OnlineISSN:2249-4588
PrintISSN:0975-5853
DOI:10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management



The Impact of Incubators

Incubators on Entrepreneurial

Highlights

Social Responsibility Compass

New Higher Education Institute

Discovering Thoughts, Inventing Future

VOLUME 20 ISSUE 7 VERSION 1.0

© 2001-2020 by Global Journal of Management and Business Research, USA

Volume 20 Issue 15 was originally issued as A7

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 7 (Ver. 1.0)

Open Association of Research Society

© Global Journal of Management and Business Research. 2020

All rights reserved.

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

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

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

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

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

Engage with the contents herein at your own risk.

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

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

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

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

Global Journals Inc.

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

Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

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

Offset Typesetting

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

Packaging & Continental Dispatching

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

Find a correspondence nodal officer near you

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

eContacts

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

Pricing (Excluding Air Parcel Charges):

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

Editorial Board

Global Journal of Management and Business Research

Dr. John D. Theodore

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

Prof. Moji Moatamedi

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

Dr. R. Allen Shoaf

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

Professor Maura Sheehan

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

Dr. Mehdi Taghian

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

Dr. Carl Freedman

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

Dr. Agni Aliu

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

Dr. Tsutomu Harada

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

Dr. Wing-Keung Won

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

Dr. Xiaohong He

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

Dr. Carlos García Pont

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

Dr. Söhnke M. Bartram

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

Dr. Bassey Benjamin Esu

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

Dr. Dodi Irawanto

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

Dr. Ivona Vrdoljak Raguz

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

Dr. Yongbing Jiao

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

Dr. Charles A. Rarick

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

Yue-Jun Zhang

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

Dr. Albrecht Classen

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

Dr. Brandon S. Shaw

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

Contents of the Issue

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

1. Investigation of Community Perceptions of a New Higher Education Institute in Rural Rwanda. *1-9*
2. Profil Psychologique Des Propriétaires - Dirigeants Et Innovation Entrepreneuriale Des Petites Et Moyennes Entreprises Au Cameroun. *11-20*
3. Society-Oriented Social Responsibility Compass to Sustainable Growth of Small and Medium Enterprises in Developing Countries. *21-27*

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

Volume 20 Issue 15
Originally issued as A7



Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 7 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Investigation of Community Perceptions of a New Higher Education Institute in Rural Rwanda

By Claire Kimilu, Diana Rujema, Joseph Kalibbala, Jenae Logan & Rex Wong

University of Global Health Equity, Rwanda

Abstract- *Background:* The community perceptions, experiences, and expectations concerning a new rural university were examined to give insight into the role of higher education institutions in optimizing positive community engagement and social development in rural contexts.

Methods: Five focus group discussions were conducted with community members.

Results: While most participants acknowledged UGHE as an educational institution focusing on the delivery of medical care within rural and vulnerable settings and expressed pride, they also perceived UGHE as a foreign and expensive institution and were uncertain of financial implications. Those displaced by campus construction also felt exploited. Participants did not have accurate information about the university and generally welcome more interactions.

Keywords: *higher education institute, community engagement, rural, Rwanda, community service.*

GJMBR-A Classification: *JEL Code: L26*



Strictly as per the compliance and regulations of:



© 2020. Claire Kimilu, Diana Rujema, Joseph Kalibbala, Jenae Logan & Rex Wong. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Investigation of Community Perceptions of a New Higher Education Institute in Rural Rwanda

Claire Kimilu [α], Diana Rujema [σ], Joseph Kalibbala [ρ], Jenae Logan [ω] & Rex Wong [¥]

Abstract- *Background:* The community perceptions, experiences, and expectations concerning a new rural university were examined to give insight into the role of higher education institutions in optimizing positive community engagement and social development in rural contexts.

Methods: Five focus group discussions were conducted with community members.

Results: While most participants acknowledged UGHE as an educational institution focusing on the delivery of medical care within rural and vulnerable settings and expressed pride, they also perceived UGHE as a foreign and expensive institution and were uncertain of financial implications. Those displaced by campus construction also felt exploited. Participants did not have accurate information about the university and generally welcome more interactions.

Conclusion: Residents expressed interest in health education, income-generating initiatives, and local employment. Formation of a community advisory committee with continued intentional interactions with community members can open communication channels to improve awareness of UGHE's mission and further strengthen the relationship.

Keywords: higher education institute, community engagement, rural, Rwanda, community service.

I. Background

In a global era, higher education institutions (HEIs) are situated to serve as catalysts of social transformation. HEIs have assumed increased responsibilities to stimulate social and economic development when located within rural and developing communities (Thompson, 2014). Some rural-based universities have dedicated themselves to empower and build capacity among local community members, alleviate poverty, and reshape rural environments (Luvalo, 2014). Involving locals throughout each stage of project development and implementation, these universities emphasize community-engagement as a critical factor in achieving sustainable development. Increased interest in global health has expanded the role of HEIs in global development. Through medical education partnerships, many universities of the Global North and South now collaborate to improve the well-being of people and the planet through education, research, service, and advocacy (CUGH, 2019; Taché, 2008; Cancedda, Cotton, Shema, Rulisa, Riviello, et al, 2018; Binagwaho, Kyamanywa, Farmer, Nuthulaganti, Umubyeyi, Nyemazi, et al, 2013; Crane, 2010; Kolars, 2012). Global partnerships have been enhanced by the Consortium of Universities for Global Health (CUGH) which unites a network of 185 academic institutions and global organizations (CUGH, 2019).

