,
Center for Resource and Environmental Management
Hunan University, China

Dr. Albrecht Classen

M.A. (Staatsexamen), Ph.D. University of Virginia, German
Director, Summer Abroad Program, Medieval Europe Travel Course

Dr. Brandon S. Shaw

B.A., M.S., Ph.D., Biokinetics, University of Johannesburg, South Africa
Professor Department of Sport and Movement Studies
University of Johannesburg, South Africa

Contents of the Issue

i. Copyright Notice
ii. Editorial Board Members
iii. Chief Author and Dean
iv. Contents of the Issue

1. Toward Realizing Operational Excellence through e-Procurement Adoption: A Resource based view. *1-15*
2. The Reality of Administrative Creativity among the Principals of General Secondary Education Schools: A Field Study in Sohag City. *17-23*
3. Entrepreneurial Competencies and Entrepreneurial Mindset as Determinants of Small and Medium Scale Enterprises Performance in Nigeria. *25-34*
4. Impact of Employee Motivation on Employee Performance: With Special Reference to Faculty Lecturers of SLITHM. *35-43*
5. Public Policy Formulation and Implementation in Nigeria: Questions, Challenges and Prospects. *45-52*
6. Customer base Strategies. *53-60*

v. Fellows
vi. Auxiliary Memberships
vii. Preferred Author Guidelines
viii. Index

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Toward Realizing Operational Excellence through e-Procurement Adoption: A Resource based view

By Ziad Moh'd Ali Smadi & Hayel T. Ababneh
Al-al-Bayt University

Abstract- This study examines a conceptual framework that investigates the determining factors affecting the e-procurement adoption by SMEs in Jordan. It extends to discover how e-procurement adoption contributes to the enhancement of operational excellence. The proposed conceptual framework was examined by distributing a structured questionnaire to a group of Jordan SMEs. Confirmatory factor analysis and structural equation modeling technique were used to test the research hypotheses. The study results reveal that the IT infrastructure, top management support, and IT staff readiness have strong influences on e-procurement adoption. It was also found that e-procurement adoption is a powerful business tool to reach operational excellence. This implies that organizations with similar contextual settings can potentially utilize this study's findings and promote further implementation of e-procurement systems. This study gives deeper attention to the internal resources that decision makers should emphasize to adopt e-procurement successfully and consequently obtain its potential desired outcomes.

Keywords: *operational excellence, e-procurement, adoption, SME'S, Jordan.*

GJMBR-A Classification: *JEL Code: H57*



Strictly as per the compliance and regulations of:

© 2018. Ziad Moh'd Ali Smadi & Hayel T. Ababneh. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Toward Realizing Operational Excellence through e-Procurement Adoption: A Resource based view

Ziad Moh'd Ali Smadi [α] & Hayel T. Ababneh [σ]

Abstract- This study examines a conceptual framework that investigates the determining factors affecting the e-procurement adoption by SMEs in Jordan. It extends to discover how e-procurement adoption contributes to the enhancement of operational excellence. The proposed conceptual framework was examined by distributing a structured questionnaire to a group of Jordan SMEs. Confirmatory factor analysis and structural equation modeling technique were used to test the research hypotheses. The study results reveal that the IT infrastructure, top management support, and IT staff readiness have strong influences on e-procurement adoption. It was also found that e-procurement adoption is a powerful business tool to reach operational excellence. This implies that organizations with similar contextual settings can potentially utilize this study's findings and promote further implementation of e-procurement systems. This study gives deeper attention to the internal resources that decision makers should emphasize to adopt e-procurement successfully and consequently obtain its potential desired outcomes. The current study scrutinizes the intra-organizational competitive capabilities that enhance successful adoption of e-procurement and provides strong evidence on the possibility to harvest operational benefits through applying e-procurement in the SME's.

Keywords: operational excellence, e-procurement, adoption, SME'S, Jordan.

I. Introduction

E-procurement is an organizational use of IT to automate the external contracts to purchase processes from outside vendors (Gunasekaran, 2009). Among the wide array of tactical, operational, and strategic values (Hashim et al., 2013), e-procurement could support organizational performance by acquiring its main benefits such as cost reduction and streamlining inter-organizational processes (Teo et al., 2009). However many organizations fail to realize the desired performance of using e-procurement systems due to the failure of considering the individual-level acceptance of e-procurement before making their decision of adoption (Brandon-Jones and Kauppi 2018).

Many manufacturing companies exert premium efforts in acquiring needed resources in the future, and many of them cannot realize the relation between transforming into the use of technology and achieving a satisfactory level of performance. This may help in filling this theoretical gap by tracking the success factors of e-procurement and examining its impact on realizing business excellence. The objectives of this research are to bring light into the prerequisites of adopting e-procurement and to portrait its relation with achieving operational performance. With that goal in mind, we are also responding to the call of Mikalef et al., (2013) and Batenburg (2007) who encourage future quantitative studies focusing on the value of e-procurement on organizational performance.

The study seeks answers to the following research questions:

1. How e-procurement adoption is being motivated in Jordan SMEs?
2. How do Jordan SMEs currently use and plan to use e-procurement?
3. How does the doption of e-procurement across Jordan SMEs affect operational excellence?

This study was carried out for many reasons; First, the existing literature on e-procurement has paid main attention to a large scale and sophisticated technology-based organizations (Tatsis et al., 2006). Second, e-procurement in small and medium enterprises has not received much attention from researchers or vendors (Gunasekaran et al., 2009), and some have conflicting results. Thus, searching for further evidence are still required to support the current literature. We believe that success factors and barriers are changing over time and across different economic-cultural context, Thus it is necessary to explore these variable to determine the level of using e-procurement in a developing country; Jordan. Third, there has been little investigation of e-procurement outside of US and European settings (Walker and Harland, 2008), thus conducting such research in a different context is a valuable contribution because we believe that what may be good practice in an organization within developed countries may not be so obviously applicable for organizations in developing countries. Fourth, research in IT adoption have paradoxical results. Thus we believe that this research will contribute to the existing literature by identifying key intra-organizational resources that leverage potential operational performance from IT

Author α σ: Associate Professor, Department of Business Administration, Al-al-Bayt University, Mafraq, Jordan.
e-mails: Ziad34@hotmail.com, hayelababneh@aabu.edu.jo

© 2018 Global Journals

investments. Fifth, because most studies focus on factors influencing e-procurement adoption (Rahim, 2008; Batenburg, 2007; Chan and Lee, 2003), there is a great need to investigate the link between e-procurement adoption and its consequent results to understand the business value of e-procurement adoption (Mikalef, 2013).

This study is structured as follows. First, the RBV is introduced which is considered the lens for understanding the inner organizational resources that shape the extent of e-procurement adoption. Next, the literature review is presented that considers the determinants of e-procurement adoption and its relation with realizing operational excellence. Subsequently, the method of collecting and analyzing data is articulated. Finally, findings and conclusions that are relevant to SMEs with a moderate economic and technological abilities are drawn.

II. Literature Review and Research Hypotheses Development

a) *The Resource-Based View*

Based on the resource-based view (Penrose and Penrose, 2009), business organizations rely on their internal tangible and intangible resources to formulate their strategy for the purpose of improving business performance and consequently building competitive advantage (Peteraf, 1993; Barney, 1991; Wernerfelt, 1984). RBV considers that achieving excellence and to obtaining external opportunities necessitates exploiting the available internal capabilities. However, superiority over rivals could not be obtained with imitable or substitutable corporate resources (Barney, 1991).

Wade and Hulland, (2004) argue that studying information systems (IS) from the lenses of the RBV has the potential to address main drivers of business excellence. Thus it is considered to be a valuable framework to think about the relationship between IS and firm performance (Santhanam and Hartono 2003). According to Bharadwaj (2000), firms can create an advanced performance through building IT -related capabilities such as individual and firm-specific resources. Similarly, Ravichandran and Lertwongsatien, (2002) found preliminary evidence supporting the relationship between IT firm capabilities and superior firm performance. These IT firm capabilities would include managerial IT knowledge (Ray et al., 2001; Mata et al., 1995). A more recent study conducted by Gupta, (2018) affirms that firms can use IS as an internal firm resource to establish a transient competitive advantage and a favorable level of performance.

b) *Determinants of e-procurement adoption*

i. *Availability of technological infrastructure*

According to Chatzoglou and Chatzoudes (2016), IT infrastructure is considered as one of the most important e-business adoption drivers. The results of Hassan, Tretiakov, and Whiddett, (2017) also showed that reliance on e-procurement is driven by some variables which include technology infrastructure. Various studies confirmed that B2B e-commerce is mainly determined by IT availability and its level of maturity (Gorla, Chiravuri, and Chinta, 2017; Chatzoglou, and Chatzoudes, 2016). Many firms especially SMEs use slight technologies because of their limited resources, limited knowledge, and limited IT infrastructure (Harland et al., 2007). The diffusion of e-commerce in developing countries is influenced by IT infrastructure and other issues such as tele-communications, government and, legal, social and cultural factors, (Javalgi and Ramsey, 2001; Murillo, 2001). Walker and, Harland, (2008) affirmed that one of the main issues encountering adoption of e-procurement in developing countries, is lack of technological infrastructure and online access. In conjunction with Diffusion of Innovation theory (DOI), numerous IT studies have employed its insights to emphasize factors that affect the adoption of technological innovation (Rogers, 1995). A key contextual aspect of DOI is the technological context that focuses on the availability of IT infrastructure, IT sophistication, and IT capability. Firms have to address these issues before the intention to adopt e-business technology. This view is reinforced by Premkumar and Ramamurthy (1995) who indicate that the adoption of e-business is enhanced through acquiring the necessary IT infrastructure including hardware, software, application and, network. By obtaining these technological resources, organizations will be more likely to adopt technological initiatives (Chang, 2010). Therefore, our hypothesis is as follows:

H1: There is a positive effect of IT infrastructure on the extent of e-procurement adoption.

ii. *Management support*

In a review of the motivators and inhibitors of IT adoption, management support was considered as one of the main determining factors. Ngai et al. (2010) confirm that management support is crucial to the successful implementation of SCM technology. In a study of Chan and Chong (2013) aimed to identify determinants of a mobile supply chain management system, it was found that constant support from the top management will the achieve greater success of its implementation. Thus, involving owners and managers would ensure sufficient commitment toward the decision of adopting new technology (Scupola, 2009; Huang et al. 2008; Carnaghan and Klassen 2007; Jeyaraj et al., 2006; Premkumar, 2003). In this regard, managers would support e-procurement adoption if they are aware of its positive impact on organizational performance (Chatzoglou and Chatzoudes, 2016). Hence, the following hypothesis is developed.

© 2018 Global Journals

H2: There is a positive effect of management support on the extent of e-procurement adoption.

iii. *Users' readiness*

The findings of Chatzoglou and Chatzoudes (2016) affirm that users' skills of using the internet is one of the main influencing factors on e-business adoption is mainly influenced by firm size, firm scope, IT infrastructure and internet skills being the most important e-business adoption drivers. Similarly, Giunipero, Ramirez, and Swilley, (2012) found that internet skills is associated with the use of electronic purchasing tools. Technology Acceptance Model (TAM) and its modified versions (Davis 1985; Davis et al., 1989; Venkatesh et al., 2003) are considered as the most dominant models because of their high capability in explaining technology adoption. The two determinants of TAM; the perceived ease of use (PEOU) and perceived usefulness (PU) have explained 40% of the variance in the intention to adopt technology (Autry et al., 2010). Perceived ease of use refers to "the degree to which the prospective user expects the target system to be free of effort" (Davis, 1989). Users perceive that the use of a particular type of technology will be easy when they have a good level of skills in using that technology. Users readiness to is more likely to be high when they are significantly skilled in using technology (Au, Ho, and Law, 2014; Giunipero, Ramirez, and Swilley, 2012; Mirchandani and Motwani, 2001). Since organizations possess internet-skilled users who accept using new technology, the decision to adopt e-procurement would be easier and more guaranteed. Therefore, this study hypothesizes:

H3: There is a positive effect of users' readiness on the extent of e-procurement adoption.

iv. *Users' willingness*

Based on the theory of reasoned action (Fishbein and Ajzen, 1975), human behavior is determined by pre-existing attitudes. People choose to behave in a particular way according to their expectations and potential outcome of such behavior. Since organizational performance is mainly determined by the behaviors of individual employees, understanding their attitudes become very important (Cho and Chang 2008). Regarding TAM, users' attitudes toward technology acceptance and use is identified by the perceived usefulness. Once individual employees perceive the technology's usefulness, they will become more willing to use it, and hence should affect its adoption (Davis, Bagozzi, and Warshaw, 1989). As users' readiness refers to their capabilities and skills, users' willingness can be identified by their acumen and perceptions of e-procurement usefulness. For successful adoption, Giunipero, Ramirez, and Swilley, (2012) argue that users have to be aware of the benefits of e-procurement. If they perceive its usefulness in improving performance at the individual and organizational levels, they will be more inclined to accept using it. Accordingly, we hypothesize the following:

H4: There is a positive effect of users' willingness on the extent of e-procurement adoption.

v. *IT staff support*

Based on the study of Ross, Beath, and Goodhue (1995), some firms do generate competitive value not only from acquiring IT systems but also by developing competent IT human resources (Chahal and Bakshi 2015; Powell and Dent-Micallef, 1997). Competent IT staff can learn new technical skills and possess the required information technology knowledge to solve IT business problems and to address business opportunities through IT. Organizations with highly skilled IT staff are keen to adopt IT innovations because IT specialists can develop IT applications and customize them according to the organizational specific needs (Lin and Lee, 2005). Ebrahim and Irani (2005) suppose that technology itself would not guarantee success but, it is necessary to ensure having sufficient resources such as capable IT staff and effective IT training and support. According to Kannabiran and Dharmalingam, (2012), advanced IT adoption is limited by in-house IT human resources. This result is supported by a study conducted by Upadhyaya, Mohanan, and Prasad, (2013) which found that one of the main barriers to adopt IT in is lack of in-house IT manpower. Because of limited skills and knowledge of technological innovations, many firms are reluctant to adopt IT until they have internal IT related expertise (Thong, 1999). Thus, to ensure the successful adoption of e-procurement systems, it is necessary to ensure the availability of knowledgeable and skilled IS staff. Thus, we develop the following hypothesis:

H5: There is a positive effect of IT staff support on the extent of e-procurement adoption.

c) Operational excellence

A study conducted by Subramaniam and Shaw, (2002), had listed significant values created by web-based procurement. It includes a reduction in transaction costs, search cost, and product price. The results of Hung et al., (2014) confirmed that electronic purchasing improve intra-organizational efficiency as well as external partnerships, and consequently has a positive impact on buyers' organizational performance. Organizational performance could be enhanced by the ability of e-procurement in improving collaboration with outside partners, providing updated information, and streamlining processes (Tatsis et al., 2006). Inter-organizational systems also increase the bargaining power over suppliers (Porter and Millar, 2001), allow better inventory forecasting and planning for future needs (Turban et al., 2017). The emergence of online procurement systems transforms the way to conduct

© 2018 Global Journals

purchasing processes; from make-for-stock operations into make-to-order operations (Gosain, Malhotra, and El Sawy, 2004). Online B2B transactions require minimal data inputs, and little errors would occur. Thus online procurement operations lessen cycle time and provide more accurate information. By minimizing errors, an e-procurement system can lead to a better match between buyers' needs and the delivered product, thus achieving better quality of products. One of the main advantages of e-procurement system is its ability to locate alternative sources within a reasonable time (Subramaniam and Shaw, 2002). Consequently, the following hypothesis was developed:

H6: There is a positive effect of the extent of e-procurement adoption on realizing operational excellence.

III. Research Model

As shown in Figure (1), this study focuses on investigating how intra-organizational factors and would determine the level of adopting e-procurement, and how this may affect operational excellence.

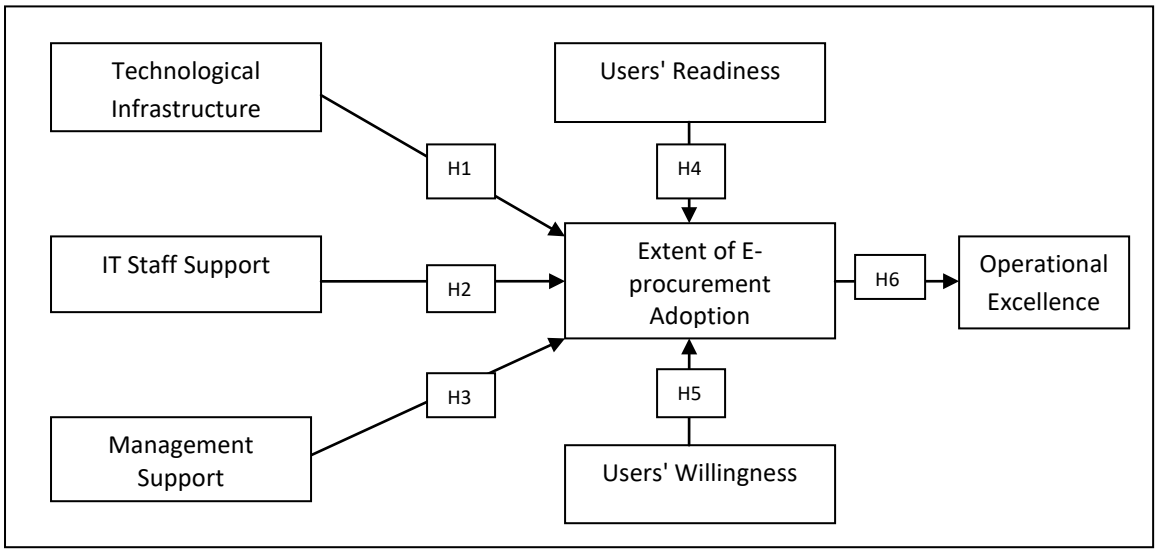


Figure 1: The proposed conceptual framework of the study

IV. Research Methodology

Depending on the nature of this research, an empirical analysis was selected as the research method. For the purpose of collecting data, a structured questionnaire was developed. The questionnaire was pilot-tested by involving manufacturing-responsible managers and quality consultants. It was pre-tested, modified, and finalized in a customizable manner to be suitable for capturing data on the subjects of e-procurement and operational excellence in the industrial environment of SME's in Jordan. There were eight parts to the questionnaire: (1) profiles of the respondents and targeted organizations; (2) availability of technological infrastructure; (3) the extent of IT staff support; (4) the extent of management support; (5) the extent of users' readiness; (6) the extent of users' willingness; (7) the extent of e-procurement adoption; and (8) the realized operational excellence.

a) Data collection

The questionnaire was distributed individually with a brief interview with all respondents to ensure a better understanding of the questionnaire items. The questionnaire was also collected in person to ensure privacy and confidentiality of collected information. Simple random sampling technique was used in distributing questionnaires to different managerial levels (operational managers, quality professionals, and line supervisors) at manufacturing companies of Al-Hassan industrial city. Out of (150) industrial companies at al-Hassan industrial city (Jordan chamber of commerce 2016) only 60 industries were selected randomly for solving the problem of the study, in which eight questionnaires was only distributed at each of these industries companies using a random simple sampling technique. Out of 480 questionnaires distributed to population sample only 410 or (85.4%) of questionnaires were received back, and after omitting (22) invalid responses, therefore only (388) questionnaires were only fit for analysis.

b) Profile of participants

Table (1) shows the profile of the respondents and the targeted organizations in this study. In this study all respondents were in operations and purchasing departments. The results showed that one-third of respondents were female, and more than 59% were young. A majority of the respondents had at least a bachelor certificate. This highlights the fact that our

© 2018 Global Journals

respondents were well educated and thus more trusted to fill the questionnaire understandably and appropriately. The largest group of respondents, 60.8%, were those with less than five years working experience in the purchasing and other related fields, followed by participants who had experience of between five and nine years (19.6%). Regarding to the targeted companies, 30% of them were established not less than 15 years ago.

Table 1: Profile of respondents and targeted organizations

		Frequency	Percentage
Gender	Male	264	68
	Female	124	32
Age	Less than 25	84	21.6
	25 - 34	148	38.1
	35 - 44	92	23.7
	45 - 54	40	10.3
	55 and more	24	6.2
Experience	Less than 5	236	60.8
	5 - 9	76	19.6
	10 - 14	48	12.4
	15 and more	28	7.2
Educational level	High school	16	4.1
	Diploma	72	18.6
	Undergraduate	268	69.4
	Postgraduate	32	8.2
Title	Operations manager	196	50.5
	Quality manager	88	22.7
	Purchasing manager	104	26.8
Age of company	Less than 5	40	10.3
	5 - 9	64	16.5
	10 - 14	124	32.0
	15 - 19	96	24.7
	20 and more	64	16.5

c) Data Analysis

For analyzing data in the current study, we use Structural Equation Modeling (SEM) technique and Partial Least Square (PLS) technique SEM was used for testing the proposed model and hypotheses because of its ability to analyze multiple relationships simultaneously (Byrne, 2016; Lomax and Schumacker, 2012). PLS is used due to its ability to model both formative and reflective constructs of small sample sizes (Chin, 1998; Gefen et al., 2011). Therefore the researchers used SEM to test the proposed research model, to discover the extent to which the research model is supported by collected data, and to obtain a reliable measurement tool useful for predicting the extent of using e-procurement and the potential operational excellence. For performing a reliable and vigorous analysis using SEM, the typical sample size should not be less than 200 cases (Kline, 2011; Hair et al., 2010). The number of respondents participated in this study was 388 managers in the purchasing departments and other related areas; production and quality departments.

V. Empirical Results

a) Reliability and validity

To evaluate the sufficiency of the measurement model, we relied on the criteria of reliability, convergent validity, and discriminant validity. Reliability was examined using values of Cronbach's Alpha. Table 2 shows that all values were above 0.7, which is the acceptance threshold for judging the reliability of the measurement tool.

© 2018 Global Journals

Table 2: Scale Statistics

Variable	Mean	SD	Alpha
Technological Infrastructure	3.86	0.93	0.90
Readiness of IT Staff	3.78	0.91	0.93
Management Support	3.94	0.87	0.93
Users' Readiness	4.01	1.02	0.78
Users' Willingness	3.87	0.91	0.83
Extent of Adoption	3.91	0.81	0.93
Operational Excellence	3.79	0.85	0.98

To assess convergent, the 58 items used to measure the 7 research variables, factor analysis was used. In the first round, 21 items, were found to have strong loadings of more than 0.40 on more than one factor. Thus, these 21 items were dropped, and the analysis was performed again. The results identified a scale of only 37 items to measure the seven factors in the current study. Further analysis of the discriminant validity was conducted by examining indicators of Cronbach's Alpha, Average Variance Extracted (AVE), and factor loading. As presented in Table 3, it is clearly evident that Cronbach's Alpha of all items exceeded the conventional value of 0.7 (Hair et al., 2010; Nunnally and Bernstein 1994). AVE is a measurement tool used for testing convergent validity. It examines the amount of variance that the indicators share with their respective construct (Hair et al., 2011). The results of convergent validity presented in Table (3) show that the AVE values of all constructs are more than the cutoff value of 0.50. To examine the extent to which a given construct of the research model is different from others, discriminate validity was assessed (Fornell, and Larcker, 1981). The discriminate validity is assured when the square root of the AVE of an individual construct is greater than the correlation of that construct with other constructs in the model (Fornell, and Larcker, 1981). The diagonal values shown in Table 4 are the square root of the AVE. These values are greater than the inter-construct correlations, which indicates an acceptable discriminant validity. Consequently, there is clear evidence that the measurement model is valid, reliable, and suitable for further analysis. To examine convergent validity, the confirmatory factor analysis was used to extract factor loadings. Table 3 shows that all items had loadings above 0.50 on their particular constructs. This means that the measurement has adequate convergent validity (Hair et al., 2010).

Table 3: Convergent and Discriminant Validity, and Reliability

Variables	Items	Factor Loading	AVE	VIF	R^2
Technological infrastructure	IT-Infr1	0.827	0.696	1.858	
	IT-Infr2	0.863			
	IT-Infr3	0.853			
	IT-Infr4	0.790			
Readiness of IT Staff	IT-Read1	0.942	0.807	1.161	
	IT-Read2	0.833			
	IT-Read3	0.916			
Management Support	M-Supp1	0.938	0.808	1.881	
	M-Supp2	0.814			
	M-Supp3	0.938			
Users' Readiness	U-Read1	0.871	0.645	1.153	
	U-Read2	0.728			
Users' Willingness	U-Will1	0.813	0.711	1.040	
	U-Will2	0.872			

© 2018 Global Journals

Extent of Adoption	Adop1	0.725	0.665	1.195	0.16
	Adop2	0.780			
	Adop3	0.725			
	Adop4	0.775			
	Adop5	0.892			
	Adop6	0.892			
	Adop7	0.892			
Operational Excellence	Excel1	0.931	0.741		0.43
	Excel2	0.889			
	Excel3	0.931			
	Excel4	0.852			
	Excel5	0.865			
	Excel6	0.713			
	Excel7	0.780			
	Excel8	0.888			
	Excel9	0.878			
	Excel10	0.931			
	Excel11	0.733			
	Excel12	0.818			
	Excel13	0.788			
	Excel14	0.866			
	Excel15	0.980			
	Excel16	0.878			

The study assessed whether the assumed first-order constructs load sufficiently and significantly into their prospective second-order construct. Accordingly, loadings between first-order and second-order constructs were examined using the PLS algorithm. The results show that the five determinant variables of e-procurement (first-order constructs) have sufficient and significant loading values. The overall results indicate that the measurement model meets the conventional standards of reliability and validity.

Table 4: Correlation Matrix

Variables	1	2	3	4	5	6	7
1. Extent of Adoption	0.815						
2. Management Support	0.320	0.899					
3. Operational Excellence	0.661	0.070	0.861				
4. Readiness of IT Staff	0.218	0.156	0.244	0.898			
5. Technological infrastructure	0.315	0.647	0.198	0.092	0.834		
6. Users' Readiness	0.098	0.144	-0.098	0.272	-0.067	0.803	
7. Users' Willingness	0.071	-0.037	0.015	-0.142	0.022	0.005	0.843

b) Testing Hypotheses

To test research hypotheses, we estimate the path coefficients and significance level for each latent variable in the structured model using the PLS algorithm and the PLS bootstrapping procedures. As illustrated in Figure 2, the validity of the model is evaluated by R^2 values and structural paths (Chwelos et al., 2001). The value of the R^2 shows that almost 16.3% of the variance of the extent of e-procurement adoption was accounted for the proposed five preceding variables. This value indicates a satisfactory level of explanation. With regard to the path structure, the research empirically tested the proposed relationships using the bootstrapping procedure to test the statistical significance of the path coefficients.

