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

# Global Journal

## of Management and Business Research: A

# Administration and Management



Apparel Industry in Sri Lanka

Impact of Strategic Intelligence

Highlights

Human Resources Challenges

Sustainable Competitive Advantage

Discovering Thoughts, Inventing Future

VOLUME 20 ISSUE 2 VERSION 1.0

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Volume 20 Issue 4 was originally issued as A2

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

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

Volume 20 Issue 2 (Ver. 1.0)

Open Association of Research Society

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Volume 20 Issue 4
Originally issued as A2



Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 2 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Impact of Strategic Intelligence on the Sustainable Competitive Advantage of Industries Qatar

By Mohamed Sulaiman Alhamadi
*Mutah University*

*Abstract-* The research aims to investigate the impact of strategic intelligence on the sustainable competitive advantage. The population of the study consists of managers of Industries Qatar, namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel. The researcher distributed the questionnaire to the whole population. One hundred and three questionnaires were returned and analyzed using SPSS and Amos statistical software packages. The results clarify that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Based on the study results; managers and decision-makers of Industries Qatar have to utilizing the components of strategic intelligence to study the internal and external organizational environment and how it is influenced by the external variables and how to hedge potential external threats.

*Keywords:* *strategic intelligence, sustainable competitive advantage, industries qatar.*

*GJMBR-A Classification:* *JEL Code: H54*



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Mohamed Sulaiman Alhamadi

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*Keywords: strategic intelligence, sustainable competitive advantage, industries qatar.*

## I. Introduction

The last decade of the last century witnessed significant and significant changes and developments in various aspects of economic, social, political, technological and cultural life, were clearly reflected on management practices and organizational relations within organizations, and as a result of rapid technological development, and the problems in which organizations of all types and activities live, because of the growing effects and dimensions of globalization, these organizations have become complex and unstable. As a result, new strategies for predicting the future of organizations have emerged as part of the local system within a broader global system that affects their activities, plans and strategies. Because of that, organizations provide information to understand the threats surrounding them, shape decision-makers' conviction that creative decisions must be made, and empower managers to sense opportunities with changes. In order to ensure its market share, and to achieve a profitable guarantee of continuity and survival, it must work to achieve a competitive advantage and work on continuity, and this can only be achieved by the adoption of a system of strategic intelligence that allows it to deal with all changes in its internal and external environment and to be ready to seize opportunities Available. This has led to the emergence of new strategies that increase the ability of organizations to adapt to the surrounding environment, which is called strategic intelligence (Maccoby, 2001).

Strategic Intelligence is one of the most modern concepts in the field of strategic management. It represents a system that helps to monitor the environmental variables surrounding the organization and work to exploit and benefit from them. The importance of strategic intelligence as an important tool for managers to take a set of proactive steps to reach the competitive centres in the global environment, it also leads to excellence through the development of strategic solutions to complex business problems. This is done by collecting and analyzing information about the external environment, responding to current and future environmental changes, planning and forecasting results that reflect positively on their reputation, and providing meaningful ideas that transform innovations into tradable products. Today, we can say that complete confidence to identify and use strategic intelligence may increase the organizational competitiveness and make it distinct from competitors. Strategic intelligence has information as to its foundation (Svensson et al., 2011).

Most organization's primary goal is to maximize all available resources to achieve strategic objectives and meet customer demands (Nadarajah et al., 2014 ). However, all firms aim to implement high-value strategies that produce profits as a normal aspiration of business owners. When a particular high-value strategy of a firm cannot be implemented, imitated or replicated successfully by a potential competitor, the strategy provides the firm with a source of sustainable competitive advantage (Ren et al., 2009). Company resources and capabilities and external factors are referred to as sources of competitive advantage (Syapsan, 2019). A sustainable CA derives implementation of a strategy that adds value (Barney, 2001), and depends on a strategic advantage which can offer favourable terms or block their ability to achieve superior results (Hakkak & Ghodsi, 2015). Sustainable

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competitive advantage refers to value creation in which a firm pursues high innovation by driving market competition (Kuncoro and Suriani, 2018).

Industries Qatar is a Qatari conglomerate with subsidiaries and investments in the petrochemicals, fertilisers and steel industries. IQ is a 51-per cent subsidiary of Qatar Petroleum. Its shares are traded on the Qatar Exchange and are one of the largest publicly traded companies in Qatar by market capitalisation. The company's principal investments are Qatar Petrochemical Company (QAPCO), Qatar Fuel Additives Company (QAFAC), Qatar Fertiliser Company (QAFCO), and Qatar Steel. This study examined the impact of strategic intelligence on the sustainable competitive advantage

## II. Literature Review and Hypotheses Development

*a) Strategic intelligence*

Strategic intelligence is described as the process of gathering data, information, processing, and analyzing information of strategic importance. It is linked to strategic planning and decision-making for large organizations. Strategic intelligence is a source of competition and management development for organizations (Kuosa, 2011). Strategic intelligence doesn't focus on individual targets, but especially on the general trends that can be interpreted by analyzing a large number of activities geared towards a specific purpose (Silas, 2013). According to academicians, strategic intelligence is a widespread and multilateral concept which there is not a fixed and certain definition for it.

Strategic intelligence is the knowledge the organization needs about the business environment that enables it to manage its current business, anticipate and manage future changes, and then design strategies that help to deliver value to the customer, and increase the organization's profits (Svensson et al., 2011). Maccoby et al. (2011) defined Strategic Intelligence as a complete system of leadership traits that a leader has, and these traits are used to overcome the challenges that meet leaders and the relationships between leaders and their people. Lehane (2011) defined strategic intelligence as a function of analyzing competitors and understanding their future goals and current strategies, their assumptions about the industry, as well as their abilities. Strategic intelligence as the collection, processing, analysis, and dissemination of information that has high strategic relevance (Kuosa, 2011).

Brouard (2007) argues that strategic intelligence is an information process through which the organization listens to its environment, to decide and take action, and to identify the activities required in pursuit of its objectives. Strategic intelligence is a set of actions and activities used to find, analyze and evaluate all business information in order to achieve a certain set goal and it focuses mainly on issues pertaining strategic planning for a business (Sternberg, 2004). Nofal & Yusof (2013) defined strategic intelligence as: "A comprehensive system that helps in making decisions by observing and analyzing the operational environment in the organization. It also focuses mainly on strategic information, strategic resources, partnerships and strategic consulting."

Strategic intelligence is a system that consists of several dimensions that are essential to creating a clearer image about the future; these dimensions are Foresight, Visioning Motivation (Maccoby, 2011). Strategic intelligence is consisted of three dimensions: business intelligence, competitive intelligence and knowledge management. According to Kruger, (2010), the effective factors on the strategic intelligence are human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitor's intelligence, customer's intelligence.

*Foresight:* Strategic foresight relates primarily to the future planning of the organization, and the detection of alternatives. This requires creative skills in all disciplines through which the needs of the Organization can be met, and a commitment to the future vision of the Organization (Heiko et al., 2015). Maccoby (2011) define foresight as the ability to think about the unclear and indeterminate forces that shape the future. foresight ability reflects the individual's ability to think based on invisible and unconscious forces but contributes to the future of the organization. Foresight distinguishes between what the organization can avoid and what it can control. (Maccoby & Scudder, 2011). It also represents the ability to see future trends by comparing the dynamics of the organization in the past and present (Maccoby & Scudder, 2011).

*Future vision:* A vision is a one-sentence slogan that illustrates the overall goal you want to reach after some time, for example, five years, by identifying and discussing problems and finding the desired goals of the organization (Wolfe et al., 2017). The organization must give a clear and comprehensive picture of its ideal future with a description of all parts of the organization (values, systems, leadership) and the vision must be realistic and address the intelligence of workers (Khafaji, 2008). Vision is seen as tacit knowledge developed by years of experience, used in difficult situations that require rapid reactions (Hartei s et al., 2008). Vision is to reach the content of a targeted mission that clarifies the current work and activities of the organization, clarifies the current and future status of the organization and its status and plans the strategic path that the organization should follow.

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*Strategic partnership:* Partnership refers to the ability of a smart leader to forge strategic alliances to achieve mutual benefits for both parties (Maccoby, 2011). Partnership herein means a process of cooperation and exchange of information between two or more organizations to build successful strategies for the exploitation of business between them, and exploitation to be a smart use of the full capacity of the partnership, to achieve the desired objectives of this partnership, this partnership also reflects the ability of a strategically intelligent manager to forge strategic alliances between more organizations (Abdali, 2010). It refers to the organization's ability to create strategic alliances with other organizations in the same industry or field, as this alliance represents an agreement between two or more organizations to share their resources to develop a joint venture.

*Motivation:* Strategic motivation enables employees to maintain motivation, or even enhance motivation, maintain competence, or improve the efficiency of individuals working in the organization (Engelschalk et al., 2016). Motivation is the inherent power within an individual that affects the direction, tension and persistence of voluntary behavior (Mc Shane & Glinow, 2010). Employers try to increase employee self-motivation by providing job independence, giving importance to workers and increasing competitive wages (Kuvaas et al., 2017). Mullins (2010) also shows that motivation is some of the individual's inner strength through which he can achieve certain goals to meet certain needs or expectations. Motivation is an effective tool to motivate employees by meeting their needs and desires, which helps to stimulate their behavior and direct them towards achieving the goals of the organization, thus strengthening the strategic objectives of the organization.

*Systems thinking:* Maccoby (2011) argues that systems' thinking is the ability to integrate diverse elements and how to interact with each other in order to achieve organizational goals. An organization can recognize a common vision of employees within the entire organization and be open to new ideas and the external environment. In other words, systemic thinking is not one type of thinking but rather thinking that is used to understand many types of systems (Mullins, 2010; Kondalkar, 2007). Systems thinking helps create a strategic framework to address the environmental complexities of the organization, a way to easily learn new things, and acquire new knowledge in order to strategically integrate new ideas within the organization's environment, providing a clearer view and more accurate assessment of all elements of the system (Haines, 2007). System thinking is the ability to synthesise a set of related variables and integrate them together and then analyze them accurately and show their interaction with each other and form a macro picture of the subject.

*b) Sustainable competitive advantage*

SCA construct can be defined as that unique attribute that is difficult to be acquired or copied by the competition, which arises from the impossibility of competitors implementing value creation strategies simultaneously (Barney, 1991). The presence of some competitive advantage is normally inferred from sustained periods of above-average performance, broadly recognized as a sustainable competitive advantage (SCA) (Ritthaisong et al., 2014). "The sustainable competitive advantage arises from the development of a set of features and abilities that cannot be negotiated, imitated or replaced, or implemented simultaneously by current and potential competitors, and use of resources within the company is difficult to access or replicate by competitors" (Iamin, 2007). The organizational process such as the action of managers in the form of structuring the resources and managing them in the market provides the fourth necessary condition to obtain SCA (Castro & Giraldi, 2018 )

*c) Strategic intelligence and sustainable competitive advantage*

Strategic intelligence can be conceived as a managerial organization to collect the legal and managerial information that organizations need to analyze, interpret variables, and information relevant to internal customers and consumers to facilitate management decision-making that can lead to a competitive advantage (Arcos, 2016). Strategic intelligence also enables the organizations to achieve profit and enables it to anticipate and manage future change, leading to added value for the consumer, and maximizing profits in current and new markets (Svensson et al., 2011). In such an environment, the capability to sense and respond to market threats and opportunities with speed and surprise has become essential for the survival of organizations (Huang, Ouyang, Pan & Chou, 2012). Strategic intelligence refers to the creation and transfer of information or knowledge that can be used in decision-making and focuses on using the best ways to enable the organization to deal with future challenges and opportunities to maximize the success of the organization (Heiko et al., 2015). Strategic Intelligence has the importance of being an important tool in the hands of leaders and senior management and aims to take a series of steps to reach competitive positions (Liebowitz, 2006). Business organizations need strategic intelligence to improve and maintain their current status in a dynamic environment (Abd et al., 2019). Based on the above literature review, the study hypotheses can be formulated as:



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*H1:* Strategic intelligence has a significantly positive effect on sustainable competitive advantage.
More specifically:

*H11:* Foresight has a significant effect on sustainable competitive advantage.

*H12*: Future vision has a significant effect on sustainable competitive advantage.

*H13:* Strategic partnership has a significant effect on sustainable competitive advantage.

*H14*: Motivation has a significant effect on sustainable competitive advantage.

*H15:* Systems thinking has a significant effect on sustainable competitive advantage.

## III. Study Proposed Model

Based on the study hypothesis, figure 1 shows the study proposed model. As shown in the theoretical framework, this study examines the impact of strategic intelligence on the sustainable competitive advantage, where strategic intelligence is the independent variable and consists five dimensions namely; foresight, future vision, strategic partnership, motivation, and systems thinking. Sustainable competitive advantage is the independent variable with one dimension.

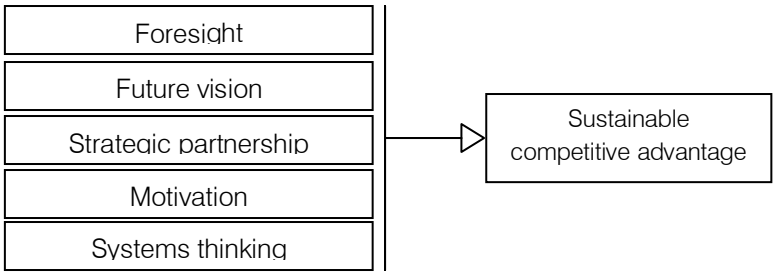



*Figure 1:* Theoretical Model

## IV. Research Methodology

*a) Research sample*

The population of the study consists of managers of Industries Qatar namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel. The unit of analysis is managers of top and middle level. Because the study population is about 120, the researcher distributed the questionnaire to the whole population. One hundred three questionnaires were returned completed. Table 1 shows the characteristics of the population.

*Table 1:* Characteristics of the population

| Variable | | Frequency | % |
|---|---|---|---|
| Age group | less than 30 | 5 | 4.8% |
| | 30- less than 40 | 65 | 63.1% |
| | 40- less than 50 | 22 | 21.4% |
| | 50 years and more | 11 | 10.7% |
| Gender | Male | 83 | 80.6% |
| | Female | 20 | 19.4% |
| Educational level | Diploma | 17 | 16.5% |
| | Bachelor | 62 | 60.2% |
| | Master | 19 | 18.4% |
| | PhD | 5 | 4.9% |

*b) Research instrument*

The dimensions of the study constructs and their items were built based on previous studies.

Strategic intelligence: Strategic intelligence measurement adopted by Maccoby (2011); Kruger (2010) Accordingly, the study adopts five dimensions namely; foresight, future vision, strategic partnership, motivation, and systems thinking. Twenty items assessed strategic intelligence.

Sustainable competitive advantage: Six items were used to estimate sustainable competitive advantages adopted by Lenssen et al., (2011). They include the speed of response to the customer, operation efficiency, service quality and innovation speed, and two items adopted by Chandler and Hanks (1994) and Ward et al. (1995). They include company reputation and partnering with the customer on a long-term basis.



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*c) Exploratory factor analysis (EFA)*

The exploratory factor analysis was conducted to structure a group of variables, and eliminating those that do not meet the required criteria, as cited in Khan and Adil (2013), the principal component analysis was used to extract those items. Table 2 shows the results of EFA. The results in Table (2) indicate the results of EFA, in which 26 items were extracted; Where the distribution of items (FO1 – FO4) for the first factor (Foresight), items (FV1-FV4) were related to the second factor (Future vision), and in contrast items (SP1-SP4) related to the third factor (Strategic partnership) , items (MO1-MO4) in the fourth factor (Motivation), items (ST1-ST4) in the fifth factor (Systems thinking). As for the items of the dependent variable, this is Sustainable competitive advantage (SCA1-SCA6). Standardized factor loadings for all items were greater than 0.5 (Maiz et al., 2000), average variance extracted (AVE) values were higher than 0.50 (Lin and Lu, 2011), composite reliability (CR) values and Cronbach's alpha were greater than 0.70 (Al-Hawary, 2012; Chiu and Wang, 2008).