While newly-developed institutional partnerships provide opportunities for cross-cultural collaboration and innovative social development, challenges remain in ensuring equitable collaboration and mutual benefit among resource-rich and resource-limited partners (Crane, 2010; Taché, 2008). Recent research has found successful sustainable development requires three key factors: 1) perceived ownership by Sub-Saharan African partners, 2) continued communication among leaders, and 3) a focus on building local expertise (Kolars, 2012). These factors can be extended to the local community partnerships underlying broader global partnerships (Mtawa, 2016).

While the idea of community service ("community engagement") is becoming a tradition within higher education, its definition varies among HEIs within different regions and academic disciplines (Mtawa, 2016; CHE, 2004). In its most recent understanding, community engagement is embedded within the process of knowledge exchange; universities and communities are partners in inquiry, learning, and application of new knowledge (Mtawa, 2016). Little research exists regarding this concept of "scholarship of engagement" within Sub-Saharan Africa. Limited understanding of community engagement within higher education contributes to knowledge gaps concerning effective methods of community-engagement and best practices for joint-development. In global health, which emphasizes equitable partnerships for sustainable progress, there is critical need to understand local communities' perceptions and experiences of development especially within the Global South.

With a unique curriculum rooted in the "scholarship of engagement," the University of Global Health Equity (UGHE) is pioneering a new approach where higher education fuels social development. Opening its first permanent campus in 2019 in the rural community of Butaro, Rwanda, UGHE aims to equip

Author α σ ρ: Graduate student, University of Global Health Equity, Rwanda. e-mails: ccecilia014@gmail.com, rujemad@gmail.com, josephkalibbala@gmail.com

Author ω: Director, Executive Education, University of Global Health Equity, Rwanda. e-mail: Jlogan@ughe.org

Author ¥: Director, Bill and Joyce Cumming's Institute of Global Health, University of Global Health Equity, Rwanda; Lecturer, Yale University, USA. e-mail: rwong@ughe.org

© 2020 Global Journals

students with experiences and skills to "protect the most vulnerable and improve health outcomes and social systems" (UGHE, 2019). Considering the continued discourse surrounding community engagement within higher education, we undertook this study to examine a developing partnership between UGHE and Butaro community. Laying a foundation for UGHE's successful integration and community engagement initiatives, this study aimed to expand our understanding of community perceptions, experiences, and expectations concerning UGHE and its mission to contribute to social development. The results of this study can promote positive outcomes for UGHE development initiatives. As the establishment of HEIs within rural communities remains a novel phenomenon in global health and development, this study further contributes to a body of knowledge concerning the role of HEIs in global health and social development. It offers insight into effective means of social integration and community engagement in the context of rural-based educational institutions.

II. Methods

a) Setting

This study was conducted in Butaro Sector, Burera District, Northern Province, Rwanda, where the common language spoken is Kinyarwanda. Butaro is the second most populated sector in Burera District, with a population of 31,520 (Ndayisaba, 2019). Among the 8,255 households, 81 were relocated for the construction of UGHE campus (Ndayisaba, 2019). The community is served by sixteen nursery schools, nine primary schools, five secondary schools, and one vocational institution, all owned or aided by the government (Ndayisaba, 2019). UGHE is the only university in the sector.

Agriculture is Butaro's major economic activity with 99.5% of the population relying on subsistence farming (The Republic of Rwanda, 2012). Health infrastructure, access to healthcare, human resources for health (HRH) and hygiene and sanitation practices are some key health concerns in the area. Many non-governmental organizations (NGOs) and local agriculture and livestock organizations operate in the area (Ndayisaba, 2019). As of 2012, Butaro hosted approximately 76 foreigners (The Republic of Rwanda, 2012). This number is believed to have increased with the establishment of Butaro Hospital and UGHE's Butaro campus.

b) Study design and sample

A qualitative study using five focus group discussions (FGD) consisting of six to eight participants each was conducted in May through July 2019. One FGD consisted of Butaro town residents including local business people. Two FGDs consisted of residents who were displaced from university land. One FGD consisted of local staff at UGHE—cleaners, security guards, kitchen staff, construction staff, and landscape workers. The fifth FGD consisted of local leaders in Butaro sector—village leaders, community health workers (CHWs), heads of social services, and gender officers.

Community participants were selected via purposive and snowball sampling. Local leaders and community members who had pre-established relationships with the university and/or researchers gave referrals for participants. Participants for the local staff FGD were selected via convenience sampling.

Participants were 18 years and older. Participants were excluded if they had lived in Butaro for less than six months or had any mental disabilities which prevented them from fully understanding FGD information or from providing informed consent.

c) Data collection tools and procedures

Semi-structured focus group guides (Appendix 1) were developed with questions related to community perceptions, social integration, and global health within higher education. The questions varied slightly based on the focus group memberships. Questions for Butaro residents and local leaders focused more on UGHE's development, while questions for residents displaced by UGHE's construction focused more on their personal experiences. Guides were translated from English to Kinyarwanda with the assistance of hired translators. Translated guides were modified based on feedback from pre-testing with Kinyarwanda-speaking UGHE students and staff.

With the exception of the local UGHE staff FGD, all FGDs were conducted at a location within the community of the group's choosing to account for perceived power imbalances. The local UGHE staff FGD was conducted on campus out of convenience for participants. Written consents were signed by each participant after the research team explained the purpose of the study and the consent process. A skilled moderator facilitated discussions in Kinyarwanda per the preference of participants using the translated focus group guide. All participants were encouraged to contribute. Prior to FGDs, the moderator was trained on the study's purpose and objectives and offered time to familiarize himself with and discuss any questions he had about the FGD guides. All FGDs were audio recorded (with consent from study participants) and lasted approximately ninety minutes. All participation was voluntary and no stipend was provided to study participants.