© 2018 Global Journals

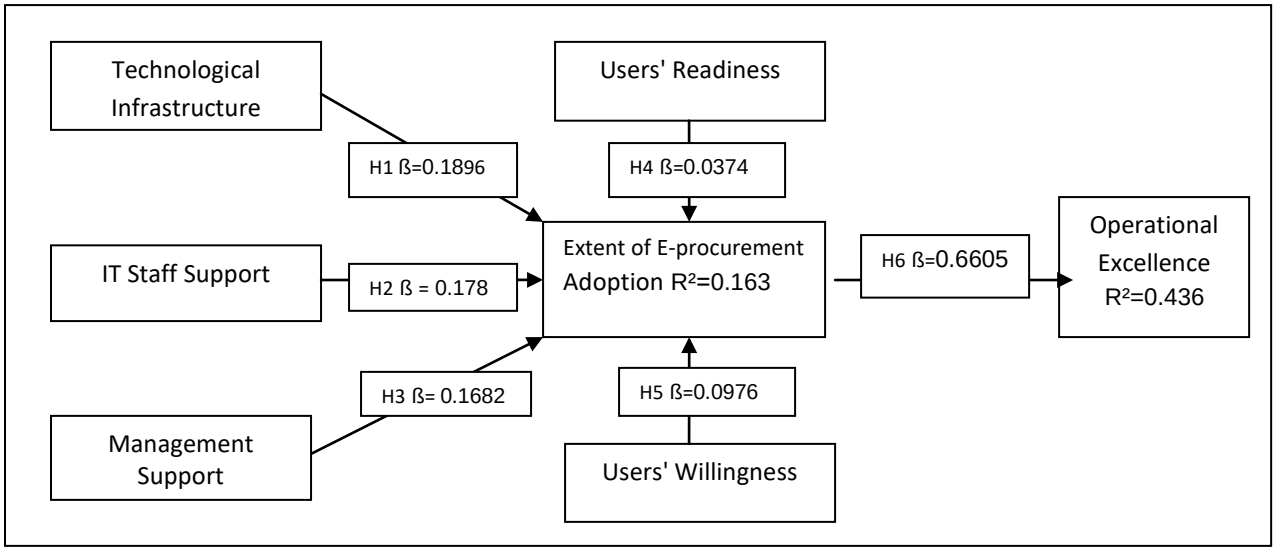


Figure 2: Structural equation modeling (SEM) results

Since our hypotheses were to predict an effect and relationship between independent and dependent variables, therefore we have used path analysis to examine this effect through knowing the-t- value and its coefficient (ß) and we have examined our hypotheses at one tail test. The path coefficient and t-value of all relationships are shown in Table 5.

Table 5: Path Analysis Parameter Estimates

Hypothesis	Hypothesized Paths	Coefficients	t-Value (one tail)	P value (one tail)	Inference
H1	Technological infrastructure -> Extent of Adoption	0.190	2.511	0.006	Supported
H2	Readiness of IT Staff -> Extent of Adoption	0.178	2.599	0.005	Supported
H3	Management Support -> Extent of Adoption	0.168	1.818	0.035	Supported
H4	Users' Readiness -> Extent of Adoption	0.037	0.406	0.340	Rejected
H5	Users' Willingness -> Extent of Adoption	0.098	1.146	0.126	Rejected
H6	Extent of Adoption -> Operational Excellence	0.661	12.028	0.000	Supported

As shown in the table above, the relationship between technological infrastructure and the extent of e-procurement adoption is positive and significant (path coefficient = 0.18, $p < 0.05$), providing support for H1. Similarly, the relationship between the readiness of IT staff and the extent of e-procurement adoption is positive and significant (path coefficient = 0.17, $p < 0.05$), providing support for H2. Also, the relationship between management support and the extent of e-procurement adoption is positive and significant (path coefficient = 0.16, $p < 0.05$), providing support for H3. Contrary to expectation, the effect of users' readiness on the extent of IT adoption were insignificant at 0.05 (path coefficient = 0.0374; $p > 0.05$). This result was similar to the study conducted by Alsaad et al, (2018) in which the role of organizational readiness was not significantly influenced the intent to adopt B2B e-commerce (path coefficient $= -0.039$; $p > 0.05$). Thus, we reject H4. Similarly, the effect of users' willingness on e-procurement adoption were insignificant at $p < 0.05$, providing no evidence to accept H5 (path coefficient $= -0.0976$; $p > 0.05$). However, the effect of the extent of e-procurement adoption on realizing operational excellence was positive and significant (path coefficient = 0.66, $p < 0.05$), providing support for H6.

VI. Discussion and Conclusion

Although resource-based view has been widely employed in a variety of management fields, it is rarely getting attention by IS researchers. Thus, there is insufficient effort to explain how inner resources of the firm is a robust theory that has received wide acceptance in other management fields. While it has been used on a number of some occasions in IS research, there has been no comprehensive effort to describe or defend its use in an IS context. The principal reason behind this paper has been to provide evidence of the way firm IT resources would motivate firms to adopt technology and to give better sight for those who wish to understand how certain technology (i e, e-procurement) would lead to accomplish competitive performance. Our paper shows the significance of the resource-based view to understanding the determinants of e-procurement. This study complements previous research that has used this theoretical framework (Wade and Hulland, 2004; Ross et al., 1998) to explain factors

© 2018 Global Journals

affecting the extent of adopting e-procurement, and consequently the ultimate outcome of improving operational excellence.

Research on the value of e-procurement shows that adopting it does not guarantee the realization of the potential value. The realized value depends on internal and external factors. This study focuses on internal factors which are controllable by the firm. They can be enhanced and well managed internally to achieve better results. These include availability of technological infrastructure, users readiness and willingness, top management and skilled IT staff. Once managers become conscious about the potentiality of e-procurement system, it is necessary to identify the determinants of its adoption. Realizing the value of the e-procurement is restricted to certain internal factors, which are controllable by the organization. These are called Organizational IT resources. The contribution of e-procurement system depends on such resources as acknowledgeable and attentive people whether they are IT support staff or decision makers.

Our paper highlights that organizations are more likely to use e-procurement when a sufficient level of IT infrastructure is available. Our results show that IT infrastructure was the most important IT asset for influencing the decision to adopt e-procurement. It is a normal result as it is impossible to use any type of business systems without guaranteeing readiness and availability of technological infrastructure. This indicates that it is important to possess the required hardware, and a capable network to cope with increasing number purchasing processes conducted over the internet. This conclusion is congruent with various studies such as Chang, (2010); Gorla, Chiravuri, and Chinta, (2017); and Chatzoglou, and Chatzoudes, (2016), who affirm that IT availability and maturity level is one of the main issues encountering e-procurement adoption, especially in the developing countries (Walker, and Harland, 2008). Additionally we conclude that organizations will adopt e-procurement whenever there is a reliable staff ready to handle emerging IT issues. IT staff should be highly skilled and willing enough to follow up users needs and to sort out potential difficulties. The importance of competent IT staff also resides in their role of developing IT applications and aligning technology to the organizational needs (Lin and Lee, 2005). This finding comes in line with findings of Kannabiran and Dharmalingam, (2012) and Chahal and Bakshi (2015), who showed the significance of competent human resources in realizing competitive value through acquiring IT initiatives. Another important organizational asset required for successful adoption of e-procurement is the top management support. It is much necessary to guarantee managers belief in the value of using e-procurement to their firms. This study was in agreement with the study of Ngai et al. (2010) and Scupola, (2009), who argue that managers' awareness of IT benefits and their commitment is crucial to the successful adoption of IT.

Unexpectedly, no significant evidence was observed concerning the impact of users' readiness on adopting e-procurement. This may indicate that some managers may decide to outsource IS and adopt its actual implementation without considering users IT skills. Thus, some managers do not pay attention to users' abilities, but alternatively, they consider the availability of physical IT assets and the capabilities of IT department. As a result, it is largely recommended to change employee perception toward using new technology and to improve their behaviors by offering a training program, lecture, technical know-how workshops. Surprisingly, this finding contradicts many studies (for example; Au, Ho, and Law, 2014; Giunipero, Ramirez, and Swilley, 2012; and Venkatesh et al., 2003) affirm the role of users' readiness (perceived ease of use) in acceptance and use of technology. Another surprising finding of this study is the insignificant relationship between users' willingness and e-procurement adoption. This finding contradicts the findings of different studies (for example; Giunipero, Ramirez, and Swilley, 2012; and Cho and Chang 2008) who confirm that perceived usefulness (users' willingness) is a critical factor in determining successful adoption and usage of IT initiatives.

It is clearly, found that e-procurement adoption is directly related to realizing a variety of benefits at the operational level of the purchasing departments. To a large degree, potential adopters of e-procurement perceive its value in achieving better performance of purchasing activities. This is in agreement with Rahim, (2008); Batenburg, (2007); and Chan and Lee, (2003) who investigate the need to link between e-procurement adoption and its consequent results to understand the business value of e-procurement adoption. This behavior could be reasonable in a particular organizational culture which allows managers to take decisions on their own without considering perceptions of potential users. In some organizational settings where the masculinity prevails, managers behave aggressively with others. They decide to adopt a certain technology and wait other to perform in certain way (Hofstede, et al., 1998).

The result also confirmed that our model is reliable enough to predict the intention to adopt e-procurement, and its consequent relationship with realizing operational excellence. Additionally, the model validity was tested by the indicators of convergent and discriminant validity. Both tests show that the model is valid enough to be used for investigating the determinant factors affecting e-procurement, as well as the level of operational excellence could be achieved by adopting e-procurement. Furthermore, the validity of our model was evaluated by the R^2 value which showed that almost 16.3% of the variance in the intention to adopt e-

© 2018 Global Journals

procurement was accounted for the proposed framework, which indicates a satisfactory level of explanation.

VII. Contribution to Knowledge and Practice

This study expands understanding of the RBV and its ability to explain how organizational IT capabilities would enhance the organizational performance. It provides empirical evidence to understand how internal IT resources influence the decision to adopt e-procurement. Contradictory results have been found in different studies concerning the determinant factors that may enable or hinder e-procurement adoption. This study supports the extant literature by providing evidence of these enablers. With respect to e-procurement adoption in developing countries, the progress of knowledge is slightly limited, because they do not focus on the unique internal resources. Additionally, to the best of the authors' knowledge, no research effort has been made in Jordan in an attempt to investigate the determinants of e-procurement adoption and its relation to firm performance. In this study, we contribute to the existing literature on e-procurement adoption in developing countries by considering mainly intra-organizational capabilities. The current model has identified the critical organizational aspects recognized from the literature, collectively with other aspects not clearly examined in previous studies. While many previous studies concentrated on the acceptance of using e-procurement from the perspective of users, this study is different as it entails the factors affecting the decision to adopt e-procurement at the managerial level. Furthermore, the inclusion of users readiness, users willingness, and IT staff support factors in this study is a further contribution to the body of knowledge on this topic. A supplementary contribution is the new measurement tool developed. Some questions were adapted to fit the research context while other questions for the novel constructs were merely developed by the researchers. Consequently, the integrated model and the measurement tool used in this research are the contributions of this study. Thus, this research provides valuable knowledge and hence can stimulate others to engage in further research addressing the adoption of new technologies. Practitioners benefit from the insights by the provision of prerequisite factors that purchasers have to consider for better employment of e-procurement systems and acknowledging them with its potential in realizing operational performance. Managers in charge of deciding on the e-procurement adoption need to be more mindful that successful adoption requires considering the internal IT resources. To ensure competitive performance, firms have to acquire inimitable resources which enable them to adopt new technology. Thus, developing more sophisticated IT infrastructure, securing the commitment of top management, and supporting IT staff with the required computer skills are crucial for better adoption.

VIII. Limitations and Recommendations for Future Research

This inquiry was restricted to small and medium manufacturing organizations, which may limit generalisability to larger organizations in different sectors. Thus, we encourage other researchers to target larger firms and different contexts around Jordan. Although our examination was designed to facilitate a deeper insight into internal factors influencing e-procurement adoption likelihood, more factors might provide enhance the existing model in explaining companies' adoption behavior. For example, future studies could investigate the financial support of the organization (Altayyar and Beaumont-Kerridge 2016; Gunasekaran et al., 2009), and the organizational culture (Ababneh and Shrafat, 2014). Another limitation arises from providing a static picture of e-procurement adoption as it is a cross-sectional and lacks a longitudinal approach.

© 2018 Global Journals

Appendix: Questionnaire Items

Availability of technological infrastructure

1. We have made significant IT investments
2. We have a good telecommunication networks
3. We have a good expertise in developing e- business applications
4. We have integrated IS applications handling different business areas
5. We are capable to protect our data by applying various security technologies

Note: The factors were measured on a five-point scale, with 1 = "strongly disagree" and 5 = "strongly agree"

Management support level towards e-procurement adoption

1. Top management confidence to use new technology
2. The need for continuing relationship with suppliers
3. Allocated financial resources
4. The existing policies support using new technology
5. Top management belief of its positive impact on future performance

Note: The factors were measured on a fivepoint scale, with 1 = "extremely low" and 5 = "extremely high"

Users' readiness towards e-procurement adoption

Potential users:

1. Have the ability to use the internet well
2. Have the ability to execute good search on the internet
3. Have the technical expertise
4. Have good system knowledge
5. Perceive ease of using the system

Note: The factors were measured on a fivepoint scale, with 1 = "strongly disagree" and 5 = "strongly agree"

Readiness of IT staff

Our internal IT staff members are

1. Available to solve any problems associated with the use of e-procurement system
2. Accessible at any time to provide support on the use of e-procurement system
3. Capable of solving any problems associated with the use of e-procurement system

Note: The factors were measured on a fivepoint scale, with 1 = "strongly disagree" and 5 = "strongly agree"

Users' willingness towards e-procurement adoption

Potential users:

1. Perceive the system usefulness
2. Feel comfort with using the system
3. Expect their jobs will be executed easier through usage
4. Understand the benefits of e-procurement
5. Expect using the system will improve their performance
6. Do not resist using new technology

Note: The factors were measured on a fivepoint scale, with 1 = "strongly disagree" and 5 = "strongly agree"

The extent of e-procurement adoption

We conduct the following information-related activities electronically

1. Searching for suppliers goods and services
2. Checking availability of goods and services
3. Checking prices of goods and services
4. Communicating with suppliers
5. Exchanging procurement-related information internally
6. Providing suppliers with specific information about product and service specifications
7. Sharing inventory planning information with suppliers
8. Negotiating prices and other terms with suppliers

© 2018 Global Journals

We conduct the following transactions electronically

1. Purchasing via e-catalogues
2. Creating purchase orders
3. Tracking purchase orders
4. Purchasing via e-auctions
5. Purchasing via e-reverse auctions
6. Allowing suppliers to submit bids online

Note: The factors were measured on a five-point scale, with 1 = "extremely low" and 5 = "extremely high"

The extent of realized operational excellence

We have realized:

1. A reduction in information processing and transactional costs
2. A reduction in purchasing cycle time
3. An advanced level of market share
4. A reduction in operational tasks
5. An improved SCM
6. An enhanced negotiation power over suppliers
7. A better relationship with partners and suppliers
8. A reduction in the cost of monitoring inventory and production schedules
9. A better customer satisfaction
10. A better utilization of staff
11. An improved level of customer service
12. A decrease in number of staff in the purchasing department
13. A better adaptability with market needs
14. A reduction in inventory levels
15. A reduction in the purchase price of goods and services
16. A reduction in the paperwork
17. A better partnership with suppliers
18. An improved communication
19. An improved procurement process
20. A reduction in the operational costs

Note: The factors were measured on a five-point scale, with 1 = "never realized" and 5 = "extremely realized"

Biographical

Ziad M. Smadi is an Associate Professor of Business Administration at the Department of Business Administration, Al-al-Bayt University in Jordan. His present research interest is in operations management, human resources management, marketing, health care services, management information science.

Hayel T. Ababneh is an Assistant Professor in the Department of Business Administration at Al al-Bayt University, Jordan. His research interests focus on the domains of human resource management, culture and IT diffusion, and contemporary information systems.

References Références Referencias

1. Ababneh, H. T., & Shrafat, F. D. (2014). Analysing the role of culture in IS studies. *International Business Research*, *7*(11), 165.
2. Alsaad, A., Mohamad, R., & Ismail, N. A. (2017). The moderating role of trust in business to business electronic commerce (B2B EC) adoption. *Computers in Human Behavior*, *68*, 157-169.
3. Alsaad, A., Mohamad, R., & Ismail, N. A. (2018). The contingent role of dependency in predicting the intention to adopt B2B e-commerce. *Information Technology for Development*, 1-29.
4. Altayyar, A., & Beaumont-Kerridge, J. (2016). External Factors Affecting the Adoption of E-procurement in Saudi Arabian's SMEs. *Procedia-Social and Behavioral Sciences*, *229*, 363-375.
5. Au, N., Ho CK, G., & Law, R. (2014). Towards an understanding of e-procurement adoption: A case study of six hotels in Hong Kong. *Tourism recreation research*, *39*(1), 19-38.
6. Autry, C. W., Grawe, S. J., Daugherty, P. J., & Richey, R. G. (2010). The effects of technological turbulence and breadth on supply chain technology acceptance and adoption. *Journal of Operations Management*, *28*(6), 522-536.
7. Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the academy of marketing science*, *40*(1), 8-34.

© 2018 Global Journals

8. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, *17*(1), 99-120.
9. Batenburg, R. (2007). E-procurement adoption by European firms: A quantitative analysis. *Journal of purchasing and supply management*, *13*(3), 182-192.
10. Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS quarterly*, 169-196.
11. Brandon-Jones, A., & Kauppi, K. (2018). Examining the antecedents of the technology acceptance model within e-procurement. *International Journal of Operations & Production Management*, *38*(1), 22-42.
12. Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming*. Routledge.
13. Carnaghan, C., & Klassen, K. (2007, June). Exploring the determinants of web-based e-business evolution in Canada. In *ASAC* (Vol. 28, No. 4).
14. Chahal, H., & Bakshi, P. (2015). Examining intellectual capital and competitive advantage relationship: Role of innovation and organizational learning. *International Journal of Bank Marketing*, *33*(3), 376-399.
15. Chan, F. T., & Chong, A. Y. L. (2013). Determinants of mobile supply chain management system diffusion: a structural equation analysis of manufacturing firms. *International Journal of Production Research*, *51*(4), 1196-1213.
16. Chan, J. K., & Lee, M. K. (2003, January). SME e-procurement adoption in Hong Kong-The roles of power, trust and value. In *System Sciences, 2003. Proceedings of the 36th Annual Hawaii International Conference on* (pp. 10-pp). IEEE.
17. Chandrasekar Subramaniam, M. J. S. (2002). A study of the value and impact of B2B e-commerce: the case of web-based procurement. *International Journal of Electronic Commerce*, *6*(4), 19-40.
18. Chang, H. L. (2010). A roadmap to adopting emerging technology in e-business: an empirical study. *Information Systems and E-Business Management*, *8*(2), 103-130.
19. Chatzoglou, P., & Chatzoudes, D. (2016). Factors affecting e-business adoption in SMEs: an empirical research. *Journal of Enterprise Information Management*, *29*(3), 327-358.
20. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, *295*(2), 295-336.
21. Davis, F. D. (1985). *A technology acceptance model for empirically testing new end-user information systems: Theory and results* (Doctoral dissertation, Massachusetts Institute of Technology).
22. Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: a comparison of two theoretical models. *Management science*, *35*(8), 982-1003.
23. Deursen, A. V., & van Dijk, J. A. (2010). Measuring internet skills. *International Journal of Human-Computer Interaction*, *26*(10), 891-916.
24. Do Cho, S., & Chang, D. R. (2008). Salesperson's innovation resistance and job satisfaction in intra-organizational diffusion of sales force automation technologies: The case of South Korea. *Industrial Marketing Management*, *37*(7), 841-847.
25. F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, *26*(2), 106-121.
26. Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*.
27. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
28. Gefen, D., Straub, D. W., & Rigdon, E. E. (2011). An update and extension to SEM guidelines for admnistrative and social science research. Manag. *Inf. Syst. Q*, *35*(2).
29. Gefen, D., Straub, D., & Boudreau, M. C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the association for information systems*, *4*(1), 7.
30. Giunipero, L., Ramirez, E., & Swilley, E. (2012). The antecedents and consequences of e-purchasing tools usage in supply management. *Journal of Marketing Theory and Practice*, *20*(3), 279-292.
31. Gorla, N., Chiravuri, A., & Chinta, R. (2017). Business-to-business e-commerce adoption: An empirical investigation of business factors. *Information Systems Frontiers*, *19*(3), 645-667.
32. Gosain, S., Malhotra, A., & El Sawy, O. A. (2004). Coordinating for flexibility in e-business supply chains. *Journal of management information systems*, *21*(3), 7-45.
33. Gunasekaran, A., McGaughey, R. E., Ngai, E. W., & Rai, B. K. (2009). E-Procurement adoption in the Southcoast SMEs. *International Journal of Production Economics*, *122*(1), 161-175.
34. Gupta, G., Tan, K. T. L., Ee, Y. S., & Phang, C. S. C. (2018). Resource-Based View of Information Systems: Sustainable and Transient Competitive Advantage Perspectives. *Australasian Journal of Information Systems*, *22*.
35. Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.

© 2018 Global Journals

36. Hair, J. F. Black. WC, Babin., BJ, Anderson RE,(2010) Multivariate data analysis, a global perspective. *New Jersey. Pearson. Ed*, *7*, 816.
37. Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, *19*(2), 139-152.
38. Harland, C. M., Caldwell, N. D., Powell, P., & Zheng, J. (2007). Barriers to supply chain information integration: SMEs adrift of eLands. *Journal of Operations Management*, *25*(6), 1234-1254.
39. Hashim, N., Said, I., & Idris, N. H. (2013). Exploring e-procurement value for construction companies in Malaysia. *Procedia Technology*, *9*, 836-845.
40. Hofstede, G. H., Hofstede, G., & Arrindell, W. A. (1998). *Masculinity and femininity: The taboo dimension of national cultures* (Vol. 3). Sage.
41. Hossain, M.A. and Quaddus, M. (2011), "The adoption and continued usage intention of RFID: an integrated framework", *Information Technology & People,* Vol. 24 No. 3, pp. 236-256.
42. Huang, Z., Janz, B. D., & Frolick, M. N. (2008). A comprehensive examination of Internet-EDI adoption. *Information Systems Management*, *25*(3), 273-286.
43. Javalgi, R., & Ramsey, R. (2001). Strategic issues of e-commerce as an alternative global distribution system. *International marketing review*, *18*(4), 376-391.
44. Jeyaraj, A., Rottman, J. W., & Lacity, M. C. (2006). A review of the predictors, linkages, and biases in IT innovation adoption research. *Journal of information technology*, *21*(1), 1-23.
45. Kannabiran, G., & Dharmalingam, P. (2012). Enablers and inhibitors of advanced information technologies adoption by SMEs: An empirical study of auto ancillaries in India. *Journal of Enterprise Information Management*, *25*(2), 186-209.
46. Kim, K. K., Park, S. H., Ryoo, S. Y., & Park, S. K. (2010). Inter-organizational cooperation in buyer–supplier relationships: Both perspectives. *Journal of Business Research*, *63*(8), 863-869.
47. Lin, H. F., & Lee, G. G. (2005). Impact of organizational learning and knowledge management factors on e-business adoption. *Management Decision*, *43*(2), 171-188.
48. Lomax, R. G., & Schumacker, R. E. (2012). *A beginner's guide to structural equation modeling*. New York, NY: Routledge Academic.
49. Mata, F. J., Fuerst, W. L., & Barney, J. B. (1995). Information technology and sustained competitive advantage: A resource-based analysis. *MIS quarterly*, 487-505.
50. Mikalef, P., Pateli, A., Batenburg, R., & van de Wetering, R. (2013). Investigating the impact of procurement alignment on supply chain management performance. *Procedia Technology*, *9*, 310-319.
51. Mirchandani, D. A., & Motwani, J. (2001). Understanding small business electronic commerce adoption: An empirical analysis. *Journal of Computer Information Systems*, *41*(3), 70-73.
52. Murillo, L. (2001). Supply chain management and the international dissemination of e-commerce. *Industrial Management & Data Systems*, *101*(7), 370-377.
53. Musawa, M.S. and Wahab, E. (2012), "The adoption of electronic data interchange (EDI) technology by Nigerian SMEs: a conceptual framework", *Journal of Business Management and Economics,* Vol. 3 No. 2, pp. 055-068.
54. Ngai, E. W. T., To, C. K., Moon, K. K., Chan, L. K., Yeung, P. K., & Lee, M. C. (2010). RFID systems implementation: a comprehensive framework and a case study. *International Journal of Production Research*, *48*(9), 2583-2612.
55. Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory (McGraw-Hill Series in Psychology)* (Vol. 3). New York: McGraw-Hill.
56. Nurmandi, A., & Kim, S. (2015). Making e-procurement work in a decentralized procurement system: A comparison of three Indonesian cities. *International Journal of Public Sector Management*, *28*(3), 198-220.
57. Penrose, E., & Penrose, E. T. (2009). *The Theory of the Growth of the Firm*. Oxford university press.
58. Peteraf, M. A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic management journal*, *14*(3), 179-191.
59. Porter, M. E., & Millar, V. E. (2001). How information gives you competitive advantage: the information revolution in transforming the nature of competition.
60. Powell, T. C., & Dent-Micallef, A. (1997). Information technology as competitive advantage: The role of human, business, and technology resources. *Strategic management journal*, *18*(5), 375-405.
61. Premkumar, G. (2003). A meta-analysis of research on information technology implementation in small business. *Journal of organizational computing and electronic commerce*, *13*(2), 91-121.
62. Premkumar, G., & Ramamurthy, K. (1995). The role of interorganizational and organizational factors on the decision mode for adoption of inter-organizational systems. *Decision sciences*, *26*(3), 303-336.
63. Rahim, M. M. (2008). Identifying factors affecting acceptance of e-procurement systems: An initial qualitative study at an Australian City Council. *Communications of the IBIMA*, *3*(1), 7-17.
64. Ramdani, B., Kawalek, P. and Lorenzo, O. (2009), "Predicting SMEs' adoption of enterprise systems", *Journal of Enterprise Information Management,* Vol. 22 Nos 1/2, pp. 10-24.
65. Ravichandran, T., & Lertwongsatien, C. (2002). Impact of information systems resources and

© 2018 Global Journals

capabilities on firm performance: A resource-based perspective. *ICIS 2002 Proceedings*, 53.
66. Ray, G., Muhanna, W. A., & Barney, J. B. (2001). Information technology and competitive advantage: A process-oriented assessment. *University of Texas at Austin*.
67. Ross, J. W., Beath, C. M., & Goodhue, D. L. (1998). Develop long-term competitiveness through IT assets. *IEEE Engineering Management Review*, *26*(2), 37-47.
68. Santhanam, R., & Hartono, E. (2003). Issues in linking information technology capability to firm performance. *MIS quarterly*, 125-153.
69. Scupola, A. (2009). SMEs'e-commerce adoption: perspectives from Denmark and Australia. *Journal of Enterprise Information Management*, *22*(1/2), 152-166.
70. Tatsis, V., Mena, C., Van Wassenhove, L. N., & Whicker, L. (2006). E-procurement in the Greek food and drink industry: drivers and impediments. *Journal of Purchasing and Supply management*, *12*(2), 63-74.
71. Teo, T. S., Lin, S., & Lai, K. H. (2009). Adopters and non-adopters of e-procurement in Singapore: An empirical study. *Omega*, *37*(5), 972-987.
72. Thong, J. Y. (1999). An integrated model of information systems adoption in small businesses. *Journal of management information systems*, *15*(4), 187-214.
73. Tornatzky, L. G., Eveland, J. D., & Fleischer, M. (1990). Technological innovation as a process. *The Processes of Technological Innovation, Lexington Books, Lexington, MA*, 27-50.
74. Turban, E., Outland, J., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2017). *Electronic commerce 2018: a managerial and social networks perspective*. Springer.
75. Unsworth, K., Sawang, S., Murray, J., Norman, P., & Sorbello, T. (2012). Understanding innovation adoption: Effects of orientation, pressure and control on adoption intentions. *International Journal of Innovation Management*, *16*(01), 1250004.
76. Upadhyaya, P., Mohanan, P., &, K. M. (2013). Barriers to adoption of B2B e-marketplaces: an empirical study of Indian manufacturing MSMEs. *Review of Integrative Business and Economics Research*, *2*(1), 555.
77. Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS quarterly*, 425-478.
78. Wade, M., & Hulland, J. (2004). The resource-based view and information systems research: Review, extension, and suggestions for future research. *MIS quarterly*, *28*(1), 107-142.
79. Walker, H., & Harland, C. (2008). E-procurement in the United Nations: influences, issues and impact. *International Journal of Operations & Production Management*, *28*(9), 831-857.
80. Wang, Y.-M., Wang, Y.-S. and Yang, Y.-F. (2010), "Understanding the determinants of RFID adoption in the manufacturing industry", *Technological Forecasting & Social Change,* Vol. 77 No. 5, pp. 803-815.
81. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic management journal*, *5*(2), 171-180.
82. Zhu, K., Kraemer, K. L., & Xu, S. (2006). The process of innovation assimilation by firms in different countries: a technology diffusion perspective on e-business. *Management science*, *52*(10), 1557-1576.