*Table 2:* Means, standard deviations and EFA findings

| Dimensions | Items | SFL | Means | SDs | AVE | CR | α |
|---|---|---|---|---|---|---|---|
| Foresight | FO1 | 0.74 | 2.94 | 0.93 | 0.883 | 0.790 | 0.781 |
| | FO2 | 0.79 | | | | | |
| | FO3 | 0.82 | | | | | |
| | FO4 | 0.77 | | | | | |
| Future vision | FV1 | 0.75 | 3.42 | 0.96 | 0.887 | 0.797 | 0.788 |
| | FV2 | 0.76 | | | | | |
| | FV3 | 0.80 | | | | | |
| | FV4 | 0.84 | | | | | |
| Strategic partnership | SP1 | 0.81 | 3.51 | 0.87 | 0.901 | 0.820 | 0.796 |
| | SP2 | 0.78 | | | | | |
| | SP3 | 0.84 | | | | | |
| | SP4 | 0.82 | | | | | |
| Motivation | MO1 | 0.79 | 3.43 | 0.92 | 0.873 | 0.774 | 0.762 |
| | MO2 | 0.76 | | | | | |
| | MO3 | 0.77 | | | | | |
| | MO4 | 0.73 | | | | | |
| Systems thinking | ST1 | 0.73 | 3.22 | 0.89 | 0.867 | 0.766 | 0.754 |
| | ST2 | 0.79 | | | | | |
| | ST3 | 0.77 | | | | | |
| | ST4 | 0.72 | | | | | |
| Sustainable competitive advantage | SCA1 | 0.69 | 3.15 | 0.83 | 0.855 | 0.707 | 0.697 |
| | SCA2 | 0.72 | | | | | |
| | SCA3 | 0.68 | | | | | |
| | SCA4 | 0.73 | | | | | |
| | SCA5 | 0.77 | | | | | |
| | SCA6 | 0.80 | | | | | |

## V. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis was used to validate the conformity of the study model, which combines all dimensions associated with the items it measures, as demonstrated by the results of the exploratory factor analysis. This technique is used before examining the structural model, in which research hypotheses are tested (Jackson et al., 2009).



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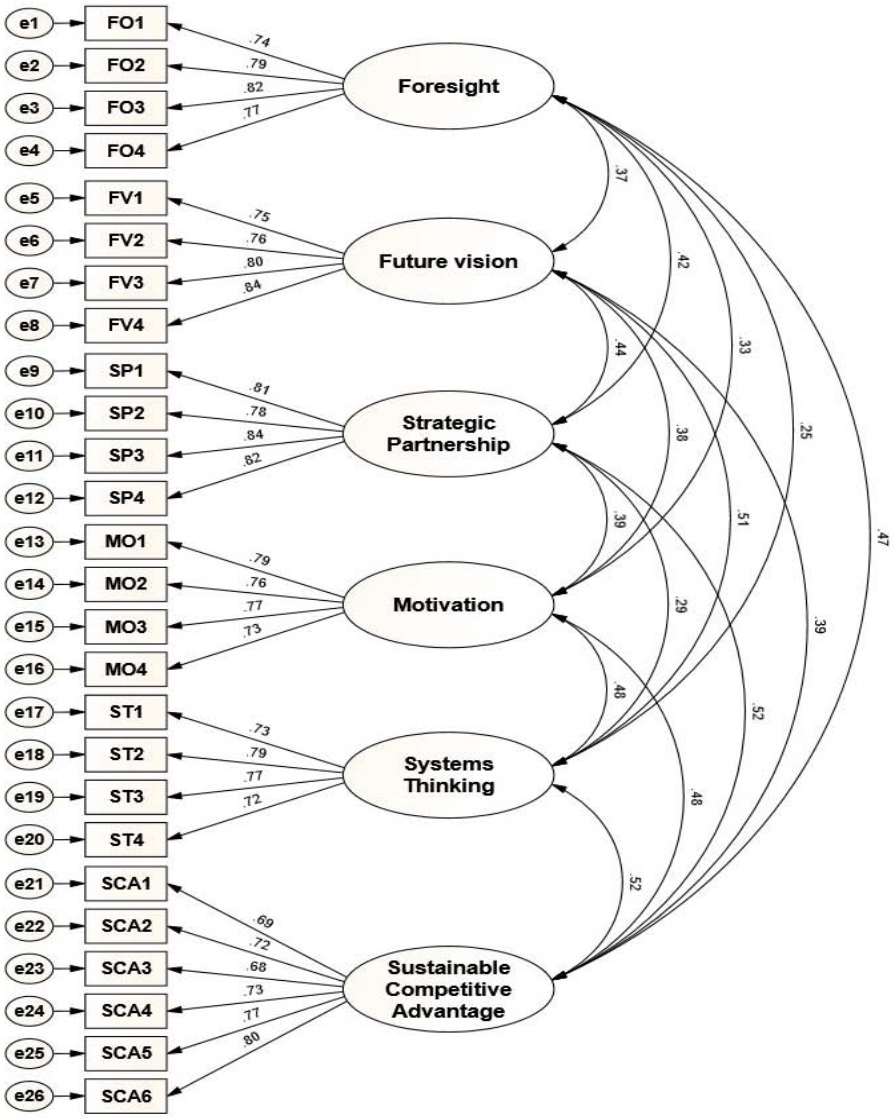



*Figure 2:* Research measurement model

*Table 3:* Results of measurement model goodness-of-fitness indices

| Index | Value | Criterion | Result |
|---|---|---|---|
| Chi-square ratio (CMIN/DF) | 1.34 | < 3.00 | Supported |
| Comparative fit index (CFI) | 0.951 | > 0.90 | Supported |
| Goodness of fit index (GFI) | 0.934 | > 0.90 | Supported |
| Root mean square error of approximation (RMSEA) | 0.036 | < 0.08 | Supported |

It is noted from Table (3) that the Chi-squared/DF is (1.34) which is less than (3), and that the goodness of fit index (GFI) was (0.951) which is greater than (0.90), and the value of the comparative fit index (CFI) was (0.934) which is higher than the minimum acceptable value for these indicators which is (0.90). The value of the Root mean square error of approximation (RMSEA) was (0.036) which is less than (0.08). The results and indicates that the measurement model fitted the current data because the values of these indices were within the required range (Agus, 2011; Abazeed, 2018; Mohammad, 2017; Love et al., 2015.

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## VI. Structural Model

Figure (3) shows the model of latent variables to test the sub-hypotheses, each of which provides a statistically significant impact for each dimension of the Strategic intelligence (foresight, future vision, strategic partnership, motivation, and systems thinking) on the sustainable competitive advantages. After validating the conformity of this structural model, the results showed acceptance of all sub-hypotheses. As confirmed by the results in a table (4).

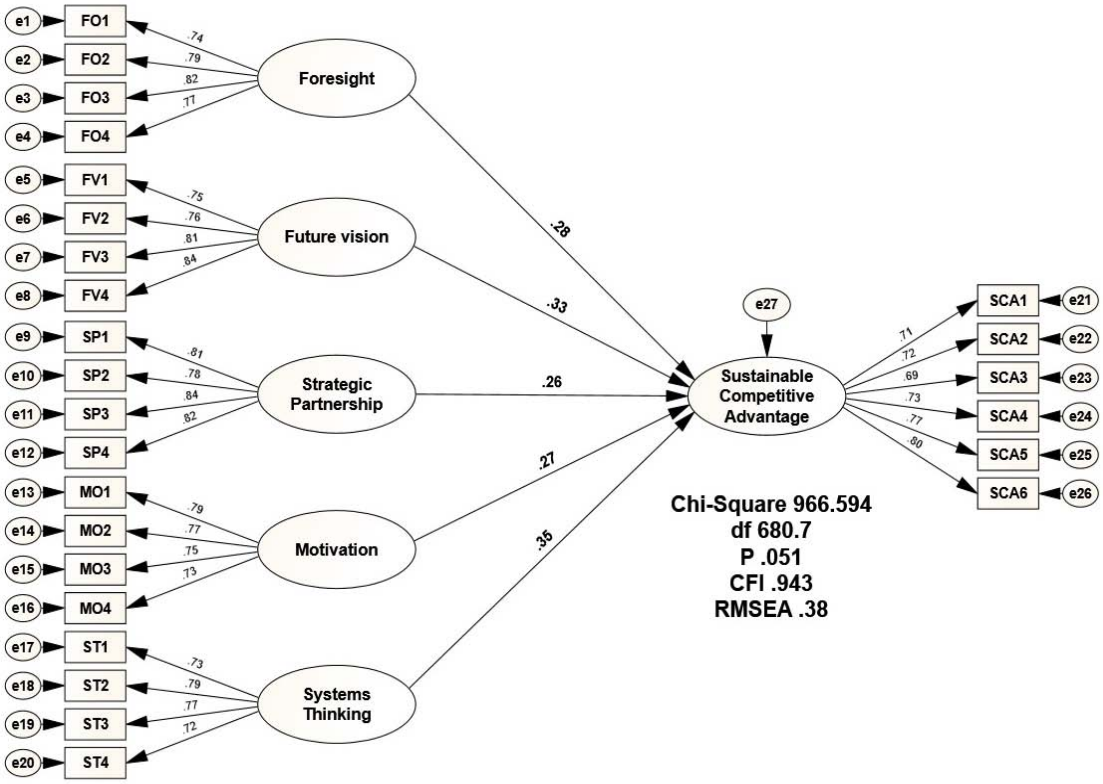



*Figure 3:* Research structural model

The results in Table 2 clarifies that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Foresight (ß = 0.28, P<0.05), future vision (ß = 0.33, P<0.05), strategic partnership (ß = 0.26, P<0.05), motivation (ß = 0.27, P<0.05), and systems thinking (ß = 0.35, P<0.05). Based on these results, hypotheses H1, H2, H3, H4 and H5 were supported.

*Table 2:* Results of hypotheses testing

| Path | | | β | C.R | Sig. |
|---|---|---|---|---|---|
| Foresight | → | Sustainable competitive advantage | 0.28 | 5.241 | 0.000 |
| Future Vision | → | Sustainable competitive advantage | 0.33 | 5.770 | 0.000 |
| Strategic Partnership | → | Sustainable competitive advantage | 0.26 | 4.973 | 0.004 |
| Motivation | → | Sustainable competitive advantage | 0.27 | 5.538 | 0.000 |
| Systems Thinking | → | Sustainable competitive advantage | 0.35 | 5.367 | 0.000 |
| *Variance Inflation Factor (VIF) for all strategies ranged from 1.14 to 2.59, which is less than 5, with tolerance values ranged from 0.386 to 0.875, which is greater than 0.2.* | | | | | |



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## VII. Conclusion and Discussion

Strategic Intelligence is one of the most modern concepts in the field of strategic management. It is the knowledge the organization needs about the business environment that enables it to manage its current business, anticipate and manage future changes, and then design strategies that help to deliver value to the customer and increase the organization's profits. The main goal of the research is to examine the impact of strategic intelligence on achieving sustainable competitive advantage. This study has been applied to Industries Qatar. Four Industries Qatar working in Qatar namely; Qatar Petrochemical Company, Qatar Fuel Additives Company, Qatar Fertiliser Company, and Qatar Steel, the aim also to the level of adoption of the strategic intelligence and, to determine the level of achieving sustainable competitive advantage. In developed countries, many studies have been conducted about the strategic intelligence and their effect on achieving a sustainable competitive advantage, but there have been few pieces of research that have been conducted by developing countries like Qatar especially in industrial sector.

We conclude from the results of the study that the Industries Qatar adopt strategic intelligence, in the spirit of the serious pursuit by the administration to exploit the opportunities offered by the labor market, and the absolute belief in the importance of extrapolating the future and its impact on achieving excellence and leadership, especially in the light of possessing the ability to initiative that corresponds to new concepts. It is also clear that Industries Qatar treat all units as a coherent and interrelated system, this is due to the nature of the work of the industries, which requires coordination between all departments in order to complete transactions, and Industries Qatar rely on new ways of learning and acquisition of knowledge in order to form a strategic perspective, and keep abreast of new developments in industry sector, and adopt smart solutions in dealing with complex problems.

Industries Qatar also pay attention to their employees, and reduce their sense of job alienation, and encourage them to interact through the formation of teams, and motivate them to do what is consistent with the organizational goals, and allowing employees to participate in decision-making. The partnership between industries is also available as a way to achieve their objectives, develop the expertise of its employees, and seek to establish strategic local and regional alliances to enhance its expertise. The role of such alliances in enabling Industries to cope with complex, competitive conditions.

After analysis, it was found that there was a statistically significant effect of the strategic intelligence dimensions on sustainable competitive advantage in the Industries Qatar. It seems that strategic intelligence works as an important tool for managers to take a set of proactive steps to reach the competitive centres in the global environment, it also leads to excellence through the development of strategic solutions to complex business problems. To ensure market share, and achieve a profitable guarantee of continuity and survival, organization must work to achieve a sustainable competitive advantage and work on continuity, and this can be attained by the adoption of strategic intelligence that allows organization to deal with all changes in its internal and external environment and to be ready to seize opportunities available. Concerning the study results, strategic intelligence may be considered as the system that helps to monitor the environmental variables surrounding the organization, and by adopting strategic intelligence, it will be able to exploit and benefit from them.

The results of the study are consistent with the work of Svensson et al., (2011), who indicated that Strategic intelligence also enables the organizations to achieve profit, and enables it to anticipate and manage future change, leading to added value for the consumer, and maximizing profits in current and new markets, and consistent with the study of Liebowitz, (2006), who concluded that strategic intelligence has the importance of being an important tool in the hands of leaders and senior management, and aims to take a series of steps to reach the competitive positions. Also, the study of Huang et al. (2012), who noted that the capability to sense and respond to market threats and opportunities with speed and surprise has become essential for the survival of organizations.

Managerial implications and direction for future research Strategic Intelligence is one of the most modern concepts in the field of strategic management. Strategic intelligence is an important tool for managers to take a set of proactive steps to reach competitive centres in the global environment. Sustainable competitive advantage refers to value creation in which a firm pursues high innovation by driving market competition. The results of the study clarify that Strategic intelligence, as measured by foresight, future vision, strategic partnership, motivation, and systems thinking, had a significant impact on sustainable competitive advantages. Based on such results, managers and decision-makers of Industries Qatar have to utilizing the components of strategic intelligence to study the internal and external organizational environment and how it is influenced by the external variables and how to hedge potential external threats, and Activating strategic alliances and partnership between industries and move them to more than just real-time joint projects to share knowledge, experience and resources. The limitations of the paper provide opportunities for further research. First, this study examined the impact of Strategic intelligence on the sustainable competitive advantages of Industries Qatar; future research may be done on the

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service sector with the same construct, or to make a comparative study between industries. Second, this study examines sustainable competitive advantage as a dependent variable; a future study may consider performance as a dependent variable, and a sustainable competitive advantage as a mediating variable. Third, in this research the measurement of the strategic intelligence was foresight, future vision, strategic partnership, motivation, and systems thinking, future research may be done with different measurement adopted by Kruger, (2010) which are; human resource intelligence, organizational process intelligence, information intelligence, financial resource intelligence, technological intelligence, competitor's intelligence, customer's intelligence.

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Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 2 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Help the Teacher Give the Best of Himself

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*Abstract-* The practice of Human Resource Management in an organization goes throughthree next stages: (1) staff acquisition, (2) employee development, (3) staff evaluation. Staff recruited into a company must go through these three steps. Thus, they must be valued by the appropriate managerial strategies that include the notion of motivation and job satisfaction. In the Democratic Republic of Congo, the practice of motivating teaching staff poses a problem following the non-application of the standards required for the motivation of human resources. This state of affairs is even on the basis of the decline in the quality of education in this country. Recent studies have shown that 75% of teachers in the Democratic Republic of Congo continue to stay in this profession for lack of "where to go," they are dissatisfied with their working conditions, their remuneration and the organizational environment in which they live. Evolve. Overnight, the country saw some strike movements, demands, the termination of work of the teacher.

*Keywords: motivation, satisfaction, involvement, performance, demotivation, dissatisfaction, motivational theories, teacher.*

*GJMBR-A Classification: JEL Code: M19*




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# Help the Teacher Give the Best of Himself

## Critical Analysis of Teacher Motivation Policy in Schools in the Democratic Republic of Congo

Philippe Bila Menda

*Abstract-* The practice of Human Resource Management in an organization goes throughthree next stages: (1) staff acquisition, (2) employee development, (3) staff evaluation. Staff recruited into a company must go through these three steps. Thus, they must be valued by the appropriate managerial strategies that include the notion of motivation and job satisfaction. In the Democratic Republic of Congo, the practice of motivating teaching staff poses a problem following the non-application of the standards required for the motivation of human resources. This state of affairs is even on the basis of the decline in the quality of education in this country. Recent studies have shown that 75% of teachers in the Democratic Republic of Congo continue to stay in this profession for lack of "where to go," they are dissatisfied with their working conditions, their remuneration and the organizational environment in which they live. Evolve. Overnight, the country saw some strike movements, demands, the termination of work of the teacher. At the level of school entities (schools), we observe among teachers certain behaviors that carry the germ of demotivation like the irregularities at work, strolling some teachers in class, absenteeism, abandonment of post, delays, lack of attendance and zeal at work. The inefficiency behavior and prerequisites observed among the Congolese teachers urge informed minds to question the practice of teacher motivation in DR Congo in light of the scientific literature and the standards required for motivation. Faced with this dilemma, we proposed to make recommendations to the authorities, leaders, and partners of the Congolese Education System to improve the practice of motivation ; otherwise, the quality of education in the Congo would be hypothetical.