The study was approved by the Institutional Review Board (IRB) of UGHE and by Butaro Sector leaders.

b) Data management and analysis

Audio recordings were transcribed in Kinyarwanda and then translated to English by an

© 2020 Global Journals

experienced translator fluent in both languages. The translator also acted as the facilitator for FGDs to ensure an accurate understanding of participant responses and the validity of translations.

Each transcript was independently coded by three researchers using inductive coding. A final codebook was developed after thorough discussion and agreement among researchers. All transcripts were re-coded using qualitative data analysis software Dedoose for final analysis. All codes were subsequently organized into categories, then emerging themes.

III. Results

A total of 39 Butaro residents participated in five focus group discussions. Analysis of transcripts yielded 45 codes, 11 categories, and four themes to describe participants' understanding, interactions, attitudes, and expectations of UGHE.

a) Understanding of UGHE

Most participants acknowledged UGHE as an educational institution focusing on the delivery of medical care within rural and vulnerable settings: *"I know this university is a medical institution working with [Butaro] hospital and with us"* (Displaced resident)*; "the university prepares students in the field of medicine. Medicine for all the people in the world, especially in rural areas"*(Town resident). Some described UGHE as a university which trains aspiring health professionals to practice in rural or underserved areas around the world: *"Its [the university's] primary goal is to educate about health and to take care of patients in and out of the country. The students who will graduate from it or studying in it will be the ones to deliver that assistance here or abroad"* (Local UGHE staff).

While they understood UGHE is a higher education institute, most participants perceived it as expensive, foreign, out of their reach, inaccessible to, and separated from the local community: *"it is an expensive university... no Rwandan or anyone living here can afford to study in it according to the fees required"* (Local leader). Some thought the university was predominantly run by expatriates and catered to international students: "*We hear that only foreigners are studying there"* (Displaced resident).

b) Interactions with UGHE

The respondents' interactions with UGHE ranged from none, transactional and service-based, to social interactions.

Some participants had limited or no interaction with UGHE students, staff, and faculty: *"I have not yet reached there [the university], I do not know the director of the campus, I do not know the students except I see them on the road and in cars"* (Displaced resident). They perceived the University had not formally visited the local community: *"We often see university students walking around Butaro but university authorities should visit the community and converse with them as well as introducing themselves"* (Displaced resident).Some even described participating in the focus group discussion as "*my first time to meet [UGHE students]"* (Town resident).

Some participants described their interactions with UGHE as service-based. This meant either conducting business with or providing services to the UGHE students and staff: *"I assisted two students from the university who were applying for short-term visitor's visa for Congo and Burundi … I helped some who were applying for the [UGHE] security job in credential-related services too"* (Town resident)*; "when the university was still under construction, some of the [UGHE] employees used to bring their children to my nursery; others also rented my houses"* (Town resident). Such service-based interaction was positively perceived by the participants: *"I have a barbershop/salon. They [UGHE employees] come and we serve them, hence I gain new customers"* (Town resident).

Social activities were a major pathway for regular interaction among UGHE and the local community. Participants described their interactions with students and staff during social events within the community including church, sports events, and Community Laboring Saturday (known as Umuganda). They mostly saw this kind of interaction as positive: *"we met both the staff and students from UGHE at Community Laboring Saturday. We were happy to see students and staff familiarizing with us. This improves our relationship and work together for the development of all"* (Local leader)*; "I was happy to see [UGHE] coming and having a [football] match with the youth from Butaro"* (Local leader). Some participants saw UGHE participation in social events as a positive respect to their community: *"We have been together with university students during the Genocide Commemoration Week. Their lecturers also marched with us in the 'Walk to Remember'"* (Town resident).

c) Attitudes about UGHE

Participants expressed a range of attitudes towards UGHE, ranging from pride to fear to uncertainty.

Participants described a sense of pride during the early construction phases of UGHE. They were happy that UGHE is in their home (Butaro): *"UGHE made us famous. We became famous in the world. Even people in America now know Butaro"* (Local UGHE staff)*;"We're happy because the university was established in our cell and it creates a sense of pride for us. We were delighted"* (Displaced resident)*; "[the university] was brought here to Butaro, a rural area. Bringing it here is making us popular because it came to Butaro, our home"* (Displaced resident).

However, having an elite institution in their community also brought some negative perceptions. They perceived UGHE students and staff as superior in social status, power, and influence: *"I was compensated*

© 2020 Global Journals

for my land and came to live nearby. When the construction was finished, I went there to search for a job. They chased me away saying that they want people with degrees. They see us as unable people, yet we have the energy to work but they undermine us. I doubt that they will even pay attention to our suggestions if you advocate for us" (Displaced resident).

There were also enhanced notions of UGHE's financial inaccessibility: *"[UGHE] keeps the expensive stuff inside the campus. I do not know how they get what they need daily or if their needed products are stored on the campus. They do not buy anything here in the surrounding community to develop people living in this neighborhood"* (Displaced resident). Some participants also thought UGHE preferred outsourcing goods and services: *"I thought they never eat food from here... their food came packaged and were consumed within the university"; "We do not even sell UGHE what they need. We want them to buy from us. We are like two separate countries. them and us"* (Local leader).

Some participants expressed feelings of exploitation, especially those displaced by the construction: *"we do not see any other important impact on us since our children cannot study there. We give them land and then disappear"* (Displaced resident)*; "We thought the university would be important to us. We gave out our land happily. But after the construction, they showed us that they are bad people"* (Displaced resident). Some mentioned that *"What UGHE wanted from us was the land and we left. Nothing else"* (Displaced resident).