© 2018 Global Journals

This page is intentionally left blank

© 2018 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Reality of Administrative Creativity among the Principals of General Secondary Education Schools: A Field Study in Sohag City

By Dr. Antar Mohamed Ahmed Abdul-Aal
Sohag University

Summary- The aim of this study is to know the reality of the administrative creativity of secondary school administrations in Sohag. To achieve this goal, the researcher prepared a questionnaire distributed to (52) managers of the secondary stage and retrieved (50) valid questionnaire for analysis.

The results of the study showed that the secondary school administrations in Sohag have applied the elements and aspects of administrative innovation at a low level. The results of the study also revealed the most important obstacles that can limit the administrative creativity of the administrations of these schools to reach a very high degree. Managers of these schools to encourage administrative creativity in the administrations of these schools.

Keywords: administration creativity, school principals, high school, a field study, sohag city.

GJMBR-A Classification: JEL Code: M10



Strictly as per the compliance and regulations of:

© 2018. Dr. Antar Mohamed Ahmed Abdul-Aal. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

The Reality of Administrative Creativity among the Principals of General Secondary Education Schools: A Field Study in Sohag City

Dr. Antar Mohamed Ahmed Abdul-Aal

Summary- The aim of this study is to know the reality of the administrative creativity of secondary school administrations in Sohag. To achieve this goal, the researcher prepared a questionnaire distributed to (52) managers of the secondary stage and retrieved (50) valid questionnaire for analysis.

The results of the study showed that the secondary school administrations in Sohag have applied the elements and aspects of administrative innovation at a low level. The results of the study also revealed the most important obstacles that can limit the administrative creativity of the administrations of these schools to reach a very high degree. Managers of these schools to encourage administrative creativity in the administrations of these schools.

Keywords: administration creativity, school principals, high school, a field study, sohag city.

I. Introduction

There is no doubt that the interest in creativity and creators is justified, because creativity is a component of human civilization, so the interest of educational institutions to spread the culture of creativity among all its employees in order to encourage them to innovate and achieve the desired goals.

Many administrative and pedagogical literature has emphasized the organizations ' need for creativity by affirming that creativity has become one of the principal functions of the Director, and that it is the duty of each manager to learn how to manage the processes of creativity, where creativity is necessary and vital to the Organization and not just a luxury.

Most of the studies in the field of administrative innovation have confirmed the urgent need to create a creative direction in the field of education, the study of Dan David et al. (Davies, Dan, 2013). The review found comparatively few empirical studies published in the period 2005-2011 providing findings addressing the review objectives. There was, however a reasonable weight of research evidence to support the importance of the following factors in supporting creative skills development in children and young people: flexible use of space and time; availability of appropriate materials; working outside the classroom/school; "playful" or "games-bases" approaches with a degree of learner autonomy; respectful relationships between teachers and learners; opportunities for peer collaboration; partnerships with outside agencies; awareness of learners' needs; and non-prescriptive planning. The review also found evidence for impact of creative environments on pupil attainment and the development of teacher professionalism

Despite the increasing interest in educational management issues in many Arab countries over the last three decades, the leaders of the educational system have not worked with the modern and evolving concepts of educational management that move them from the mere routine management of administrative functions to an innovative process that adopts On: Strategic planning, effective coordination, institutional organization and holistic Evaluation (trusted, 2001, p. 102) Therefore, the researcher considers the importance of studying the topic of administrative creativity and the obstacles that prevent the attention of educational literature from the writers of management and researchers, and many studies.

Several studies have indicated that the secondary education administration in the Arab Republic of Egypt suffers from obstacles and problems. Sulaiman (2004) pointed out that the administration of the secondary school in Egypt is still using the traditional methods of management, and discouraging some principals from innovation, innovation and creativity in the school.

Sulaiman (2004) pointed to the fear of some school principals of applying some modern administrative methods, in addition to the negative climate in schools where the spirit of work in a team based on the common vision of all its members, He also noted the lack of effective leadership that produces modern methods in management, as well as the absence of cooperative and collective work between different administrative levels

Abdul Rasool (2010) noted that most school principals either fall under the umbrella of the bureaucratic leadership style, which is literally committed to implementing the dictates of higher administrative levels

Therefore, the current study aimed to identify the reality of administrative creativity among the principals of secondary education schools in Sohag, Egypt and the extent of their application to the elements

Author: Professor of comparative education and educational Assistant management in the Faculty of Education Sohag University.
e-mail: dantar68@gmail.com

© 2018 Global Journals

of creativity and obstacles that hinder principals of secondary education from achieving creativity in their schools.

More often than not, leaders fail by their inability to create a vision that is realistic and exciting and considers the values and interests of the staff. Effective leaders find creative ways to develop visions that do more than simply focus on measurable products (student achievement). Effective leaders acknowledge they must also recognize the importance in developing and establishing relationships so that people feel connected and part of the greater whole. (Robert Herrera, 2010).

Therefore, as principals creatively search for innovative ways to allocate time and supportive materials for teachers to learn, plan, and incorporate new practices into classroom instruction, they must also insure other critical components for quality professional development are included. Based on the results of this study, it appears that effective principals have found ways to routinely incorporate these strategies and behaviors into their practices.(Robert Herrera, 2010).

As Mohammed and Mahmood pointed out (2008), there are problems of creativity among school principals, and their lack of many administrative management skills. The most important obstacles to achieving managerial innovation in general education schools are the literal adherence to regulations and laws, The incentive system of both material and moral types, inadequate material return, central decision-making, lack of creative management leadership, lack of internal motivation for creativity, disregard of creative opinions, lack of freedom and democracy.

Consistent with the study of Al-Salmi, Saud (2008), which emphasizes that the degree of awareness of the school administrators to the dimensions of the concept of administrative creativity is medium, The study also pointed to the loss of most of the time of the school administration in the typical administrative processes that focus on controlling the educational process within the school.

Based on previous studies, which emphasize the existence of obstacles that limit the administrative creativity in schools, this study, which the researcher hopes to contribute to the detection of aspects of administrative innovation of secondary school principals in Sohag, and the disclosure of the obstacles encountered in this regard. Thus, the problem of the study can be crystallized by the following basic question: "What is the reality of administrative creativity among secondary school principals in Sohag" ? This question is divided into the following sub-questions.

II. Objectives of the Study

The main objective of this study is to identify aspects of administrative innovation among secondary school principals in Sohag city and the obstacles that impede their managerial creativity. The secondary objectives are as follows:

- Knowledge of the level of administrative creativity among school principals Secondary education in Sohag.
- Knowledge of the reality of applying the elements of administrative creativity, namely, originality, fluency, flexibility, risk, ability to analyze, sensitivity to problems and out of the ordinary among school principals Secondary education in Sohag.
- Identify the environmental, organizational and personal obstacles that limit the administrative creativity of school principals Secondary education in Sohag city.
- To find a number of recommendations that will activate the administrative creativity of the principals of secondary schools in Sohag.

III. Methodology

The study used the analytical descriptive approach in the study of the reality of administrative creativity and its factors and obstacles in the level of school principals in general secondary education in Sohag. The study is based on a mixed design design that allows the use of quantitative and qualitative methods to collect and analyze data.

The researcher used a tool to collect information, a questionnaire to determine the reality of administrative creativity and identify factors and constraints of the school principals secondary education in the province of Sohag. The focus of the questionnaire was based on literature review in this field. The questionnaire included the general information of the respondent; then an assessment of the extent to which the elements of managerial creativity are applied. The originality, fluency, flexibility, risk, analytical ability, sensitivity to problems and out of the ordinary are among the principals of the secondary secondary school in Sohag. And environmental, organizational and personal constraints that limit the administrative creativity of school principals Secondary education in Sohag. The tool was presented to some specialists and took their views. The researcher applied the quantitative methods of repetitions and percentages to analyze questionnaires data after application.

Thus, we can summarize the sources used in this research in two main sources of information:

Secondary Sources: The researcher aimed at addressing the theoretical framework of the research to the secondary data sources which are related to the Arabic and foreign related books and references, periodicals, articles, reports, documents, bulletins and statistics related to administrative creativity and obstacles. And reading in various Internet sites.

© 2018 Global Journals

Primary Sources: To address the analytical aspects of the research topic, the researcher sought to collect the initial data through the questionnaire as a main research tool, designed specifically for this purpose, and distributed to managers working in secondary schools.

IV. Community and Study

The study population consists of secondary school principals in Sohag. Fifty-five questionnaires were distributed and 50 questionnaires were retrieved for analysis.

a) Study tool

The researcher used to collect the information related to the study questionnaire, which was designed through the questions of the study and its objectives. A number of previous studies were used. The questionnaire included three branches:

Section I: The focus of the secondary school administrations in the city of Sohag to achieve administrative innovation and consists of phrases from (1-19).

Section II: The degree of application of administrative innovation through the elements of administrative creativity and includes originality, fluency, flexibility, risk, sensitivity to problems, and out of the ordinary and each of them three terms and order of (20-40).

Section III: The environmental, organizational and personal constraints that limit the creativity of the administrations of these schools, and consists of the words (41-60).

According to the five-dimensional Likert scale, the weights of the questionnaire sections were determined in the second and third sections. Five points were given for the answer very much, four points were given for the answer, three were answered moderately, and only two were answered. Very few.

b) Stability of the study instrument

The Cronbach's Alpha test was used to measure the stability of the tool., It is clear that the stability coefficients of each axis are high and statistically significant at 0.01. While the stability coefficient for all axes was 0.938. This indicates the stability of the results that can result from the application of this tool as well as the possibility of generalizing the results of the study in light of its practical limits.

c) Characteristics of the study community

The study community is categorized according to four variables: Age, qualification, years of experience, job title, and the following is an illustration of the characteristics of the study personnel.

Table 1: Distribution of study personnel according to demographic variables

No.	Variable	Variable Classes	The Iteration.	Percentage
1	Age	Less than 30	12	25
		30 – Less than 40	28	58.5
		40-Less than 50	8	16.5
2	qualification	Doctor	0	0
		Master	0	0
		B.C	36	79
		Others	14	21
3	Years of experience	less than 5 years	14	12.5
		5 years and less than 10 years	32	66.7
		More than 10 and more	4	2.8
4	Job title	Principal	41	83.3
		assistant director	9	16.7

Table 1 shows that 58.5% of the research population is concentrated in the age group 30 to less than 40 years, followed by the age group below 30 years and 25%, with the conclusion that the majority of primary school departments are over 30 years of age, which is 83.5%.

As for the Scientific Qualification, table (2) indicates that the majority of the study personnel with a bachelor's degree, which is 79%, while 21% of the study personnel have less qualifications than the Bachelor, also shows from table (2) that the work experience is important for the high school departments It corresponds to the age groups and the scientific qualifications of the study personnel, as 66.7% have served between 5 years and 10 years while 20, 8% have increased their service over 10 years. The table also indicates that the percentage of managers in the sample was 83.3% while the agents of those schools were 16.7% of the sample.

V. Results

To answer the first question of the study, the arithmetic mean of the secondary school principals in Sohag city was calculated towards questions about the aspects of administrative creativity, and to determine the level of each paragraph the answers were grouped within five levels: the average arithmetic value between (1 and 1.8) indicates the level Very low approval, while the range between (1.81 and 2.6) indicates a low approval level, the range of (2.61 and 3.34) indicates an

© 2018 Global Journals

average approval level, and the range of (3.41 and 4.20) denotes a high level of approval while the range of (4.21 and 5) is statistically significant at a very high level of approval. Table 3 shows the respondents ' answers to questions about creative aspects.

By extrapolating table (2), it is clear that the creative aspects of the principals of secondary schools were average by creating the appropriate organizational environment for creativity and designing the organizational structure in a way that ensures that the use of modern techniques is absorbed, as illustrated by the table (2) that the innovation aspects of school skills Secondary was low in relation to an appropriate degree of decentralization between school management and education management and the development of school management to keep up with the use of modern techniques at work and to train teachers in creative thinking methods and to give appropriate material incentives to creators and to give moral incentives Suitable for creators while their responses were very low in terms of presenting new ideas that achieve creativity and in achieving effective coordination between the management of the school and its employees and supporting the participation of teachers in decision-making and conducting studies on methods of developing work and taking into account the human aspect For teachers.

Table 2: Aspects of administrative creativity of the high school administrations in Sohag City

No.	Phrase	Average Answer
1	Create the appropriate organizational climate for creativity	2.66
2	Design the organizational structure in a way that ensures the use of the techniques	2.61
3	Provide an appropriate degree of decentralization between the school administration and the education administration	2.45
4	Developing the school administration to keep abreast of the use of modern techniques in work	2.36
5	Train teachers on creative thinking methods.	2.32
6	Give appropriate material incentives to creators	2.21
7	Give appropriate moral incentives to creators	2.2
8	To introduce business in a renewed way to seek innovation	2.18
9	Re-characterization of employee functions	1.31
10	The use of electronic management in the development of educational services	1.24

With regard to the degree of application of the element of authenticity contained in table (3), their responses were of a low degree of consent in all their terms. With regard to the degree of application of the element of fluency and the incoming, table (3) Their responses to the degree of approval medium in the phrase that says" We have sufficient skills through which we convince our dealers and make sure to express our opinions even if it is a violation of my bosses " while their replies came Medium in the words "school principals have work-related discussion skills."

As to the degree of application of the element of flexibility contained in table (3), their responses were of a low degree of consent with regard to the diligence of administrations in seeking ideas that contribute to solving work problems, and at a high level of consent to interest in opinions that contradict our views to benefit from The opinions of others and also regarding their eagerness to benefit from criticizing others to us.

Table 3: Degree of application of elements of creativity (originality-fluency-flexibility)

No.	Phrase	Average Answer
1	Degree of application of originality element	
	We do the work entrusted to us in a sophisticated manner	2.48
	We are trying to apply new methods in the school to solve any problem we face	2.48
	We are keen to introduce new ideas to work in school	2.04
	Average	2.33
2	Degree application of fluency element	
	We have the skills to convince our clients	2.75
	We are keen to express our opinions, even if they were contrary to my bosses	2.74
	School principals have job-related skills	2.6
	All phrases	2.69
3	Degree of application of flexibility	
	We seek ideas that contribute to solving work problems	2.48

© 2018 Global Journals

	We care about opinions that contradict our opinions to benefit from the opinions of others	2.66
	We take care to take advantage of others' criticism of us	2.66
	All phrases	2.54

As to the degree of application of the element of risk, incoming, analytical capability, incoming, problem sensitivity and the element of deviation, table (4) indicates that the element of risk was their average response in respect of their appreciation of the ideas developed, even if not applied, They were keen to propose new methods of doing business despite centralization in education, but with regard to the reluctance of administrations to apply new methods of doing business for fear of failure, their responses were very low.

As to the degree of application of the analytical capacity component, their responses were moderate in simplifying ideas when dealing with problems at work and in not taking decisions randomly but in a thorough study, while their response to obtaining detailed information before we started the new work came Medium as to the degree of application of the sensitivity element to the problems and the element of deviation, their responses were medium in all their terms.

Table 4: Degree of application of the risk element and incoming-analysis ability-sensitivity to problems-out of the ordinary

No.	Phrase	Average Answer
1	Degree of application of risk element	
	We are keen to propose new ways of performing work despite the centrality of education	2,99
	We are interested in providing innovative ideas even if not applied	1.68
	We hesitate to apply new methods to perform our actions for fear of failure	1.52
	All phrases	2.06
2	Degree of application of the ability to analyze	
	Our ideas are simplified when problems are encountered.	3,49
	Decisions are not taken randomly, but rather by extensive study	3,44
	We get detailed information before we start the new work	2,98
	All phrases	3.30
3	Degree of application of the sensitivity component of the problems	
	We are thrilled when dealing with business problems	3.55
	We have an accurate vision of the problems of work	3,47
	We have the ability to anticipate business problems before they happen	3,34
	All phrases	3.45
4	The degree of application of the element is out of the ordinary	
	We usually prefer hard work for simple routines	2.62
	We are keen to provide ideas that have already been presented when facing problems	2.62
	Our performance is similar to that of other schools	2.58
	All phrases	2.60

As for the environmental, organizational and personal constraints that limit the administrative creativity of the secondary school administrations in the city of Sohag and listed in table (5), their responses were high in terms of increasing the rates of labour pressure, and the lack of incentives to encourage creativity and inertia in the implementation Laws and regulations. The lack of justice in school, the favouritism of some school staff and the inadequacy of the school's organizational climate for creativity. The non-participation of subordinates in the decision making and double standards in the school, relying on stereotyped thinking in the school and not encouraging the education departments in the region for creativity and poor coordination between the school staff and ignoring the strategies of creative thinking in the school and the absence of planning The overall strategy.

Their responses were moderate with regard to the lack of qualified educational departments to support the creative environment, the non-use of e-governance, the absence of effective vertical communication between school management and education management, and the absence of effective horizontal communication between committees and teachers and the inability The current organization of the school to absorb advanced communication techniques and organizational conflict between teachers who elevate their resistance to development. And the organizational conflict between the teachers that increases their resistance to change and the fear of failure when experimenting with all new.

© 2018 Global Journals

Table 5: Obstacles to administrative creativity

No.	Phrase	Average Answer
1	Increased rates of work pressure	3,90
2	Lack of incentives to encourage creativity	3,77
3	Inertia in the implementation of laws and regulations.	3.45
4	Lack of justice in school	3.42
5	Favoritism of some staff at school	3.34
6	Lack of effective vertical communication between the school administration and the education administration	3.14
7	Lack of effective horizontal communication between committees and teachers	3.04
8	The inability to absorb sophisticated communication techniques	3.00
9	Organizational conflict raises the degree of resistance to development.	2.92
10	Fear of failure when you try everything new	2.90
	All Phrase	2.52

By arranging the terms according to respondents ' responses, it is clear that the highest barriers to creativity in schools have been to increase the rates of work pressure and lack of incentives to encourage creativity and inertia in the implementation of laws and regulations. And the lack of justice in the school, the less obstacles from the point of view of the respondents in the fear of failure when experimenting with all new and organizational conflict between the teachers that increases their resistance to change and the development and the inability of the current organization of the school to absorb the advanced communication techniques on Order.

VI. Conclusions

1. Discuss the results of the question related to the aspects of the administrative creativity of the high school administrations in Sohag City, the results of the study showed that there is a low perception of all axes of the tool and this indicates that the administrative creativity aspects of principals of basic education schools are low as seen by the managers of those Schools.
2. With regard to the reality of the application of the elements of administrative creativity, namely originality, fluency, flexibility, risk, ability to analyze, sensitivity to problems, and deviation from the usual, the results concluded that the respondents' response was moderate in some of these elements and low in other elements.
3. The results conclude that the obstacles that limit the administrative creativity of the high school administrations in the city of Sohag were high and can be explained to the centrality that the Ministry continues to follow in the administration of education, although the principals are given some powers to administer their teacher according to the policy of each region Educational in the Kingdom Furthermore, there is a lack of participation of some school staff in the process of educational decision-making and the playing of creative participation because they represent them from the deviation from the system, in addition to the social environment in which the principals of schools where the social intermediation prevails in this community.

Through the foregoing, the following conclusions can be drawn:

1. The aspects of creativity are very low among the principals of secondary schools in Sohag City from the point of view of Principals.
2. The principals of the primary schools in hail apply different elements of administrative creativity from their point of view.
3. There are some obstacles impeding the administrative creativity of the secondary education departments in Sohag City.

VII. Recommendations

Based on the findings of the researcher, he recommends attention to the following aspects:

1. Provide an appropriate degree of decentralization of school management and education Management.
2. Work on providing a specific mechanism to provide incentives to encourage creativity.
3. Simplify procedures in the implementation of laws and regulations.
4. Working to create the organizational climate in the school for creativity.
5. Managers participate in decision making by subordinates.
6. The need to conduct training on creative thinking instead of relying on stereotypical thinking at school.
7. Opening effective communication channels between school staff.
8. The need to clarify the creative work in comprehensive strategic planning.
9. Not hesitate to apply modern administrative methods because of the critical importance of creativity, and not to fear the application of methods that have a high percentage of risk.

© 2018 Global Journals

10. Use e-management in the development and delivery of services that help to innovate.
11. To apply the modern administrative concepts of the school administrations such as activating the principle of participation and the formation of task forces and teamwork and administrative decision making to encourage creativity.
12. Conducting studies on the methods of working development in the school.

References Références Referencias

1. Al-Salmi, Saud (2008): Administrative Creativity and Behavioral Practices for Directors of General Education Schools in Jeddah, Master Thesis, Sana'a University, Yemen.
2. Jad Mohamed and Ashraf Mahmoud(2008), Administrative Creativity in Public Education Schools from the Point of View of Personnel Field Study in Red Sea Governorate, 9th Scientific Conference, "Development of Education in the Arab World, Reality and Hope, Faculty of Education, Fayoum University, 14-15 October 2008.
3. Robert Herrera (2010), Principal Leadership and School Effectiveness: Perspectives from Principals and Teachers, Western Michigan University, Kalamazoo, Michigan, May 2010 https://scholarworks.wmich.edu/cgi/viewcontent.cgi?article=1570&context=dissertations.
4. Said Jamil Suleiman☹2004) Improving the efficiency of the primary school in Egypt through the self-management of schools, a study in light of some foreign experiences, National Center for Educational Research and Development, Cairo, 2004, p. 42.
5. Mohammed Joudeh Al-Tohamy(2004) Activating the Community, Administrative and Technical Responsibilities of the Director of the School in the Light of Contemporary Administrative Thought, Journal of Education, Faculty of Education, Zagazig University, 7, 3, November 2004, p.
6. Mahmoud Abu El-Nour Abdel-Rasoul: The Relationship of Participation in Decision-Making to Leadership Patterns for Principals of Primary Schools in Egypt "Field Study", Education, Journal of the Egyptian Association for Comparative Education and Educational Management, 13, p. 27, February 2010, p.
7. Imad, Mona (2001), Summary of the study of global experiences in educational administration, Teacher's thesis, vol. 40, No. 4, 2000 (http://search.mandumah.com/Record/435777/Details).
8. Davies, Dan; Jindal-Snape, Divya; Collier, Chris; Digby, Rebecca; Hay, Penny; Howe, Alan, Creative Learning Environments in Education--A Systematic Literature Review , Thinking Skills and Creativity, v8 p 80-91 Apr 2013 (https://eric.ed.gov/?id=EJ997892).

© 2018 Global Journals

This page is intentionally left blank

© 2018 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Entrepreneurial Competencies and Entrepreneurial Mindset as Determinants of Small and Medium Scale Enterprises Performance in Nigeria

By Asenge, Emmanuel Lubem & Agwa, Terwase Richard
Federal University of Agriculture

Abstract- In carrying multiple roles, entrepreneurs must equip themselves with entrepreneurial competencies. The environment in which entrepreneurs operate requires knowledge, skills and the ability to recognize opportunities and think out of the box. Owners of small and medium scale businesses need to have a resilience which will enable them to thrive well. This study assessed entrepreneurial competencies and entrepreneurial mindset as determinants of SMEs performance in developing countries. The study focused on SMEs in Benue State, Nigeria. Two research hypotheses were formulated to achieve the objectives of the study. A survey design is adopted and questionnaire was used as the instrument of data collection. The population of the study consists of 1,250 owners of SMEs in Benue State and, a sample of 300 participants was derived using the Taro Yamane formula. Regression analysis is used for data analysis and test of hypotheses at 0.05 significance level.

Keywords: entrepreneurial competencies, entrepreneurial mindset, small and medium scale enterprises (SMES).

GJMBR-A Classification: JEL Code: L26



Strictly as per the compliance and regulations of:

© 2018. Asenge, Emmanuel Lubem & Agwa, Terwase Richard. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Entrepreneurial Competencies and Entrepreneurial Mindset as Determinants of Small and Medium Scale Enterprises Performance in Nigeria

Asenge, Emmanuel Lubem [α] & Agwa, Terwase Richard [σ]

Abstract- In carrying multiple roles, entrepreneurs must equip themselves with entrepreneurial competencies. The environment in which entrepreneurs operate requires knowledge, skills and the ability to recognize opportunities and think out of the box. Owners of small and medium scale businesses need to have a resilience which will enable them to thrive well. This study assessed entrepreneurial competencies and entrepreneurial mindset as determinants of SMEs performance in developing countries. The study focused on SMEs in Benue State, Nigeria. Two research hypotheses were formulated to achieve the objectives of the study. A survey design is adopted and questionnaire was used as the instrument of data collection. The population of the study consists of 1,250 owners of SMEs in Benue State and, a sample of 300 participants was derived using the Taro Yamane formula. Regression analysis is used for data analysis and test of hypotheses at 0.05 significance level. Data analysis is carried out with the aid of the Statistical Package for Social Sciences (SPSS 21). Findings of the study revealed that entrepreneurial competencies significantly affect the performance of SMEs in Benue State, Nigeria. Results also indicated that there is a positive significant effect of entrepreneurial mindset on SMEs performance in Benue State, Nigeria. The study concludes that entrepreneurial competencies and an entrepreneurial mindset are significant predictors SMEs performance in developing countries. The study recommends that business owners and intending entrepreneurs should develop the ability to effectively manage their businesses by continuously making use of available opportunities.

Keywords: entrepreneurial competencies, entrepreneurial mindset, small and medium scale enterprises (SMES).

I. Introduction

Entrepreneurship is globally recognized to play a vital role in the economic development of any country which results to economic growth, employment generation, wealth creation, income redistribution, poverty reduction and sustainable development (CBN, 2004; NISER, 2004). Research studies on entrepreneurship have shifted focus on small and medium scale enterprises because of the critical role they play in local, national and global economies. Entrepreneurship is a dynamic, developing part of any economy and many experts have predicted substantial growth in entrepreneurial businesses in the twenty-first century. Small and medium scale enterprises are engines of growth and, they have impact in both developed and developing countries. In developed countries such as USA, Australia, China, small businesses have contributed tremendously to the growth and development of their economies, especially regarding employment, contribution to GDP and export. In the United States of America (USA) for instance, small business is a seen as a means for the enhanced economic opportunity, innovation, and growth. For developing economies, small businesses have become the bedrock of development, for instance, in the Middle East and Asian regions. In Iran, the small and medium scale businesses sector contributes more than 62% of industrial output and more than 75% of total employment. Similarly, in Israel, small and medium businesses accounted for 97% of Israel's enterprises in 1996, employing some 50% of the country's workforce (United Nations, 2011).

In Nigeria, SMEs are believed to be the engine of growth because they form a bulk of business activities (Kpelai, 2009). The performance of SMEs is appraise by their contribution to Gross Domestic Product (GDP), employment generation, enhanced rural development, better utilization of indigenous resources, industrial outputs and exports. The considerable low capital outlay required for setting up small businesses compel them to convert minimal resources into productive ventures. It is a common knowledge that Nigeria has abundant natural resources and if private initiatives are encouraged to harness these resources, Nigeria stands the chance of becoming Africa's largest economy and one among the twenty industrialized countries by the year 2020. SMEs primarily carry the entrepreneurial thrust by reforming or revolutionizing the pattern of production, by exploiting an invention, or more generally, an untried technological possibility for manufacture of a new commodity or producing an old one in a new way. The dynamic competition among

Author α σ: Department of Business Administration, College of Management Sciences, Federal University of Agriculture, Makurdi, Nigeria. e-mails: easenge@gmail.com, agwarichard@gmail.com

© 2018 Global Journals

these entrepreneurial businesses, primarily regarding industrial innovation, forms the basis for sustained economic growth (Kpelai, 2009). The vibrancy of this small business sub-sector is a vital part of any economy because small businesses bring about new ideas, opportunities, wealth creation and new job opportunities that propel sustained growth.