*Keywords: motivation, satisfaction, involvement, performance, demotivation, dissatisfaction, motivational theories, teacher.*

### I. Introduction

"The difference between a garden and a desert is not water, but man." Today, Human Resources are put on the scene; long kept away ; employees were relegated to the background. This general awareness is explained by the fact that it is men who create wealth in a world where technology is almost identical, and it is the human capital of a company that distinguishes it from its competitors in a marketplace, which has become more and more open and where free trade is taking hold and competitiveness continues to grow. Organizations around the world have the critical needs to be successful in participating in the competitive and competitive environment. Otherwise, they are doomed to disappear. The school considered as a company (Luboya, 2019) is also concerned by this state of affairs. They are required to put in place a good Human Resources Management policy, which inevitably incorporates the staff motivation policy. Thus, the schools must leave the industrial culture capitalism where the man was considered as a machine to enter the mode of production, where the intelligence and the creativity of the man are primordial resources. In this context, schools are now seeking to develop adequate profiles for their jobs, motivated and committed individuals able to meet the challenge of development and success.

Focused on employees and their work environment; managers have become more interested in the social climate and the link between employees and their work environment, that is to say, the factors that encourage employee engagement with their work, they were also interested in wage policies and compensation systems that have a significant impact on this resource after understanding that a motivated employee is more likely to show loyalty to his organization, surpass himself and make the most effort possible at work. The motivation of the staff is part of the effective strategies that a manager must mobilize, to encourage the employees to work or to be involved. In short to be effective in the production of goods and services quantitatively and qualitatively profitable to the employee himself, to his company, and even to the national and international community.

Given the complexity related to the concept "motivation," integrating, on the one hand, the factors that encourage the individual to lead to real involvement (zeal, diligence on the work, and on the other hand, through its roots that find their sources in the unconscious. We will not, in this study, reduce the motivational policy of the company, only in terms of economic or financial incentive (salary, bonuses, etc.) and working conditions, bases of the satisfaction of extrinsic, physiological or safety needs, but also to examine this policy by integrating the other aspects of motivation which aim to satisfy social needs, self-esteem, self-realization and self-realization.

The non-optimization of these aspectscan lead to the dissatisfaction of human operators, thus reducing

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their performance within the organization or causing their stress at work. Factors of motivation in its diversity have drawn our attention to its practice towards Congolese teachers. What prompted us to ask, for this study, the following questions: (1) does the motivational policy of the personnel as practiced in schools in DR Congo respect the standards laid down for the motivation of teachers ? (2) Does this policy lead to satisfaction and involvement of teachers at work? (3) what are the factors that need to be considered to improve this policy? To answer these research questions, we set prior objectives that are general and specific. This study aims to show Congolese school leaders the place occupied by the practice of motivating staff in a school. The specific objectives pursued in this study are multiple. These include: (i) criticizing the motivational policy of schools about scientific standards in this area; (ii) identify the factors that underlies teacher demotivation or non-involvement in the workplace; (iii) propose solutions for improving motivational policy in their schools.

## II. Theoretical Foundation on Staff Motivation

This point is devoted to the elucidation of the fundamental concepts and the description of the theoretical aspects of the study.

*a) Fundamental Concepts of the study*

Four key concepts have been elucidated, including motivation, performance, satisfaction, and demotivation.

*b) Motivation*

The term motivation comes from the term motive ; the latter comes from the Latin: "motives": which means mobile and "move," the Latin verb "movers": to move, to motivate, it is to first, move and cause movement. The concept "motivation" is generic, it is explained, on the one hand, by all the factors that encourage the individual to act or to be active: these factors can be of various forms (economic, psychological, sociological, cultural...) and on the other hand, the involvement of the person in the activity in order to achieve the given goal.Philippe Bila (2016) believes that motivation is an internal or external pressure that drives one to act in a given way. He also points out that it is any stimulus that causes any reaction.

*c) Performance*

The concept of performance implies the idea of result, realization, finalization of a product, whereas in English, the term refers to the behavior, the holding of a product, or a person in a given situation. Performance is the combination of related systems ; it results from the articulation between the system of governance, that of production, that of sales, and that of the forward-looking strategy. Corneille Luboya (2019) believes that a successful company must be both efficient and effective. It is effective when it achieves the goals it has set for itself. It is efficient when it minimizes the means implemented to achieve the objectives it has set itself. He also emphasizes that performance is measured by qualitative or quantitative criteria (or indicators) of results. To measure effectiveness, we use a criterion that expresses a relationship between the result obtained and the objective pursued. To measure efficiency, a criterion is used that expresses a relationship between the result achieved and the means implemented.

*d) Satisfaction*

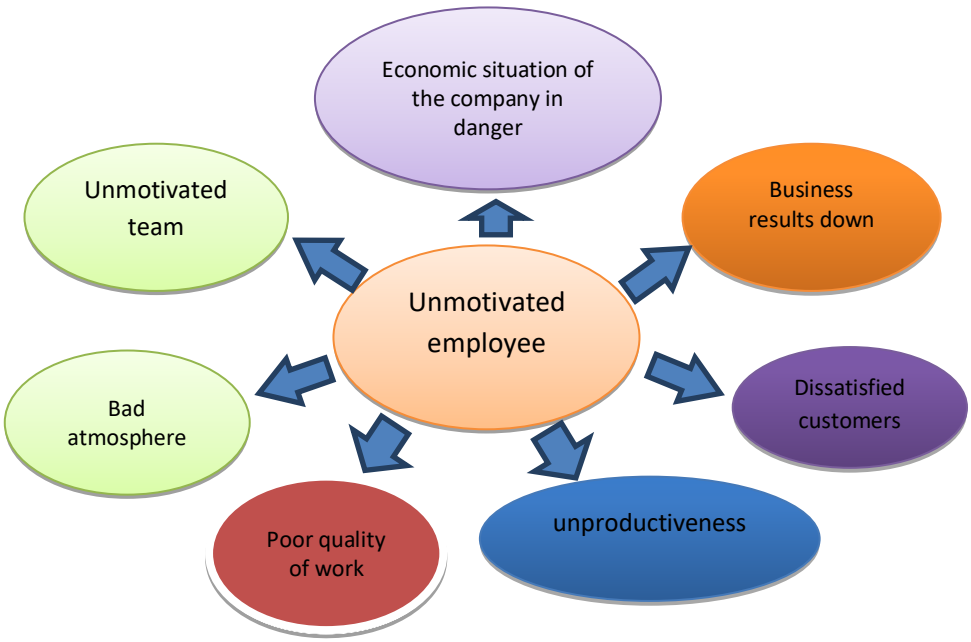
Satisfaction refers to the feelings experienced by the individual in a concrete work situation, it is an indicator of motivation, but in no way, a cause of motivation; The feeling of satisfaction at work is due to the presence in the work situation of a certain number of factors that are sources of satisfaction. It is a sign of self-realization. It is an indicator of motivation; it is not a cause for motivation. Also, the implication (which is built by cultural, individual, and organizational factors) is the attachment to the work or the degree to which a person identifies psychologically with his work. Satisfaction is the emotional state that results from the correspondence between what the person expects from his work and what he hopes to gain from it. It is an indicator of motivation; it is not a cause for motivation. It is any positive overall subjective impression resulting from many factors, including that of having achieved the desired goal, a sign of self-realization. Satisfaction is the consequence of comparing two types of perceptions about different aspects of employment. According to the principle of divergence, it is the degree of difference perceived by a person between what each aspect of his work should be and what he is, according to his evaluation. The notion of satisfaction is not very precise: sometimes, it indicates that the individual has filled a need, sometimes he has reached a goal, and its inverse makes us think of dissatisfaction. Satisfaction is more of a feeling, whereas motivation is more of a process.

*e) Demotivation*

Demotivation is the absence of will or reason to act. It will be understood that when it becomes professional, the consequences are dangerous for a company. However, demotivation exists in two more or less advanced stages: transient or durable. And this is where the role of the manager or the entrepreneur has to get into action. It is imperative to take charge of the demotivation of an employee before it becomes deep and may sometimes affect other members of the team. Of course, the longer the problem is managed later, the more difficult the new motivation will be sometimes impossible. Within an organization, the manager must be careful with warning signs of demotivation that can result in the following behaviors, (1) involvement at half-

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mast, (2) unusual delays, (3) errors or errors in work, (4) Feeling of sabotage of actions, (5) Irascible behavior, (6) Repeated absence without justified reason, (7) Repeated sick leave, (8) Decline in production, (9) Not taken into account counts warnings. Unfortunately, the consequences are as numerous as the sources of demotivation. And the first to pay the costs of such disengagement is the company. First of all, it must be borne in mind that demotivation is communicative. Sometimes only one unmotivated employee can impact an entire team. Indeed, unmotivated, an employee is often stressed, aggressive, refractory to news, and all forms of communication. It is, therefore a real obstacle to constructive professional relations. Moreover, it can become a vicious circle that directly impacts productivity in general and too often the quality of work. If we were to summarize the consequences of an employee in the most negative aspect, it would correspond to:




*Source : Bila (2016)*

*Figure 1:* Consequences of demotivation of staff

*f) Some Theoretical Aspects Of Motivation At Work*

In this point, we will review the theories developed by some authors on staff motivation.

i. *The theory of the social man according to E. Mayo*

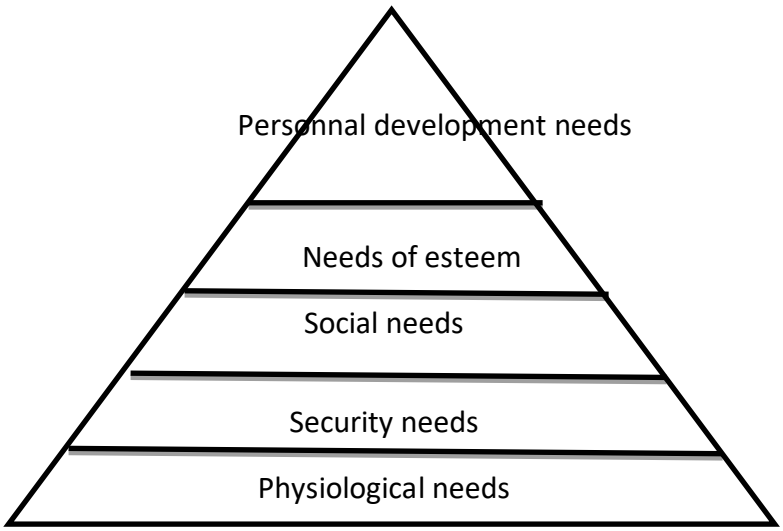
E. Mayo is an Australian sociologist and psychologist behind the human relations movement. He is considered one of the founding fathers of the sociology of work. E. Mayo wanted to complete the Taylorist hypothesis, which only took into account the techniques and material conditions of work to improve productivity at the cost of isolation of the worker. He studied the impact of adding certain benefits to employees in the Taylorist framework (correct wages, work environment, schedules, sense of security at the workplace, job security, etc.). From his experiments, he deduced the importance of the psychological climate on the behavior and performance of workers. One of his best-known experiments is probably the Hawthorne experiment conducted in 1930 at the Western Electric plant near Chicago. The Hawthorne factory, consisting of several workshops with predominantly female labor, assembled electrical circuits for radio sets. E. Mayo decided to set up a test group in a separate workshop to see how changes in working conditions could affect the productivity of the performers' work. Another workshop in which working conditions were not changed served as a control group. Mayo verified that improving material working conditions, lighting,in particular, was boosting productivity. But paradoxically, he also noticed that the elimination of these improvements (longer hours, no talk during work, etc.) did not lower productivity. On the other hand, E. Mayo and his team found that the productivity of workers in the control shop had tended to increase without any improvement in conditions. Therefore, this study has shown that workers work better when we take care of them. In fact, during the experiment, the employees of Western Electric, flattered to be the object of studies, had sympathized with the researchers of the E team. Mayo. They concluded that self-esteem and cohesion were more important to productivity than the material state of the work environment.



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ii. *Theory of hierarchization of needs*

Abraham Maslow, in his work entitled "A Theory of Human Motivation," published in 1943, exposes his theory of motivation. For this psychologist, the needs of man are at the source of all motivation and come in the form of hierarchy, starting from higher needs. Any need that is satisfied ceases to be a source of motivation and appeals to higher needs. In this book, he schematizes the pyramid of needs from observations made in the 1940. Maslow distinguishes five types of needs : (1) physiological needs, (2) security needs, (3) social needs, (4) needs of esteem, respect, and trust, (5) personal development needs.We can map the Maslow needs pyramid as follows:




*Source : Maslow (1943)*

*Figure 1.2:* Maslow's Need Hierarchy

Thanks to this pyramid of hierarchy of needs, Maslow demonstrates, scientifically, to satisfy man, one must start with the lowest needs to reach the highest. Moreover, in order to motivate man in his work, one must satisfy his needs for self-esteem and self-fulfillment. In order to do this, it is necessary in the organization of the work, to enrich the tasks which makes the work more interesting and rewarding.

iii. *Alderfer's ESC theory*

Following the many criticisms of Maslow, both conceptually and empirically, Alderfer suggests three categories of needs, (1) the needs of existence (E), (2) sociability needs (S), (3) growth needs (C). The needs of existence are similar to those of the first two levels of Maslow (physiological and safety needs); socialization needs are identified with social needs and self-esteem needs; and finally, the need for growth is related to the need for self-esteem and self-actualization. Alderfer's contribution lies more in the analysis of the principles governing the various needs. He insists on the intensity of needs, which depends either on the degree of satisfaction or on various orders (higher and lower), as is the case with Maslow.

iv. *Two-dimensional or bi-factorial theory*

H. Herzberg is an American psychologist famous for his work on enriching work tasks. Herzberg tried to identify elements of job satisfaction and dissatisfaction. Thus in his theory, he distinguishes two types of factors ; on the one hand, the factors of hygiene, on the other hand, the motivating factors. Therefore, according to H. Herzberg, once the hygiene factors are assured, the motivational factors can be met to generate satisfaction in the job. In other words, it scientifically demonstrates that to motivate the man in his work ; he must satisfy his needs of esteem and self-fulfillment. For this, it is appropriate in the work organization to enrich the tasks making the work more interesting and rewarding for the employee. According to Herzberg, each type of motivation corresponds to set of factors called satisfaction factors for intrinsic motivation and dissatisfaction factor for extrinsic motivation.

v. *The Mac Gregor X-Y Theory*

X and Y theories are theories developed in the 1960s by Douglas Mc Gregor used in human resources and organizational behavior. These two theories come from empirical observations and are opposed to each other. On the one hand, theory X considers that, naturally, the human being does not like work and will avoid it if he can. According to this theory, individuals do not like responsibilities and want security above all else. Because of their aversion to work, most people must be controlled, even threatened, to work enough. Thus, workers provide the expected effort only under duress or



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against an expected reward such as salary. Therefore, this theory induces a vicious circle in which the organization is built on strict rules and strict controls. Employees adapt by choosing to work at a minimum, and by having a passive attitude. They then flee responsibilities because the system is repressive, and therefore not safe for risk-taking. This theory reinforces the leaders in their convictions, which encourages them to reinforce the rules and controls. In other words, theory X is a rather authoritarian type of management, often poorly supported by employees the aversion of work.

On the other hand, theory Y considers that the man seeks in work a certain satisfaction, but also to improve his results and to have responsibilities within his company. This theory also shows that the individual seeks to adhere to the objectives of the company as well as develop his creativity. According to Mc Gregor, therefore, work is not necessarily unpleasant for Man, so companies must consider that Man is capable of taking initiatives, setting goals, and taking responsibility.

vi. *Theory of Fairness by J.S. Adams*

The theory of equity was developed by J.S. Adams in the 1960. It is the major element in the motivation process. To avoid the dissatisfaction indicated by Herzberg and all, linked to the sense of injustice that can cause tension in the organization, managers can motivate employees by fairness by treating them fairly in comparison with others. In other words, by applying a fair and equitable policy in about the various decisions, the disciplinary actions, the grant or increase to also take into account balance between the contributions (seniority, skills, experiences, social status, level of study) and the results. According to J.S. Adams, an individual is motivated when he considers that the reward of his work ("outcomes") is in line with his contribution ("inputs").

vii. *Theory of locke goal setting*

The goal-setting theory was developed by Locke in 1968. Locke has demonstrated that an individual is motivated when setting clear goals and providing appropriate feedback on his ability to achieve them. Working towards a goal is a major source of motivation, but it also improves the individual's performance: well-defined and hard-to-reach goals lead to better performance than vague or easy-to-reach goals. The individual is stimulated by the search for fulfillment. He feels he is developing his professional abilities. Later, Locke worked with Latham in 1990. They specified the conditions for an objective to be motivating for the employee.

viii. *Reinforcement theory*

According to this theory, motivation depends on the nature of reinforcement and the perceived relationship between behavior and consequence. The use of positive reinforcement (incentives, bonuses, promotion, etc.) inherent to positive evaluation and the application of the negative reinforcement resulting from the poor rating inspire us on the very objectives of professional appreciation. In the current practice of human resources management, positive-reinforcement based on classical scientific models (with the best way) can increase the performance of employees: they will be motivated to work more or faster to get a bonus or some benefit. On the other hand, a negative reinforcement like a sanction, a punishment, or only its threat can favor avoidance behaviors: here, it will avoid performing a prohibited action. We find, disguised under a scientific discourse, the popular model of "carrot or stick." Yet we also know the limits of this binding model, generally authoritarian, which goes hand in hand with Mac Gregor's theory.