Participants also expressed feeling hopeless for their future following relocation and UGHE's presence in Butaro: *"things will really worsen because if [UGHE] brings only foreigners because of high costs, none of our children can afford to study there because of our financial means. This implies that in the coming days,... people like us are not sure if they will continue to stay here because only graduates will be hired; and we will not be able to compete with them in the labor market"* (Displaced resident).

Participants also expressed their uncertainties. They were not sure how UGHE would benefit them. Some participants who own businesses mentioned that a lack of clear direction from the university did not allow them to plan for their business: "*we keep asking whether all incoming students will stay in the campus, we cannot decide if we should build houses for renting. You can understand that uncertainty is one of the drawbacks we are facing as business people"* (Town resident).For workers, uncertainty about their job stability was also a concern for them: "*Until now there is no problem, we are well paid. But as time passes, cleaners like us don't know whether we will continue or not"* (Local UGHE staff).

d) Expectations of UGHE

Participants described their expectations for development and overall standards of living within Butaro. Participants expressed UGHE's potential to drive growth and development within the community, mentioning new investments and innovations. They expected UGHE to boost the local economy and provide individuals with opportunities for new income-generating activities. Examples include selling farm produce to UGHE, establishing hotels/restaurants, investments in schools, and improved transport systems: *"I am a farmer. If I know the university will be an assured market, that will improve my standard of living. If I sell them at a good price, I will get the school fees for my kid. They [the community] will build hotels and will bring more and more development activities. Many [people in the community] have already purchased land plots for many other projects following this university. Lives will be transformed"* (Town resident).

Participants also expected the infrastructure brought by the university would benefit the community. The Rwandan government is constructing roads connecting Butaro to other towns due to the establishment of the university in Butaro: *"After the road construction, many factors that will influence our development. With the construction of roads, trade activities from the vicinity will develop"* (Local leader).

These expectations encompassed beliefs that UGHE's presence should contribute to improved health outcomes. Participants expressed a desire for UGHE to educate the local community in areas of health promotion: *"What I wish from our relationship with the university is that they educate about health especially. I would suggest students plan time for community extension education in our village to teach about hygiene. It would be better"* (Displaced resident)*; "I am not saying that we are malnourished but teaching us about a balanced diet will be helpful...also teaching people about preventing disease caused by poor hygiene"* (Town resident).Apart from providing health education in the community, participants also expressed the desire for UGHE to help the local school in health education: *"there is not even a nursery, primary or secondary school teaching health [in Butaro], so UGHE can educate them for instance about washing hands after using the toilet"* (Local leader).

Reflecting on their experiences of minimal interaction and perceived isolation and elitism, participants suggested meaningful interaction as a pathway toward building more positive relationships with UGHE. They believed UGHE could form a strong relationship with the community: *"Let [UGHE] come and teach so that we don't feel distant to them. We should even befriend [UGHE]"*(Town resident). With a stronger relationship, the university will gain a better

© 2020 Global Journals

understanding of community needs: *"Our ideal relationship with the university would be getting to know students and conversing when we meet so that we tell them what we think (like we are doing now)... and then hang out together. When you hang out with someone, you exchange ideas and give advice on how to improve your relationship"* (Displaced resident); *"Coming outside the campus and interacting with the community can benefit both of us. As we get to know each other would help people understand the impact of the university in their lives"* (Town resident).

Participants also welcomed more interactions with UGHE so that the university is better situated to serve as an advocate for the community: "*I would like to suggest that if possible, you would advocate for us, who are neighbors of the university"* (Local leader).

Since some participants viewed the "elite" university as inaccessible, they expressed the desire to be allowed to see the inside of the university: *"Our wish is that we meet frequently and visit each other so that we can be allowed to visit the university and have a look at the buildings for which we left our land"* (Displaced resident).

IV. Discussion

While global development efforts in rural communities are grounded in good intentions, unforeseen changes are sometimes inevitable (Fine, 2019). From the perspective of local leaders and business people, UGHE is considered an avenue of urbanization and an opportunity for economic growth and development, from improved roads and transport systems in the past to increased access to electricity and water in the future. For local staff members, UGHE is seen as an institution that improves the quality of life in Butaro through local employment. Perceptions of relocated residents, on the other hand, were mixed. They expressed dreams of what they could have accomplished with monetary compensation for their land and how their initial expectations have yet to be met. They quickly began to feel the growing pains of adjustment upon discovering their previous way of life did not necessarily fit into their new reality after relocation. Relocated residents highlighted unintended consequences as a "natural challenge of global development" (Fine, 2019). UGHE's social impact altered their way of living. Their adjustment woes prompted us to consider the concept of creative destruction—the social change that involves the replacement of old institutions, traditions, and previous ways of life with new ones (Fine, 2019). The worth of UGHE and other global development projects must hinge on their ability to positively impact the most vulnerable (Fine, 2019). UGHE and other development projects must continually: ask themselves whether local communities are included in their efforts to achieve progress; ensure human dignity is maintained; and constantly monitor the effects of well-intentioned development initiatives.

Butaro community members shared a common perception of UGHE as an "international" institution run by expatriates and catering to foreign students despite realities of UGHE's national ties and mission to build capacity among health care professionals within Africa. The Butaro community further distinguishes the institution, staff, and students based on socio-economic status. Even UGHE's Rwandese staff and students were viewed as "other" in relation to the local community. Physical barriers distinguishing university land, extravagant buildings, and heavily guarded gates which only open to large containers and "big white [coasters and SUVs] carrying foreign goods and people," as described by a local resident, all gave the perception of an inaccessible campus that was somehow "other."

Participants characterized UGHE students as affluent and the institution as "exclusive" believing that the average Butaro student could only dream of studying there. Such perceptions present a common challenge to successful community engagement and ultimately social integration among HEIs (Bender, 2008).