However, for many decades, the post-independence Nigeria languished in a captive economic system surreptitiously designed to feed the economies of industrialized western nations. The dependence on petroleum for over decades with little or no improvements in the socio-economic position of the country indicates that it failed to discover its ultimate catalyst for development which is the entrepreneurship magic (Ottih, 2014). Greater emphasis is thus placed on entrepreneurship today to enhance national development and expand employment opportunities. Unlike the developed countries of the world, many developing countries in Africa see the development of entrepreneurship as the only way of achieving industrialization and economic growth. Many of these countries are therefore making serious efforts to ensure the development of indigenous entrepreneurs. While such hurdles such as shortage of capital, low technology base, poor entrepreneurship culture, pitiable infrastructural facilities, and the lack of supportive political and legal institutions and the absence of a strong agricultural support are delaying quicker economic improvement, small and medium scale entrepreneurships are being successfully developed in varying degrees (Ottih, 2014).

Entrepreneurship refers to the process of starting; owning and managing a new venture or improving on an existing product(s) or service(s) that creates value. To create value involves recognition of viable venture opportunities, coordinating human, financial and material resources necessary to bring a business venture to fruition (Kpelai, 2009). Entrepreneurship refers in this study as the process of identifying gaps in the market or recognizing viable venture opportunities by mobilizing financial resources and human resources such as skills, initiatives, and competencies to create a new venture or improve on an existing one to derive personal satisfaction, financial rewards and independence. Entrepreneurship is associates with risk-taking and innovation which results to wealth creation. The need to acquire appropriate skills and competencies in identifying business opportunities and effectively managing new or existing ventures is deemed necessary for entrepreneurs.

Tellingly, the government alone cannot provide the means of production and labor for the teeming youths which necessitates the need for entrepreneurship education which will enable unemployed youths to acquire relevant skills for establishing or managing small businesses. Acquisition of competencies and dexterity enables entrepreneurs to develop capabilities in effectively managing their enterprises and identify business opportunities to reduce the rate of unemployment. Etuk, Etuk, and Baghebo (2014) indicate that the success of SMEs depends essentially on entrepreneurial skills. SME operators must possess the capacity to manage and acquire indispensable talent of planning, organizing, coordinating, leadership and communication. Creative and innovative abilities are gotten through work experience in other enterprises or technical and managerial training schemes. This study considers entrepreneurial competencies and entrepreneurial mindset as indispensable to the success of SMEs in Nigeria. Entrepreneurial competencies are skills, values, and attitudes that are well-thought-out necessary for the success of small and medium scale businesses.

Entrepreneurial mindset refers to a specific state of mind which orientates human conduct towards entrepreneurial activities and outcomes. Entrepreneurial mindset enables entrepreneurs to perceive opportunities and use existing resources in new ways by organizing and implementing the exploitation of these opportunities. Entrepreneurship education seeks to prepare people to be responsible, enterprising individuals who have the attitudes, skills, and knowledge necessary to achieve the goals they set for themselves to live a fulfilled life. The entrepreneurship key competence is a composition of an entrepreneurial attitude, entrepreneurial skills and knowledge of entrepreneurship. Nwachukwu (1990) states that entrepreneurship harnesses the interests and innate potential of individuals, prevents wastes of human resources and serves as an alternative in the absence of job opportunities. Steinhoff and Burgess (1993) pointed out that it takes special skills and attitudes to succeed as an entrepreneur hence the need for competencies in entrepreneurship. Competency is needed to sharpen the ideas, thoughts, and capabilities of entrepreneurs who facilitate efficient and effective management and improved services.

According to Section 1 of the Nigerian Policy on Education (FGN, 2004), for education to be relevant, practical acquisition of appropriate skills and development of competencies are required for the individual to live and contribute to the development of his society. Admittedly, graduates need competencies to exercise their talents and be able to transform their education into entrepreneurship ventures. In support of this, Man, Lau, and Snape (2008) averred that mere possession of individual resources might not guarantee performance, but the use of assets as well as being competent to perform one's job is crucial for entrepreneurs. According to Adegbite and Abereijo (2014), SMEs operate in an environment where owners

© 2018 Global Journals

are also the managers of the ventures and the performance of the firm lie heavily on the owners' capital and their competencies. They added that entrepreneurs must be equipped with the relevant abilities to carry out various entrepreneurial roles. These abilities, or proficiencies, are needed to help entrepreneurs overcome business challenges. Despite the availability of external support, for entrepreneurial ventures to perform, entrepreneurs need to be equipped with abilities and resources first, and any assistance sought would serve as a secondary help to enhance performance.

II. Statement of the Problem

In most developing countries including Nigeria, due to the high rate of unemployment, the level of poverty has increased resulting to a poor standard of living. Most unemployed graduates depend on the government for 'white collar' jobs and this results to cases of youth restiveness and crimes. It is therefore clear that government alone cannot provide the needed jobs for the increasing population of unemployed youths hence the need for self-employment (entrepreneurship). The increased interests in entrepreneurship education by the government, non-governmental organizations and corporate bodies substantiate the germaneness of entrepreneurship in not only creating wealth for entrepreneurs but sustained socio-economic development. The flexible nature of small businesses allows them to move quickly, develop and adopt new products, services, and technologies, create and enter new markets. Entrepreneurship education focuses on the development of skills or attributes that enable the realization of business opportunities.

Several entrepreneurship development programmes like Industrial Development Centres, National Directorate of Employment, Work for Yourself, YOUWIN, among others have been carried out to increase the supply of entrepreneurs and equip them with the entrepreneurial skills in Nigeria; regrettably, the number of business start-ups and venture performance is in abysmal which necessitates this study. Previous studies have indicated that why some businesses in Nigeria stagnate or perform below expectation, others are remarkably doing well because of entrepreneurship training and programmes (Etuk *et al.,* 2014; Adegbite & Abereijo, 2014). In spite of the lack of robust statistics, studies of business failure in Nigeria have indicated that more new businesses in Nigeria fail than succeed (Nwachukwu, 1983:39; Kpelai, 2009). The objective of this study is to examine the effect of entrepreneurial competencies and an entrepreneurial mindset as the determinant of SMEs performance in Nigeria. To achieve this objective, the study intends to answer the following research questions: What is the effect of entrepreneurial competencies on the performance of SMEs in Nigeria? What is the relationship between entrepreneurial mindset and the growth of SMEs in Nigeria? Accordingly, the paper is divided as follows: Section two focuses on literature review, section three discusses the methodology employed in the study while part four is results and discussion and a conclusion, recommendations, and suggestions for further research in the last segment.

III. Objectives of the Study

The broad aim of this study is to assess entrepreneurial competencies and entrepreneurial mindset as determinants of SMEs performance in Nigeria. Specifically, the study seeks to:

i. Examine the effect of entrepreneurial competencies on the performance of SMEs in Nigeria.
ii. Determine the role of entrepreneurial mindset on the growth of SMEs in Nigeria.

a) Research Hypotheses

i. There is no significant effect of entrepreneurial competencies on the performance of SMEs in Nigeria.
ii. There is no significant effect of entrepreneurial mindset on the performance of SMEs in Nigeria.

IV. Literature Review

Entrepreneurs operate in an environment where competencies, skills and the ability to recognize opportunities that need to improve their performance. The performance of small and medium scale enterprises is thus contingent on entrepreneurial competencies and entrepreneurial mindset. An entrepreneur according to Kpelai (2009) is an investor group of investors that identify opportunity, gather the necessary resources, create a new or improve on an existing business venture to satisfy some needs in an economy. Entrepreneurs perceive opportunities and use existing resources in new ways by organizing, implementing the exploitation of these opportunities. The entrepreneur is one who is naturally innovative. He is not satisfied with mediocrity or with muddling through tasks and activities. He has desire for achievement. He is bold, venturesome and risks-taking, and not conforming, conservative or routine. Since innovation is of utmost importance to the entrepreneur and his venture, it is necessary to provide him with strategies for advancing the cause of creativity.

a) Small and Medium Scale Enterprises Performance

There is no consensus among researchers and scholars regarding the meaning of small or medium scale business. Small-scale businesses have been viewed differently according to their size and industry in different countries. The small business is an establishment with the total capital of over N1.5 million

© 2018 Global Journals

but not more than N50 million excluding the cost of land and a labor size of between 10 and 100 workers (National Council of Industries, 2012:13). According to NCI (2003), the medium-scale industry has a total cost (including working capital but excluding the rate of land) above N50 million but not exceeding N200 million, with a labor size of between 101 and 300 workers. SMEEIS (2005) defines a small and medium enterprise as an enterprise with a maximum assets base of five hundred million nairas (N500m) (excluding land and working capital), and with no lower or upper limit of staff. The contradictions in the definition of SMEs as given by NCI and SMEEIS point to the different interpretations of what SMEs are too diverse schemes.

Organizational performance according to Ricardo and Wade (2001) comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Mahapatra (2010) succinctly defines organizational performance as the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Most organizations consider financial results as the most effective measure of performance. However, there are other measures of performance such as customer satisfaction/dissatisfaction, customer retention/behavior, product and service quality, waste, flexibility, organizational capabilities and, yield/productivity. For this study, sales growth and innovativeness are measures of SMEs performance.

b) Entrepreneurial competencies and SMEs performance

Entrepreneurial competencies implicitly presume that entrepreneurs are different from non-entrepreneurs regarding the competencies they possess. Entrepreneurial competencies refers to knowledge, skills, and, attitudes that affect the willingness and ability to perform the entrepreneurial job of new value creation (Lackéus & Wiliams, 2015). Skills and attributes of entrepreneurs are known as entrepreneur competencies. Entrepreneurial competencies also entails underlying characteristics such as generic and specific knowledge, motives, traits, self-images, social roles and skills that result in venture birth, survival, and growth (Bird, 1995). According to Man, Lau and Chan (2002) entrepreneurial competencies refers to higher-level characteristics encompassing personality traits, skills, and knowledge, which can be seen as the totality of the entrepreneur to perform a job successfully. Man et al. (2002) categorized entrepreneurial competencies into six to include; opportunity competencies, strategic competencies, relationship competencies, commitment competencies, and conceptual competencies. The relationship between entrepreneurial capabilities and firm performance has been reported in empirical studies (Xiang, 2009; Man et al. 2008). In support of this, Man et al. (2002) assert that entrepreneurial competencies play momentous role in determining firm performance.

A study by Chadler and Jansen (1992) showed that the founder's self-assessed entrepreneurial competencies are positively related to firm growth. Madatta (2011) assessed the role of entrepreneurial skills on the success of the SMEs in Tanzania. The study examined the extent to which entrepreneurial competence influenced business success in SMEs. The population of the study comprised of 60 SMEs, 30 from each municipality. Findings of the research showed that business or entrepreneurial failures are mostly a result of the inadequacy of financial resources. The study concluded that one of the serious impediments to the success of SMEs is the limited capacity of people who start and operate the businesses, regarding the attitudes, motivation, exposure, skills, and experiences. The study, therefore, recommended that education and training are crucial to SMEs since they play a big role in the success of the business. Tehseen and Ramayah (2015) adopted the resource-based view of competencies (RBV) to explain the relationship between entrepreneurial competencies and SMEs business success in Malaysia. The study revealed that entrepreneurial competencies alone are not enough to ensure the survival and success of businesses. Also, since SMEs have scarce resources of finance, skills, technology, and knowledge; therefore SMEs sustainable business success highly depends on many other factors such as supplier's capabilities as well as customer's integration.

Abdullahi and Kaplan (2017) examined the effect of entrepreneurial competencies and entrepreneur's demographic and personal characteristics on business performance among initial stage entrepreneurs. It also explored that the main challenges encountered by the women entrepreneurs involved in Small business in Somalia. The study adopted extensive relevant literature reviews on the studied variables and drawing conclusions based on the conducted reviews. The reviewed studies showed that entrepreneurial characteristics and entrepreneurial competencies are positively related to overall business performance. A work by Mohamad and Sidek (2013) also showed that entrepreneurial capabilities mediate the relationship between the growth of microfinance and small businesses. They identified entrepreneurial proficiencies such as lifestyle improvement, expansion of the business facility, adoption of better technology and the problem-solving capability which are used to improve the successful performance outcomes of small and medium enterprises. Also, the training and the development program has helped to attain the growth of the business. Mohamad and Sidek (2013) added that

© 2018 Global Journals

essential characteristics such as generic, motivation, problem-solving and decision-making skill and knowledge have positive effect on the survival of the small and medium business. They concluded that entrepreneurial competencies had played an effectual role in the growth of the micro and medium business.

Correspondingly, Tehseen and Ramayah (2015) also indicated that entrepreneurial competencies are related to the performance of venture and sustainable competitive advantage. They identified valuable skill, knowledge, and the ability to take the risk, birth, and survival as some of the factors which relates with the entrepreneurial competencies. These competencies also have produced the successful performance of the small and medium business. The study also revealed that opportunity, learning, commitment, operational and personal skills have both the direct and the indirect influence on the performance of small and medium enterprises while ethical, conceptual, and strategic capacities enhance the business success of micro and medium enterprises. Sarwoko *et al.* (2013) conducted a study on entrepreneurial characteristics as determinant of business performance in small and medium enterprises. Result of their work indicates that entrepreneurial capabilities have improved the successful growth of firms.

Another study by Lazar and Paul (2015) on the effect of entrepreneurial competencies on a business enterprise showed that entrepreneurial competencies have positive effect on expansion of the firm and the competitiveness. Relatedly, Sanchez (2012) indicated that entrepreneurial competencies are positively related to the performance of the firm. The author explained that entrepreneurial competencies had played an essential task in organizational competence and expansion of small-scale and medium enterprises.

c) Entrepreneurial Mindset and SMEs Performance

An entrepreneurial mindset is process through which entrepreneurs passionately seek new opportunities and how to execute them well. Developing an entrepreneurial mindset is so crucial for any business to succeed. Entrepreneurial mindset refers to a specific state of mind which orientates human conduct towards entrepreneurial activities and outcomes. Individuals with entrepreneurial mindsets often create opportunities, innovation and new value creation (Johnson, 2009). Characteristics include the ability to take calculated risks and accept the realities of change and uncertainty. Every entrepreneurial venture, no matter how big or small is crucial for the entrepreneur. And even if the resources are inadequate, the most vital element for success has the right mindset. Having a negative mindset, therefore, leads to the failure of a business. Entrepreneurship education is essential because the training increases learners' awareness of how helpful it might be to adopt such a mindset (McGrath & Macmillan, 2000; Israel & Johnmark, 2014).

Entrepreneurial mindsets, generic attribute and skills are the foundations of entrepreneurship that can be complemented by imparting more specific knowledge about business according to the level and type of education (Serena *et al*. 2015). Namusonge et al., (2016) explain that higher level of education increase the likelihood of becoming self-employed, education appears to be an endogenous variable regarding the decision to become independent. The literature reviewed has identified the dimensions of an entrepreneurial mindset to include innovation, creativity, business alertness, and risk-taking. Apart from the entrepreneur's natural disposition to creativity and innovation, the entrance into, and winning in, business venturing requires novelty through new products, new processes, and new methods of doing things (Ottih, 2014). An entrepreneurial mindset allows individuals to take advantage of signals in the environment that represent an opportunity. This way of thinking helps entrepreneurs to use their curiosity to make connections that create value.

A study by Wu (2009) highlighted that creativity as another dimension of entrepreneurial mindset is very important for the success and performance of SMEs. Similarly, Tanveer *et al.* (2001) in trying to examine the importance of entrepreneurial qualities amongst small business owners and non-business owners also found creativity to be one of the fundamental distinguishing characteristics. Encouraging creativity is, therefore, a strategic choice that firms should take into consideration since creativity creates a significant contribution to organizational performance. Business alertness is an essential factor influencing the way opportunities are recognized and exploited by entrepreneurs. The entrepreneurs' motives, beliefs, and behavior ultimately dictate whether an entrepreneur is highly alert or not. This entrepreneurial capability is essential for success since it creates a culture of proactiveness, quick response to business environmental changes, creates a competitive advantage and enables entrepreneurs to develop strategic recompense (Marnix, 2006). Amabile (1996) also asserts that entrepreneurs are alert to business opportunities existing in markets because of their skills to interpret and exploit market information and this leads to overall business performance.

Several studies have established a significant relationship between entrepreneurial mindset and firm performance in different countries. A research carried out by Njeru (2012) on the effect of entrepreneurial mindset on the performance of small manufacturers in Nairobi Industrial Area examined the impact of innovativeness, business alertness, and creativity on the performance business enterprises. Findings of the study revealed that business alertness, innovativeness and

© 2018 Global Journals

creativity significantly affect business performance. In another related study, Pihie and Sani (2009) examined the effect of entrepreneurial mindset on students in Malaysia. Results of the study revealed that the entrepreneurial directed approach had broadened students' entrepreneurial understanding. Also, students were able to develop the entrepreneurial skills and behavior required for their studies through an entrepreneurial mindset.

However, an exploratory study carried out by Ngek (2012) on entrepreneurial mindset in fostering small and medium enterprises (SMEs) success in South Africa revealed that the level of entrepreneurial mindset was low in South Africa and lack of an entrepreneurial mindset contributes to the high failure rate of SMEs. Findings by Susilo (2014) in Indonesia also revealed a significant relationship between business performance dimensions and entrepreneurial mindset. In assessing the predictors of university student's entrepreneurial mindset in Malaysia, Pihie and Arivayagan (2016) established that University students had a moderate level of an entrepreneurial mindset and discovered that the level of self-entrepreneurial competencies was overall average level. The findings also found out a high correlation between self-entrepreneurial capabilities with an entrepreneurial mindset. The study further revealed that risk propensity, creativity, planning, and financial literacy were the significant predictors for university student's entrepreneurial mindset.

V. Research Methods

The study adopted a survey research design to examine the effect of entrepreneurial competencies and entrepreneurial mindset on the performance of SMEs in Nigeria. The use of survey design enabled the researcher to make use of a questionnaire for data collection. The study covers SMEs in Benue State that duly register with the Benue State Ministry of Trade, Industry, and Investment and Benue Chamber of Commerce, Industries, Mines and Agriculture (BECCIMA, 2018). Statistics obtained from them shows that there are 1,250 SMEs in Benue State and this constitutes the population of the study. A sample of 300 which formed the participants of the study was determined using the Taro Yamane (1967) formula. A close-ended questionnaire was designed using a five-point Likert scale with five representing strongly agree, four indicating agree, three indicating undecided, two indicating disagree, and lastly one showing strongly disagree. A total of 300 copies of the questionnaire were distributed to the owner/managers of SMEs, and they were completed and returned by the respondents. Two research assistants assisted in the distribution and collection of the instrument administered to the participants. The use of assistants help to ensure that the instrument distributed was correctly answered and returned on time. A pilot study was carried out on 50 owners of SMEs in Makurdi metropolis, Benue State to ensure validity and reliability of the measurement instrument. Cronbach Alpha is considered most appropriate in measuring the reliability of the instrument with the questionnaire using Likert Scale. Entrepreneurial competencies and entrepreneurial mindset were measured using five questions each while performance of SMEs has seven questions. The result of the pilot test showed that all items on the questionnaire were reliable with overall Cronbach Alpha greater than 0.70. A Cronbach Alpha of 0.70 and above in any research work is consistent. The result of the reliability test for the variables was as follows: entrepreneurial competencies (0.827), entrepreneurial mindset (0.869) and SMEs Performance (0.842).

VI. Results and Discussion

The results of the model summary as presented in Table 4.1 shows that it has an R^2 value of .446, which implies that, 44.6 % of the variation in the dependent variable is explained by the independent variables while 55.4 % is explained by other variables outside the model. The result indicates that the model is a strong predictor. The R-value of .668 shows that there is a strong positive correlation between the dependent variable (SMEs performance) and the set of independent variables.

Table 4.1: Model Summary

Model	R	R Square	Adj. R Square	Std. Error of	Durbin-the Estimate	Watson
1		.668[a]	.446	.433	.54666	1. 859

Source: Field Survey, 2018.

a. *Predictors: (Constant), Entrepreneurial Mindset, Entrepreneurial Competencies*

b. *Dependent variable: SMEs Performance*

© 2018 Global Journals

The significance value as presented in Table 4.2 is .000 which is less than 0.05. Thus the model is statistically significant in predicting the effect of the independent variables (Entrepreneurial Competencies and Entrepreneurial Mindset) on the dependent variable (SMEs Performance). The F critical at 5 % level of significance was 32.518. This result reveals that the independent variables affect SMEs performance in Benue State, Nigeria.

Table 4.2: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.153	2	9.718	32.518	.000[b]
Residual	36.159	297	.299		
Total	65.312	299			

Source: Field Survey, 2018.

a. *Dependent Variable: SMEs Performance*

b. *Predictors: (Constant), Entrepreneurial Mindset, Entrepreneurial Competencies*

The regression coefficient in Table 4.3 indicates the result of the variables as follows: entrepreneurial competencies (t= 7.797, p=.000 < .05); entrepreneurial competencies (t= 2.044, p = .023 <.05). The result showed that an increase in entrepreneurial competencies by one unit would lead to a 52.7 % increase in SMEs performance while an increase in entrepreneurial mindset will affect SMEs performance by 16.3 %. Based on the analysis of the result entrepreneurial competencies has a more significant effect on the performance of SMEs in Benue State, Nigeria.

Table 4.3: Regression Model

	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	Decision
(Constant)	.082	.267	.309	.000		
Entrepreneurial Competencies	.527	.068	.577	7.797	.000	Rejected
Entrepreneurial Mindset	.163	.080	.155	2.044	.023	Rejected

Source: Field Survey, 2018.

a. *Dependent Variable: SMEs Performance*

a) Hypotheses Testing

Using the standard error test, which states that *if the standard error of the* b_i is less than half of b_i, we should reject the null hypothesis and vice versa, we thus reject the null hypotheses. That is we accept that the estimate b_i is statistically significant at the 5% level of significance. Regression was used to test the hypothesis at 5 % level of significance, and the p-value (0.000) was lower than the significance level 0.05. This can be statistically given as P-value 0.000 < α = 0.05. Therefore the null hypothesis was rejected, and the alternate hypothesis accepted. This result shows that entrepreneurial competencies have a significant effect on the performance of SMEs in Benue State, Nigeria. Also, regression was used to test hypothesis two, at 5 % level of significance, and the p-value (0.023) was lower than the significance level 0.05. This can be statistically given as P-value 0.023 < α = 0.05. Therefore the null hypothesis was rejected, and the alternate hypothesis accepted. This finding implies that an entrepreneurial mindset has a significant effect on the performance of SMEs in Benue State, Nigeria hence the null hypothesis was rejected.

b) Discussion of Findings

The result of the analysis on the first objective indicated that there is a positive effect of entrepreneurial competencies on the performance of SMEs in Benue State, Nigeria. This result is in line with Man *et al*. (2002) who agreed that entrepreneurial skills play a decisive role in determining firm performance. Chadler and Jansen (1992) in their work also found entrepreneurial competencies to be correlated to firm growth. Similar findings were agreed by Tehseen and Ramayah (2015) who asserted that entrepreneurial proficiencies have a significant effect on SMEs success.

The second objective revealed that entrepreneurial mindset has a positive impact on the performance of SMEs in Benue State, Nigeria. This

© 2018 Global Journals

finding corroborates previous results which established the significant effect of entrepreneurial mindset on performance of SMEs in different countries. Njeru (2012) in a study on the role of entrepreneurial mindset on the performance of small manufacturers in Nairobi Industrial Area argued that business alertness, innovativeness, and creativity significantly affect business performance. Ngek (2012) agreed that the entrepreneurial mindset contributes to the high failure rate of most SMEs in South Africa. Findings by Susilo (2014) also showed a significant relationship between business performance dimensions and entrepreneurial mindset.

VII. Conclusion and Recommendations

Entrepreneurial competencies and Entrepreneurial mindset have continuously played a considerable role in the enhancement of businesses. Findings of the study established that entrepreneurial competencies and an entrepreneurial mindset are major predictors of SMEs performance. The study concludes that entrepreneurs that develop skills in carrying out businesses can improve their performance. The study also avers that entrepreneurial mindset enables entrepreneurs to identify business opportunities thereby expanding their growth. Given the findings and conclusion drawn, the study recommends that the government and non-governmental organizations should provide support to business owners so that they can make use of available opportunities around them. SMEs owners should make use of opportunities around them such as government support policies and programmes to improve their performance. Special financial services aimed at small businesses should be promoted or introduced. These services should be easy to obtain and maintain financial support needs to be targeted according to businesses' needs and potential. Business owners and intending entrepreneurs should develop the ability to effectively manage their businesses by continuously making use of available opportunities. Further studies should investigate the role of government and educational institutions in promoting an entrepreneurial mindset in developing countries.

References Références Referencias

1. Abdullahi M. and Kaplan. B. (2017). Entrepreneurial Characteristics and Competencies as Determinants of Corporate Performance: A Study on Small Enterprises in Mogadishu, Somalia. *International Journal of Research - Granthaalayah*, 5(5), 243-254.
2. Adebayo, O. & Kolawole, J. A. (2013). The historical background of entrepreneurial development in Nigeria: its gains, shortcomings and needful. *Journal of Emerging Trends in Economics and Management Sciences (JETEMS) 4*(5):493-500.
3. Adegbite, S. A. & Abereijo, I. O.(2014).Technological Innovation Sources and Institutional Supports for Manufacturing Small and Medium Enterprises in Nigeria. *Journal of technological Management and Innovation*, 2(2), 89-108.
4. Ahmad N. (2007). A cross-cultural study of entrepreneurial competencies and entrepreneurial success in SMEs in Australia and Malaysia, Unpublished doctoral thesis, University of Adelaide.
5. Amabile, T. M. (1996). *Creativity and Innovation in Organizations*. Harvard Business School Publishing, Boston. USA.
6. Bird, B. (1995). Toward a theory of entrepreneurial competency.*Advances in Entrepreneurship, Firm Emergence, and Growth*, JAI Press*, 2,* 51-72.
7. Central Bank of Nigeria (2004), *Draft National Microfinance Policy and Regulatory Guidelines forNigeria*.<<http://www.cenbank.org/OUT/PUBLICATION/DRAFT/DFD/2005/MICROFINANCE%20POLICY.PDF'>. Accessed on August 20, 2018.
8. Chandler, G. N., & Jansen, E. (1992). The founder's self-assessed competence and venture performance. *Journal of Business venturing*, *7*(3), 223-236.
9. Dweck, C.S. (2012). Mindset: How you can fulfil your potential. London: Robinson. Doherty,
10. Etuk, R.U., Etuk, G.R. & Baghebo, M. (2014). Small and Medium Scale Enterprises (SMEs) and Nigeria's Economic Development. Mediterranean Journal of Social Sciences, 5(7).
11. Federal Government of Nigeria (FGN) 2004. National Policy on Education: Abuja. FME.
12. Israel, K. J. & Johnmark, D. R. (2014). Entrepreneurial Mind-Set among Female University Students: A Study of University of Jos Students, Nigeria, *Chinese Business Review, 13* (5), 320-332.
13. Johnson, D.V. (2009). Growth Mindset as a Predictor of Smoking Cessation. Thesis Submitted in partial fulfillment of requirements for the degree doctor of philosophy in urban education at the Cleveland State University.
14. Kpelai, S.T. (2009). *Entrepreneurship Development in Nigeria.* Makurdi: Aboki Publishers.
15. Lackéus, M. & Williams, M. K. (2015). Venture Creation Programs - Bridging Entrepreneurship Education and Technology Transfer. *Education + Training, 57* (1), 48-73.
16. Lazar N. and Paul G. (2015), Entrepreneurial Competencies in a Business Enterprise- An Overview, International Journal of Scientific Research, 4(1).
17. Leeds, U.K.. & Lackéus, M. (2013). *Developing Entrepreneurial Competencies - An Action-Based Approach and Classification in Education (Published Thesis).* Licentiate Thesis, Chalmers University of Technology.