## III. Strategies of the Study

*a) Participants of the study*

This study used sampling from schools in the Democratic Republic of Congo. Sampling is a technique that involves taking a representative sample of the study population. The quantity of the sample is essential for the reliability of the results of a survey. The sample must represent as closely as possible the overall population. For this study, our population consists of all teachers of the Democratic Republic of Congo. Given the impossibility of reaching the entire population, we drew a sample of 150 teachers from five provinces of DR Congo, including Kinshasa, Kongo-Central, Mai-Ndombe, Kwango, and Kwilu. In these provinces, we interviewed 30 teachers per province.

*b) Collection of data*

The techniques are in a more or less concrete and precise way of the practical instruments which are put at the service of the methods to better apprehend them. They intervene in the choice of the sample to the presentation of the results, by way of the collection of the data. As part of this study, we used the following techniques: (1) Documentary research: The purpose of the literature search was to collect useful information related to the subject under study. It allowed us to know some scientific productions before to this study to enrich our knowledge and our investigations. Thus, thanks to the documentary technique, we managed to collect essential information and data for the realization of this article.

These data were contained in linear documents (scientific works and publications, or even some archives, in libraries and on the Internet: reports from certain specialized services, to find out about the authors who carried out works similar to this one, the methods and the techniques they used and the results or conclusions they reached. (1) Questionnaire: The use of the questionnaire required two stages, namely the pre-survey and the survey itself. (i) Pre-investigation,



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why a pre-survey during scientific research. The field survey is essential to obtain reliable results. In many cases, a pre-survey is useful to validate the hypotheses and to test the questioning and by then produce the final questionnaire before conducting the survey.For this article, the pre-survey helped us first to learn about the situation of private schools in DR Congo and to reveal any problems related to the subject. In the field, we contacted resource persons (head of school, inspectors), and this allowed us to see how we should undertake our research. Thus, this step allowed us to test our questionnaire with a sample of 150 teachers from thirty schools surveyed.

It also allowed us to review the problem and the main hypothesis of this study. (ii) Survey proper The validity of field data depends largely on the questions. Questionnaire survey is a tool that quantifies and compares information. This information is collected from a representative sample of the population targeted by the assessment. In other words, a survey questionnaire is a set of questions constructed to obtain the information corresponding to the questions of the evaluation. Surveys often combine two forms of questions: open questions and closed questions. Note that open questions are richer but difficult to process statistically. This technique allowed us to collect the opinions of 150 teachers. (3) Interview: It is a one - way question - and - answer game, between two (or more) people, to obtain information from the interviewee. For this study, the interview was used to supplement the questionnaire data by making the teachers and some heads of institutions with whom we exchanged talk.

*c) Analysis and data processing*

The analysis and treatment were carried out by counting the protocols (questionnaires duly completed by the participants) of the research. The counting refers in particular, the set of voting operations, to count the ballots and proclaim the results of an election. In other words, we call counting, the inventory record, and, more precisely, the counting of votes during a vote, in particular. For this study, after the recovery of the survey files, the task that followed consisted of counting of each of them, item by topic, question after question. The work of counting allowed us to elaborate not only tables but also figures and graphs. Subsequently, we interpreted and discussed different results. The next point is the presentation and interpretation of the results.

## IV. Results

We present the results of the collected data after we interpret them by an indicator.

*a) Participant characteristics*

Some indicators of identification have been selected, including gender, age, and level of education (qualifications).

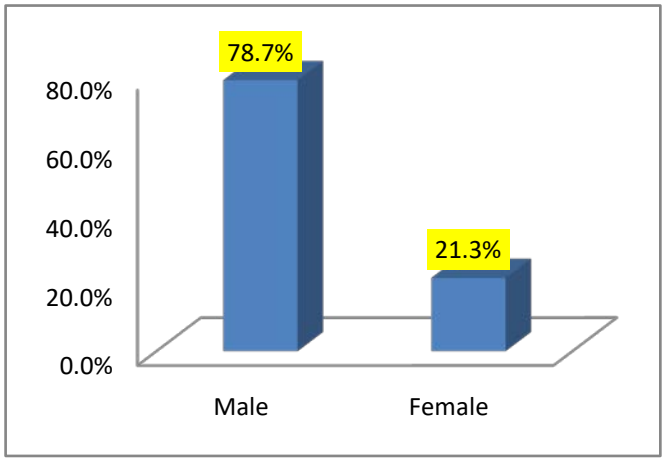
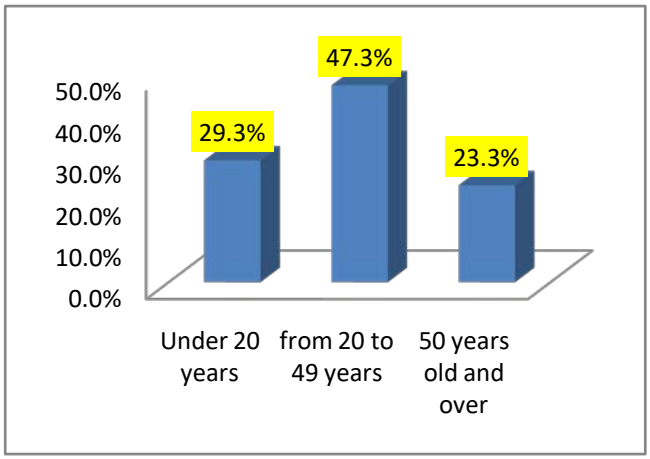



*Chart 4.1.1:* Distribution by Gender




*Source: Data from the field survey, June 2019.*

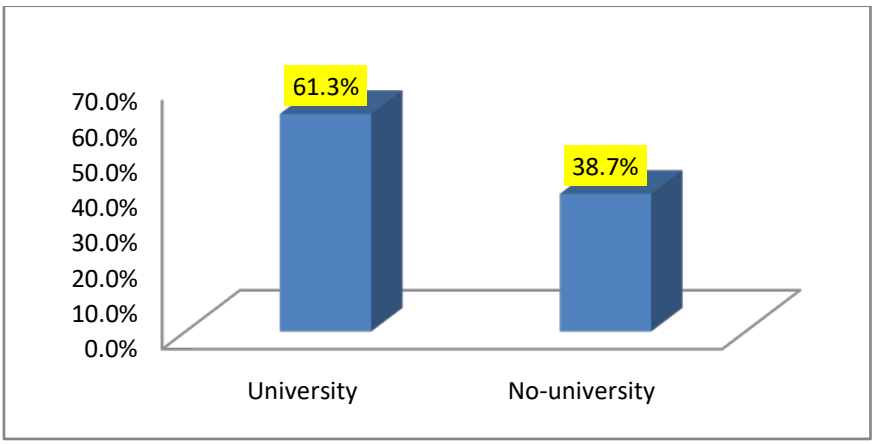
*Chart 4.1.2:* Breakdown by age group

Based on our analysis, Chartshows that the most available surveyed subjects are men with 78.7% compared to women at 21.3%. Two reasons can explain this, among other things.first, the availability of men willing to answer the questionnaire willingly. Then the women were suspicious and reserved. This situation is explained by the African culture, which gives the preeminence to the man. For many women, it was not possible to greet the interviewer and answer the questionnaire given their multiple occupations. Moreover, we note from the above that schools in the Democratic Republic of Congo hire more men than women. This situation is due to the nature of the activities carried out in this teaching task which are more supervised by the men.

The results of this field reveal also that 47.3% of the subjects surveyed are more than 20 years old,

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followed by 29.3% who are over 50 years old, and finally 23.3% are under 20 years old. A significant portion of this sample is between the ages of 20 and 50 and over (70.6%). The following reasons justify this reality ; it is also true that in Kinshasa, most young people until adulthood live long under parental roofs, lack of socio-economic security. It is useful to note that the age of the subjects surveyed plays a role in the motivation of the teaching staff becausea young person can be satisfied by a factor and an old no. The same factor can motivate a young person but demotivate an older.




*Source: Data from the field survey, June 2019.*

*Chart 4.1.3.* Distribution of participants by level of education

The results in this chart indicate that the subjects surveyed with a Bachelor's degree (61.3%) outnumber the non-university graduates (38.7%). This situation is because the pilot schools of the Democratic Republic of Congo use more the university executives, having expertise or a technicality in the fields of teaching to ensure good supervision of the learners.

## V. Results on staff Motivation and its Impact on Performance

In this point, we will present the results of our study. The results are obtained by counting survey responses. This was questioned after question. For convenience, we outline the main themes from the questionnaire and attach the comments to them.

*a) Satisfaction with working conditions*

The results show that the majority of teachers surveyed in the Democratic Republic of Congo (70.7%) are not satisfied with the conditions in which they work. The environmental and health dimensions found in schools expose teachers to several diseases. There are sometimes classrooms without a desk (chair, table) of the master, insufficient lighting (ergonomic conditions), no ventilation. They are contradicted by a minority of agents (22.7%) who think that teachers work in the right conditions as required by the regulation in this area. The 6.6% of respondents did not take a position ; they are undecided.

*b) Satisfaction with the organizational climate*

The data tells us that more than half of the teachers surveyed (54%) in DR Congo are not satisfied with the organizational climate and the environment in which they live. Regarding the climate of work, it should be noted that this can be experienced either in a Pedagogical Unit (the group of teachers of the same field of study or the same specialty) or with all the staff from the school. This dissatisfaction in a group is often due to interpersonal and interprofessional conflicts observed at school. All the same, it must be pointed out that in these schools, there is a reign of mischief, tribalism, gossip, and malice among teachers. Laziness, inefficiency, and irregularity characterize some teachers within Pedagogical Units. This view is not shared by 46% who say the opposite.

*c) Work in line with training, potential, interests, and skills*

From the analysis relating to the match between training, potential, interests, population, and work, it appears that more than half of the respondents (54.7%) declare that their work is in line with their training, potentialities, and interests. The teachers are each of course holders who are in connection with the initial training followed. It is appropriate to raise the problem of underqualification of teachers in DR Congo, which sometimes puts the teachers in a situation of demotivation because not having enough knowledge on the subject to be taught. Some teachers start copying textbooks and notebooks from previous years and ask one of the students to put the copy on the board because, in their opinion, the teacher's task does not match their aspirations and interests. Some have come to teaching for lack of "where to go" and view teaching as a livelihood. Corneille Luboya (2019) had already observed in his time that of the 220 days provided by the school calendar in the Democratic Republic of Congo, the Congolese teacher exploits only 50% of



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these days. Out of the six subjects to be taught each day, he teaches only three a day. Failure to meet this schedule is often due to absences, fatigue, and other psychosocial factors observed among teachers. A point of view that is not shared by the minority represented by 45.3% of respondents.

*d) Feedback and receipt of feedback[1] of results*

The review shows that teachers surveyed in DR Congo receive feedback on the results of their performance after an assessment (86.7%). This situation is experienced during class visits. After having been visited, the teacher is required to countersign the visit card, which is maintained by the head of the school or by an itinerant inspector. For this purpose, the teacher can take note of the points he has obtained after evaluation. This point of view is not supported by the minority of teachers (13.3%) who think that the results of their evaluations are never made available to them. After a visit, the head of the establishment or the visiting inspector arranges to directly deposit the file with the school management. All the same, it should be noted that the teachers surveyed do not receive the feedback at their request or their concern submitted to the school authorities. Among them, some admit that it discourages them if their request receives no feedback.

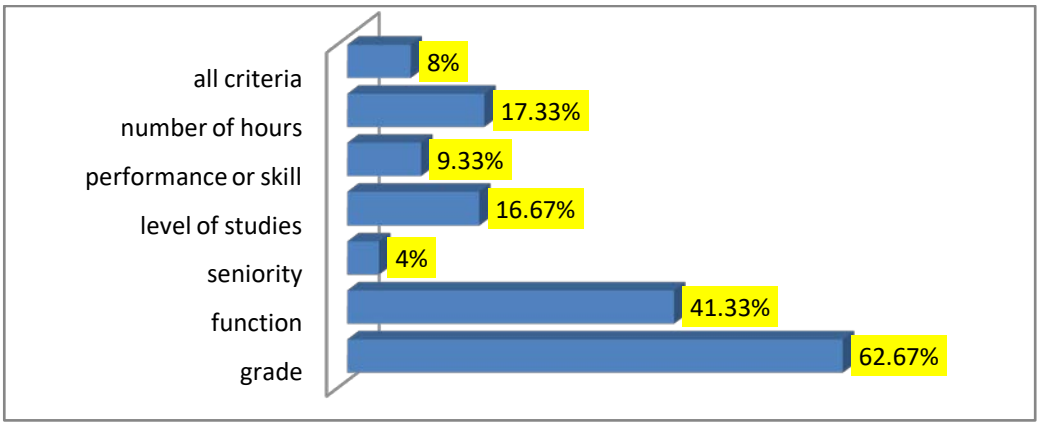



*Chart 4.2.1:* Factors are taken into account for teachers' pay

In the light of the data in the following graph of the factors taken into account for teacher pay in DR Congo, we find that teachers are paid first of all for their grade and position (62.7% and 41%), the level of education, the performance and competence, and all the criteriawere weakly evoked, respectively, by 16.7%, 9.3%, and 8% of the respondents. From the preceding, we find that the criteria neglected by the authorities of the Congolese school should be considered, almost, for the motivation of teachers in all its dimensions.

*e) Involvement of staff in decision-making*

This data about the involvement of teachers in decision-making shows that the majority of respondents are not involved in the decision-making process of their institution (85.3%). It is sometimes observed by decisions that are made unilaterally within the school without being the subject of a consensus of all the staff of the school. Some decisions do not even go through the Board of Management or Discipline but are applied to the school. Teachers are excluded from any decision making. They are contradicted by a minority of 14.7% of respondents who feel that they are often involved or associated with important decisions concerning the institution. It remains to be seen whether this category of agents performs duties that are close to those of management.

## VI. Announcement of Organizational Objectives

By observing the figures concerning the announcement of organizational objectives, we find that our respondents seem not to be divided on the issue of announcing production targets (56% for no, and 44% for yes). These observations are confirmed, after using the $X^2$ test, which allowed us to accept the null hypothesis of the existence of a significant difference between the reactions of our respondents: ($X^2$ calculated 2.16 <at the critical value: 3.841 of the table at the threshold of 5%, dl = 1). The schools of DR Congo do not announce the organizational objectives to their agents at the beginning of the school year. The authorities are content to give everyone their educational documents instead of discussing with the agents the vision and objectives that the school has set for the current year.

[1] It is the action-return, the answer to a request formulated in terms of the proposition, the interaction. There are different kinds to know: (1) positive feedback: this is when the sender and the receiver agree around their discussion. Its means that the receiver responds positively to the request made by the transmitter (the interaction is total). (2) negative feedback: it is the orc the receiver declines the proposal made to him by the transmitter of the message



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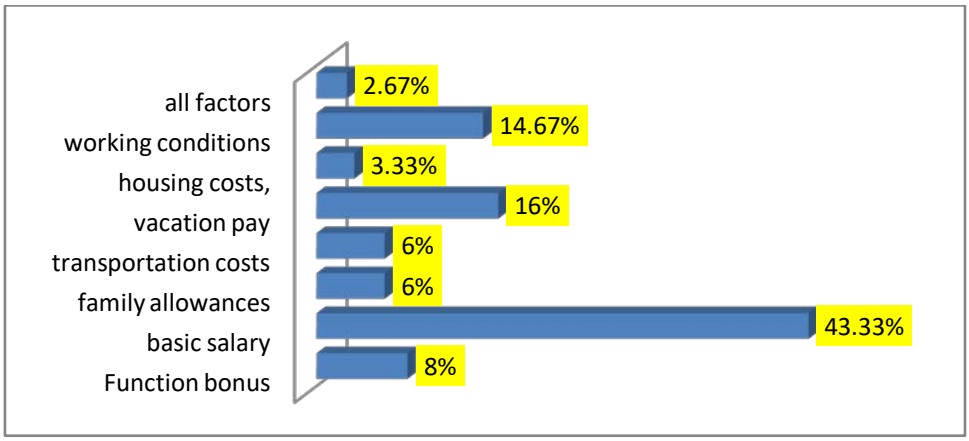



*Chart 4.2.2:* Motivational factors to improve for teachers

The results in this table, relating to motivators to be improved by the public authorities, reveal that majority of teachers are in favor of improving their basic salary (43.33%). This answer is supported by the fact that the basic salary is the only remuneration that remains regular and is often paid by the State. It is worth noting that despite teachers' preference for the basic salary, it does not even allow the teacher and his entire family to make ends meet. His salary remains the least of all State officials. This state of affairs is often at the root of sames situations of strike and cessation of work by teachers who demand daily improvement of their treatment. Teachers in DR Congo, especially those in private schools, ask the school authorities to take holiday savings into account to help them spend the holidays in good conditions. Some Congolese private schools do not pay teachers during the holidays and limit themselves to paying it until July, which is the month of the end of the year. Also, Congolese teachers deplore the conditions in which they work (14.67%). Note that these conditions expose them to several occupational diseases. In reading the table above, Congolese teachers demand the improvement of certain factors not taken into account by the State in the remuneration, like family allowances. The Congolese teacher is the one who works but does not know if one day he will be able to buy a plot. Corneille Luboya (2019) had demonstrated the socio-professional characteristics of the Congolese teacher by raising the fact that it is the one who educates the teachers of others, but his family stays at home.