Local leaders and local business people seem to have a more accurate understanding of UGHE's purpose and operation within Butaro and more positive outlook about UGHE's impact on the local community. Conversely, testimonies of displaced residents seem riddled with confusion and hints of miscommunication which elicit frustration, unrealistic expectations, disillusionment, and a bleak outlook on life following UGHE's development. Their lack of interaction with UGHE students and staff led to general lack of awareness of UGHE's goals, a sense of isolation, and ill-feelings in relation to UGHE's development in Butaro. This is consistent with what is commonly described in community development literature (Chesoh, 2009). Butaro residents described their current encounters with UGHE by making a critical distinction between what migration literature deems "mundane interaction" and more meaningful social integration (Matarrita-Cascante, 2017). Our findings support literature which notes that mundane encounters limited to business interactions, no matter how frequent, are less likely to make locals feel a sense of community with new migrants. Instead, locals and new migrants must continually engage on more personal levels so that they can begin to see beyond their perceived differences (Matarrita-Cascante & Stocks, 2013; Matarrita-Cascante, 2017). Since UGHE aims to be a global university that educates students of diverse origins and social-economic backgrounds, the image of "elitism" will probably persist. Efforts to better interact with and inform local residents, however, can help to improve overall community awareness, perceptions, and satisfaction with UGHE's Butaro campus. Emphasizing UGHE's role in local capacity building and informing local residents

© 2020 Global Journals

of UGHE scholarship opportunities and support for students within Rwanda and surrounding regions can help bridge perceived social divides between UGHE and Butaro community.

For Butaro residents, meaningful interactions include encounters with UGHE at social activities. Interactions like the monthly Community Laboring Saturday (*Umuganda*), sports events, and church gatherings create opportunities for deeper communication, resource sharing, cultural exchange, and trust development. The more UGHE interacts with the local community, the more approachable and less "foreign" or "other" the students and staff appear to Butaro residents, laying the foundation for mutual understanding.

Perhaps an additional and mutual barrier to desired social integration is language (Matarrita-Cascante & Stocks, 2013). In a predominantly Kinyarwanda-speaking area, non-Rwandese UGHE staff and students may be hesitant to regularly interact with the local community and vice versa. UGHE might consider initiatives for "language exchange" as an avenue for meaningful interaction and enhanced communication.

Residents remind us that building successful partnerships requires HEIs to willingly immerse themselves within the local community to: better understand the community's present needs and future aims; allow the local community to become more aware of their mission; and include the community at each stage of the development process (Fourie, 2003; Matarrita-Cascante & Stocks, 2013). The FGDs themselves seemed to elevate local residents from beneficiaries of UGHE to stakeholders. Countering a common "I plan, you participate" mentality, UGHE's interest in community members' thoughts gave community members a sense of level footing with the university (Bandesha & Litva, 2005). Butaro residents overwhelmingly expressed a desire to actively contribute to UGHE's development, progress, and initiatives. Participants described an ideal alliance where UGHE and the surrounding community work together to achieve improved quality of life. In line with literary findings, this dialogue enabled clarifications on the intended roles of UGHE and local community members and appeased disappointments stemming from miscommunication and confusion (Heenan, 2004). Continued involvement of the local community in this manner remains a critical first step for UGHE's, or other HEIs', social integration and can optimize success in its future community engagement endeavors.

a) *Limitations*

Similar to most qualitative studies, information collected has limited generalizability to the wider population, especially when perceptions are highly personal and dependent on time and context. We could not eliminate respondent bias as some participants were recommended by local leaders; although snowball sampling was kept at a minimum and local leaders who referred participants were not present to hear participant responses during FGDs. Language was definitely a challenge to the study, despite the assistance of qualified data collectors and translators.

V. Conclusion and Recommendations

Although relocated residents mention challenges in adjusting to new ways of life, the study results suggested a general sense of pride and excitement concerning establishment of UGHE's Butaro campus. Findings highlight future opportunities for collaboration and growth. Specifically, Butaro residents expressed interest in health education, income-generating initiatives, local employment, and general investments in Butaro's overall economic growth and development.

Findings also revealed areas in which UGHE has already progressed in creating a lasting and formidable bond with the community. Student and staff engagement in social activities such as monthly Community Laboring Saturday, church services, and a UGHE vs. Butaro Community soccer match have fostered a positive image of UGHE within the community and were cited as essential ways of opening lines of communication among UGHE and the surrounding community.

Despite these successes, there were areas that required improvement. Sustaining intentional and continuous meaningful interactions with community members is essential. Communication channels to improve awareness of UGHE within the community, especially about the university's investment in local goods and services should be established. UGHE's subsequent community engagement efforts can enhance UGHE's position as an exemplary institution within the growing realm of rural-based education and university engagement in the advancement of global health.

a) *Recommendations*

The formation of an advisory committee comprised of community members could create a platform for respective parties to discuss each other's concerns and needs and establish means of collaboration to achieve growth and development within Butaro. Regular communication can help minimize unrealistic expectations and disappointment concerning UGHE's mission and purpose within Butaro. Sustained regular social interaction and development of other community initiatives catering to Butaro community needs can solidify UGHE's relationship with the community. Effort from UGHE students and staff to learn Kinyarwanda and also to teach English may also help to mitigate social barriers and strengthen communication.