© 2018 Global Journals

18. Madatta, J.S. (2011). The Role of Entrepreneurial Competencies on the Success of the SMEs in Tanzania: The Case Study of Ilala and Temeke Municipals. A Dissertation Submitted in Partial Fulfillment for the requirements for the Degree of Masters of Business Administration Area in Open University of Tanzania
19. Mahapatra, B (2010), *Human Resource management*. New Delhi: New Age International (P) Limited. Sony, HeruPriyanto. And Iman, Sandjojo. 2005. Relationship between entrepreneurial learning, entrepreneurial competencies and venture success: empirical study on SMEs.*Int. J. Entrepreneurship and Innovation Management.* 5(5/6), 454-468.
20. Man, T. W., Lau, T. & Chan, K. F. (2002). The competitiveness of small and medium enterprises: a conceptualization with focus on entrepreneurial competencies. *Journal of Business Venturing*, *17*(2), 123-142.
21. Man, T. W., Lau, T. & Snape, E. (2008). Entrepreneurial competencies and the performance of small and medium enterprises: an investigation through a framework of competitiveness. *Journal of Small Business & Entrepreneurship*, *21*(3), 257-276.
22. Man, W. Y. T. (2001). Entrepreneurial competencies and the performance of small and medium enterprises in the Hong Kong services sector (Doctoral dissertation, The Hong Kong Polytechnic University).
23. Marnix, A. *(*2006*)*. Inhibitors of disruptive innovation capability: a conceptual model. *European Journal of Innovation Management,* 9(2), 215-233.
24. McGrath, R.G. & MacMillan, I. (2000).*The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty.* USA: Harvard Business School Press.
25. Mohamad, R. M. and Sidek S. (2013). The Role of Entrepreneurial Competencies as Mediator in the Relationship between Micro finance and Small Business Growth. *Journal of Entrepreneurship and Business*, 1(1), 21-31.
26. Namusonge, G.S., Muturi, W. & Olaniran, O. (2016). The Role of Innovation on Performance of Firms on Nigerian Stock Exchange. *European Journal of Research and Reflection in Management Sciences, 4(1), 40-50.*
27. Ndesaulwa, A.P. (2016). The Impact of Innovation on Performance of Small and Medium Enterprises (SMEs) in Tanzania: A Review of Empirical Evidence. *Journal of Business and Management Sciences*, 4(1), 1-6.
28. Ngek, B. N. (2012). An exploratory study on entrepreneurial mindset in the small and medium enterprise (SME) sector: A South African perspective on fostering small and medium enterprise (SME) success. *African Journal of Business Managemen*t, 6(9), 3364-3372.
29. Nigerian Commence and Industry NCI (2003). Operational Definition of Small and Medium Scale Enterprises
30. Nigerian Institute of Social and Economic Research (NISER) (2004), Baseline Economic Survey of Small And Medium Scale Industries In Nigeria, National Synthesis Final Report; Survey Of Existing Small And Medium Industries Part A (Chapters 1-4), SUBMITTED To Implementation Committee On Baseline Economic Survey Of SMIs In Nigeria.
31. Njeru, P.W (2012). *The effect of entrepreneurial mindset on the performance of manufacturing business in Nairobi*.Unpublished Ph.D thesis, JKUAT.pp.155- 161.
32. Nwachukwu, C.C. (1990). The Practice of Entrepreneurship in Nigeria. Onitsha, Nigeria: Africana-Feb Publishers Ltd.
33. Ottih, L.O. (2014). Entrepreneeurship: Personality, Process and Enterprise. Port Harcourt, Nigeria: Pearl Publishers.
34. Pihie, Z.A.L. & Sani, A.S.A. (2009).Exploring the Entrepreneurial Mindset of Students: Implication for Improvement of Entrepreneurial Learning at University.*The Journal of International Social Research*, 2(8), 341-345.
35. Ricardo, R., & Wade, D. (2001). Corporate Performance Management: How to Build a Better Organization through Measurement Driven Strategies Alignment. *Butterworth Heinemann. Entrepreneurship Theory and Practice*, *26*(4), 71-95.
36. Sanchez J. (2012), The Influence of Entrepreneurial Competencies on Small Firm Performance, *Revista Latinoamericana de Psicologia*, 44 (2), 165-177.
37. Sarwoko, E. (2013), Entrepreneurial Characteristics and Competency as determinants of Business Performance in SMEs, *Journal of Business and Management*, 7(3), 31-38.
38. Susilo, W.H. (2014). An Entrepreneurial Mindset and Factors' Effect on Entrepreneur's Spirit in Indonesian.*The SIJ Transactions on Industrial, Financial and Business Management (IFBM)*, 2(4), 227-234.
39. Tanveer, M. A., Akbar, A., Gill, H. & Ahmed, I. (2013). Role of Personal Level Determinants in Entrepreneurial Firm's Success. *Journal of Basic and Applied Scientific Research*, 3(1):449-458
40. Tehseen S. and Ramayah T. (2015), Entrepreneurial Characteristics and SMEs Business Success: The Contingent Role of External Integration, Mediterranean Journal of Social Sciences, 6(1).
41. Tehseen, S. and Ramayah, T. (2015). Entrepreneurial Competencies and SMEs Business Success: The Contingent Role of External

© 2018 Global Journals

Integration. *Mediterranean Journal of Social Sciences*, 16 (1), 50-62.
42. Umoh, J.N. (1999). The Relevance of Innovation in Entrepreneurship. *Journal of Business Studies*, 6 (2): 11-118.
43. United Nations Conference on Trade and Development (UNCTAD) (2011).Importance of Entrepreneurship.http://archive.unctad.org/Templaes/page.asp?intItemID=4320&Lang=1accessed on September 10, 2017.
44. Uzoma, A.M. (1991). Entrepreneurial Development in Nigeria. Port Harcourt, Nigeria: New Age Educational Publishing Co. Ltd. p.30.
45. Wu, W. (2009). A Competency-based Model for the Success of an Entrepreneurial Start-up.*WSEAS Transactions on Business and Economics, 6* (6), 279-291.
46. Xiang, L. (2009). Entrepreneurial Competencies as an Entrepreneurial Distinctive: An Examination of the Competency Approach in Defining Entrepreneurs. Dissertations and Theses Collection (Open Access).

© 2018 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Impact of Employee Motivation on Employee Performance: With Special Reference to Faculty Lecturers of SLITHM

By R. M. U. R. K. Rathnayaka & W. H. T. Madhuhansi
University of Peradeniya

Abstract- Employee motivation can be recognized as one of the most important managerial practices where most of the organizations are looked at. Many researchers found that, there's a direct impact of conducting employee motivational programs on the performance of the employees and finally, the performance of the organization. In order to satisfy the external customers, the organizations need to satisfy the internal customers first because, with a proper satisfaction of the internal customers the satisfactory level of the expected outcome of the employee will be able to deliver to the target consumer.

The study was based on the evidences that showed an issue of employee de-moralized behavior due to various factors which are mainly originated from the administration system of the institute. According to the preliminary study which was conducted by the researcher, it was identified that, the opportunities to promote for the higher level is very low and also they are not satisfied with the financial and the non-financial incentives received from the institute.

Keywords: motivation, intrinsic, extrinsic, employee performance, empowerment, employee recognition.

GJMBR-A Classification: JEL Code: E29, M19



Strictly as per the compliance and regulations of:

© 2018. R. M. U. R. K. Rathnayaka & W. H. T. Madhuhansi. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Impact of Employee Motivation on Employee Performance: With Special Reference to Faculty Lecturers of SLITHM

R. M. U. R. K. Rathnayaka [α] & W. H. T. Madhuhansi [σ]

Abstract- Employee motivation can be recognized as one of the most important managerial practices where most of the organizations are looked at. Many researchers found that, there's a direct impact of conducting employee motivational programs on the performance of the employees and finally, the performance of the organization. In order to satisfy the external customers, the organizations need to satisfy the internal customers first because, with a proper satisfaction of the internal customers the satisfactory level of the expected outcome of the employee will be able to deliver to the target consumer.

The study was based on the evidences that showed an issue of employee de-moralized behavior due to various factors which are mainly originated from the administration system of the institute. According to the preliminary study which was conducted by the researcher, it was identified that, the opportunities to promote for the higher level is very low and also they are not satisfied with the financial and the non-financial incentives received from the institute.

Non-probabilistic convenience sampling technique has applied for the study to select sample respondents. It has selected 15 respondents out of the 55 lecturers of population. The research problem which has centered for the study is to identify "How extent the employee motivation on the employee performance with special reference to SLITHM. Intrinsic motivation and the extrinsic motivation have taken as the independent variables of the study and the employee performance has taken as the dependent variable of the study. Five research objectives including the key objective has developed for the study and 06 hypotheses were made for the study. Descriptive statistics have used to analyses the data with the aid of SPSS statistical package.

According to the study findings, there's a strong uphill positive linear relationship in between the incentives to the employee performance, Employee recognition to the employee performance and Empowerment of employees to the employee performance.

Keywords: motivation, intrinsic, extrinsic, employee performance, empowerment, employee recognition.

I. Introduction

The Sri Lanka Institute of Tourism & Hotel Management (SLITHM) is the only Government approved premier Institute in Sri Lanka with the purpose of providing professionally trained manpower for the tourism and hospitality industry. SLITHM was established by the government in 1964 and it is currently managed by the Ministry of Tourism Development and Christian Religious Affairs. Over the years SLITHM has fine-tuned its programmes to meet the specific needs of Sri Lanka and Asia changing industry wide market needs and new schemes of training are introduced frequently with opportunities to specialize in industry specific areas. The scheme allows students to be more flexible in the choice of training and provides multiple entries-exit points. It also recognizes prior learning, which benefits those who have gained hands on experience in the industry and who wish acquire further knowledge through a sound professional qualification.

The institute is fully committed to enhance the manpower standard of Sri Lanka up to the global standards in order to gain the maximum opportunities from the expanding tourism sector in Sri Lanka. Hence, the lecturers of the institute should focus more on providing a strong, updated and effective professional training to fulfill the rapid increasing requirements of both local and international hotels and tourism industries. But at present, there can be seen a lot of discrepancies inside SLITHM and the performance of the lecturers is not in a satisfactory level. Motivation is one of the major causes affect to the performance. Motivation is something that moves the person to action and continues him the cause of action already initiated.

Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee. Performance is an evaluation of the results of a person's behavior. It involves determining how well or poorly a person has accomplished a task or done a job. Motivation is only one factor among many that contributes to an employee's job performance. All thing being equal, one would expect a highly motivated teacher or an officer would deliver high-quality teaching or service than those poorly motivated teacher or officer. All things however, are not always equal because so many factors affect performance – factors such as personality, the difficulty of the task, availability of resources and working conditions. To attain high levels of performance as an employee and manager, you must be sure that you and your employees have the ability, motivation and the

Author α: Lecturer, Temporary, Faculty of Management, University of Peradeniya. e-mail: urkrathnayaka@gmail.com
Author σ: Lecturer Probationary, Faculty of Management and Finance, University of Colombo.

© 2018 Global Journals

resources to meet objectives. When performance is not at the standard level or above, you must determine which performance factor needs to be improved and improve it (Lussier, 2005). Therefore, this research basically shows how the employee motivation affects the employee performance with special reference to Sri Lanka Institute of Tourism and Hospitality Management.

II. Research Problem and Justification

As the only one premier institute for tourism and hospitality training approved by the government, SLITHM should be an outstanding and unique institute by providing an unmatched service to the students. The researcher observed that there is a big issue with the interaction of lecturers with students. According to the observations of the director of the institute, there is a big issue with retaining the lecturers at the institute before or after the lectures. Because of this situation, the interaction of the lecturers and students are low and also lecturers' contribution to the institute is less. This situation is not good for SLITHM since the lecturers should contribute their maximum not only for the lectures but lecture related activities of the institute too such as syllabus revision, participating in meetings, organizing conferences and other programs etc. when investigating this situation in deep, the researcher could understand that one of the major reasons for this can be lack of employee motivation. Therefore, the research problem can be constructed as "The impact of employee motivation on employee performance: with special reference to Sri Lanka Institute of Tourism and Hospitality Management".

III. Objectives of the Study

a) General Objective

To determine the impact of Motivation on Employee Performance in SLITHM.

b) Specific Objectives

1. To identify the significance of the extrinsic motivational factors on employee performance in SLITHM.
2. To identify the significance of the intrinsic motivational factors on employee performance in SLITHM.
3. To determine the methods by which the motivation can be improved in order to improve the employee performance of SLITHM.
4. To recognize the activities that can be implemented for the employee performance of the academic staff of Sri Lanka.

c) Hypotheses of the study

H1: Salary significantly impacts on employee performance of SLITHM.

H2: Incentives significantly impacts on employee performance of SLITHM.

H3: Festival Advance significantly impacts on employee performance of SLITHM.

H4: Employee recognition factors significantly impact on employee performance of SLITHM

H5: Empowerment factors significantly impact on employee performance of SLITHM

H6: Career development factors significantly impact on employee performance of SLITHM

IV. Research Methodology

The Sri Lanka Institute of Tourism & Hotel Management (SLITHM) is the only Government approved premier Institute in Sri Lanka with the purpose of providing professionally trained manpower for the tourism and hospitality industry. SLITHM was established by the government in 1964 and it is currently managed by the Ministry of Tourism Development and Christian Religious Affairs. The institute is fully committed to enhance the manpower standard of Sri Lanka up to the global standards in order to gain the maximum opportunities from the expanding tourism sector in Sri Lanka. Hence, the institute is providing a strong, updated and effective professional training to fulfill the rapid increasing requirements of both local and international hotels and tourism industries.

Because of the need of facilitating more and more students with the high expansion of the hotel and tourism industry in Sri Lanka, SLITHM has set up provincial schools in some districts too. The 1st satellite school was establish in 1987 in kandy in 1990 Anuradhapura.1991 in waligama.2000 in Bandarawela. 2002 in Rathnapura. 2015 in kurunegala. 2016 in pasikuda. In 2005 the hotel school was renamed as Sri Lanka Institute of Tourism and Hotel Management. In 2006 this institute was recognized as a separate organization directly coming under the ministry of tourism. In 2012 the institute Diploma was recognize by the University of Colombo as an entry qualification for those student who are willing to follow a master Tourism and Hospitality in faculty of economic in Colombo University.

In the beginning, the institute focused on training only the students who worked in top management and middle level management positions providing the manpower training for the various departments in the hospitality industry. Over the years SLITHM has fine-tuned its programmes to meet the specific needs of Sri Lanka and Asia changing industry wide market needs and new schemes of training are introduced frequently with opportunities to specialize in industry specific areas. The scheme allows students to be more flexible in the choice of training and provides multiple entries - exit points.

© 2018 Global Journals

The vision of SLITHM is "To be the Center of Excellence in Training and Education for Human Resource Development of Tourism and Hospitality Industry in Asia" while the main objective is "to taking Sri Lanka to global heights". The key values of the institute are Quality, Equity, Integrity and Sustainability.

Although SLITHM is the premier institute in tourism industry of Sri Lanka, there are some noticeable discrepancies especially in academic sector positions. Further, since there is no human resources management department, a well structured, stable and maintained curriculum is not available. As a result of all these problems, the lectures are behind the standard level. Therefore, the researcher assumes that there is a problem of motivation behind the lack of employees' performance. Therefore, the results taken by this research will help SLITHM to strategically manage the institute and achieve the success. Therefore, the research site can be taken as SLITHM.

V. Sample Plan

The sample plan consists with population, sampling method and data analysis.

a) Population

Smith & Albaum(2010) defines population as the group of people where the researcher is interested in conducting the research and this may be a set of individuals, households or businesses. Since this research is about the motivation and performance of the employees, fifty five (55) the lecturers of all the braches in Sri Lanka can be considered as the population.

b) Sampling Method

A Sample of fifteen (15) lecturers was calculated under the convenience sampling method which is a type of non probability sampling method. In convenience sampling method, the sample is extracted by considering the ease and convenience than from random sampling. This is often used in pilot studies, short term projects which have time constraints to conduct the research (Greener, 2008). Hotel Reception, Housekeeping, Food & Beverage and Professional cookery sections were taken into consideration as they are the core departments to compile & function a hotel. In selecting the sample, following criteria were considered. He /she should be a permanent lecturer He /she should have at least one year experience in SLITHM.

c) Data analyzing methods

Data gathered through the structured questionnaire was entered in to SPSS 21.0 software (the statistical package for the social sciences) computer based programme and researcher used reliability analysis, factor analysis and mainly the multiple regression analysis.

d) Literature Review

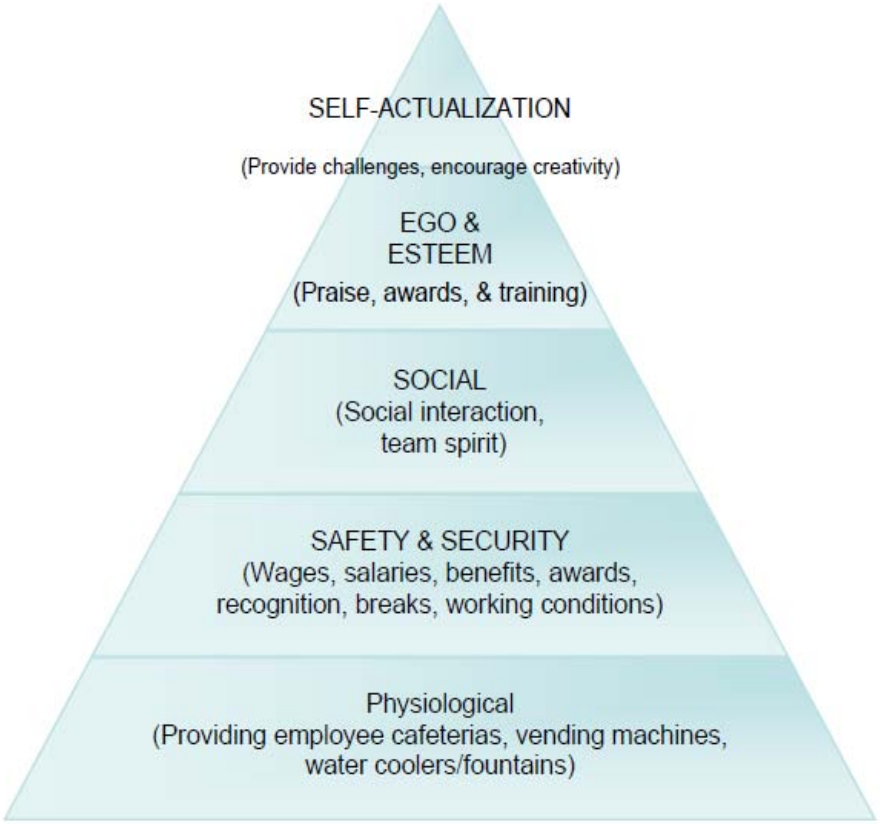
Employee motivation depends on a constrain that pushes individuals to make a specific employment decision, stay at the employment, and put in effort (Simons and Enz, 1995). Motivational need scholars determine that a need can advance from physiological or mental insufficiencies that stimulate conduct (Ramlall, 2004). According to Ramlall (2004) Employee motivation require theories are characterized by as "internal factors that energize behavior." Another meaning of Employee motivation is characterize d by Robbins (1993) (as refered to in Ramlall, 2004) as: "the ability to apply high levels of exertion toward hierarchical objectives, molded by the exertion's ability to fulfill some person require." Therefore to draw in the act of rousing Employees, employers must comprehend the unsatisfied needs of the Employee gatherings. Unsatisfied necessities can be characterized as "pressure that empowers drives inside the individual," (Ramlall, 2004). In this setting this kind of pressure presents an objective for the specialist on the grounds that the laborer does "seek" conduct to fulfill the insufficient need, in this way decreasing the saw strain (Ramlall, 2004).

e) Maslow's Theory

As indicated by Maslow (1943) human needs can be masterminded in a progressive way with lower level needs being an essential of higher request needs. The base level comprises of physiological needs, i.e.: sustenance what's more, haven. After an individual has finished satisfaction of the physiological needs, the following level advances to needs comprising of: safety and security needs. Requirements for adoration, affection, and belongingness exist in the level above wellbeing and security, and starts to begin higher level needs as the two base levels were physical necessities. This next level above social needs comprises of conscience and regard needs. After these requirements are met the last level comprises of the requirement for self- actualization, to be totally created as a man. (Maslow, 1943) According to Maslow, (as refered to by Tesone, 2005) self-actualization or sense of ego requirements would never be completely fulfilled. Champagne and McAfee in their book, Motivating Strategies for Performance and Efficiency: A Guide to Human Resource Development, (as refered to in Ramlall, 2004), given a rundown of Employee needs in view of Maslow's hierarchy. Be that as it may, contingent upon the laborer and organization, these needs can fluctuate (Ramlall, 2004).

© 2018 Global Journals

f) Maslow need hierarchy



Source: Maslow's Hierarchy of Needs applied to employees, adapted from Champagne & McAfee, (1989), (as cited by Ramlall, 2004).

Previous studies founded by Steers and Porter (as refered to by Ramlall, 2004) expressed that chiefs have the obligation to make legitimate atmosphere with the goal that Employees may create to their maximum capacity. This requirement for self- completion could possibly be accomplished in a "solid" workplace (Schrage, 2000). Notwithstanding, Maslow states that in spite of the fact that the working environment may offer chances to become self-realized, numerous people don't (Schrage, 2000). Employee motivation requires theories suggest that people have an inherent need to, "develop or advance on individual levels," (Tesone, 2005). There is a preface that Employees that are more joyful will be more productive. In a similar thought there is verbal confrontation that cheerful Employees are most certainly not beneficial (Saari and Judge, 2004).

g) McClelland's Theory

McClelland's (1961) in a content titled "The Achieving Society," takes note of that Freud spearheaded the idea that one need may satisfy different intentions. McClelland characterized needs into three classes: 1.) the requirement for accomplishment, 2.) the requirement for organization, and 3.) the requirement for power. (McClelland, 1961) The accomplishment need is portrayed as a yearning for accomplishment, consolidated with different impacts for example, social endorsement, and capacity. The connection need is portrayed as a worry for building up, keeping up, or reestablishing positive connections. Individuals with affiliation necessities are looking for endorsement (McClelland, 1961). The requirement for power is depicted as a superior individual that can control or impact a subordinate. McClelland states that these needs can impact their administration style. High connection individuals have a tendency to not perform well as supervisors in view of their need to keep up positive social connections. People with high power needs and low organization have a tendency to be fruitful pioneers, while individuals with high accomplishment needs have a tendency to perform well as business visionaries (McClelland, 1961; Ramlall, 2004.) Ross (1992) chosen to investigate McClelland's require theory into four measurements comprising of achievement, affiliation, dominance and autonomy. Ross examined these needs utilizing a test approved by Steers and Braunstein (as refered to by Ross, 1992) measuring these four measurements in the work environment called the Manifest Needs Questionnaire. Potential Employees of the neighborliness business

© 2018 Global Journals

which were understudies in their last year of secondary school in Australia were reviewed. The concentrate presumed that these understudies felt that the four needs of: accomplishment, alliance, strength and self-sufficiency were essential and ought to be perceived in running a tourism organization (Ross, 1992)

h) Herzberg's Two Factor Theory

Herzberg started investigate on variables that influence work motivation in the mid 1950's (Ramlall, 2004). Herzberg (1959) built up his two element theory gotten from work of Mayo and Coch and French (as refered to by Herzberg, 1959). Mayo (as refered to by Herzberg, 1959) found that connections between workers and their supervisors had a greater amount of an impact on laborer yield than any sort of control of natural conditions. Mayo additionally found that casual affiliations of a gathering of men can impact efficiency levels (as refered to in Herzberg, 1959) While developing these elements Herzberg (1959) found that a few elements were "fulfilling" and others were "disappointing." These variables moved toward becoming vital to the theory and wound up plainly known as "motivations" that bring work fulfillment and "Hygiene" calculates that brought work dissatisfactivity (Herzberg, 1959). Work motivations had a tendency to be natural for the matter of the employment. These motivations comprised of: accomplishment, acknowledgment, the employment itself, responsibility, work progression, and development (Ramlall, 2004).

Table 1: Two factor Theory examples

Motivators	Hygiene factors
Achievement	Company policies
Recognition	Salaries
The work itself	Co-worker relations
Responsibility	Supervisory Styles
Advancement	
Growth	

Source: Steers, as cited by Ramlall 2004

i) Theory X and Y

Weaver (1988) holds McGregor (1960) in disdain for Theory X and Theory Y. Theory X is a the traditional management theory depicted by three assumes as: that people hate work and will keep away from it when they can, because of the confidence in introduce one, "people must be forced, controlled, coordinated, undermined with discipline to get them to given sufficient exertion something to do," and people have a feeling to being coordinated, keep away from obligation, have little aspiration, and craving security, (McGregor, 1960; Bobic and Davis, 2003). Theory X accept that all specialists are sluggish and require negative support to accomplish comes about (Weaver, 1988). Theory Y contains six presumptions: the normal human does not contempt work and will exhaust physical and mental vitality in work as actually as play or rest, people will practice discretion and self-bearings to the goals that they are submitted so outside control and risk of discipline is not by any means the only approach to bring exertion toward the organizational objectives, the sense of duty regarding goals is a component of the prizes related with their accomplishment, the normal human learns under legitimate conditions to acknowledge and look for duty, the ability to exercise a high level of creative ability, inventiveness, and innovativeness in the arrangement of hierarchical issues is generally, not barely dispersed in the specialist populace and under the states of present day modern life, the scholarly possibilities of the individual are just halfway used, (McGregor, 1960; Bobic and Davis, 2003). Theory Y expect that in light of the fact that specialists are there that they want to perform and this employments encouraging feedback (Weaver, 1988).

VI. Intrinsic Motivation

Intrinsic motivation can be identified as the doing of an act for its intrinsic satisfaction instead of for some distinguishable outcome. Whenever intrinsically inspired a man is moved to represent the fun or test involved rather than in light of outside goads, weights, or rewards. The marvel of inborn motivation was first recognized inside test investigations of creature conduct, where it was found that numerous life forms participate in exploratory, energetic, and interest driven practices even without fortification or reward (White, 1959). These unconstrained practices, in spite of the fact that unmistakably presenting versatile advantages on the life form, show up not to be accomplished for any such instrumental reason, but instead for the positive encounters related with practicing and developing ones capacities. In people, intrinsic motivation is not by any means the only type of motivation, or even of volitional movement, however it is an inescapable and essential one. From birth ahead, people, in their most beneficial states, are dynamic, curious, inquisitive, furthermore, lively animals, showing an omnipresent availability to learn and investigate, furthermore, they don't require incidental impetuses to do as such. This intrinsic motivational inclination is a basic component in subjective, social, and physical improvement since it is through following up on one's inalienable advantages that one develops in learning and aptitudes. The slants to appreciate curiosity, to effectively acclimatize, and to imaginatively apply our aptitudes is not restricted to youth, in any case, is a critical component of human instinct that influences performance, steadiness, what's more, prosperity over life's ages (Ryan and LaGuardia, in press).

Intrinsic motivation has been operationally characterized in different ways, in spite of the fact that there have been two measures that have been regularly

© 2018 Global Journals

utilized. Essential trial explore (e.g., Deci, 1971) has laid fundamentally on a behavioral measure of inborn motivation called the "free decision" measure. In analyses utilizing this measure members are presented to an assignment under fluctuating conditions (e.g., getting a reward or not). Taking after this period, the experimenter tells members they won't be made a request to work with the objective errand any further, and they are then taken off alone in the trial stay with the target assignment and different exercises. They in this manner have a period of "free decision" about whether to come back to the movement, and it is expected that, if there is no extrinsic motivation to do the undertaking (e.g., no reward and no endorsement), then the additional time they go through with the objective errand, the all the more intrinsically propelled they are for that undertaking. This measure has been the pillar through which the progression of intrinsic motivation have been tentatively examined.