It is appropriate for us to deduce that the motivational factors are: Compensation (basic salary, bonuses and benefits), Work-go taste itself, Work schedule, Equipment and work equipment, Work Break, Relationships with colleagues or your team, Pride of work in a company, Continuing and Professional Training, Staff Promotion, Staff Leadership Style, Staff Considerations within the Company and the Feeling of Recognition of work by the chief.

*a) Factors demotivating teachers in DR Congo*

The study identified the factors that cause the teacher to be demotivated at work. Here are the reasons why a teacher can show signs of demotivation: non-compliance with commitments in teacher compensation after delivery. Non-regular, late payment and significant compensation. the school does not have a remuneration system that satisfies, motivates and encourages staff to improve their performance (17.3%), poor organisation and management of the school as well as the lack of listening and transparency of certain hierarchical authorities (12.7%), authorities and leaders are sometimes dictators to agents. they are too strict towards agents. they behave in all power, as masters of all evil, as law-makers, judges and parties (10.7%), leaders do not consider or respect the staff. they thunder and shout at the staff at the presence of other teachers or even students. they do not respect teachers (9.3%), lack of team spirit, collaboration and communication between staff in the professional environment (8.7%), most leaders are tribal and unfair. teachers (8.7%), officers do not work in good conditions (8.0%), little individualism assistance. leaders do not intervene when a teacher is in difficulty (6.0%), non-compliance with official instructions as well as the code of led by leaders to be too subjective (6.0%), too many conflicts and lacks the right strategies for conflict management in schools. best teachers (4.7%), non-compliance with the discipline of other officers who confuse rights and duties (4.0%), some headteachers do not involve officers in decision-making. they do not trust staff (4.0%).

*b) Towards an integral motivation of the Congolese teacher*

In this last part, we will allow us to propose solutions to the actors of the Congolese Educational System to improve the motivational policy in light of scientific standards. Thus, for a good satisfaction of the teacher at work, leaders must: (1) Pay and improve



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wages, bonuses, family allowances, transport costs, housing in compliance with statutory standards. (2) Improve working conditions to save employees from work-related accidents and various occupational diseases. (3) Recruit and assign teachers to positions or groups where they should feel comfortable and give the best of themselves while avoiding recruiting the under-qualified. (4) Regularly organize continuing education (retraining, seminars, seminars) to ensure the adequacy between their skills and knowledge, in short, their suitability for specific tasks. (5) Communicate to teachers the results of their performance evaluation. (6) Involve the agents in the decision making of the company, or their jobs. (7) Regularize the salary situation of the personnel or the new units and the payment of retirement allowances. (8) Demand the cessation of a climate of terror and intimidation within the company.

## VII. Discussion

Several authors (Maslow, 1954; Herzberg, 1966; Taylor 1911, Mayo 1927-1932, Alderfer and McClelland quoted by Kidinda, 2016, Luboya 2018, Bila 2016) addressed the issue to staff motivation and led to the development of several motivational theories. All of these studies highlight the impact of motivating factors on organizational performance or performance. They appreciated the motivational policy, depending on whether it is the intrinsic and extrinsic factors that drives the individual to be efficient and profitable in the organization. This study highlighted the formality of motivational policy in DR Congo schools in a model based on individual, organizational and work factors. It is a question of identifying both the existence or the provision and application of the motivational policy. Thus, the results of the study identified the factors that motivate agents in this company, these include compensation (basic salary, bonuses and benefits); the taste of work itself; Work schedule Equipment and work equipment pause in work Relationships with co-workers or the work team Pride in working in a company Continuing and vocational training Promoting staff Staff leadership style Staff considerations within the company the feeling of gratitude to your work by the chief.

In addition, the results showed that certain factors demotivate staff at work, including: non-compliance with commitments in teacher compensation after delivery. non-regular, late payment and significant remuneration. The school does not have a remuneration system that satisfies, motivates and encourages staff to improve their performance, poor organisation and management of the school as well as the lack of listening and transparency of certain hierarchical authorities, authorities and leaders are sometimes dictators to agents. They are too strict on the agents. They behave as all mighty, as masters of all evil, as law-makers, as judges and parties, and by leaders, and in disrespect and respect personnel. They thunder and shout at the staff at the presence of other teachers or even students. They do not respect teachers, lack of team spirit, collaboration and communication between staff in the professional environment, most leaders are tribal and unfair. They discriminate between teachers, agents do not work in good conditions, little individualism. Leaders do not intervene when a teacher is in difficulty, not complying with official instructions and the work code by the leaders that pushes him to be too subjective, too many conflicts and lacks the right strategies for managing conflicts in schools. The generational conflict between the old and the new teachers, between the bad and the best teachers, the lack of respect for the discipline of other agents who confuse rights and duties, some school leaders do not associate decision-making officers. They do not trust the staff. These results differ from those of the authors cited above. In our humble opinion, these authors limited themselves to testing whether motivating factors would affect the performance or performance of agents at work. Our study looked at the impact of motivational factors related to the individual, himself, organization and work.

## VIII. Conclusion

This study focused on the motivation of the teaching staff of the Democratic Republic of Congo who, according to our observations, present the signs of demotivation. This situation we have experienced by their irregularities in the workplace (school), absenteeism often unjustified, abandonment of post for the search for "better go," delays beyond the start of classes, lack of diligence and zeal at work, a situation of conflict that plagues the organizational climate, etc. The relevance of these facts has reinforced our doubts about the practice of motivating teachers according to the standards set in Congolese schools. Faced with its inefficiency, we proposed to make recommendations to the authorities and decision-makers of the Congolese Educational System to improve their practice of motivation of the Congolese teacher. All recommendations are necessary because they promote the satisfaction and or involvement of agents at work for their performance or productivity in the company. It is then that the Congolese education system can take off. We end this paper by thanking all those who participated in its realization. Many thanks to my wife, Maria Menda Tshinga and my son Bradel Menda Kabamba. Dear son, the way is already marked and watered to welcome you in this high level of knowledge ; you have just to take the first step.



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Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 2 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# The Influence of Dynamic Capabilities on Organisational Performance: An Empirical Study on Qatar's Ministry of Finance

By Menahi Mosallam Al-Qahtani
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*Abstract-* This research aimed to explain the influence of dynamic capabilities on organisational performance in Qatar's ministry of finance. The research population consisted of top management in which included (managers, vice manager, Department Manager, and Vice Department Manager) in Qatar's ministry of finance. A complete census method used to collect data based on the small size of the population. Structural equation modelling (SEM) used to analyse data and test hypotheses. The research results indicated that there is a statistically significant influence of dynamic capabilities with their dimensions in which were (sensing, seizing, and reconfiguration) on organisational performance. Accordingly, the research is recommended managers and decision-makers in Qatar's ministry of finance to motivate its employees to share knowledge between them and design appropriate training to enhance its employees' abilities to identify external changes.

*Keywords:* *dynamic capabilities, organisational performance, ministry of finance, qatar.*

*GJMBR-A Classification:* *JEL Code: H54*




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## I. Introduction

Organisations operate in a hyper-competitive environment, and thus it should face many of challenges that decrease their performance. However, it is seeking to cope with these challenges by improving its business outcomes to survive (Oyemomi et al., 2019). Organisational performance is a pivotal index to the success or failure of any organisation because it is playing a considerable role for organisations, particularly in that environment where they face problems concerning high rivalry (Nu Graha et al., 2019). Thereby, the success of an organisation depends on its excellent performance in achieving its objectives (Lee and Raschke, 2016). These objectives are attained by the efforts of both employee and departments, that can be measured through quantitative and qualitative methods (Rehman et al., 2019). Moreover, it refers to the effectiveness and efficiency of an organisation in the accomplishment of desired objectives (Mihaiu et al., 2010).

The concept of capability is vastly used and is considered as a central concept. However, it has significant ambiguity with a shortage of consensus about what constitutes capability and how it is utilising (Furnival et al., 2019). From a strategic management perspective, the dynamic capabilities approach in which considered as an extension of the resource-based view of the organisation's success states that the sustainability of the organisation's performance based on its ability to rejuvenate resources as its external environment changes (Teece et al., 2016). Further, improving the organisation's performance is related to its ability to understand the environmental variables that affect its work and harness these variables to create opportunities by adjusting its resources base (Čirjevskis, 2019). Contrary to the resource-based view, the dynamic capabilities approach considers that possessing valuable, rare, inimitable, and non-substitutable resources without the ability to renovate them does not produce to superior performance (Ambrosini and Bowman, 2009).

The Ministry of Finance in Qatar organises financial policies and supervises public finance. Its responsibilities include formulating and implementing the annual budget of the state and managing and improving the financial strategy in line with the Qatar National Vision. Therefore, It seeks to optimal utilise of Qatar's financial resource by adopting successful financial practices, applying Intact financial policies, and activating the role of monitoring business performance. Hence, to attain its strategic goals, it does use a set of orientations as the partnership principles with other sectors, supporting the uniqueness and innovation, seeking to human resource development, and focusing on achieving excellent outcomes. Based on the above mentioned, the current research aims to illustrate the influence of dynamic capabilities on organisational performance in Qatar's ministry of finance.

## II. Theoretical Background and Hypotheses Development

### a) Dynamic Capabilities

Generally, capabilities are indicated as the ability to assume activities, that means they are staying latent until an organisation utilise (Teece, 2009). Hence, dynamic capabilities connote to a subcategory of abilities pointed toward strategic alteration, both at the organisational and individual scale (Helfat and Raubitschek, 2018). Strategic management domain broadly focuses on the notion of dynamic capabilities to

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confrontation the likely rigidities of organisational abilities constructing (Schreyögg and Kliesch-Eberl, 2007). (Teece et al., 1997) considered dynamic capabilities as "ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments", that is indicated as the base described of how to maintain advantages in a complicated and uncertain environment (Zahra et al., 2006).

Besides, (Lessard et al., 2016) argued that dynamic capabilities anchored on both managerial cognition and leadership abilities alongside with organisational routines that an organisation adoption. Moreover, (Adner and Helfat, 2003) explained the dynamic capabilities concept by recognising them as dynamic managerial capabilities, where managers build, amalgamate, and shape organisational resources and competences. Therefore, the management teams in which seeking to perform the horizontal integration strategies need a set of managerial capabilities as identifying and forming the new demand, acquiring new resources, and transforming the organisation's processes toward implementing these strategies (Mostafiz et al., 2019). The dynamic capabilities framework is proposed three categories of capabilities in which shaping the dynamic capabilities dimensions that are sensing, seizing, and reconfiguration capabilities (Čirjevskis, 2019; Maja et al., 2018; Schoemaker et al., 2018; Teece et al., 2016).

Sensing capability referred to an organisation's activities toward scanning business environment and identifying opportunities and changes to building a comprehensive perception about the manners enable to accomplish an organisation's objectives (Čirjevskis, 2019; Teece et al., 2016). Seizing capability indicated to an organisation ability to capitalise of opportunities existing in the business environment by developing novel products, services, or improving on its business models (Mostafiz et al., 2019; Schoemaker et al., 2018). Besides, reconfiguration capability defined as an organisation ability to restructuring, integration, and maintain its resources and competencies in order to enhance continuously development that enables to facing competitors and survival (Furnival et al., 2019; Xin et al., 2018; Zhou et al., 2017).

*b) Organisational Performance*

A term of organisational performance shaped one of the most complex managerial concepts where it is related to an organisation's nature and objectives of measuring the performance (Duong et al., 2019). Hence, scholars have provided a lot of definitions to describe the organisational performance, (Baah and Jin, 2019) explained that organisational performance as including an organisation's final results compared with its planned objectives. Moreover, (Ilmudeen et al., 2019) stated that organisational performance involves three particular aspects of an organisation's outcomes in which are financial performance as organisation's profits and return on investment, product-market performance as sales ratio and market share, and shareholder return such as total shareholder return and economic value-added.

Besides, organisational performance according to content perspective as an organisation's ability to utilising its resources to achieve goals in effective and efficient manners (Oyemomi et al., 2019). A study of (Chein, 2004) observed that five significant factors were identifying organisational performance, in which were leadership styles, job design, organisational culture, the model of motive, and human resource policies. Thereby, it is extremely substantial for the managers of an organisation to cognise their organisation's performance rate to be able to realise what changes they can introduce to cope with the evolutions (Cania, 2014). Without the awareness of the performance, it will be complicated for the organisation's managers to realise the changes accurately needed organisation (Lee and Raschke, 2016). (Mihaiu et al., 2010) identified organisational performance in the public sector by adopting an optimal management system, in which is understood all employees within an organisation, as organisational performance is the result of the simultaneous exercise of efficiency, effectiveness and adequate budgetary process.

*c) Dynamic Capabilities and Organisational Performance*

Dynamic capabilities function a critical role of an organisation, where they are emphasising the accumulation of embedded abilities in an organisation, and it is directly associated with seeking on goals accomplishment (Hsu and Wang, 2012). Organisations are now working in a dynamic environment, so they need to continue developing their products and services for getting a sustainable competitive advantage and excellent performance for gaining appropriate opportunities (King et al., 2008). However, exploiting these opportunities necessitate organisation to be equipped with robust dynamic capabilities as well as stimulation towards innovation (Zhou et al., 2017).

(Barreto, 2010) contend that dynamic capabilities systematically find solutions to organisations' dilemmas, thus enabling them to make appropriate decisions, and inserting creative changes to their resource base (Schilke, 2014; Teece, 2014). Dynamic capabilities permanently develop ordinary capabilities which are more probable to result in premium efficiency (Winter, 2003). Simultaneously, they include the establishment of new resources and problem-solving unique manners for coping future challenges (Danneels, 2016). (Zott, 2003) discusses that systematic modulation on the resource base could result in considerable performance differentials due to

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activities enable the organisation to gather knowledge about how to cope with changes by fewer costs, and thus raise compatibility with its environment. Accordingly, we anticipate that dynamic capabilities could be positively associated with organisational performance, hence the research hypothesis formulated as:

*H:* There is a significant positive influence of dynamic capabilities on organisational performance.

## III. Methodology

*a) Population and Sample*

The ministry of finance in Qatar is considered as the vital engine of Qatar's economy by formulation financial regulations and implementation of Qatar's budget to attain its strategic goal. Therefore, the current research population consisted of all top managers in Qatar's ministry of finance, in which are (160) managers in positions (Manager, Vice Manager, Department Manager, and Vice Department Manager). Based on the small size of the population, the research adopted on the complete census method to collect data needed in this research. Table (1) is providing an overall view of the population characteristics:

*Table 1:* Population Characterlstics (N=160)

| Variables | Categories | Frequencies | Percentage |
|---|---|---|---|
| Gender | Male | 125 | 78.13% |
| | Female | 35 | 21.87% |
| Qualification | Bachelor | 113 | 70.63% |
| | Master | 36 | 22.50% |
| | Doctorate | 11 | 6.87% |
| Experience | Less than 5 | 22 | 13.75% |
| | From 5 to 10 | 59 | 36.87% |
| | From 10 to 15 | 65 | 40.63% |
| | More than 15 | 14 | 8.75% |

*b) Instrument*

The research instrument used to collect data was the questionnaire which developed based on previous studies related to the field of this research and its variables, then a translation of this questionnaire to the Arabic language for easy understanding the items by the population.

The questionnaire consists of three sections; the first section involves questions to collect demographic data about the population. The second section related to the independent variable, which is the dynamic capabilities developed according to (Čirjevskis, 2019; Maja et al., 2018; Mostafiz et al., 2019; Schoemaker et al., 2018), where it consists of 12 questions to measure this variable and its dimensions. Sensing capability measured through questions from 1 to 4, seizing capability measured through questions from 5 to 8, and reconfiguration capability measured through questions from 9 to 12. The third section contained seven questions to measure the dependent variable in which is the organisational performance that developed by the studies of (Oyemomi et al., 2019; Rehman et al., 2019; Tran et al., 2018).