© 2020 Global Journals

In line with UGHE's mission to "build the next generation of global health professionals," UGHE can begin to empower Butaro's youth and young children by collaborating with existing schools in the sector to create educational programs or initiatives concerning behavioral change activities. Such initiatives can also address local residents' desire for UGHE students to serve as mentors for local youth. UGHE may consider establishing a "Butaro Scholarship" scheme to support qualified students originating from Butaro in pursuing a medical degree. This could enhance the Butaro community's sense of ownership toward UGHE while refining local residents' ideas of the students UGHE educates. A similar study on Butaro community perceptions should be conducted within the coming years to monitor the longer term impact of UGHE on the Butaro community.

b) UGHE's responses to the study results

This study aimed to expand UGHE's understanding of the Butaro community's perceptions and expectations of the university in order to inform UGHE's community engagement initiatives. Despite the university's mission to deliver equitable and quality education to all, the modern campus inevitably portrayed the image of "eliteness" to the rural community. UGHE is the first and only zero-tuition medical school in Rwanda and all students in the medical program are Rwandans. However, the findings of this study showed the community viewed UGHE as an "unaffordable" institution only catering to foreigners. The university also has intentionally hired as many community members as possible and purchased most of the daily consumables from the local community. Such actions, however, were not visible to the community as indicated in this study. One major impetus behind this research project was to collect such information while the university-community relationship was still at its early stage to allow corrective actions.

In light of these findings, UGHE has developed a series of community engagement events. The university staff and students continue to engage in the monthly Community Labor Saturday. Formal after school tutorial programs were established between UGHE and community high schools with the aim of enhancing high school students' academic performance. UGHE also provides English courses to adult learners to assist their English language ability. The university has regularly invited community members to visit the campus. Events included sports and recreational activities, campus tours for Butaro residents, as well as informational sessions for high school students about higher education opportunities. Intentional communications were made by UGHE to ensure the community has accurate information about the university. A formal Community Engagement and Development Department was formed at the university to coordinate such activities. An advisory board including community members is being formed as another step to actively seek input from the community. More programs aimed at vocational skills development are in university plans. Another similar study will be conducted in the future in order to evaluate changes in perception.

Research ethics

The study was approved by the Institutional Review Board (IRB) of UGHE and by Butaro Sector leaders.

Acknowledgements

We thank: Butaro community members; Executive Secretary, Egide Ndayisaba; Eurade Ntakiyisumba and Vanessa Amani; Dr. Michelle Budwitz, Dr. Akiiki, Dr. Sylvia, Dr. Marissa Mika, Dr. Nolwazi; and all who supported this study.

References Références Referencias

1. Bandesha, G., & Litva, A. (2005). Perceptions of community participation and health gain in a community project for the South Asian population: A qualitative study. Journal of Public Health, 27(3), 241–245.https://doi.org/10.1093/pubmed/fdi044
2. Binagwaho, A., Kyamanywa, P., Farmer, P. E., Nuthulaganti, T., Umubyeyi, B., Nyemazi, J. P.,... & Ngirabega, J. D. D. (2013). The human resources for health program in Rwanda—a new partnership. New England Journal of Medicine, 369(21), 2054-2059.
3. Cancedda, C., Cotton, P., Shema, J., Rulisa, S., Riviello, R., Adams, L. V.,... & Mumena, C. (2018). Health professional training and capacity strengthening through international academic partnerships: The first five years of the Human Resources for Health Program in Rwanda. International journal of health policy and management, 7(11), 1024.
4. Chesoh, S. (2009). Community Perception, Satisfaction and Participation toward Power Plant Development in Southernmost of Thailand. Power, 84–88.
5. Council on Higher Education (CHE) 2004. South African Higher Education in the first decade of democracy. Pretoria: Council on Higher Education
6. Crane, J. (2011). Scrambling for Africa? Universities and global health. *The Lancet*, *377*(9775), 1388–1390. https://doi.org/10.1016/S0140-6736(10)61920-4
7. CUGH. (2019). Mission & Background. Retrieved July 15, 2019, from https://www.cugh.org/about
8. Fine, P. (2019). The darker side of development: Good intentions, negative consequences. FHI 360. Retrieved from https://degrees.fhi360.org/2019/

© 2020 Global Journals

02/the-darker-side-of-development-good-intentions-negative-consequences/
9. Fourie, M. (2003). Beyond the ivory tower: service-learning for sustainable community development. *South African Journal of Higher Education*, *17*(1), 31–38. https://doi.org/10.4314/sajhe.v17i1.25189.
10. Heenan, D. (2004). A partnership approach to health promotion: a case study from Northern Ireland. *Health Promotion International*, *19* (1), 105–113. https://doi.org/10.1093/heapro/dah111
11. Kolars, J. C., Cahill, K., Donkor, P., Kaaya, E., Lawson, A., Serwadda, D., & Sewankambo, N. K. (2012). Perspective: Partnering for medical education in Sub-Saharan Africa: Seeking the evidence for effective collaborations. *Academic Medicine*, *87*(2), 216–220. https://doi.org/10.1097/ACM.0b013e31823ede39.
12. Luvalo, L. M. (2014). The role of higher education in social transformation and rural development. *Mediterranean Journal of Social Sciences*, *5*(23), 1206–1212. https://doi.org/10.5901/mjss.2014.v5n23 p1206.
13. Matarrita-Cascante, D., & Stocks, G. (2013). Amenity migration to the global south: Implications for community development. Geoforum, 49 (December 2017), 91–102. https://doi.org/10.1016/j. geoforum.2013.06.004.
14. Matarrita-Cascante, D. (2017). Moving the amenity migration literature forward: Understanding community-level factors associated with positive outcomes after amenity-driven change. Journal of Rural Studies, 53(December), 26–34. https://doi.org/10.1016/j.jrurstud.2017.05.004
15. Mtawa, N. N., Fongwa, S. N., & Wangenge-ouma, G. (2016). The scholarship of university-community engagement : Interrogating Boyer's model, 1–20.
16. Ndayisaba, E. (2019, July 11). Personal interview.
17. Taché., S., Kaaya, E., Omer, S., Mkony, C. A., Lyamuya, E., Pallangyo, K.,… Mac Farlane, S. B. (2008). University partnership to address the shortage of healthcare professionals in Africa.
18. Global Public Health, 3(2), 137–148. https://doi.org/10.1080/17441690701766486.
19. THE REPUBLIC OF RWANDA. (n.d.). Retrieved fromhttp://www.statistics.gov.rw.
20. Thompson, A. F. (2014). The Role of Higher Education in Rural Community Development.
21. UGHE. (2019). About. Retrieved July 15, 2019, from https://ughe.org/about