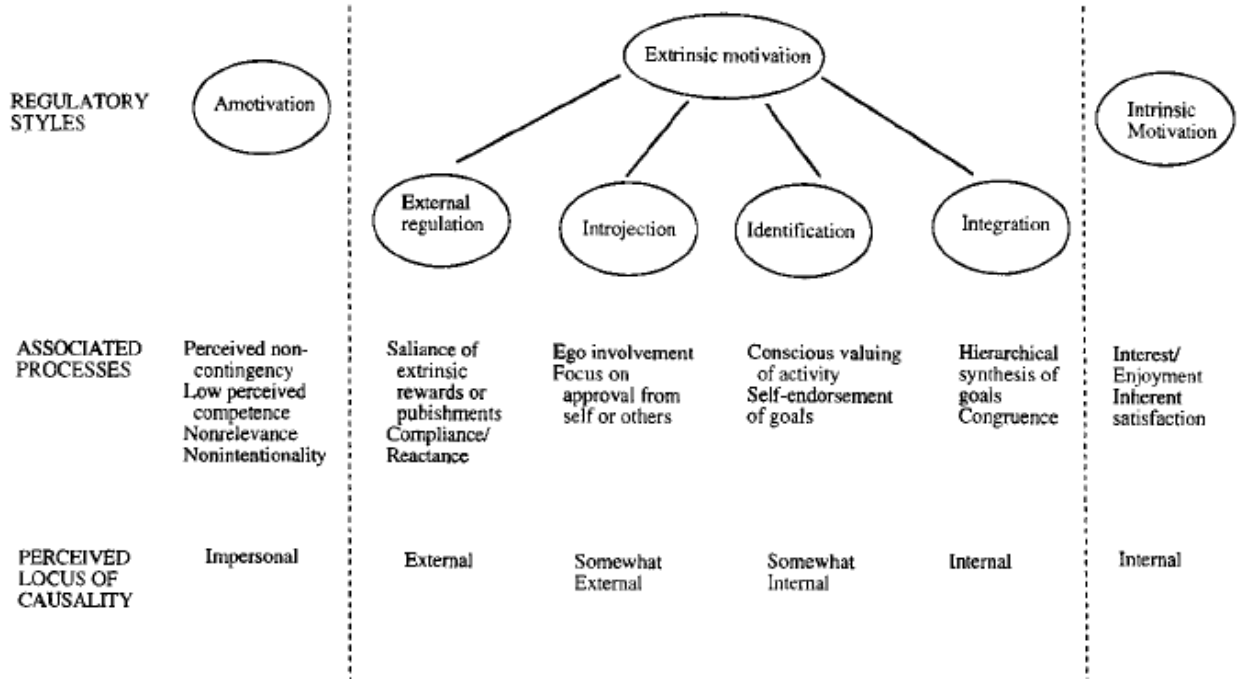
Although intrinsic motivation is unmistakably an essential kind of motivation, the vast majority of the exercises individuals do are not, entirely, intrinsically persuaded. This is particularly the case after early adolescence, as the opportunity to be naturally persuaded turns out to be progressively abridged by social requests what's more, parts that oblige people to accept accountability for non-intrinsically intriguing errands. In schools, for instance, it creates the impression that inborn motivation winds up plainly weaker with each propelling evaluation.

VII. Extrinsic Motivation

Extrinsic motivation is a fabricate that relates at whatever point a development is done remembering the true objective to accomplish some unmistakable outcome. Outward motivation distinguished distinctively in connection to intrinsic motivation, which suggests doing a development basically for the take pleasure in the activity itself, rather than its instrumental regard. Regardless, not in the slightest degree like a couple perspectives that view extraneously pushed lead as invariantly non self-sufficient, SDT recommends that outward motivation can move uncommonly in the amount it is independent. For example, an understudy who completes his work just in light of the fact that he fears parental endorsements for not doing it is extraneously influenced in light of the way that he is making the vital strides all together to fulfill the separable aftereffect of keeping up a key separation from endorsements. Likewise, an understudy who takes the necessary steps since she actually trusts it is significant for her picked vocation is likewise outwardly roused on the grounds that she too is doing it for its instrumental esteem instead of on the grounds that she thinks that its fascinating. Both cases include instrumentalities, yet the last case involves individual underwriting what's more, a sentiment decision, while the previous includes insignificant consistence with an outer control. Both speak to purposeful conduct, however the two sorts of extrinsic motivation change in their relative self-sufficiency. Given that huge numbers of the instructive exercises endorsed in schools are most certainly not intended to be naturally fascinating, a focal question concerns how to rouse understudies to esteem and self-direct such exercises, and without outside weight, to do them all alone. This issue is portrayed inside SDT as far as cultivating the disguise and incorporation of qualities what's more, behavioral directions (Deci and Ryan, 1985). Disguise is the procedure of taking in an esteem or direction, and joining is the procedure by which people all the more completely change the direction into their own particular so that it will exude from their feeling of self. Considered as a continuum, the idea of disguise portrays how one's motivation for conduct can go from a motivation or unwillingness, to inactive consistence, to dynamic individual duty. With expanding disguise (and its related feeling of individual responsibility) come more noteworthy diligence, more positive self-perceptions, furthermore, better nature of engagement.

© 2018 Global Journals

a) Intrinsic and extrinsic Motivation



Taxonomy of human motivation

VIII. Employee Performance

Performance of the worker is considered as what a employee does and what he doesn't do. Employee performance includes quality and amount of yield, nearness at work, accommodative and supportive nature and convenience of yield. As per the consequences of the review led by Yang (2008) on individual performance demonstrated that performance of the people can't be checked. So also he affirms that organizations can utilize coordinate rewards and rewards in view of individual performance if worker performance is perceptible (Yang, 2008). In accordance with Yang (2008), Bishop (1987) researched worker performance and uncovered that affirmation what's more, acknowledgment and reward of performance of workers direct the separation between employee profitability. Good and efficiency of workers is profoundly affected by the adequacy of performance of an organization and its reward management framework (Yazıcı, 2008). To fulfill consumers, firms do much exertion yet don't focus on fulfilling workers. Be that as it may, the reality is that client would not be fulfilled until and unless employees are fulfilled. Since, if workers are fulfilled, they will accomplish more work in this manner eventually consumers will be fulfilled (Ahmad, 2012). Worker performance is really impacted by motivation on the grounds that if employees are persuaded then they will do work with more exertion and by which performance will eventually enhance (Azar and Shafighi, 2013)

a) Data Analysis

This chapter presents and analyzes the actual data that the researcher gathered through the email survey from the SLITHM. The demographic analysis was conducted to gain more insight about the sample and mainly, Pearson correlation test was conducted to test the relationship between the dependent and the independent variables. The understanding of each dimension and the dependent variable as well with each other dimensions can be tested to understand the relationship and the relative strengths.

© 2018 Global Journals

Testing Hypotheses

Hypotheses	Test result (Pearson correlation)	P Value	Status and description
H1: There is a significant relationship between Salary and the employee performance of SLITHM.	.411	.128	Although the variable is not significant, still there is a weak uphill positive relationship in between the salary and the employee performance
H2: There is a significant relationship between Incentives and the employee performance of SLITHM.	.764**	.001	Variable is significant, and there is a strong uphill positive linear relationship in between the incentives and the employee performance.
H3: There's significant relationship between Employee Recognition and the employee performance of SLITHM	.938**	.000	Variable is significant, P=0.000 and there is a very strong uphill positive linear relationship in between the employee recognition and the employee performance
H4: There's significant relationship between Empowerment and the employee performance of SLITHM.	.916**	.000	Variable is significant, P=0.000 and there is a very strong uphill positive linear relationship in between the Employee Empowerment and the employee performance
H5: There's significant relationship between Career Development and the employee performance of SLITHM.	.139	.000	Variable is insignificant, P=0.622 and there is a very low uphill positive linear relationship in between the Career Development and the employee performance.

IX. Conclusion

From the study findings and base on the objectives of the study, it can be concluded that incentives as intrinsic motivational factors and employee recognition and empowerment as extrinsic factors were the main sources of motivation for them. On employees" satisfactions, it can also be concluded that, as much as salary, festival bonus and career development lead to their satisfaction, the kind of employee recognition, empowerment of employees, and incentives are factors for major dissatisfaction. Finally, it can be concluded that the performance factors combines with favorable motivational factors have effects on performance and vice versa. Therefore, there is a relationship between motivation and performance, and motivation does have effect on employee's performance.

X. Recommendations

1. The study has also revealed that the motivation level is low in the area of incentives. SLITHM appears to be paying lower incentives. It is therefore recommended that SLITHM (management) should consider as a matter of urgency, the need to make upward adjustment in incentives which will go a long way to increase the motivation level of the lecturers.
2. The study reveals that there is a positive relationship between employee recognition and employee performance. By providing more opportunities for the employees to showcase their talents and shine, both the employee and the institute can enjoy the benefits. For this, it is important to ensure that the programs utilize appropriate rewards for relevant achievements. The institute should commence some programs in order to improve morale by making workers feel more appreciated, reward quantifiable achievements, give lecturers rewards that they care about etc.
3. Employee empowerment is a means by which individuals are given the authority to analyze situations autonomously and take proactive decisions. The actions that can be taken by SLITHM to improve employee performance through increasing empowerment are mentioned below.

- Granting sufficient authority- The employees can be empowered by providing them adequate authority to decide on how to complete their tasks. The organization should be aware that they have not only tasks and responsibilities but also the authority to complete the required tasks.
- Providing adequate information and resources- The employees are not able to perform the tasks well if they do not have enough information and resources. Therefore, SLITHM should concentrate on providing adequate suitable resources and information to the employees so that they become empowered.
- Building employees' confidence- Providing growth opportunities to the employees by giving them more challenging tasks. This demonstrates that the institute values its employees and their personal development.

© 2018 Global Journals

- Encourages In-The-Moment Feedback – Employee surveys should be conducted from time to time and on-the spot feedback surveys are one of the best ways for this. This will enable the employees to communicate workflow issued to one another, so that proper action can be taken right away.
- Participative decision making- The employees should be given opportunity to participate in important decision making with the management of SLITHM. Since there are some big issues with the lecturing procedures, syllabus revising etc, the SLITHM should focus more on this.

4. Although the other three variables of motivation(Salary, Festival Bonus and Career Development do not have significant relationships with employee performance, the SLITHM should give at least a lesser attention to them also.

References Références Referencias

1. Amabile, T. M., DeJong, W., & Lepper, M. R. (1976). Effects of externally imposed deadlines on subsequent intrinsic motivation. *Journal of Personality and Social Psychology,* 34, 92–98.
2. Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood.
3. Cliffs, NJ: Prentice–Hall.
4. Benware, C., & Deci, E. L. (1984). Quality of learning with an active versus passive motivationa set. *American Educational Research Journal,* 21, 755–765.
5. Chandler, C. L., & Connell, J. P. (1987). Children's intrinsic, extrinsic and internalized motivation:
6. Erlbaum.deCharms, R. (1968). *Personal causation*. New York: Academic Press.Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality an Social Psychology,* 18, 105–115.
7. Harackiewicz, J. (1979). The effects of reward contingency and performance feedback on intrinsic motivation. *Journal of Personality and Social Psychology,* 37, 1352–1363.
8. Harter, S. (1981). A new self-report scale of intrinsic versus extrinsic orientation in the classroom: Motivational and informational components. *Developmental Psychology,* 17, 300–312.
9. Hayamizu, T. (1997). Between intrinsic and extrinsic motivation: Examination of reasons for academic study based on the theory of internalization. *Japanese Psychological Research,* 39, 98–108.
10. Hull, C. L. (1943). *Principles of behavior*. New York: Appleton–Century–Crofts. Koestner, R., Ryan, R. M., Bernieri, F., & Holt, K. (1984). Setting limits on children's behavior: The differential effects of controlling versus informational styles on intrinsic motivation and creativity. *Journal of Personality,* 52, 233–248.
11. Lepper, M. R., Greene, D., & Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic rewards: A test of the ''overjustification'' hypothesis. *Journal of Personality and Social Psychology,* 28, 129–13.
12. Rumsey J. Deboraj, "Statistics for dummies", 2nd edition, Prentice Hall.

© 2018 Global Journals

This page is intentionally left blank

© 2018 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Public Policy Formulation and Implementation in Nigeria: Questions, Challenges and Prospects

By Ideobodo Nwafor-Orizu, Okolo Modesta Chinyere & Eze Kierian Tochukwu
University of Nigeria Nsukka

Abstract- The nature, stability and development of any government organized country is a phenomenon that is dependent on public policy. This in all ramifications proves the paramount relevance of public policy planning, making, implementation and analysis in efficiency and effectiveness of government. The existence of public policy practice however, is not devoid of challenges as it poses a fundamental question of how best to model public policy so as to create the most efficient and effective government. Numerous previous literatures had attempted to do justice to this question; nonetheless, little or no attention has been given to basic components of this question which are 'how to aggregate diverse public interest into a public policy, and how to tackle the on-paper-non-practice syndrome of established public policies'. This paper attempts to fill this gap in literature by examining these public policy questions and establishing a panacea for them. A retrospective study of the Nigerian public policy practice was undertaken.

Keywords: policy, public policy, policy formulation, policy implementation, government, citizenry.

GJMBR-A Classification: JEL Code: H83



Strictly as per the compliance and regulations of:

© 2018. Ideobodo Nwafor-Orizu, Okolo Modesta Chinyere & Eze Kierian Tochukwu. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Public Policy Formulation and Implementation in Nigeria: Questions, Challenges and Prospects

Ideobodo Nwafor-Orizu [α], Okolo Modesta Chinyere [σ] & Eze Kierian Tochukwu [ρ]

Abstract- The nature, stability and development of any government organized country is a phenomenon that is dependent on public policy. This in all ramifications proves the paramount relevance of public policy planning, making, implementation and analysis in efficiency and effectiveness of government. The existence of public policy practice however, is not devoid of challenges as it poses a fundamental question of how best to model public policy so as to create the most efficient and effective government. Numerous previous literatures had attempted to do justice to this question; nonetheless, little or no attention has been given to basic components of this question which are 'how to aggregate diverse public interest into a public policy, and how to tackle the on-paper-non-practice syndrome of established public policies'. This paper attempts to fill this gap in literature by examining these public policy questions and establishing a panacea for them. A retrospective study of the Nigerian public policy practice was undertaken. The findings indicate that ethno-religious and tribal heterogeneity breeds non-tolerance which poses a problem to the aggregation of diverse public interest into public policy and that the implementation of public policies has been marred by corruption-bred strong-individual against strong-institution factor and the issue of citizenry acceptance of this practice as a right and non-abrogable one. This paper recommends sociopolitical restructuring and reorientation of the entire citizenry as a worthy alleviation to these public policy questions.

Keywords: policy, public policy, policy formulation, policy implementation, government, citizenry.

I. Introduction

Man as an individual and in society is a being of social nature. Hence, the life of man is the life of social interaction. Man's social interaction does not exist in isolation of social problems and as man interacts in different spheres of life – politically, economically, technologically, educationally, and otherwise, these social problems diffuse and spread along these sectors of life. It is in recognition of these social problems and in a bid to proffer durable and reliable solutions to them that the government is always seen formulating policies in response to them and in relation to fostering development, stability, growth, citizenry wellbeing and administrative efficiency. This is necessary because if attempts are not made to address these problems as they arise, they may degenerate into uncontrollable stages with the society's socio-economic growth and development endangered (Okoli and Onah, 2012). In view of this, a policy is a conscious plan of action and the action itself, initiated to solve a specific social problem. It is a plan or course of action by a government, political party or business designed to influence and determine decisions, actions and other matters (Lennon, 2009). Public policy on the other hand when mentioned, limits policy meaning to the one that has majorly the involvement of the government in policy formulation and implementation. Little wonder, Dye (1995) conceived public policy as what governments do, why they do it, and what difference it does make. Also, Ikelegbe (2006) defines it as the integrated course and programmes of action that government has set and the framework or guide it has designed to direct actions and practices in certain problem area. It is thus, used mainly in reference to what government does in order to meet the needs, yearnings and aspirations of the citizenry. This could be in the form of actions taken in the course of distributing, regulating and redistributing resources in the society. However, these actions do not necessarily have to emanate exclusively from the government, as the citizenry can initiate them as well. Nevertheless, no matter who the initiator of a public policy is, his initiatives would have to be acted upon by the government before such actions could appropriately be labeled as public policy (Dlakwa, 2008). Precisely speaking, the concept is central to governments, private organizations and individuals. It addresses the affairs of all persons, groups, organizations and governments in a polity. Public policy therefore, is a function of government in collaboration with the citizenry in form of agreed plan of actions and programmes aimed at solving social problems and improving positivity. It is a purposive course of action followed by a political actor or set of actors in dealing with a problem or a matter of common concern (Anderson, 1984).Government commits much time, energy and resources to the development of policies. Some even take years to make, but once made, they become the regulatory instrument and/or the big guiding stick in related areas of activity. Officials in both public and private organizations spend much time in enunciating policies and explaining how actions fit into existing policies. In fact, the impression the ordinary man drives from the ado about policy is all what governments and organizations talk, make and do. The frequency of the concept in public discourse has made it more ambiguous and confusing. Individuals, families,

Author α σ ρ: Assistant lecturer, Department of Public Administration and Local Government, University of Nigeria Nsukka, Nigeria.
e-mails: Ideobodo.nwafor@unn.edu.ng., modesta.okolo@unn.edu.ng., kierian.eze.235604@unn.edu.ng.

© 2018 Global Journals

clubs, cultural groups, communities, government departments, small business organizations as well as the large ones, all talk about their policies (Ikelegbe, 1994). However, the concern is always focused on government policies because it is government policies that direct the economy and reposition the society in a manner where law and order is maintained. Virtually all aspects of societal enterprise are components of the object of public policy, a dynamic and value-laden process through which a political system handles a public problem (Plank, Sykes, &Schneider, 2009; Bolaji, 2014). This is so in all government societal formation including Nigeria. The Nigerian public policy practice is one that is observably laughable in comparison to its counterparts in some other countries. From the evolution of Nigeria, the country was a merger of diverse multifarious ethnic groups; therefore its public policy should be a cross-ethnic integrative one. However, the country during the colonial era witnessed a relatively high amount of virtually colonial policies that had no contribution from its citizens as a result of the imperialist intentions of the colonial masters. Instances are the colonial Bini, Esan, Asaba and Afenmai forest reserve policy of 1937, the banking policies of 1894 and 1926, voting policies of 1922 - 1951 and political labour policy of 1895 – 1911 amongst numerous others. Similarly, with the intervention of military in government as a result of high incapacitation and aggrandizement of the civil regime, the military believed that they have the answers and solutions to all problems plaguing the Nigerian state. This resulted to their non-involvement and consultation of the citizenry in public policy formulation process. The effect of this was absolute negativity in the direction of policies, thus; resulting in decayed economy, power failure, high rate of unemployment, poor health service delivery, fall in standard of education, rise in school drop-outs, housing crisis, poor infrastructural and amenities provision among others. This awful stench on the Nigeria public policy practice followed the country even on its return to civilian rule. Several reformatory measures have been put in place from 1999 till date to ensure consultation and involvement of the citizenry in policy formulation, but as a result of the influence of colonial policy formulation methodology and that of the military regime coupled with the multifarious nature of the country's ethnicity having varied and often conflictual interests which formed the interest groups, public policy formulation has been challenged with difficulties of aggregating the interest of all ethnic nationalities into public policy without breeding conflict and outcry of marginalization. On the hand of public policy implementation, it is no news that Nigeria has been tagged a country with on-paper-non-practice public policies. This explicitly means that Nigerian public policy practice is also challenged with public policy implementation problem. Implementation problem occurs when the desired result on the target beneficiaries is not achieved. Such problem is not restricted to only the developing nations. Wherever and whenever the basic critical factors that are very crucial to implementing public policy are missing, whether in developing or developed nations, there is bound to be implementation problem (Makinde, 2005). These critical factors are communication, resources, dispositions or attitudes, and bureaucratic structure (Edwards, 1980). The four factors operate simultaneously and they interact with each other to aid or hinder policy implementation. By implication, therefore, the implementation of every policy is a dynamic process, which involves the interaction of many variables. Bringing it down to Nigeria however, the implementation problem has been attributed to all the above critical factors especially the bureaucratic structure and the attitude factor. The bureaucrats are mainly charged with the responsibility of implementing public policies. However, Okonjo-Iweala (2017) opined that the Nigerian Public bureaucracy is a den of thieves. The reason for her assertion is not farfetched as trends in Nigerian bureaucracy reveal the machinations and sub-optimalization of bureaucrats to alter policies to their favour at the detriment of the purposed goal for which the policies were established. Also revealed in contemporary regime's fight against corruption is the influence and attitudes of strong individuals in policy formulation and implementation, where these recidivistic political overlords determine which policy to be formulated and how they should be implemented especially in their favour and/or in the favour of their ethno-religious affiliation. It is in view of these that numerous questions have emerged ranging from "Are Nigerian public policies really reflecting democracy, quality representation and citizenry involvement? How can Nigerian public policies be cross-ethnically made without conflict in view of diverse and often conflicting interests of ethnic groups? How can the Nigerian public policy on-paper-non-practice implementation problem be brought to an end? How can Nigerians mitigate the incessant recidivistic favouritism in the nature of their public policy implementers?" It is in cognizance of these questions, issues and challenges that this paper attempts to bring answers and solutions to the Nigerian public policy formulation and implementation problems through an indwelling histo-analytical examination of public policy issues in Nigeria.

II. Theoretical Underpinning

The issue of policy formulation and implementation in Nigerian is an age-long one that dwells on aggregating interests and translating established policies into action. This however has been reported to lag behind policy expectations (Barrett, 2005). It is in view of this that there is a need to put forward theoretical support and evaluation that will

© 2018 Global Journals

evaluate the policy scenario and establish a panacea in terms of formulation, translation and execution as accurately as possible (Hyndman, Benson and Telford, 2014). In cognizance of this, this paper adopts a theoretical integrative approach, using the Pluralist-interest group theory and Elite-rational choice theory as theoretical instruments to underpin the focus of this paper.

The Pluralist-interest group theory centers on how power and influence are distributed in a socio-politico-economic process. This theory which was propounded in the 17th century and expounded in the 1950's by Alexis De Tocqueville, James Madison, David Truman amongst others, holds that in every society, there exists groups with often varying and conflicting interests who strive to maximize the achievement of their respective interests foremost. According to Merriam-Webster (online Dictionary), pluralism advocates for a state of society in which members of diverse ethnic, racial, religious or social groups maintain and develop their traditional culture or special interest within the confines of common civilization. This theory paints a realistic picture of Nigeria; a country with multifarious ethnic nationalities having varying and often conflicting interests who strive to ensure that each of their various interests are captured, accommodated and actualized. This poses a serious problem to incorporating interests into public policy as most of these interests are divergent and conflicting, thus, cannot all be accommodated into a single uniform policy without breeding conflict. Little wonder, Truman (1950) opined that in pluralism, lines of conflict are multiple and shifting as power is a continuous bargaining process between competing groups. Thus, the Nigerian public policy practice is well captured by the pluralist-interest group theory as there exist a number of ethno-religious groups with different and often conflicting interests who compete to influence and control government policy.

The Elite-rational choice theory which is the second theoretical support of this paper is a merger of Elite theory and Rational choice theory. The elite theory propounded and developed by Vilfredo Pareto (1848 – 1923), Gaetano Mosca (1858 – 1941), Karl Marx, Robert Michel, Wright .C. Mills etc. holds an accurate view of reality of power relationships in contemporary society. The theory posits that a small minority consisting of members of economic elite and policy planning networks holds the most power and that this power is independent of the states' democratic election process; thus creating a power bourgeoisie-proletariat society. This implies that the society is stratified with the masses at the bottom and the ruling class elite at the top (Mosca in Dlakwa, 2008). These elites are the strong individuals of the society, they are wealthy and share common belief; they have strong political affluence if they themselves are not politicians and as a result, they use their influence to dictate public policies. Deductively, any policy which goes against this class could be predicted to fail. The theory holds that these elites are usually public regarding and displays a sense of noblesse oblige, thus, they easily manipulate the citizenry with philanthropic acts. Philanthropy then becomes an instrument with which they reduce the threat that the masses will demand for a more positive citizenry-affective policies; instead, the masses are seen laying ignorant blames on the government of the day and ascribing praises to these elites.

The Rational choice theory of 1960's whose proponents are George Homans, Gary Becker, William Stanley Jevron amongst others, on the other hand holds that individuals always make prudent and logical decisions. These decisions provide people with greatest benefit or satisfaction given the choices available and also in their highest self interest. The implicit of this in the application of the theory to the Nigerian public policy practice scenario reveals that policy influencers, initiators, makers and implementers pursue their own self interest instead of any national interest in the policy formulation and implementation process.

In integrating the Elite and the Rational choice theory to become Elite-Rational choice theory, a clear picture of how the power bourgeoisie (strong individuals) who are policy formulation and implementation influencers in a bid to achieve their own self interest through logical decisions uses their strong political influences to dictate public policy formulation and implementation at the detriment of the citizenry.

Conclusively, a critical look at the functionality of Pluralist-Interest group theory and Elite-Rational choice theory in Nigerian public policy practice will paint a realistic picture of the presence of multifarious ethno-religious groups having strong oligarchy (power bourgeoisie) each, whose varying and often conflicting interest is what the Nigerian government have been trying to incorporate into public policy and not that of the citizenry. A closer watch also reveals that at each point that the government internalizes the interest of the citizenry irrespective of the ethno-divergent nature of the country into public policy, implementation problem arises as these strong individuals tend to use their influence to ensure that the policy develops the on-paper-non-practice syndrome having logically reasoned the outcome of the policy on the power and interest of their oligarchy.

III. Histo-Analytic Review of Some Nigerian Public Policies

The Nigerian state in a bid to ensure efficient and effective governance has established and witnessed numerous policies; all usually geared towards the attainment of five principal objectives which are to establish Nigeria as: (i) a united, strong and self reliant nation (ii) a great and dynamic economy (iii) a just and

© 2018 Global Journals

egalitarian society (iv) a land of bright and full opportunities for all citizens and (v) a free and democratic society (2nd national dev. Plan, 1970 – 1974). In light of this, the Nigerian policies cover a wide spectrum of activity areas spanning through all sectors of the country. This justifies the reason that public policies like an octopus touches on various aspects of life of the people. This paper outlined below some prominent public policies that had been established by the Nigerian state and they include: (i) Agrarian Revolution Policy of 1963 (ii) Gowon 3-R Policy (iii) Green Revolution Policy (iv) Ethical Revolution Policy (v) War Against Indiscipline(WAI) Policy (vi) War Against Indiscipline and Corruption(WAIC) Policy of 1994 (vii) Better Life Programme for Rural Women(BLPRW) of 1987 (viii) Family Support Programme(FSP) of 1994 (ix) Indigenization Policy of 1972 (x) Deregulation, Commercialization and Privatization Policy of 1986 (xi) Mass Mobilization for Social Justice and Economic Recovery(MAMSER) Policy of 1987 (xii) Family Economic Advancement Programme(FEAP) (xiii) National Youth Employment and Vocational Skills Development Programme of 1986 (xiv) Small Scale Industries and Graduate Employment Programme of 1986 (xv) Agriculture Sector Employment Programme(ASEP) of 1986 (xvi) Operation Feed The Nation(OFN) (xvii) National Policy on Infant and Young Child Feeding in Nigeria of 2015 (xviii) National Policy on Food and Nutrition in Nigeria of 2002 (xix) National Health Insurance Scheme(NHIS) Policy (xx) Structural Adjustment Programme(SAP) of 1986 (xxi) Poverty Alleviation Programme(PAP) of 2000 (xxii) National Poverty Eradication Programme(NAPEP) (xxiii) Petroleum Subsidy Policy (xxiv) New Automotive Policy of 2013 (xxv) National Industrial Revolution Policy (xxvi) National Enterprise Development Programme (xxvii) Fiscal Policy Measure on Rice of 2014 (xxviii) National Cashless Economy Policy of 2012 (xxix) Economic Naira Devaluation Policy of 2014 (xxx) Treasury Single Account(TSA) Policy of 2012 (xxxi) National Social Investment Programme(NSIP) of 2016 (xxxii) Anchor Borrowers' Programme of 2016 (xxxiii) Seven point agenda policy of 2007. (xxxiv) Go back to land policy. (xxxv) Rebranding Nigeria policy (xxxvi) Vision 2020 policy.