*c) Conceptual Model*

- The research conceptual model expresses the hypothesised relationship among two variables, the independent variable which is dynamic capabilities and its dimensions that are representing sensing, seizing, and reconfiguration, and dependent variable which is organisational performance. Figure (1) is shown this hypothesised relationship

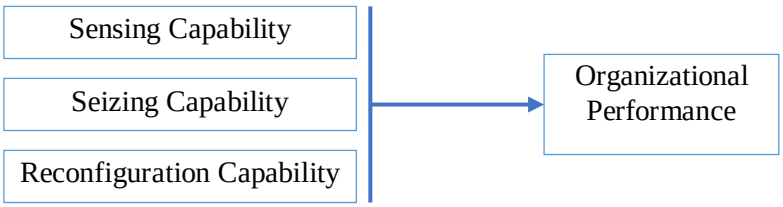



*Figure 1:* Research Conceptual Model



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*d) Reliability and Validity*

Validity refers to the ability of the instrument to measure what is assumed to be measured for a construct. At the same time, reliability indicates to the extent of how reliable the said measurement model in is estimating the intended latent constructs (Ahmad et al., 2016). The instrument validity is determined by the convergent validity using Average Variance Extracted (AVE) where the value of AVE should be higher than to 0.5 to achieve this validity and the discriminant validity which is measured using the square root of average variance extracted (√AVE) for the construct should be higher than the correlation between the respective constructs (Al-Hawary and Batayneh, 2015; Zenk et al., 2019).

Besides, the instrument reliability is determined through the Internal reliability using Cronbach's Alpha value which should equal or higher than 0.6 and the construct reliability that measured using the coefficient omega where it should be higher than 0.6 based on studies of (Al-Hawary et al., 2011; Kim and Lee, 2019). The results that achieved are presenting in the table (2) as follow

*Table 2:* Summary for EFA Results

| Construct | Item | Factor Loading | Coefficient Alpha | Coefficient Omega | AVE | √AVE |
|---|---|---|---|---|---|---|
| Sensing Capability | SE1 | 0.74 | 0.858 | 0.855 | 0.598 | 0.773 |
| | SE2 | 0.82 | | | | |
| | SE3 | 0.77 | | | | |
| | SE4 | 0.76 | | | | |
| Seizing Capability | SI1 | 0.78 | 0.867 | 0.871 | 0.630 | 0.793 |
| | SI2 | 0.83 | | | | |
| | SI3 | 0.84 | | | | |
| | SI4 | 0.72 | | | | |
| Reconfiguration Capability | RE1 | 0.81 | 0.877 | 0.873 | 0.633 | 0.795 |
| | RE2 | 0.76 | | | | |
| | RE3 | 0.78 | | | | |
| | RE4 | 0.83 | | | | |
| Organisational Performance | OP1 | 0.81 | 0.902 | 0.923 | 0.634 | 0.796 |
| | OP2 | 0.79 | | | | |
| | OP3 | 0.76 | | | | |
| | OP4 | 0.78 | | | | |
| | OP5 | 0.82 | | | | |
| | OP6 | 0.84 | | | | |
| | OP7 | 0.77 | | | | |
| *Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy = 0.791*<br>*Bartlett's Test of Sphericity - Approx. Chi-Square =316.48, df = 184, Sig. = 0.002* | | | | | | |

The results show in the table (2) that all items are accepted due to loading on their construct was higher than 0.50 (Zainudin et al., 2019), while the instrument validity results indicated that convergent validity is achieved because of all values of AVE was higher than 0.50, and the discriminant validity is also attained due to all values of square root of average variance extracted higher than the correlation between the respective constructs. Moreover, the instrument reliability tests referred to internal reliability was achieved due to all coefficient Cronbach's Alpha was higher than 0.6, and construct reliability is also attained because of coefficient omega was higher than 0.6.

*e) Goodness of Model Indices*

Confirmatory Factor Analysis (CFA) is suitably used when the researcher has some knowledge of the underlying latent variable structure. Based on the knowledge of the theory, empirical research, or both (Byrne, 2010). CFA is providing indicators to judge how the model is fit, these indicators are including: Chi-square ratio (CMIN/DF), the goodness of fit index (GFI), the comparative fit index (CFI), the adjusted goodness of fit index (AGFI), the Tucker-Lewis index (TLI), and root mean square error of approximation (RMSEA). Figure (2) is shown confirmatory factor analysis results (Brown, 2015).

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CFA results that are shown in the table (3) indicated that all indices refer a good value, which CMIN/DF was less than 3, CFI, TLI, and AGFI were higher than 0.90, and RMSEA was less than 0.05, in which is the model fit (Al- Hawary et al., 2018)

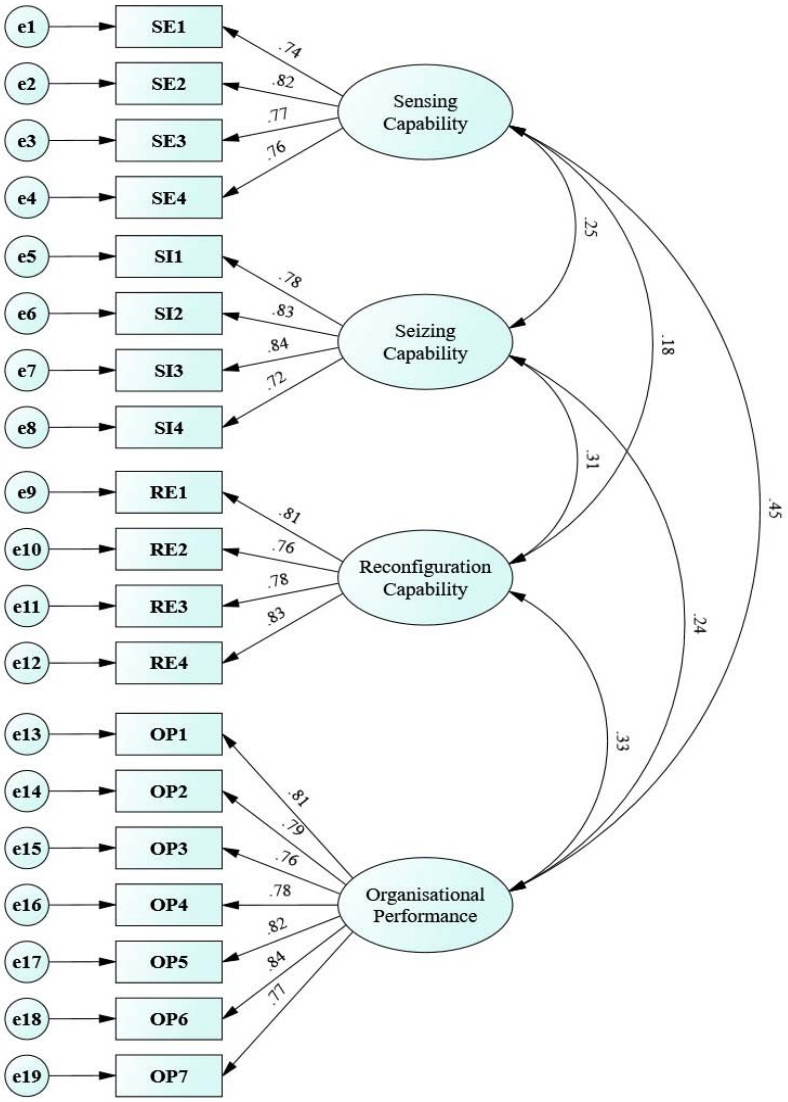



*Figure 2:* Confirmatory Factor Analysis (CFA)

*Table 3:* Summary for CFA Rusult

| Category | Index | Index Value | Accepted Value | Comments |
|---|---|---|---|---|
| Parsimonious fit | CMIN/DF | 1.72 | CMIN/DF < 3 | within the permissible range |
| Incremental fit | CFI | 0.91 | CFI > 0.90 | within the permissible range |
| | TLI | 0.95 | TLI > 0.90 | within the permissible range |
| Absolute fit | GFI | 0.94 | GFI > 0.90 | within the permissible range |
| | RMSEA | 0.025 | RMSEA < 0.05 | within the permissible range |

## IV. Data analysis and Results

Correlation is a statistical process applied to evaluate a potential linear association between two continuous variables, as well as it used to ensure that the independent variable does not multicollinearity problem (Jiang, 2018). Table (4) is presented the correlation coefficient scores and descriptive analysis results.



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*Table 4:* Means, Standard Deviation and Correlation Coefficients

| Variables | Mean | SDs | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|
| 1- Sensing Capability | 3.48 | 0.912 | - | | | |
| 2- Seizing Capability | 3.74 | 0.896 | 0.518* | - | | |
| 3- Reconfiguration Capability | 3.52 | 0.922 | 0.701** | 0.622* | - | |
| 4- Organisational Performance | 3.81 | 0.877 | 0.640* | 0.521* | 0.682** | - |
| *Notes: ** Correlation is significant at (α≤0.01). * Correlation is significant at (α≤ 0.05).* | | | | | | |

The result in the table (4) indicates that there is a correlation among research variables, where the values were between r= 0.518 and r= 0.701 with significance level less than 0.05, and thus there is no multicollinearity problem due to all correlation values less than 0.80 according to (Hair, 2010).

Also, the results refer that Qatar's ministry of finance has a moderate level of dynamic capabilities (M=3.58, SD=0.931), in which the sensing capability was at a moderate level (M=3.48, SD=0.912), and the reconfiguration capability was also a moderate level (M=3.52, SD=0.922). While, the seizing capability was a high level (M=3.74, SD=0.896), and regarding of organisational performance, it was a high level (M=3.81, SD=0.877).

Structural Equation Modelling (SEM) is an inclusive and flexible approach that used to identify the relationships between variables in a hypothetical model, whether they are measured or latent. SEM considers a multivariate statistical manner that combines the inputs from factor analysis and that of methods based or derived from multiple regression analysis methods and canonical analysis. Moreover, it is flexible because it is a method that allows not only to identify the direct and indirect effects among variables but also to estimate the parameters of varied and complicated models, including latent variable means (Byrne, 2010). Therefore, SEM was used in this research to testing the hypothesis that addresses the impact of dynamic capabilities on organisational performance, where the result is as shown in figure (3)

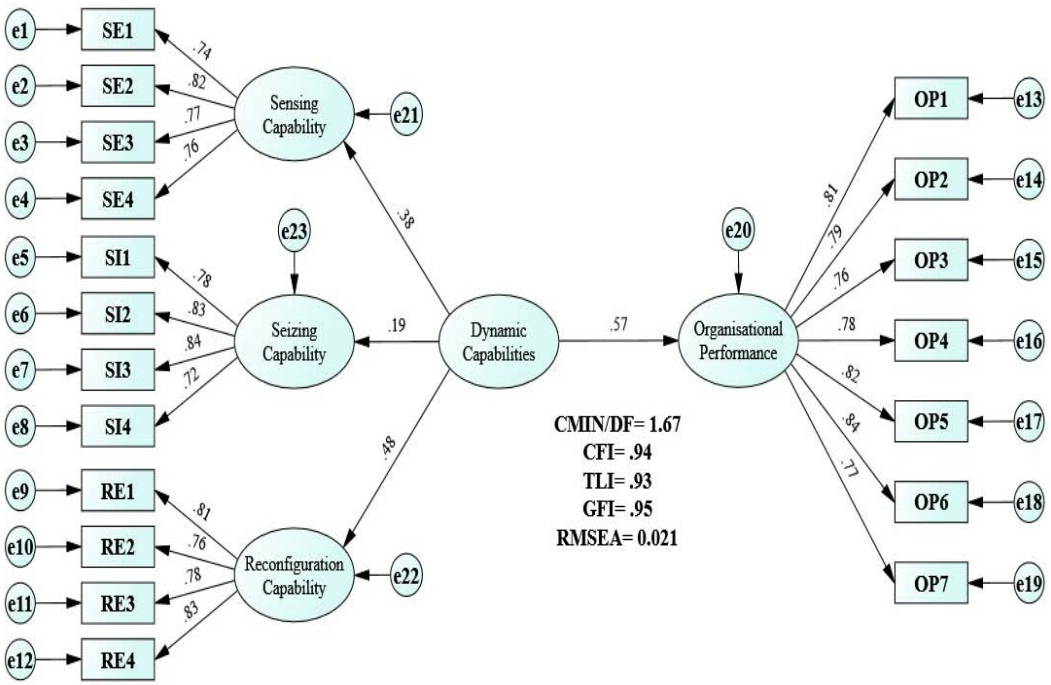



*Figure 3:* Structural Equation Modelling Results

The result shown in Figure (3) indicates a statistically significant effect of dynamic capabilities in organizational performance, where the value of this effect (β=0.57) at a level of significance (P-value=0.002). Thereby, dynamic capabilities have a significant positive influence on organisational performance.

## V. Results Discussion

This research aimed to explain the influence of dynamic capabilities on organisational performance in Qatar's ministry of finance. The results indicated that the level of dynamic capabilities was moderate, that means Qatar's ministry of finance has procedures to build their



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capabilities and utilise them to accomplish its goals. Also, the organisational performance was a high level refers that Qatar's ministry of finance adopting a set of effective and efficient activities to achieve its objectives.

Furthermore, the results refer that there is a statistically significant influence of dynamic capabilities on organisational performance in Qatar's ministry of finance. Therefore, Qatar's ministry of finance enhances its employees' abilities to learn how to monitor the changes in its environment to discover new methods that help to improve its accomplishment. Moreover, it motivates to share knowledge which acquired both internally and externally among all departments that lead to developing the work manners which reflected on its outcomes.

Besides, the ability of Qatar's ministry of finance to determine the processes that are adding value to its customers helps to focus on activities that ensure achieving its goals. moreover, they emphasise on restructuring their resources to enable them to develop their services and business models to provide unique services to their customers.

## VI. Managerial Implications

Based on the research results, we are recommending managers and decision-makers in Qatar's ministry of finance to develop their employees' abilities to sense the changes in the environment by providing them with appropriate training. Moreover, motivate them to improve their work methods by utilising new technologies which help to achieve high productivity. Also, enhancing them to share knowledge acquiring among departments that lead to building organisational culture characterised with intensive learning.

## VII. Limitations and Future Research

This research is contributed to adding a lot of literature regarding its variables. However, it includes some limitations. Firstly, this research is conducted in Qatar's ministry of finance, so we are suggesting implementing the same research but in other population, which enable to more generalisation the results. Secondly, this research is aimed to investigate the influence of dynamic capabilities on organisational performance; we recommend future studies to search on the impact of dynamic capabilities on other variables as competitive performance, innovation behaviour, and organisational ambidexterity. Finally, this research sample consisted of top managers in Qatar's ministry of finance which has the same culture. Thus, we are oriented future studies to apply the same research on other countries to discover the relationship among variable if the culture changed.

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Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 2 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Human Resources Challenges in Apparel Industry in Sri Lanka

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*Abstract-* This study aims to identify the human resources challenges existing in the apparel sector of Sri Lanka and provide recommendations to secure with managing the barriers to go ahead with future sustainability in the industry. The research approach is qualitative and followed the case study method. Face to face interviews was the method of collecting data by following a semi-structured questionnaire for the research, and the data analysis method was the thematic analysis. The finding demonstrates nine core human resources challenges in the apparel industry in Sri Lanka.

*Keywords:* *apparel industry, high competition, human resources challenges scarcity of labor, less attractiveness, poor work ethics.*

*GJMBR-A Classification:* *JEL Code: O15*




*Strictly as per the compliance and regulations of:*

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# Human Resources Challenges in Apparel Industry in Sri Lanka

Dr. Indumathi Welmilla

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## I. Introduction

Sri Lanka's apparel industry widely began to grow in the country after the open economic policy of 1977 (Industry Capability Report, March 2017).With the implementation of a free financial plan, more foreign investment came into Sri Lanka due to trade-friendly environment factors. Sri Lanka became a more attractive country for the apparel industry due to the open economic policy, and Multi-Fiber Arrangements (MFA) (Dheerasinghe, 2009). The MFA is a system of quotas designed to protect garment industries in first world countries by slowing down the speed of globalization (Institute of Policy Studies, 2005). The apparel industry became one of the leading contributors to the export revenue of the country and is well known and expert in this industry due to the high-quality garments at competitive prices and holding ethical practices backed by legislations.

Sri Lanka is contributing to the apparel industry, mainly in the Asian region, and now India, China, Vietnam, Bangladesh, and Cambodia became more competitive countries to Sri Lanka. After the MFA, many developing countries in the Asian region, such as Pakistan, Bangladesh, China, India, and Sri Lanka, engaged in the apparel industry massively (Dheerasinghe, 2009).