Appendix

Focus Group Discussion Guides

Butaro Town Residents/ Local Leaders

1. What is your understanding of UGHE?
   a. Prompt: From your point of view, what is the purpose of UGHE? What do you know about UGHE?
2. What has been your interaction so far with UGHE?
   a. Prompt: Have you had any form of interaction with students or staff members? This can be outside of UGHEs campus. Was your experience positive or negative?
3. What was life like before the construction of UGHE began?
4. What is life like now since the opening of UGHE?
5. Considering that UGHE is not the first new development in your community, how do you feel about PIH/ Inshuti Mu Buzima's other recent developments?
   a. For example, how has your experience been with Butaro Hospital?
6. Is the community the same? Is the community different? How so?
7. Given that UGHE is a permanent entity in Butaro, what do you think life will be like moving forward?
   a. Prompt: Do you think there will be any changes like...new roads, businesses, new people etc. ?
8. How would you describe your ideal relationship with UGHE? How could UGHE work with the community?
9. What can the community contribute to UGHE?
10. Is there anything else you would like to share that has not been covered in this discussion?

Local Staff

1. What is your understanding of UGHE?
   a. Prompt: From your point of view, what is the purpose of UGHE? What do you know about UGHE?
2. How did you find out about employment opportunities at UGHE or with contract companies at UGHE?
3. How would you describe your experiences working at UGHE so far? Are there any specific things that could be done to improve your work experiences?
4. How would you describe your interactions with students and staff?
5. Given that UGHE is a permanent entity in Butaro, what do you think life will be like moving forward?
6. Do you think there may be any changes to...employment opportunities, educational resources etc.?
7. Would you recommend your friends or family to work at UGHE?
8. Is there anything else you would like to share that has not been covered in this discussion?

Displaced Residents

1. What is your understanding of UGHE?
   a. Prompt: From your point of view, what is the purpose of UGHE? What do you know about UGHE?
2. How did you learn about UGHE?
3. How has your day-to-day life changed since the establishment of UGHE?
4. How do you find your new housing/ community?

© 2020 Global Journals

5. After relocating, have you interacted with the campus community?
   a. Prompt: This can include experiences outside of campus. How were your experiences?
6. How would you describe your ideal relationship with UGHE?
7. Given that UGHE is a permanent entity in Butaro, what do you think life will be like moving forward?

© 2020 Global Journals

Global Journal of Management and Business Research (A) Volume XX Issue VII Version I Year 2020
10

This page is intentionally left blank

© 2020 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 7 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Profil Psychologique Des Propriétaires- Dirigeants Et Innovation Entrepreneuriale Des Petites Et Moyennes Entreprises Au Cameroun

By Abouna Adam Mahamat, Tchingnabe Daniel & Math Mazra
Université de Maroua-Cameroun

Abstract- In a highly competitive environment and competing with large, resource-rich companies, companies of all sizes focus on finding resources for both creating and maintaining competitive advantages. Psychological profile is therefore strategic resource that enables SMEs to establish a sustainable competitive advantage. The purpose of this work is in the context of research that supports the existence of a positive psychological profile and entrepreneurial innovation of SMEs. Specifically, this study aims to evaluate the effect of psychological profile on the entrepreneurial innovation of SMEs. To answer this problem, we started from a theoretical framework to express our hypotheses.

The empirical results of the multiple regression, calculated on the basis of a sample of 253 SMEs, show the existence of a positive influence of the psychological profile on entrepreneurial innovation of SMEs.

Keywords: entrepreneurial innovation, psychological profile and smes.

GJMBR-A Classification: JEL Code: L32



Strictly as per the compliance and regulations of:

© 2020. Abouna Adam Mahamat, Tchingnabe Daniel & Math Mazra. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Profil Psychologique Des Propriétaires-Dirigeants Et Innovation Entrepreneuriale Des Petites Et Moyennes Entreprises Au Cameroun

Abouna Adam Mahamat [α], Tchingnabe Daniel [σ] & Math Mazra [ρ]

Résumé- Dans un environnement hautement compétitif et en concurrence avec les grandes entreprises dotées des ressources, les entreprises quel que soit leurs tailles, se focalisent sur la recherche des ressources visant à la fois la création et le maintien des avantages compétitifs. L'innovation entrepreneuriale permet aux entreprises de protéger leurs parts de marché et le profil psychologique constitue une ressource stratégique permettant aux PME d'asseoir un avantage concurrentiel durable. L'objectif de ce travail s'inscrit dans le cadre des recherches qui s'appuient sur l'existence d'une relation positive entre le profil psychologique et l'innovation entrepreneuriale des PME. De façon précise, cette recherche vise à évaluer l'effet du profil psychologique sur l'innovation entrepreneuriale des PME. Pour répondre à cette problématique, nous sommes partis d'un cadre théorique pour émettre nos hypothèses.