However, to drive home the thrust of this paper and effect a reliable study, six policies were selected randomly on 10 years interval starting from the country's independence till date (1960-1969, 1970-1979, 1980-1989, 1990-1999, 2000-2009, 2010 till date). One from each year bracket. The selected policies are studied through analysis below:

Agrarian revolution policy of 1963: This was an agricultural policy of the first republic launched by Alhaji Tafawa Balewa led government in 1963. This policy was aimed at boosting agriculture which was the mainstay of the national economy at that time. The foundation of this revolution was laid by the erstwhile colonial administration which promoted agricultural production through the introduction of large scale farming between 1940 and 1960, resettlement and partnership scheme, establishment of production and development corporations, establishment of farm settlements and farm institutes, education of farmers through extension and logistic supports, establishment of control boards which later became marketing boards, establishment of model farms such as the Moore plantation (established in Ibadan) and Samaru as experimental stations to promote agricultural research activities (Obasi et al, 2009). The agrarian revolution policy made Nigeria a major exporter of such major cash crops as groundnuts which were produced mainly in the northern Nigeria, palm produced in the eastern Nigeria and cocoa in the western Nigeria. Unfortunately, the policy met its untimely death with the emergence of civil war of 1967-1970 and its concomitant colossal infrastructural damages. Although, prior to this time, the dividends gotten from this policy were looted by the political cabals which served as a remote cause of the January 15, 1966 military coup led by Kaduna Nzeogwu.

Gowon 3R Policy of 1970: In a bid to re-order the society which has been battered by the Nigerian-Biafran civil war, the Gen. Yakubu Jack Gowon led administration established a three in one policy popularly referred to as 3R – reconstruction, rehabilitation and reconciliation. Reconstruction policy was aimed at the physical assets like roads, buildings, hospitals, air and seaports, markets, schools, refineries, government and private properties, the rehabilitation policy at the disabled, those that lost their jobs and properties during the war crisis and reconciliation policy sought to bring all the ethnic nationalities involved in the war and even those that didn't together once more. The formulation of this policy though have been argued to be of good motive have also been greatly linked to the decisions of the northern mafias, an elite ruling class cabal that championed the July 29, 1966 coup and installed the then military head of state and from whom he takes advise and instructions(Azichukwu, 2010). Little wonder, the policy implementation witnessed a series of ethno-religious critique. Instances are the issue of little or no reconstruction in the east (the Igbo ethnic nation) where the highest asset damage was done whereas the reverse was the case in the northern region and even western region where the effect of the war was relatively felt. These regions (northern and western) received capital intensive constructions such as third mainland bridge, FESTAC, Murtala Mohammed international airport and national theatre whereas government demolition of remaining assets was seen on the Igbo land where the emergency airport constructed in Nsukka was demolished instead of being reconstructed into a

© 2018 Global Journals

more standard one. On the part of rehabilitation, not much attention was paid to the Igbo ethnic nationality, most of the Igbos lost their houses and properties to the instituted indigene ownership Acts especially at the current river state province. They were paid only 20pounds no matter how much they had in the bank before the war based on the dictate of the military head of state. An amount not sufficient to start a new life and thus, made them incapable of participating in the federal government indigenization policy which came 2years after the war and required huge capital. On the part of reconciliation, who would be stripped of his hard earned wealth and properties and still want to be friends with the stripper? It is in view of this that Erondu (2010) asserted that Gowon won the war but lost the peace. From all indications, the northerners through their elites (the northern mafia) and the military head of state used this policy both in formulation and implementation to handicap the Igbo nation who was their main opposition during the war.

Structural Adjustment Programme (SAP) of 1986: The structural adjustment (SAP) was a multifaceted economic programme initiated on June 27, 1986 by the Babangida led administration to restructure, diversify, and revitalize the nation's economy. The introduction of SAP became necessary when the Babangida administration took a hard look at the poor performance of the national economy since the military came into power. The programme was aimed at tackling four fundamental causes of Nigerian economic problems: (1) a decrease of Nigerian domestic production ever in the face of increasing population (2) dependence on imports for both consumer goods and raw materials for Nigerian industries (3) a grossly unequal gap between the rich and the poor (4) the large role played by public sector in economic activities with hardly any concrete result to justify such a role (Federal ministry of information and culture, 1986). However, the core objective of the programme according to Aromaye in Ijere and Ayoola (1995) was to reduce through promotion of non-oil exports, the excessive dependence of the Nigerian economy on crude petroleum as the major foreign exchange earner. To achieve the aim of SAP, several policies were attached to it. The first among these policies was the austerity measure which sought to teach Nigerians and Nigeria a lesson on the need for one to cut one's coat according to one's cloth. This measure brought a great deal of hardship on Nigerians, especially drastic cut in, or withdrawal of government largesse, scarcity of essential commodities, retrenchment of workers and galloping inflation. The second, third, fourth and fifth of these policies were second-tier foreign exchange market, privatization, commercialization and deregulation policies which was aimed at economic liberalization of the country through encouragement of controlled privatization, commercialization and promotion of non-oil exports (Madu et al, 2000). Despite the positive laudable intentions of the policies of this programme and the programme in its entirety, it has its seamy side and thus, failed for the following reasons: (A) depreciation of naira (B) non-consultation of the citizenry in its formulation as it was alleged that the policy was the making of the military president (Babangida) and his elite cabals for their own self interest (C) high cost of importation of raw materials, spare parts and other industrial inputs (D) decline in industrial production as many industries suspended production or produced at less than their production capacity as a result of non-availability or scarcity of raw materials (E) high cost of industrial products, some of which were beyond the reach of average Nigerians (F) Accentuation of unemployment as many of the idle industries and those under limited production inevitably laid-off many of their workers (G) social hardship as many Nigerians found it difficult to make ends meet and (H) high import bill which constituted a drain on the economy.

War Against Indiscipline and Corruption (WAIC) Policy of 1994: The war against indiscipline and corruption (WAIC) policy was launched in 1994 by the Gen. Sani Abacha's administration as part of the administration's search for a good society. The purpose was similar with Gen. Muhammadu Buhari's WAI and these were to introduce sanity and respect among Nigerians, promote respect for traditional institutions, imbibe right attitude to work in Nigerians and eradicate criminal tendencies both morally and economically among Nigerians. Though of similar purpose with Buhari's WAI, WAIC took a different approach and was practically a mere paper work since even the initiators and the leaders were more undisciplined and corrupt than their subjects. As observed by Agulanna(2000), Abacha's regime carried out the worst and the greatest looting of the national treasury at the highest level of government and in the entire history of Nigeria. As if to corroborate Agulanna's observation, the former president of Nigeria Chief Olusegun Obasanjo once revealed during his civilian regime that the late Sani Abacha embezzled the sum of three billion dollars, also Abacha's wife once said that no matter how much Nigeria recover from their family, that they can never be as poor as Africa's wealthiest man – Aliko dangote. It is no surprise therefore that the WAIC policy was a colossal failure.

7-Point Agenda Policy of 2007: Following the need to revamp the economy of Nigeria and accentuate the country's development, the Alhaji Umar Musa Yar'adua led administration launched the 7-point agenda policy on August 1, 2007. This policy just like the name implies, hinged on seven key areas where it aimed to address critical issues. These areas are power and energy, food security and agriculture, wealth creation, transport sector, land reform, security and education. The

© 2018 Global Journals

objective of this policy was to attain 10000MV of power, ensure food availability and sustenance through improved agricultural system, diversify the economy so that it becomes revenue-generative, provide wonderfully networked transportation system both in regards to roads and vehicles, revamp the land Act of march 29, 1978 to become citizenry beneficial, improve security and education. This policy achieved little success until it met its waterloo with the death of President Yar'adua. After Yar'adua's death, the policy influencers and recidivistic elite capitalist restlessly fought against the further implementation of this policy subjecting it to continuity deficiency and consequently, on-paper-non-practice syndrome. Taking instance from land reform, the elite capitalists knew that full implementation of 7-point agenda will bereave them of the dividends accruable to them from the land Act as obviously the Act which states that all land belong the government makes it possible for them to use it against their perceived opposition or enemy by ceasing their land, also it made it possible for them to allocate land to themselves, their relatives, loyalists and party faithful based on patronage and favouritism.

Treasury Single Account (TSA) Policy of 2012: The treasury single account policy is a financial policy launched by Goodluck Ebele Jonathan's administration in 2012 based on the recommendation of the international monetary fund (IMF) to consolidate all inflows of revenue from all agencies of government into a unified account structure (single account). This policy was aimed at reducing the proliferation of bank accounts operated by the ministries, departments and agencies of the government towards promoting financial accountability among organs of government as over the years, proliferation of bank accounts operated by the government has resulted in inappropriate accountability and looting of the national treasury by people occupying viable positions in government ministries, departments and agencies. The policy was partially implemented under Goodluck Jonathan's regime before being fully implemented in 2016 under President Muhammadu Buhari. Despite the laudable positivity of the policy, it violated section 162(1) of the 1999 constitution of Nigeria as well as the banks and other financial institution Acts by appointing a non-banking institution called System-specs to collect the inflows through REMITA e-collection process with a 1% of the total inflow as commission. Also, attention of fraud has been drawn to the national assembly on Tuesday, 10 November 2015 by Dino Melaye, the senator representing Kogi west who opined that the 1% of the total inflows collected by System-specs as commission is fraud and should be investigated for possible corruption. On another note, former Governor of Ekiti state – Ayo Fayose also alleged that the funds collected by System-specs through TSA is an instrument of APC party with which they finance gubernatorial elections in Bayelsa and Kogi state. Though the allegations against TSA policy has been debunked by the cabals of the present government and most especially APC chieftains; like other Nigerian government policies, the negative truth behind it shall one day be exposed like those of the previous policies, as it is no news that when elite cabals start holding up hands for a policy or debunking negative charges against a policy, that there are always cockroaches hidden in the cabinets of such policy.

IV. Observed Challenges of Nigerian Public Policy Formulation and Implementation from the Review

Deductive from the above analysis of the past and present policies of Nigeria are seven core challenges of Nigerian public policy practice as it regards to policy formulation and implementation. These challenges are:

Intolerance and Conflict: As a result of the heterogeneous nature of the country which is fully represented in its multiethnic nationalities; aggregating the interest of all groups seems difficult as what is favourable to one ethnic group might not be favourable to another; of which the latter will not tolerate if it is made into a policy and the aftermath of this is conflict. An instance is the unification policy that was passed as a decree in 1966 which was not tolerated by the northerners and thus resulted into the july 29, 1966 coup and consequently civil war, serving as a sword struck in the Achilles heels of majority of the public policies in existence as at that time.

Corruption: This is an *anguis in herba* – a snake conveniently hidden in the grassland of Nigeria social scene. It is a moth that has eaten deep into the fabrics of Nigerian public policy practice. Observable from the analysis is that corruption manifests itself in different shades in Nigerian public policy practice ranging from (a) most Nigerian policies are formulated based on the interest of the public office holders and political leaders alone, the interest of the strong individuals of the society (economic and political elites) and political Godfathers, or the interest of the maker (be it the leader or public bureaucrats) and not citizenry-beneficially oriented; therefore the policy goals becomes subordinate to these interests (b) most policies in Nigeria are made to attract public attention and used as political tool to sustain power rather than the real developmental gain (c) most Nigerian policies are corruptly formulated without the contribution of the citizenry (d) most Nigerian policies are made and implemented as a Machiavellian tool to subdue perceived oppositions be it in persons, parties or ethnic groups (e) most Nigerian policies perceived as threat to the strong individuals of the society are corruptly killed. The consequence of this is that most

© 2018 Global Journals

policies in Nigeria are either inappropriately formulated or lack well defined objectives and programmes for their effective implementation. Little wonder, Okoli and Onah (2002) state that implementation of policies in Nigeria take the form of "learning process" or "trial and error". In this context, policies or programmes are haphazardly implemented and even sometimes abandoned or dismantled midway because the basis for formulating the policy was not, in the first instance, predicated on existing data, realities or need. Hence as note by Makinde (2005), Nigeria has no comprehensive policy standards and objectives to guide the bureaucracy in its policy formulation and implementation activities and procedures.

Strong Individual Factor: This is undoubtedly one of the highest challenges of the Nigerian public policy practice. Ocholi (2009) quoted Ekpu as saying that "the government institutions were strategic to the country's pursuit of democratic ideas but instead of serving as the bulwark of democracy, they have become weakened by inefficiency, corruption lack of commitment, incompetence, tribalism, hooliganisms and other sundry handicaps". The implicit of a weakened government institution is the emergence of corruption-bred strong individuals who forms circles of elite cabals and through their influence dictate which policy to be formulated and which to implement in Nigeria.

Citizenry Acceptance and Approval of Moral Laxity and Corruption: This is another challenge facing the Nigerian public policy practice. The Nigerian society is morally bedridden and nationalistically handicapped. The society celebrates corruption at its own detriment. No one wants to question neither the policy formulation process nor the role of the citizenry in it. No one wants to question the ineffective implementation of formulated policies. Every individual within the society wallows in ignorance and fear, and pretends that public policy concerns them not whereas in actual sense, public policy is meant to reflect their welfare. This leaves me with one question, how will their interests be incorporated into a policy when they don't strive to even partake in it? When this is the case, the society has not only accepted but has also approved corrupt practices in the Nigerian public policy practice.

Inadequacy of Resources: Some agencies or institutions saddled with the responsibility of formulating and implementing given policies do not possess the requisite manpower and financial resources to effectively implement them. It is not as if these resources are not available in Nigeria, of course they are as Nigeria is endowed with abundance of financial, material and human resources, but it is inadequate budgeting, the formulation of wrong policies at the right time, corruption in form aggrandizement of policy fund and discriminative funding of some policies that has led to the problem of inadequate resources (Ikelegbe, 2006; Dick 2003). There is thus politics of implementation because, the resources needed for adequate implementation of relevant policies are not provided to realize policy objectives. This has resulted to situations where laws could not be enforced, services were not provided and reasonable regulation not developed and applied (Makinde, 2005). The Poverty Alleviation Policy for instance, according to Nweke (2006) is brilliantly articulated but yet to realize its essence due largely to inadequate fund or resources.

Wide Policy Scope: This is another challenge facing the Nigerian public policy practice. Most of the Nigerian policies are over ambitious and has too many agenda. This makes it difficult to be fully implemented thus resulting to on-paper-non-practice syndrome. Makinde (2005) noted that most of these over ambitious and too many agenda policies are not borne out of genuine or sincere effort to bring about rapid and radical development but just to boast the ego of the political leaders. Instances are those policies directed towards complete eradication of poverty which is clear to all and sundry that not enough resources are available to achieve even in the advanced countries.

Continuity Deficiency Problem: This is a core problem bedeviling the Nigerian public policy practice. The Nigerian public policies are usually deficient in continuity, this is as a result of non-consultation of the citizens, ego, change of regimes, influence of strong individuals and godfathers etc. policy sustenance is a war that Nigerian government is not willing to win as each successive government is bent on establishing new policies without implementing those established by the former governments. The consequences of this are abandoned projects and policy inefficiency.

V. Public Policy Formulation and Implementation in Nigeria: the Way Forward

The challenges facing the Nigerian public policy practice in regards to formulation and implementation is one that needs to be tackled for the benefit of the Nigerian citizenry, the government, the multifarious ethnic groups and the Nigerian state as a whole. It is in light of this need that this paper recommends the following:

1) There should be sociopolitical restructuring of the Nigerian state in such a way that the governmental institutions are re-strengthened. This will go a long way to tackle the existence and influence of corruption and that of strong individuals in Nigerian public policy practice. This restructuring should also be done across ethnic line in a way that policies that regards ethnic cum customary interests are done by the different ethnic groups while those that hinge on peace, unity and national development of the

© 2018 Global Journals

country be done by the federal government. This will alleviate in all forms the problem of intolerance and conflict emanating from policies.

2) There should be citizenry reorientation, sensitization and ideological social engineering to correct their laissez-faire attitude towards corruption, societal ills and public policy. This will enhance their involvement in both public policy formulation and implementation and act as a check on public policy practice.
3) The working condition and salaries of the Nigerian public bureaucrats responsible for policy formulation and implementation should be improved. This will be a driving force for their maintenance of neutrality and commitment to duty without being monetarily influenced to inefficiently formulate and implement policies or formulate policies based on the interests of the politico-economic elites. It will also make them to subordinate their interest to policy goals, thus curtailing suboptimalization and apprehending on-paper-non-practice disease of Nigerian policies.
4) Policy continuity should be ensured at all cost. Every succeeding government should evaluate the policies of the preceding government, adopt, implement and sustain the positive impacting one and abrogate the negative ones. This will ensure policy sustenance and discourage continuity deficiency syndrome of the Nigerian public policies.
5) There should be reduction of influence in Nigerian public policy practice. Influences from political and economic elites should be curtailed so that they stop imbibing their personal interests into the Nigerian public policies.

VI. Conclusion

Public policies are powerful developmental instruments in the hands of government operational countries. The reverse should not be the case for Nigeria because of its heterogeneity and other bedeviling factors, when these factors can be technically and strategically handled. Therefore, urgent steps in line with the above recommendations should be taken to enhance the Nigerian public policy practice and make Nigeria a better country for the citizens, government and even dwellers.

References Références Referencias

1. Agulanna, G.G. (2000), *Ethics, Discipline and Development in Nigeria.* Owerri: Crown Publishers Ltd.
2. Anderson, J. (1984), *Public Policy Making.* New York: Holt Reinhart and Winston.
3. Barrett, S. (2005). Examining the Policy Action Relationship in Barrett, S. and Fulge, C. (Eds.) *Policy and Action.* Essays on the implementation of Public Policy. London and New York: Methuen.
4. Bolaji, S.D. (2014), *Intent to Action: Overcoming the Barriers to Universal Education Policy Implementation in Nigeria.* A Doctoral Thesis Submitted to the Graduate Research School of Edith Cowan University, Western Australia.
5. Dick, I. (2003), *Contemporary Public Administration: The Nigerian Perspective.* Enugu: John Jacobs Publishers.
6. Dlakwa, H. (2008), *Concepts and Models in Public Policy Formulation and Analysis.* Maiduguri: Pyla-Mark Services Ltd.
7. Dye, T.R. (1995), *Understanding Public Policy* (8th Ed.). New Jersey: Prentice Hall.
8. Erondu, N.A. (2010), *Nigerian Government and Politics: A Book for Readings.* Owerri: Centre For Research And Manpower Development.
9. Federal Ministry of Information and Culture (1986). *Foreign Exchange Market.* Lagos: FMIC: Domestic Publicity and Film Production Department.
10. Ijere, M.O. "*Agricultural Development Policy in Africa 1900-1960".* (Unpublished Work).
11. Ikelegbe, A.O. (1994), *Public Policymaking and Analysis.* Benin: Uli Publishers.
12. Ikelegbe, A.O. (2006), *Public Policy Analysis: Concepts, Issues and Cases*. Lagos: Imprint Services.
13. Lennon, S. (2009), *Educational Policy.* From Http://www.Lennonportal.net/Index_File/Policy.
14. Madu, C.M. Et Al. (2000), *An Introduction to Business Policy.* Owerri: Equity Ventures.
15. Makinde, T. (2005), "*Problems of Policy Implementation in Developing Nations".* Journal of Social Sciences, 11 (1), Pp. 63-69.
16. Nweke, E. (2006), *Public Policy Analysis: A Strategic Approach.* Enugu: John Jacobs Publishers.
17. Obasi, O.O., Erondu, N.A., Nzenwa, B.N. & Paul, C. (2009), *Basic Text in Citizenship Education.* Owerri: Centre for Research and Manpower Development.
18. Ocholi, D. (2009), *Running Behind Time.* Newswatch. December 21, Vol. 49, No. 25, P. 21.
19. Okoli, F.C. & Onah, F.O. (2002), *Public Administration in Nigeria: Nature, Principles and Applications.* Enugu: John Jacobs Publishers.
20. Plank, D.N., Sykes, G. & Schneider, B. (2009), *Handbook on Educational Policy Research.* Hoboken, NJ: Routledge.

© 2018 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 13 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Customer base Strategies

By Onwudiwe Uju Jovita, Agwamba Adolphus Chibuzor, Ugwuegbu Charles Onyemachi & Opara Darlington Osondu
Imo State University

Abstract- Growing and sustaining the customer base of an organization is always a challenge to firms' especially in an industry that is highly competitive and where the cost of brand switching is relatively low. For an organization to adopt any strategy, the need to scan its environment will be necessary to avoid making a strategic blonder that is capable of causing an organization it's live as a corporate entity. The objective of the study is to identify and discuss strategies an organization can adopt in growing and sustaining its market share in a given industry. These strategies include; innovation strategy, market segmentation strategy, market expansion strategy, 80/20 business strategy, and customer relationship retention strategies. The study was supported by an empirical study on Customer Retention Practices on Firm Performance.

GJMBR-A Classification: *JEL Code: M19*

Strictly as per the compliance and regulations of:

© 2018. Onwudiwe Uju Jovita, Agwamba Adolphus Chibuzor, Ugwuegbu Charles Onyemachi & Opara Darlington Osondu. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Customer base Strategies

Onwudiwe Uju Jovita [α], Agwamba Adolphus Chibuzor [σ], Ugwuegbu Charles Onyemachi [ρ] & Opara Darlington Osondu [ω]

Abstract- Growing and sustaining the customer base of an organization is always a challenge to firms' especially in an industry that is highly competitive and where the cost of brand switching is relatively low. For an organization to adopt any strategy, the need to scan its environment will be necessary to avoid making a strategic blonder that is capable of causing an organization it's live as a corporate entity. The objective of the study is to identify and discuss strategies an organization can adopt in growing and sustaining its market share in a given industry. These strategies include; innovation strategy, market segmentation strategy, market expansion strategy, 80/20 business strategy, and customer relationship retention strategies. The study was supported by an empirical study on Customer Retention Practices on Firm Performance.

I. Introduction

Customers are indeed an asset to the firms. A good customer base ensures a continuous source of future revenue due to repeat purchases done by them and cross- buying of other products offered by the organization (Dawes, 2009). If a firm is incurring costs to attract new customers then it is advisable for such firm(s) to maintain their existing customer base rather than continuously losing customers and replenishing the lost customers.

A customer base is the group of customers who repeatedly purchase the goods or services offered by a company. These customers are a main source of revenue for such company. The customer base may also be considered as the company's target market, where customer behaviors are well understood through market research or past experience (Dawes, 2009).

Customer base strategies in this context can be seen as a strategic move by a firm to grow, and sustain its competitive position by delivering perceived value to customers' all geared towards making the company's customers to repeatedly purchase the goods or services offered by the company. Customer base strategies can further be defined as set of plans intended to achieve large number of customers for the purpose of increasing the purchase of a firm's goods and services. An example of customer base strategy is the acquisition of Mimee Noodles and Dangote Noodels by De-United Foods Industries Limited (DUFIL) makers of Indomie Noodles in order to increase their customer base. Another example is the Value Innovation strategy is the GOTV & DSTV mobile in 2011, enabling customers from all market segments to enjoy the very home of television.

In a time of dynamic changes in the environment of companies generated by the intensification of competition and globalisation of markets, the growing possibility of satisfying needs through goods, services, ideas, rights and various combinations of these, companies concentrate more and more on the customer (Sunil & Lehman, 2009).

To attract and keep customers, and thus make a profit, companies are always searching for new and better ways to create value and differentiate their market offerings (Shaw & Ivens, 2002; Bendapudi & Leone, 2003). While to maximize the market scale, companies need not only focus on the customers, but also need to focus on non-customers. Kim and Mauborgne (2005) recommend that a company should consider the non-customers before customers, common points before different, and the merger market segments before the multi-level market segments. And they should separate the non-customer into three tiers: "Soon-to-be" noncustomers who are on the edge of the company's market, waiting to jump ship; "Refusing" noncustomers who consciously choose against the company's market; "Unexplored" noncustomers who are in markets distant from the company.

The issue of acquiring and retaining customers has been a strategic issue especially in an industry that competition is tensed. Using the Telecommunication industry for example, major players in that industry are having *"leaky bucket"* probably because of the competitive nature of the industry. Below is an analysis of drop in market shares of these major players:

Table 1: Market Share of GSM Operator (Active Subscribers) as at 2014

MTN	GLO	AIRTEL	EMTS:9MOBILE
59,893,093	28,219,089	27,556,544	21,103,794
44%	21%	20%	15%

Source: Nigeria Communication Commission, 2014

Author α: Ph. D, Nigeria. e-mail: ujuchisom@yahoo.com

© 2018 Global Journals

Table 2: Market Share of GSM Operator (Active Subscribers) as at 2017

MTN	GLO	AIRTEL	EMTS:9MOBILE
36,069,597	26,99,817	23,985,203	11,338,839
36.5%	27.4%	24.3%	11.5%

Source: Nigeria Communication Commission, 2014

From the above table, MTN in three years lost 23,823,496 active subscribers resulting in 8% loss in market share, Glo lost 25,519,272 active subscribers with a 6% increase in market share, Airtel loss 3,571,341active subscribers with a 4% increase in market share while 9Mobile loss 9,764,955 active subscribers with 4% decrease in market share.

The above analysis shows growing and retaining customers is actual a challenging issue faced by firms operating in any given industry.

a) Statement Problem

It can be argued that whenever a firm's products or services have been overused in chasing and beating competition in a particular industry, the firm's market share will start dropping once a high value product is being launched in that industry by other competitors. A typical example is the drop in market share of most table water company in Owerri, Imo State as a result of new table water called "Mangero' because of its beautiful design. The product as at now should be among the best selling table waters within Owerri. The simple reason for this strategic over-take is that the firms' operating in this industry doesn't innovate and as such, a single product has been overused in chasing and beating competition.

Furthermore, other challenges that have the potential of affecting the customer base of a firm is that majority of firms are busy competing for share in a shirking market. Thus, for a firm to grow and retain its customer base in this competitive era, such a firm must adopt some strategies which will be discussed in the study.

b) Purpose of the Study

The main purpose of this study is to discuss customer base strategies. There are many strategies a firm can adopt in growing, and sustaining its customer base. But for the purpose of this study, value innovation strategy, segmentation strategy, market expansion strategy, 80/20 business strategy, and relationship retention strategies will be discussed extensively.

II. Customer base Strategies

Definitely, the choice of strategy(ies) an organization will adopt in growing and sustaining its customer base will be determined by some environmental factors in that particular industry. Hence, the need to appraise the environment before adopting any strategy(ies) will be very important. These factors include regulatory, political, economical, social-cultural, technological and competitors. These factors have the potential of affecting the strategic choice of any organization in terms of increasing its customer base. An example is the regulatory force which shapes the type of promotional strategy an organization must adopt and the type of goods/service an organization is expected to manufacture or render to the public.

An example of how government regulations affect companies' strategy is case of network providers in Nigeria. According to Aginam (2013), the Nigerian Communications Commission, NCC on February 28, 2013 slammed a total of N22 million fines on the four GSM operators including MTN, Globacom Limited, Emerging Markets Telecommunications Services Ltd (Etisalat) and Airtel for contravening the ban on promotions and lotteries on their respective networks, of the telecoms regulatory agency. It would be recalled that the Commission had earlier in a letter dated November 8, 2012, directed all the licensees to discontinue all promotions and lotteries running on their networks with immediate effect Aginam (2013).