India becomes a leading country in the global apparel industry, and they expect to accomplish $ 80 billion from textile and apparel exports in 2020 (Anand & Kheterpal, 2014). Government of India is working on their 11th five-year plan and its included substantial investment in apparel and textile trade and investments in new textile parks, various incentives, and training programs. (Anand & Kheterpal, 2014).

The budget proposal published for the year 2015 stated that the Sri Lankan government is intending to reach to top ten high-quality garment manufacturers in 2020 with the earning of US $ 10 billion. Sri Lanka focuses on its future challenges in the apparel industry and how to overcome them to reach up to the country's expectations. The main strengths in the Sri Lankan apparel industry are highly literate workforce, strategic location, favorable infrastructure, product quality, and development in speed solutions. (Derasingha, 2017)

However, the Sri Lankan government is looking to become the top ten high-quality garment manufacturers in the year 2020,its dream outlining the plan for 2020 mission says that the expectation is to achieve GDP of US $ 150 billion by maintaining the unemployment rate less than 3%(Budget Proposals, 2015).

The new trends in the global garment industry with the aim of more productivity concepts and cost minimizations become another challenging factor in the apparel industry in Sri Lanka (Ranaweera, 2014). Labor turnover and increased rates of absenteeism are now become a g crisis in the apparel industry and were evidence that those have limited the industry to reach their expectations (Abdur & Atm, 2015).

The human resources area as the human resources factor is critically more important to the organization. More effective and profitable organizations build-up by talented, qualified, and trainee employees, thus the employee issues in an organization are well known as the lifeblood of an organization (Thammita, Seedevi, Jayarathna, Welianga, Madushanka, 2010). Therefore, when an industry is facing challenges, it is more important to pay attention more to the human resources asset.

It is worth to note that Sri Lanka has recorded a high unemployment rate of 12% in 1992 and 4% in 2016 that shows slightly decrease, but it still archives the highest trend to the departures for foreign employment opportunities, and during the period starting from 2001 to 2015 there has been upward trend for moving to the overseas employment opportunities by the skill workers, unskilled workers, and other categories. (Samarasinghe, Ariyadurai, & Perera, 2015).

There is a severe challenge to the apparel industry in Sri Lanka. Therefore, it is necessary to

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examine the future and its challenges critically to find out the solution in the long term stability of the apparel industry in Sri Lanka. Moreover, the Sri Lankan apparel industry is actively connecting with the working population; therefore, this study aims to explore the Human resources challenges associated with the apparel industry in Sri Lanka.

## II. Literature Review

The export-oriented production of the readymade garment industry in Sri Lanka has begun in the 1970s and expanded rapidly after the introduction of trade liberalization of the economy in 1977. In the early era, direct foreign investment marked as a more important factor in industry establishment and growth, but lately, domestic capital became similarly necessary. The MFA set up a quota system, and it granted an assured market for countries such as Sri Lanka, India, China, Hong Kong, Taiwan, and Korea in the European Union, the USA, and Canada (Kelegama & Epaarachchi, 2003). According to Thilakaratne (2006), during the late 1990s, the apparel industry grew at 18.5 % per annum, and the export-led expansion of the industry led to the replacement of tea by garments as the nation's largest foreign exchange earner. The development of the Sri Lankan clothing industry has been remarkable in terms of its contribution to GDP, exports, foreign exchange earnings, and employment generation. Thilakaratne (2006) further discussed that a considerable proportion of the apparel factories in Sri Lanka are small and medium scale. However, the small and medium scale industries export merely about 15 % of the total exports, and the industry is dominance by a few large firms, which claim to about 85 % of the total value of exports (Dheerasinghe, 2017).

The highly trainable, skilled, and literate workforce is one of the most important factors that has contributed to the high development of the Sri Lankan apparel industry. (Samarasinghe, Ariadurai, & Perera, 2015).In the global economy, the Sri Lankan apparel industry has faced a significant challenge in strengthening competitiveness. (Ranaweera, 2014). As described by Gavranovic(2018), most of the industries now a day are facing such difficulties as profoundly changing technology, globalization, unpredictability, and turbulence. So it is worth to perceive the situation concerning the Sri Lankan apparel industry as it is the highest sector contributing to the Sri Lankan economy.

As a significant organizational element, human involvement is desirable to discuss due to several human resources problems such as high turnover, absenteeism, and these problems now have become vast barriers to achieve the organizational objectives in the apparel industry. (Kotawatta, 2013).The average employee turnover in an apparel factory is nearly about 60 percent per annum and 20 percent skilled persons leaving the industry for migration opportunities in Sri Lanka. (Liyanage & Galhena, 2014).

Kelegama and Epaarachchi (2003) stated the reasons for high turnover and absenteeism of apparel workers are due to the poor working environment, worker stress, and poor social local perception of the apparel workers. These factors caused the low productivity of the sector and highly contributed to inadequate human resources practices in the industry. As per the view of Kotawatta (2013), responsible parties manage workers who begin in the apparel industry have to have a hard power to control the labor towards organizational success in the short term and long term.

The innovations and technologies oriented methods have made new information, capacity, and ability necessities of the human asset in the apparel industry (Lohar & Gopal, 2013). Information, capacity, and ability necessities for the employee asset, Computers, internet, automated machinery have become major innovative products in the apparel workplace (Lohar & Gopal, 2013). The industry has welcomed these new techniques, but the Indian apparel industry has indicated that the same has created challenges in the industry. The main problems they have identified due to technological changes are ongoing developments in the human capital and talent requirements of the jobs (Lohar & Gopal, 2013). Futhrmore, Anand & Keterpal (2014) have stated that by giving more training opportunities internally to develop the use of machinery and equipment at the workplace is increasing productivity. Low educated or lack of technical education of employers are harmful to the Indian apparel industry (Lohar & Gopal, 2013). The sexual harassment wasprevalent in the garment factories, and there were high gender base discriminations in this industry (McMullen &Majumder, 2016).

High Employee turnover is a common problem for the apparel industry, and there are key factors affecting employee turnovers such as the frustration of the employee, limited career development opportunities, for own betterment and peer's behaviors (Farooqui &Ahmed, 2013). Even though there is sufficient literature available on employee turnover, there are no precise models to find out why employees leave their working places (Lee & Mitchell, 2001).

Bangladesh's economy has been highly considering the ready-made industry, and employee turnover, deeply related to the organization's productivity, and this has become a major human resources problem in Bangladesh ready-made garment factories(Sikdar, Sarkar & Sadeka, 2014).The insufficient income of the employees becomes the prime reason to quit from employment, and they had gone for higher-paying jobs and also, that people who are not happy with the job duties, risk and challenges caused



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employees to quit from the employment (Shamsuzzoha & Shumon, 2010).

Women harassment, employee discrimination, child labor has become growing problems in the Bangladesh garment industry. (Ullah, Sunny & Rahman, 2013). In the Cambodian, lower training levels and educational levels have become a constraint to the labor productivity of the garment industry (Natsuda, Gota & Thoburn 2010). Furthermore, in this country, the poor working condition has lead employees for unrest situation (Gabriel, 2015).

## III. Methods

Given the objective of this study, the researcher conducted thirty-five qualitative interviews with the human resource managers in the apparel factories in Sri Lanka. The population of this study was the human resources managers in the apparel factories of Sri Lanka. For the study, the researcher has selected thirty-five apparel factories as the sample by using a convenience sampling method.

As the research was trying to address a fact that is related to human resources, which is very much subjective, and high weight on the qualitative nature of data. Thus the researcher used both primary and secondary data. The basis of this research approach is to collect primary data by interviewing the human resource managers of the purposively selected apparel exporting companies in Sri Lanka. However, the researcher also realized the importance of collecting secondary data while analyzing the primary data because all the secondary data has complemented the primary data and so possibly increased the acceptance of the primary data.

In the questionnaire, there are some structured and semi-structured questions used to collect primary data through the interviews. The initial questions provide general perceptions about the Sri Lankan apparel industry, and it is followed by some queries that aim to provide facts that affect to the apparel industry. The next few sets of questions aim to provide a deeper understanding and an inside picture of the apparel industry and also the human resources challenges faced by the enterprises. The interviews end with comments from the interviewees on the studied object. The main questions were supported by probing questions to ensure that all required details captured. The main interview questions and the probing questions were developed based on the theories available. Table 1 shows sample questions that use to explore the study's aims.

Interviews were provided the necessary depth information for this study. Although it was a hard job to interview some of the interviewees, it was essential to serve the purpose of the study. At first, Interviewees were requested by a phone call to reserve their valuable time to give an interview date and time. Before starting the interviewing process, the first researcher introduces herself and explains the interviewee the purpose of the study and aim. After confirming the formal consent of the participants and satisfying the ethical requirements of confidentiality, the researcher recorded interviews and taped the transcribed interviews into a format suitable for N- Vivo processing (Silverman, 2013). In this case study method researcher has been chosen the thematic analysis as it is a widely used qualitative data analysis method. Mainly thematic analysis method identifies the patterns of meaning across the dataset that provides findings to the study's aims.

The researcher followed the basic guidelines given by the thematic analysis (Braun & Clarke, 2008) first read the content of the interview recorded during the face to face in-depth interviews. The process of converting recorded data/notes into a word-processed document took 1 hour and 45 minutes to transcribe. In the next step, each sentence of the interview transcription was coded in a systematically according to the main numbering of the semi-structured interview questions. Highlight the key points and quotes to the illustrated points by giving concepts with labels given to line by line. The ideas similar in sound were merged and developed the concepts at the end of the open coding process of each interview transcription.

*Table1:* Sample questions from the interview protocol

| Sample Questions |
|---|
| 1. What kind of challenges faced by human resources management in the Sri Lankan apparel industry? |
| 2. Could you please share with me what human resource challenges associated with your organization? |
| 3. Being one of the famous apparel factories in Sri Lanka, do you have any human resource challenges and how you find difficulties with those challenges? |
| 4. What are the steps you have taken so far to overcome the HR challenges? |
| 5. Could you please share with me any other remedial actions you would like to see to overcome these challenges? |
| 6. Do you have any understanding of the other Asian countries about the situation? |
| 7. Could you please list down the identified challenges? |
| 8. How have you been identified these challenges? |



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## IV. Findings

In this section, the researcher report findings and broad concepts by following study aims. All human resources managers/operational managers responded to the survey were faced with identified challenges when working in the apparel industry in Sri Lanka. Finally, the researcher was classified the human resource challenges under nine categories such as; Scarcity of labor in the industry, High Competition from the rival enterprises and parties, Poor work ethic including absenteeism and turnover, Lack of technological development, Longstanding legislations and extreme social compliance requirements, Different management skills on the people management, Negative social image /less attractiveness to the industry, Different attitudes and decision making by the people and Lack of health and safety needs and awareness on sexual well being.

*a) Scarcity of labor*

Excess demand for work becomes a severe concern and challenging factory for the apparel sector. All respondents have pointed out that they struggle with the shortage of employment, especially in the operational level job categories. In the previously conducted studies also indicated that there was a sharp drop in the apparel employments after 2003 (Kelegama, 2009). Labour is the necessary input to the apparel sector, and with the lower retention rate of the operational level workers, demand for labor has been increased day by day and a higher labor shortage of 40%recorded in Sri Lanka (Central Bank Report, 2017). All the respondent reported that they faced difficulties about the labor shortages, and there are no people for them to recruit event, as shown in the following quotes:

> *The first critical challenge is enrolling people. When it's come to the apparel sector, machine operators are crucial. As per my knowledge, the main issue is recruiting people. It is now challenging to employ skill laborers for factory operational jobs.*
>
> *There are many vacancies currently in the enterprises Sri Lankan apparel industry due to a lack of suitable replacements. It's tough to fill this gap between the required human resources and the current resources that we have.*

Dheerasinghe (2009) has identified that the lack of labor becomes a challenging issue in the Sri Lankan apparel industry. Further revealed has been made, and it discussed that many Sri Lankan operations moved out of the country to the other Asian countries due to the scarcity of labor. In the present context, the majority believed that there is a high demand for work, but the supply of the workforce is a critical challenge due to the scarcity of labor.

*b) Negative social image/less attractiveness*

Few respondents explained to the study that there is poor social recognition for the people who are working in the apparel industry, and that perception reduces people's interest in looking at the apparel sector job opportunities. This lousy reputation was given to the newcomers by the media, and different studies conducted from time to time and previous incidents happened in the garment industry around. There is poor social recognition for people in the apparel industry. Thus, this is one of the most disadvantaged to keep experienced core employees in apparel companies. Therefore, employees are looking for jobs in other sectors after sometime. Due to these things, the apparel industry faced significant challenges in human resource management practice. The following quote supports this view:

*Yes, there are labor shortages, poor social recognition on apparel jobs.*

In Kelegama's (2009) study, he has identified that poor social recognition given to the apparel industry-oriented job opportunities in Sri Lanka. Another study has noted in his work that the reason for not attracting the labor into the apparel industry in Sri Lanka because of poor social recognition it gained (Hancock, Carasta this, Georgiou, & Oliveira, 2015). Garments workers did not get social status and were neglected from society as a lowly recognized profession is the other challenge in the apparel industry in Sri Lanka. The literature mentioned above also supported the researcher's finding in this study, and the negative social perception of the Sri Lankan apparel industry has become a challenging problem in human resources.

*c) Different attitudes and decision making of people*

Employee working attitude is also an essential factor to consider to take the human resource management decision of a company. Employee working attitude changes organizational culture, develop employee commitment, trustworthiness, efficiency, and effectiveness of job tasks, etc. Poor employee attitude creates unresolvable problems in the human resource process of apparel companies in Sri Lanka. Different types, ages, social groups of employees are working in apparel companies since they have poor attitudes that have to tolerate and corrected when managing people in the apparel industry. Therefore, the failure of employee attitudes is the primary human resource challenge. The following representative comment illustrates this challenge:

> *In garment factories can be seen as different attitudes of the employees. It is complicated to convince them to work. Some are arrogant and hard-core people. There are some areas in and around factories and those areas reckoned as very horrible and arrogant*

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*villages. People are coming from those areas also not willing to adhere to the other instructors, superiors, and not respecting other supportive members and always make demands for their satisfaction only.*

Some employees are lazy from their nature, and they expect a comfortable work-life and get monetary benefits. There are many unemployed youths in the rural distance areas in Sri Lanka, but it is still challenging to bring them to the garment industry due to their poor attitudes. However, youth people wish to dress nicely and engage in work with fewer responsibilities, as described in the following:

*The biggest issue now in the industry is an employee is looking for a comfortable, relaxing job opportunity. Even though we provide different types of financial and none financial benefits to attract them still, it is challenging to retain the labor leakages and attract newcomers.*

The majority of females are working for the apparel industry in Sri Lanka. Available literature also proved that almost 70% of the Sri Lankan workforce contains inactive women and central causes behind this fact were women leave their jobs after marriage, maternity leaves and look after the education needs of their children. Following is explanatory and showed how female participation had been declined based on their or their relatives' decisions.

*Five years before, it was 90% female and 10%, male. But now we started hiring many males for female-oriented jobs; therefore, current representation is female 65% and male 35%.*

Yu Ru Hsu (2011) stated that there is a negative relationship between work-family conflicts and job satisfaction. Personal issues connected with the family and members deemed employees to think that their working environment is not favorable, and rigid rules are there to control them. Employees had several personal issues at home when they were staying outside from home for employment, so they find it challenging to manage it correctly. Some employees are coming to work from their homes, and they also struggle when they have personal problems to be solved. Employees tried to off from the job duties and resolved their matters, but there is pressure coming to them back again on their absences from the authorities in the enterprises as there are different leadership styles, and those vary from enterprise to enterprise. Therefore, employees finally decide to work in free working arrangements where they have not stayed with rigid rules and regulations. Temporary employment helps employees to stay out of strict rules and regulations and work only when they want. Therefore, employees were attracted to temporary operating companies in the apparel industry. For example:

*The recent issue in the contract labor/casual workers. We are struggling to hire people, but the people are doing casual nature jobs; there are ample of people with them*.

The finding of the study proved that how different attitudes of the people change their mind-set in the apparel industry jobs. The literature explained that the factors influenced views rose from socially, own experience, and learning. (Cherry, 2017). In this study, respondents have described what the expectation of the new job seekers are, how the attitudes changed the behaviors of some employees from socially, the job was picked by the job seekers with their short term decision makings, and so on.

d) *Lack of strong work ethic with high absenteeism and turnover*

High employee turnover and absenteeism in the operational workforce was another identified human resource challenge by the respondent in the Sri Lankan apparel industry and highly discussed. Employee turnover is a foremost problem for apparel companies because that directly connected to the high human resource management cost on recruitments, training, etc. Available literature proved that the average turnover of an enterprise was 60% per annum, which is high (Samarasinghe, Ariadurai,Perera, 2015).

Absenteeism is the other significant challenge in all enterprises as per the respondents. The majority of female employees are working in the apparel industry. Female employees usually show big absenteeism problems due to family matters, maternity leave, etc. All these causes to increase employee absenteeism rates and employee turnover rates and it is a human resource challenge, as a quote of a respondent:

*There is vast absenteeism of the operational workforce, and it cannot be controlled or find out any solution yet. Employees are giving various types of reasons and some long absences finally ending with the turnover of the employee. One of the critical reasons we find out is the majority are the borders; therefore, their loveable in the families such as kids, husband, parents, relatives are living in the villages. Some family members are sick due to aging and nobody to take care of them.*

It was found that there was poor work ethics in practice in the garment industry of the employees and became a human resources challenge too. These people have less focus on career development. Mostly lower-level employees are working only to earn. They were not much interested in developing a proper career. Therefore, their absenteeism rate is high and less commitment to the workplace and it is another human resource challenges faced by apparel export companies in Sri Lanka.

Labour turnover and absenteeism become a pervasive crisis in the apparel context, and these challenges limit the organization's development and expectations. In the Sri Lankan apparel industry,



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turnover, and the absenteeism of the employees become more barriers (Kotawatta, 2013). This literature proved the researcher's finding in the study, and finally, the poor storing work ethic, including the absenteeism and turnover, become the challenges to the apparel enterprises in Sri Lanka.

*e) Technological development*

Few respondents have identified that Human Resources challenges as highly dependent on labor involvement jobs rather than on automated machinery and high demand for labor exist as a result. Still, enterprises demand laborers and struggling without meeting expected labor demand. The interviewees reported that during the last four decades in the Sri Lankan apparel industry, there had not seen any noteworthy technological development in the apparel sector, and demand is still there for manually operated machinery:

> *The reason behind the high demand for sewing machinist is the manually operated machinery, which I have highlighted in your previous question.*

Innovation is a nessential success in the business environment. These people are less responsive to the innovative requirements of the apparel company. Therefore, supervisors were hard to adapt the employees to new systems and technologies implemented. However, these core employees are not much positively responding to innovations because they are not having much knowledge about the importance of innovation. Thus the novelty is one of the main limitations faced by the human resource department of apparel companies in Sri Lanka.

Ranaweera (2014) showed that innovation is the key to the Sri Lankan apparel industry in long-term sustainability. Enterprises face challenges due to rapid changes in technology (Agbor, 2008). The apparel industry becomes a very competitive sector in the world economy and Sri Lankan economy; therefore, to reach the 2020 mission, it is required to in line with the global technological trends. Machinery upgrading to be in line with the universal latest technology gained a competitive advantage and made a lot of monetary savings, which will help to demand at a competitive price. To obtain a productivity workforce and become price competitiveness, the Sri Lankan apparel industry must invest in the technology, and it identified as a need in the Sri Lankan apparel industry. As explained in the study, results necessary technological advancement will ease the work-life, stress, and pressure of the garments workers and provide an excellent solution to the scarcity of the labor.

*f) High Competition from the rival companies and others*

The respondents have given their concern about the difficulty of attracting newcomers to the enterprises, and several reasons were lying under the hardship to attract new employees in the company. Those were competitive salary paid by the enterprises, different types of facilities such as shift hours, welfare benefits.

In the first ear of the newcomers engaged in the industry zone, it is hard for them to adopt the environment as well as to the boarding environment. In this situation, what organizational offers and employee requests were not in line and created dissatisfaction with the new comer's mind. It is hard to pay a high salary to employees work in the apparel industry since the management of the apparel industry had to face problems with employee turnover because of salary. There is a high tendency for employees to worked in casual work or daily paid wage nature jobs. All these jobs are temporary and available only vacancy is existing in the enterprises. Informal human resources laborer suppliers are prevalent in the garment industry, and more employees are joining with these sectors even they were not paid superannuation benefits or statutory payments. They expect the daily sum of money to be earned and manage today's living expenses. Respondents explained that attitudes of the employees and early stages in the apparel industry employees worked and aimed to receive something big to arrange their future family activities after completion of the consecutive five years and earned the gratuity:

> *The biggest issue now in this industry is an employee is looking for easy, relax job opportunities. Even though we provide different types of financial and none financial benefits to attract them still, it is challenging to retain the labor leakages and attract newcomers.*
>
> *The current trend is now employees going for casual nature jobs. There are vast numbers of employees practicing this method, and we can see there are many informal suppliers too. These workforce agencies are not complying with the existing labor legislation, but still, the workers are preferred to resign from their permanent jobs and join with the workforce jobs.*

The apparel industry is highly competitive and stressful. A large workload develops unfavorable working arrangements for employees. Therefore, most employees were unable to meet the target in the job, which was also caused by employee high labor turnover in the apparel industry and joined with the temporary work provided by the casual labor suppliers.

Kelegama (2011) revealed that competition had been built up by the temporary labor suppliers and other rival enterprises established in the Sri Lanka export processing zone. This factor further increased the demand for labor, and enterprises should have to play a competitive play to survive in the industry.



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*g) Different management skills in people management*

The leader is the main person in a company. They are responsible for managing the human resource of the company as well. Poor leadership leads to a lack of success in a company. Leaders' attitudes and behavior must be different based on the organizational culture, industry, and other factors. All leadership styles would not be applied to manage the human resources of apparel companies in Sri Lanka. Respondents have seen significant leadership style mismatch with facts of the apparel industry. Therefore, some apparel companies were not successful. Weak leadership attitude influence on reducing the job satisfaction of employees of the apparel industry. It should be something in another way, and they should drive the people to the expectation and should be smarter to change the employee attitudes into the "I CAN" concept.

In Dharmasiri's study (2012), he explained well about this people management skill in the current context, and it said that being strategic in managing human resources is very important. This study as well proved that people who manage their human resources at a different level in an apparel enterprise and they strategically focuson managing their people.

*h) Longstanding Legislations and extreme social compliance requirements*

Due to the political and legal environment that different labor laws came into action in Sri Lanka regarding human resource management. All companies have to obey to follow the labor laws of Sri Lanka and social compliance standards to survive and make delighted their buyers/customers. Furthermore, companies had to allocate specific expenses such as tariffs and barriers when exporting apparel to other countries. Finally, all these add to the high production cost and reduction of profitability of manufacturing. Some companies faced considerable hardships with lower-level net profit margins. Therefore, it is time to rethink about legal practices and social compliance standards currently in practice from ages eras ago with the changes of the time. Losing out GSP+ discussed in the literature showed how Sri Lanka face difficulties and how other Asian countries developed a lot with these reliefs.

The apparel industry is in line with rigid rules and regulations in the working environment from some compliance & quality expectations. To meet customer quality standards, apparel companies had to follow strict rules and regulations. However, employees are not interested in these rules and regulations. Therefore, refusal of rules and regulations cause quality issues of the production and other employment issues in the apparel sector. As discussed in Samarasingha et al. (2015), the labour legislation in Sri Lanka is very complex. As a result, working hours, types of contracts were restricted by the longstanding legislations. The upgrading of these requirements needs to meet the present conditions.

*i) Lack of Health &safety facilities and awareness on sexual wellbeing*

Aforementioned by the respondent's majority of employees were staying in boarding houses and working for apparel companies in Sri Lanka. That means the majority of employees were staying out of their homes. This situation created poor health and safety issues for employees. The majority are boarded employees as per the respondents, and they find difficulty in lodging with basic needs matching their expectations and budget. Most of the new female employees have faced issues with less knowledge about sexual wellbeing, and early marriages resulted in sexual exploitation, which finally led to stop the employment from their jobs. The following quotes support this view:

> *Employees also faced difficulties in their boarding due to safety problems, high living costs, and expenses. Therefore, they started to shift to distance area factories. Especially female faced difficulties in their barding and, some females got into a relationship with crummy people and fallen into the problems. These factors resulted in parents in the suburbs to think about not allowing their children to go out from their hometowns to the garment industry areas like Katunayake and get boarded and work.*

On the other hand, there is develop an unfavorable working condition around the lack of experience of unskilled laborers. Therefore, it is obvious to have a high labor turnover. Labor turnover is associated with and influenced by senior recruitment cost, selection cost, and training cost. Likewise, internal human resource cost and production cost incur the lack of experience /awareness of newcomer laborers in apparel export companies in Sri Lanka.

Laborers coming from far away distant places were logged in the boarding and were abundant with many problems financially, mentally, and physically as the new locations are hard for them to adopt. As a result, they have to face many social issues that describe in this study. Another researcher identified that health and safety become a challenge for the apparel industry (Thatshayini & Rajini, 2018). The researcher of this study identified that not meeting the basic expectations of the employees in their health and safety needs, they found difficulties and adapting to the new urban, they were automatically addicted to some severe problems.

Respondents said about high turnover, and absenteeism resulted inmulti-taskers employees who are having additional responsibilities. To fulfill carder shortfall in the operations, the factories put newcomers in the workflow even with a lack of experience, but filling



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up the vacancies is of utmost importance instead of absent employees. Also, the lack of knowledge of new employees in the apparel industry causes to increase errors in the working environment and quality issues of apparel production. As a result of the incompetence of unskilled labor leads to considerable cost and problems in the final production output of apparel companies.

Most employees work in the apparel industry and are young, where these employees have issues due to early marriage and sexual wellbeing. They faced hardships in managing work life and personal life. Therefore, these employees left the job in a short time, create issues in the working environment, increase absenteeism, etc. All these issues explain Human Resources challenges in the workplace and affected the smooth operation of the enterprise.

The apparel industry of Sri Lanka has high employee turnover rates; thus, companies recruit employees every day because they showed a higher number of vacancies in any day. However, recruitment was critical due to salary, working time, rules and regulations, interest to carry out temporary jobs, competition, and other factors. The majority of employees were staying in boarding places since they took some time to adapt to the new environment. These types of personal matters were also caused by the reduction of productivity of employees and increase high employee turnover and absenteeism.

## V. Conclusions

### a) *Summary and Implications*

The primary purpose of this study to identify the human resources challenges faced by the apparel industry in Sri Lanka. Current research has been identified scarcity of labor, less attractiveness to the apparel industry jobs, different attitudes, and decisions made by the people, lack of strong work ethic including turnover and absenteeism, lack of technological development, lack of health and safety needs and inadequate knowledge in sexual wellbeing, different management skills on people management, high competition from the rival enterprises and parties and longstanding legislation and extreme social compliance requirements become the barriers to the apparel industry in Sri Lanka. Also, these challenges have negatively affected the operational process of apparel enterprises.

Training and development are helping to trains the employee to perform well in the organization. Training and development increase employees' personal and professional skills and knowledge to carry out their job without errors. According to Lohar & Gopal (2013), raising the employment strength is mandatory for smoother operation with a competitive advantage. The survey findings have shown that the majority of respondents are low-educated or not getting any technical education. Also, training and development motivate the employee to work in the organization and the ability to manage the workload appropriately. As a result of that employee gets appreciation and recognition from the workplace. Therefore, train and develop employees to avoid existing HR challenges in the workplace.

Salary or financial benefits are the primary purposes of the lower level of employees of the apparel industry. Therefore, employee incentives are the leading employee motivational factor of the apparel industry. Financial incentives attract and retain employees of the organization. Furthermore, employees tend to attend work every day. As a result of economic incentives that apparel companies can reduce employee absenteeism and an employee turnover of apparel companies in Sri Lanka. As described by Mathis & Jackson (2007), employee turnover means leaving an employee from the existing place to other organizations, and it is a combination of both voluntary and involuntary leavers. Therefore, providing attractive financial incentives to employees of apparel companies in Sri Lanka will increase productivity.

All the apparel companies provide a competitive salary, benefits, and facilities to employees. Employee attracts to the organization which offers higher facilities. To more facilities that employees tend to work committed and high quality. Therefore, another recommendation for the apparel companies in Sri Lanka is to provide sufficient facilities in monetary and none monetary forms to employees.

The working environment is another factor that creates a proper workplace for employees. Employees leave the company due to a poor working environment with stress, high workload, etc. The working environment should be friendly to employees who work to achieve given organizational targets. Therefore, supplement a favorable working environment in the organization lead to reduce the HR challenges.

Apparel companies update with different technologies from time to time to meet the quality of productions.

Further, companies introduce several quality systems and processes to complete the work in apparel companies efficiently. These systems contribute to reduce employee errors, train employees to work in a particular quality, get additional benefits to target achievements, etc. These types of activities help to motivate the employee to work in full commitment.

Mentoring changes employee behavior and attitude in the workplace, positively change employee thinking towards the organization. Employee work-life balance, solving of family matters during the work, and employee personal development are possible to done by using mentoring programs. Employee motivation will reduce the human resource challenges of the apparel companies in Sri Lanka.



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Communication is an active process that can be solved problems in any place. Effective communication communicates about essential massages among employees and employees & organization. Proper communication helps to deliver organizational objectives with employees and employee expectations with the organization.

Apparel industry workers have a poor image from society due to several reasons such as wrong imagination about the behavior of apparel industry workers, problems faced by apparel employees, etc. All these adverse facts made the false image of the apparel industry. Therefore, effectively conducting employee management in the garment industry of Sri Lanka, when providing necessary counseling services to employees to change their minds to make correct decisions, strengthen employees to face ongoing problems, and build a proper image on garment workers will be addressed the HR challenges.

The flexible working arrangement is essential to encourage the employees to work in an organization. Apparel industry workers are mostly women who are responsible for working in the home, children, parents, and family. They are holding responsibilities at home and in the workplace. Flexible working arrangements create considerable satisfaction and time allocation for employees to manage work-life balance. Therefore, develop flexible working schedules in the apparel companies in Sri Lanka is a recommended solution.

Women have a considerable problem of look after their children during work time. Daycare center facilities are significant to them to manage work and family matters effectively and successfully. Establishment of a child daycare center activities is a method to develop in the industrial zone of Sri Lanka.

To overcome these human resource challenges that companies have to make several decisions such as employee training and development, employee incentives, provide facilities to employees, a supplement of a favorable working environment, and introduce new technology or processes or systems or concepts.

Further, if managers make potent actions such as providing more training, employee mentoring, practical workplace communication, employee management, and build a proper image of garment workers will overcome existing human resource challenges. Training and development activities reduce employee errors in the working environment and motivate the employee to work in the company, which leads to reduce employee turnover. Employee mentoring is also another employee motivational method to make them work a long time in the apparel company. Effective workplace communication ensures employee internal communication, collaboration, and work relationships. Employees would like to work in proper working condition with the appropriate workplace communication and management activities of the management of apparel company.

Apparel companies gained positive initiatives such as to pay a good salary, provide employee benefits, flexible working arrangements for shifts, the establishment of a child daycare center inside the Export Processing Zone, and an induction session organized by the Board of Investments (BOI) in particular time frames in the Export processing zone in Sri Lanka. Excellent salary, employee benefits made employee motivation with monetary. Further, flexible working arrangements and daycare center facilities help to manage their work-life balance. Induction session enables to train and motivate the employee to work in the organization and identify working culture when they are entering to the new job. All these activities are useful to develop a positive attitude of employees to work in the garment industry where management was able to overcome existing human resource challenges. However, still, some issues are remaining human resource challenges in the business context. Therefore, the proper assistance of employee authorities over come other human resource challenges effectively.

Further, employees have suggested ways to overcome human resource challenges in the future. Apparel employees were having issues with their reputation in society since they could like to build an image on the apparel workers. There are several methods to introduce attractive schemes to apparel workers for their development, such as provide loans for favorable interest rates and provide special discounts to buy products from duty-free. Most employees who are working in the apparel industry would attract to salary, benefits, and incentives. Therefore, the promotion of industrial zones salary, bonus, and incentive schemes cause to attract new employees towards apparel companies in Sri Lanka. Most apparel companies are not even following basic labor laws since. Thus monitoring the workforce of suppliers by government bodies in a systematic way can reduce human resource challenges.

## VI. Limitations and Future Research

The findings reported in the present study must be considered in light of the limitations regarding its qualitative nature. The human resources challenges of the garment industry presented in this study are limited to the Sri Lankan context; samples from other countries might reveal different human resources challenges.

In future research, longitudinal studies might explore how human resources challenges change during the peak business period. Finally, the study was limited to human resources challenges in the garment industry; thus, future research should explore the human resources challenges in other sectors.



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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.



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Informal Guidelines of Research Paper Writing

***Key points to remember:***

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

**Final points:**

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

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

**The discussion section:**

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

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

**General style:**

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

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

*Mistakes to avoid:*

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



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

**Title page:**

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

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

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

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

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

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

**Approach:**

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

**Introduction:**

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

*The following approach can create a valuable beginning:*

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

**Approach:**

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

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

**Procedures (methods and materials):**

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

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

**Materials:**

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

**Methods:**

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

**Approach:**

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

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

**What to keep away from:**

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

**Results:**

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.



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**Content:**

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- 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<br><br>Above 200 words | No specific data with ambiguous information<br><br>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 |

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ISSN 9755853

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