The ban covered proposed and approved promotions and lotteries after the Commission was inundated with several complaints from consumers and stakeholders against various promotions in the various networks. It would be recalled that the four top telecoms firms in the country were fined a total N1.17 b by the industry regulator by middles 2012 for not meeting stipulated quality of service benchmarks called key performance indicators. Accordingly, MTN Nigeria Communications Ltd, was fined N10,000,000 (Ten Million Naira) on account of five promotions at N2,000,000(Two Million Naira) for each promotion while Etisalat was to pay N6,000,000 (Six Million Naira) for three promotions in its network. Similarly, Airtel was fined N4,000,000 (Four Million Naira) for running two promotions against the ban while Globacom was fined N2,000,000 (Two Million) for one promotion Aginam (2013).

Meanwhile, sanctions on MTN were as a result of five promotions including, Free Airtime for MTN to MTN calls (8AM – 5PM), MTN to MTN SMS and free MB for Data. Dial *559#, Free N100.00 airtime for MTN to MTN calls, Airtime Bonus valid for life. Dial *559#, MTN Super Saver, get 500%, bonus valid till midnight. Dial *507# and Recharge with N100.00 today and get N500 FREE credit instantly. Hurry and recharge before January 22nd. For Etisalat, three promotions that

© 2018 Global Journals

attracted it sanctions include buy a MIFI device and get 1GB free for six months, buy a router device and get 50 MB free data spread over four months and get 30% instant bonus on every plan subscription/renewal over 200MB. On the other hand, Airtel is being sanctioned for two promotions including dongle and MIFI offerings and reverse auction service. In addition, Globacom has been sanctioned for engaging in one promotion of BUY Samsung Galaxy SIII, or Galaxy Note II and get free 500 MB on activation, and free 100MB X 6 Months Aginam (2013).

Hence, the need for a firm to appraise its environment before adopting any strategy will be needful and can be source of competitive advantage.

a) Value Innovation Strategy

We are in a century where firms' who wishes to excel in their respective industries must begin to have *customer mindset.* This customer mindset will enable them to adopt appropriate strategies in increasing their customer base. The core concept of the customer base strategies should be the exchange or creation of economic value between company and its customers'. Value starts with the customer and works back to the company; the company allocates resource based on the potential value of the customer. That means that companies have to change their product-focused 'inside-out' thinking, to customer-focused 'outside-in' thinking Kirkly (2016). The end point of every customer base strategies should be to grow, engage, and retain company's customers'.

Exploiting core competencies and attaining synergy (the interaction of organization's units to product a joint effect) will help companies' create value for their customers'. In this context, value is seen as the combination of benefits received and cost paid by the customer. A product that is low in cost but does not provide benefits to customers' is not a good value. For an example, an Airline company that splashes down prices, but experiences delay in takeoffs will lose customers. Delivery value to the customer should be at the heart of firm's strategy. In adopting this strategy in growing and sustaining the customer base of a firm, managers must understand which part of company's operation (product lines, & services) creates value and which do not, for a company can only be profitable only if the value it creates is greater than the cost of resource. When a firm fails to accurately appraise its value creating potentials, it becomes uncritically satisfied with its achievements.

Kim and Mauborgne (2005) the advocators of Blue Ocean Strategy believes that "Value innovation is created in the region where a company's actions favorably affect both its cost structure and its value proposition to customers. Cost savings are made by eliminating and reducing the factors an industry competes on. Customer value is lifted by raising and creating elements the industry has never offered. Over time, costs are reduced further as scale economies kick in due to the high sales volumes that superior value generates."

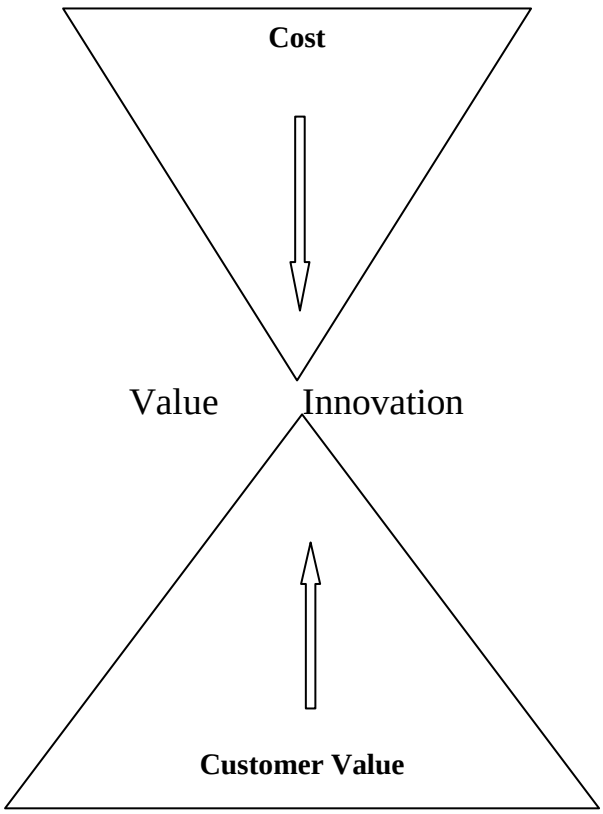


Figure 1: Value Innovation framework by Kim and Mauborgne (2005)

© 2018 Global Journals

Using the value innovation strategy to engage, grow and sustain the customer base of a company is found on the assumption that once a firm is able to achieve cost leadership in its industry (when a company can produce at lower cost than competitors and still offer quality and earn a reasonable profit), such a firm will be strategically positioned to succeed in a price war while still making profit.

This means a lot to a firm because their customer base will be protected when such sensitive customer cannot find lower prices of such product elsewhere. Again if substitute products or potential new entrants occur, the lower-cost producer is better positioned than the high-cost rivals to prevent loss of market share. Hence, the low price acts as a barrier against new entrants and substitute products. In essence, value innovation encourages firms' to pursue cost leadership and differentiation strategies as a best means of maintaining their market shares.

Another aspect of value innovation strategy when aligned with the company's strategy for growing and sustaining customer base is that such a firm must not allow its competitors to set parameters of their strategic thinking. For a firm to seek growth through retaining and expanding of its customer base, such firm must create new value for customers through product innovations.

Creation of new value for customer through product innovation can be seen when Guiness Nigeria Plc noticed that its customer base for MaltaGuiness (one of its products line in the soft drink industry) has started depreciating drastically, in order to sustain its presence in the soft drink industry, the company made a strategic move to acquire new customers and retain existing loyal customers. This strategic move gave birth to a new product 'Dubic Malt' in 2017. By creating new value for customers through product innovation, Guiness was able to expand and sustain its market share in the soft drink industry.

Another company that created new value for customers through product innovation is Multichoice owners of DSTV. The firm launched GOTV and DSTV mobile in 2011, enabling customers from all market segments to enjoy the very home of television experience. Through this strategic move (creation of new value for customer), the company became the market leader in the Multichannel & Multiplatform Digital Television operator in Africa covering over 50 countries. While it's rival Startimes though new in Nigeria is still struggling to gain a substantial share in the market. The above scenario explains the power of value innovation strategy in growing and retaining the customer base/share of a company.

b) Market Segmentation Strategy

Market segmentation has been an ancient marketing strategy in growing customer base of a firm. Kotler et al cited in Anyanwu (2013) sees market segmentation as the process of dividing a market into distinct group of buyers who have different needs, characteristics, or behavior who might require separate products or marketing programs. In adopting this strategy, a firm may segment its product/service offerings base on geographical location (geographical segmentation), demographic nature of customers like sex, age, etc (demographic segmentation), social-economic segmentation like education, income, status etc.

This strategy can be seen in action among commercial banks offering different packages for their customers in a bid to capture all segments of the market like students account, savings account, current account, fixed deposit account, joint account etc. This strategy (market segmentation) has indeed helped them to expand and sustain their market shares.

Companies operating in the food industry like Power oil, Kings oil, Peak milk, Cowbell milk, Loyal milk and others have all adopted this strategy in capturing and satisfying the needs of different market segments by considering their demographic and social-economic differences. As at last year 2017, 150ML Power Oil and Kings Oil sachets were sold for N100. Early 2018, Kings Oil and Power Oil went further and segmented their products, now they have 75ML being sold at N50. Peak milk, Cowbell milk and Royal milk also have the smallest size of their products 'in sachets' being for N50, and N60 respectively.

c) Market Expansion Strategy

Customer base (market share) of an organization can also be grown and sustained via diversifying its markets and product categories. An organization can grow its customer base either by using an existing product in a new market or by developing a new market and a new product. Whichever way, the essence of this strategy is to enable a firm maintain a lead in its industry.

Strategies like Merger and Acquisitions (M&A), Joint Venture, Strategic Alliance, etc are often seen in use by firms in growing their customer base and maintaining their strategic positions in their respective industries.

For an example, in the food industry specifically the Noodles industry, De-United Foods Industries Limited (DUFIL) makers of Indomie Noodles were able to adopt this strategy (market expansion through acquisition) to maintain their lead as industry leader. Despite the influx of new entrants in the industry such as Tummy Tummy, Golden Penny noodles, Honeywell noodles, Dangote noodles, Mimee noodles, Chef me Engle Food etc, Indomie expanded its customer base by acquiring Mimee noodles (a subsidiary of May & Baker) for N775M last year November, 2017. The companies went further and acquired Dangote noodles

© 2018 Global Journals

for N3.35B the same 2017 (Oluseyi, 2017). To protect its market base, Indomie always embark on promotional activities. Periodic promotion such as the scratch and win promo, visiting of schools both primary and secondary to prepare Indome for the children , visiting and partnering with amusement parks or fun centers during children's day celebration as witnessed in this year 2018 last children's day celebration at Rosallas Fun Center, Igando, Lagos.

d) The 80/20 Business Strategy

In the world of business, not all customers and products are profitable. A firm must be able to identify which particular market segment or product is more profitable so as to channel their marketing efforts in servicing those customers well or improving on those products line. In recouping its investment an organization has made in a particular market, the Pareto 80-20 rule is applied.

The principle of 80/20 can be viewed as a strategic option which can be used to analyze and identify strategic customers' of a business in order to strengthen such relationship. 80/20 strategy can also be used by companies to increase the profitability of their customer and product portfolio. In business, many examples of the 80/20 Principle have been validated. 20% of products usually account for about 80% of naira sales value; so do 20% of customers accounting for 80% of profit for the firm.

In the world of business in which this study is interested in, 80-20 refers to a *distribution ratio* between profits on the one hand and products/customers on the other hand: for example, 80% of the business' profits are attributed to 20% of the company's products and 80% of sales are attributed to 20% customer's'. A structured application of "*Pareto 80-20*" analytics will allow businesses to hone in on the most profitable activities with a laser sharp focus. The biggest advantage, however of the *Pareto 80-20* is in guiding business strategy. After a business must have understood the analytics and the implementation procedures behind the *Pareto 80-20*process, such an entrepreneur should be able to achieve at a minimum the following objectives (Newman, 2011).

1. Develop a reliable ranking of customers by their profitability.
2. Develop a reliable ranking of products by their profitability.
3. Understand what is a healthy distribution ratio between customers and their profitability, same for products-profitability.

In applying the Pareto's principle growing a firm customer base, one may find out that some customers are vital. Most are not. Some sales efforts are wonderfully productive. Most are inefficient. Some will lose you money. This principle suggest that a firm should channel its marketing and sales effort where they can offer a minority of potential customers something that is unique, better or much better value than they can obtain elsewhere, provided that the firm can make higher profits in the process. Any successful enterprise draws its success from this simple, and simplifying, principle. The principle is summarized thus:

- 80% of profits come from 20% of customers.
- 80% of product sales from 20% of products.
- 80% of sales from 20% of advertising.
- 80% of customer complaints from 20% of customers.
- 80% of sales from 20% of the sales team.

The above entails that the business should (Koch, 2004,):

a) Focus every salesperson's efforts on the 20 per cent of products that generate 80 per cent of sales. Make sure that the most profitable products attract four times the credit that an equivalent Nair of less profitable products does. The sales force should be rewarded for selling the most profitable products, not the least profitable.
b) Focus every salesperson's efforts on the 20 per cent of customers who generate 80 percent of sales and 80 per cent of profits. The firm should be able to teach the sales force to rank their customers by sales and profits. Insist that they spend 80 per cent of their time on the best 20 per cent of customers, even if they have to neglect some of the less important customers. Spending more time with the minority of high-volume customers' should result in higher sales to them. If opportunities to sell more existing products have been exhausted, the sales force should concentrate on providing superior service, so that existing business will be protected, and on identifying new products that the core customers want.
c) Finally, get the sales force to revisit old customers who have provided good business in the past. This can mean knocking on old doors or calling old phone numbers.

e) Customer Relationship Retention Strategies

In their zeal to grow, many companies focus almost exclusively on entering new markets, introducing new products, and acquiring new customers. However, these companies often have *a "leaky bucket"* as they add new customers, old ones defect from the firm. Some studies report the average retention rate for U.S. companies is about 80%.21 Put differently, on average, 20% of a company's customers' defect every year (Sunil & Lehman, 2009). This means that, roughly speaking, the average company loses the equivalent of its entire customer base in about five years.

Studies also show that the cost of acquisition is generally much higher than the cost of retaining existing customers. Therefore, it seems obvious that a firm

© 2018 Global Journals

should focus on retaining its existing customers. Unfortunately, many companies don't even know their customer retention or defection rates. Part of this problem lies in the lack of appreciation for the importance of customer retention (Sunil & Lehman, 2009).

In a nationwide customer retention survey, majority of the respondents reported that 75% of the sales were from existing customers (Carter, 2008). Saturated markets and high levels of competition within industries can be said to have necessitated the practice of customer retention strategies among firms.

Customer retention is "customer's intention to stay loyal with the service provider especially in the context of switching costs" (Edward and Sahadev, 2011). Customer retention is the inclination of the customers to stay with the service provider in future (Ranaweera and Prabhu, 2003). Retention can be also defined as "customer's liking, identification, commitment, trust, willingness to recommend and repurchase intentions with the first four being emotional-cognitive retention constructs and the last two being behavioural intentions" (Stauss, 2001).

Some positive customer relationship retention strategies include:

1. *Financial bonds:* These are strategies that are constructed around financial rewards. There are three variants-volume and frequency rewards, building and cross selling, and stable pricing. Volume and frequency rewards are designed to retain consumers that buy in large quantities and frequently too. For an example, Nigeria companies are often seen using this strategy in which customers that have maintained long relationship with firm are rewarded. Building and cross selling involves linking the firm's incentive with rewards available in other firms. Some promotions are designed such that royal customers are provided opportunities to visit at company's expense centers of attraction or international events like World Cup tournament. Stable pricing is a kind of incentives whereby loyal customer are given the privilege of buying at given price over a long period of time even if prices have been adjusted upwards for other buyers.
2. *Social bonds:* They indicate the creation of long-term relationships with the customers through social networks and individuals. In this respect, companies consider the customers as different individuals and try to meet the needs of various customer groups by the means of custom services. As compared to financial relationships which are based on price incentives, social ones enable the companies to enjoy more competitive advantages since their replacement is of more difficulty and suitability to enhance the customer retention. God and Senhuta (2000) pointed out that when there are close interactions between business partners, they are more likely to be depended on each other and they are able to affect satisfaction, commitment and trust of that part. Wilson and Momalaneni cited in Mohammad et al (2015) showed that commitment of relationship retention will be stronger when stronger individual relationships and social links exist between the members within a business relationship (Yu and Tang, 2013, p111).
3. *Customization Bonds*: Intimate knowledge of customers and their needs developed through a learning relationship is very useful in retaining valuable customers. Customer intimacy connotes that the customer is actively sharing information during interactions and contributing in the marketer's endeavour to customise the products, services or any aspect of the marketing mix. Every member of the organisation uses every opportunity of interaction to learn new things about the customer and add to the organisational knowledge of the customer.
4. *Structural bond:* When companies provide more custom services and emphasize high quality services/products and long-term relationships including trust, satisfaction and commitment, structural relationships are established. For an example Coca-Cola, Pepsi, Hero Beer etc provides customized refrigerators, chairs, tables etc to retailers of their various brands.

In the last strategy, companies are forced to provide the integrated services or supply the innovated products in order to satisfy the customers' demands. Han et al. cited in Mohammad et al (2015) demonstrated that by the dominance of complex purchase conditions, the companies with stronger structural relationships can offer multiple custom services with the added value. They are able to achieve more trust, satisfaction and commitment while keeping long-term relationships with the customers as compared to those with weak relationships.

Furthermore, Lin et al. (2003) and Rodriguez and Wilson (2002) confirmed that structural relationships have positive impacts on trust, satisfaction and commitment which are regarded as the bases for retaining customers' (Yu and Tang, 2013, p111).

Structural bonds are the strongest bonds and subsequently the most difficult to break. Structural bonds are stronger than customisation bonds; customisation bonds are stronger than social and financial bonds. As the bonds become stronger, customer loyalty increases, and the opportunities and scope for reaping the benefits of relationship marketing increases.

© 2018 Global Journals

From the above strategies discussed, an organization can retain its existing customer by offering some financial incentives-lower prices for volumes or for customers who have been patronising the firm over a period of time. Also company's customer can be retained by viewing them as clients who are not merely nameless faces. They find ways to keep in touch with them and interact with them to find their changing needs and offer solutions. Through these strategies, customer satisfaction could be achieved which definitely results in customer royalty.

f) Empirical Review

There are scanty empirical literatures on customer base strategies but the available literature is the study of Gengeswari, Padmashantini, & Sharmeela-Banu, (2013) on Impact of Customer Retention Practices on Firm Performance, they argued that customer retention has become the buzzword among both practitioners and academics due to its significant impact towards the improvement in firm performance. To them, firm's performance is normally evaluated using financial measures, their study has utilized non-financial measure i.e. customer satisfaction. Their study was conducted using mall-intercept surveys at AEON Perak, Malaysia whereby, it collected 200 completed questionnaires. Hierarchical regression analysis was employed to examine the impact of customer retention towards firm performance alongside with the demographic profiles as the moderator. Four dimensions of customer retention namely word-of-mouth, price insensitivity, repeat purchase and non-complaining behavior as well as demographic profiles are found to significantly influence firm performance (customer satisfaction).

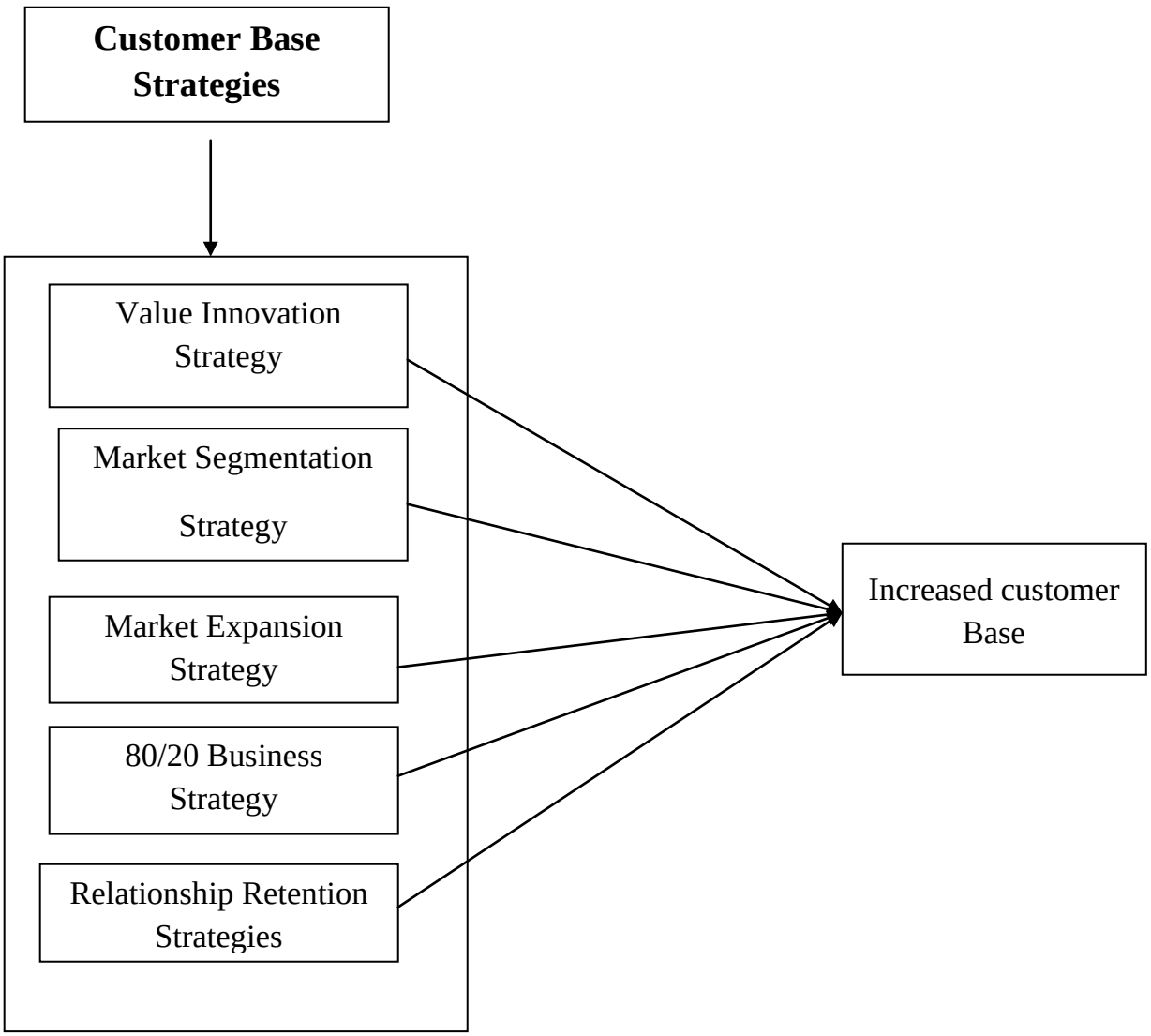


Figure 2: Conceptual Model for the Study

© 2018 Global Journals

III. Conclusion

Achieving a sustained competitive advantage (SCA) in this 21st century reside on having a customer mindset. This study has demonstrated that effective customer-based strategies should take into consideration value innovation strategy, market segmentation strategy, market expansion strategy, 80/20 business strategy and relationship retention strategies. With the above mentioned strategies, a firm can grow, and sustain its customer base at a profit. The study also proposed a model for growing, and sustaining a firm's customer based. The model assumed that through value innovation (cost leadership, creation of new value through product development) a firm's customer base can improve directly. Secondly, market segmentation strategy, market expansion strategy, 80/20 business strategy and well structured relationship retention strategies (financial, social, customization, and structural bond) will definitely enhance customer satisfaction thereby reflecting in increased market share of the firm. Also, channeling marketing efforts to 20% customers and products that gives a firm 80% profit will enhance organizational returns.

However, apart from the aforementioned conclusions and contributions of customer base strategies to firms, effective customer base strategies takes into cognizance the two sides of customer value which is the value the firm provides to the customer and the value the firm provides to the firm. Conclusively, effective implementation of customer based strategies and its periodic review and appraise grow and sustain the profit and assets base of the organization.

References Références Referencias

1. Bendapudi, N. and Leone, R.P. (2003). Psychological implications of customer participation on co-production. *Journal of Marketing,* (67), 14-28. *Industrial Marketing Management*, *42*(4), 544-551.
2. Carter (2008). Customer perceived value: a substitute for satisfaction in business markets. *Journal of Business and Industrial Marketing*. 17(2/3): 107-18.
3. Dawes, F. (2009). *Customer Relationship Management: Concepts and Tools.* Elsevier: Oxford.
4. Emeka Aginam (2013). Nigeria NCC sanctions mobile operators with N22m fine. *Vanguard Media Limited.*
5. Gengeswari, K; Padmashantini, P., & Sharmeela-Banu, S.A. (2013). Impact of Customer Retention Practices on Firm Performance. *International Journal of Academic Research in Business and Social Sciences July 2013, Vol. 3, No. 7 ISSN: 2222-6990.*
6. Edward H. & Sahadr (2011). Measuring switching costs and the determinants of customer retention in internet-enabled businesses: a study of the online brokerage industry. *Information Systems Research*, 13 (3): 255–274.
7. Johnston, R. and Clark, G (2001). *service operations management.* London: Prentice Hall.
8. Jennifer Kirkby (2016): Developing a Customer Strategy.
9. Newman, MEJ. (2011) "Power laws, Pareto Distributions, and Zipf's law" (PDF).p.11. Retrieved 10 April.
10. Mohammad Jafar Tarokh and Abbas Sheykhan (2015). Recognizing Relationship Marketing Dimensions and Effects on Customer Satisfaction, Loyalty and Word of Mouth Advertisement. MAGNT Research Report (ISSN. 1444 -8939) Vol.3 (4). PP: 62-86
11. Kim,C.W. and R. Mauborgne. (2005). "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant". *Harvard Business School Press*, Boston, MA.
12. Koch, Richard (2000). The 80/20 Principle: the Secret of Achieving More with Less. New York: Doubleday. ISBN 1-87784-351-4.
13. Sunil Gupta & Donald Lehman (2009). Managing Customer as Investments: Strategic Value of Customers in Long run.
14. Statuss, H. (2001). The importance of customer satisfaction in relation to customer loyalty and retention. *UCTI Working Paper*. Asia Pacific University College of Technology and Innovation, Malaysia.
15. Shaw, C. and Ivens, J. (2002). *Building Great Customer experiences.* London: Palgrave.

© 2018 Global Journals

Global Journals Guidelines Handbook 2018

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSBA" title to individuals. The 'FARSBA' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.



- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSBA or William Walldroff, M.S., FARSBA.

FARSBA accrediting is an honor. It authenticates your research activities. After recognition as FARSBA, you can add 'FARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSBA designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSBA title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.





You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

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.



The FARSBA can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.



The FARSBA members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.



The FARSBA member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.



The FARSBA is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSBA can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSBA member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.



MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

The ' MARSBA ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.



The "MARSBA" is a dignified ornament which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., MARSBA or William Walldroff, M.S., MARSBA.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.



MARSBA designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSBA, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





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.



The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.



Once you are designated as MARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

© Copyright by Global Journals | Guidelines Handbook

Auxiliary Memberships

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).



The "FARSC" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

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 :

"

- 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

Authorship Policies

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.

Copyright

During submission of the manuscript, the author is confirming an exclusive license agreement with Global Journals which gives Global Journals the authority to reproduce, reuse, and republish authors' research. We also believe in flexible copyright terms where copyright may remain with authors/employers/institutions as well. Contact your editor after acceptance to choose your copyright policy. You may follow this form for copyright transfers.

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.



© Copyright by Global Journals | Guidelines Handbook

- 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:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

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.



© Copyright by Global Journals | Guidelines Handbook

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.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- 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.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

A

Acclimatize · 39
Ambiguous · 44
Articulated. · 2
Assertion · 45
Attainment · 16, 46

B

Bureaucratic · 16, 45
Bureaucrats · 45, 49, 51

C

Colonial · 44, 47
Confirmatory · 1
Conflicting · 1, 45, 46
Convergent · 5, 6, 9

D

Degenerate · 44
Divergent · 45, 46

E

Entrepreneurs · 23, 24, 25, 26, 27, 28, 30
Enunciating · 44
Extrinsic · 34, 35, 39, 40, 41, 42, 43

H

Hierarchical · 36, 38

I

Indigenous · 23, 24
Integrity · 36

M

Mediocrity · 26

N

Numerous · 2, 37, 39, 44, 46

O

Obstacles · 16, 17, 18, 21
Omnipresent · 39

P

Paradoxical · 1
Persistent · 26

R

Recouping · 56

T

Tangible · 2
Transient · 2

V

Vigorous · 5
Violation · 19





Global Journal of Management and Business Research

Visit us on the Web at www.GlobalJournals.org | www.JournalofBusiness.Org
or email us at helpdesk@globaljournals.org



ISSN 9755853

© Global Journals