Les résultats empiriques de la régression multiple, calculés sur la base d'un échantillon de 253 PME, montrent que le profil psychologique influence positivement l'innovation entrepreneuriale des PME.

Motsclés: innovation entrepreneuriale, profil psychologique et pme.

Abstract- In a highly competitive environment and competing with large, resource-rich companies, companies of all sizes focus on finding resources for both creating and maintaining competitive advantages. Psychological profile is therefore strategic resource that enables SMEs to establish a sustainable competitive advantage. The purpose of this work is in the context of research that supports the existence of a positive psychological profile and entrepreneurial innovation of SMEs. Specifically, this study aims to evaluate the effect of psychological profile on the entrepreneurial innovation of SMEs. To answer this problem, we started from a theoretical framework to express our hypotheses.

The empirical results of the multiple regression, calculated on the basis of a sample of 253 SMEs, show the existence of a positive influence of the psychological profile on entrepreneurial innovation of SMEs.

Keywords: entrepreneurial innovation, psychological profile and smes.

Author α: Ph.D. Assistant, Département de Management, Stratégie et Prospective, Faculté des Sciences Economiques et de Gestion, Université de Maroua-Cameroun. e-mail: adab1307@yahoo.fr

Author σ: Ph. D. Chargé de Cours, Département de Marketing, commerce et ventes, Faculté des Sciences Economiques et de Gestion, Université de Maroua-Cameroun.

Author ρ: Ph. D Maitre de conférences, Département de Management, Stratégie et Prospective, Faculté des Sciences Economiques et de Gestion, Université de Maroua-Cameroun.

I. Introduction

L'innovation est aujourd'hui une stratégie d'entreprises incontournable et mérite une attention particulière dans un environnement en plein mutation. En effet, l'augmentation du nombre de concurrents et l'exigence des clients avec la demande individualisée obligent les entreprises et plus particulièrement les PME à innover. L'innovation permet aux petites et moyennes entreprises de maintenir leurs parts de marché, de revitaliser leurs activités existantes et, plus généralement, accroître leur performance (Lumpkin et dess, 1996 ; Zahra, 1993 ; Sahut, Leroux, 2011). Toutefois, Djoutsa et al. (2017) soulignent qu'il existe une différence entre les entreprises des pays développés et les pays en voie de développement en termes de pratiques d'innovation. Au Cameroun très peu des PME s'intéressent à la pratique d'innovation, certaines innovent d'autres non.

Plusieurs études ont tenté de comprendre pourquoi certaines entreprises réussissent à innover plus que d'autres en essayant d'identifier les particularités des PME en matière d'innovation afin de mieux cerner les éléments explicatifs. Parmi les facteurs déterminants les auteurs ont identifié la taille (Pavitt et al, 1987), la structure (Gopalakrishman et Damanpour, 1994 ; Becheikh et al, 2006), la coopération (kouba' asalah, 2014), les compétences (Carrier et Julien, 2005 ;Vinding, 2006 ; St Pierre et Trépanier, 2007), les ressources financière (Becheikh et al. 2006), le leadership (De Jong et Den Hartog, 2003; St-Pierre, 2004 ; St-Pierre et Mathieu 2003), les activités de R&D (Becheikh et al, 2006; Baldwin et al, 2000; Brouwer et Kleinknecht, 1996), la culture (Razafindrazaka. T, et al, 2014), mais le profil psychologique est peu étudié dans le contexte Camerounais (Mazra et al.2019).

Pourtant les aspects psychologiques constituent des ressource stratégiques (Lohmann, 1998) pour la réussite entrepreneuriale des PME (Nkanyou, 2011; St- pierre et Cadieux, 2011; Baum et Locke, 2004; Fonrouge, 1999 ; Grandclaude et Nobre, 2013). Elles permettent d'examiner l'interaction dynamique entre l'individu et l'environnement en expliquant quels processus cognitifs, motivationnels et affectifs sont impliqués dans la décision d'un individu de s'engager dans des activités entrepreneuriales (Shane et Venkata

© 2020 Global Journals

ramen, 2000). Dans ce sens, plusieurs études ont montré l'effet positif des aspects psychologiques des dirigeants sur la croissance des PME (Price et al., 2013 ; Atalay, et al. 2013; Boubakary et al., 2017 ; Grandclaude et Nobre, 2013). Malgré l'importance et la qualité des études en entrepreneuriat sur le profil psychologique et l'innovation en entrepreneuriat, il faut relever toutefois qu'aucune étude à notre connaissance n'a mis en relation le profil psychologique et l'innovation en entrepreneuriat.

Ainsi, cet article se propose d'analyser l'effet direct du profil psychologique des propriétaires-dirigeants sur l'innovation entrepreneuriale des PME dans le contexte Camerounais.

II. Cadre Théorique

Le premier élément de cette section portera sur la définition de l'innovation à partir du concept d'orientation entrepreneuriale et le second va s'appesantir sur le lien entre le profil psychologique et l'innovation entrepreneuriale des PME.

a) de l'orientation entrepreneuriale à l'innovation entrepreneuriale des PME

Plusieurs études, les dimensions de l'orientation entrepreneuriale peuvent être agrégées pour définir la stratégie entrepreneuriale des organisations. En prenant en compte l'environnement et le contexte dans lequel évolue l'entreprise, Lumpkin et dess (1996) soulignent queles dimensions une rupture quant à la covariance des dimensions de l'orientation entrepreneuriale dont l'objectif est la *nouvelle entrée.*

i. *orientation entrepreneuriale*

Depuis quelques années, l'orientation entrepreneuriale a fait l'objet d'une littérature féconde (Benezech et al, 2013) et ne cesse de révolutionner les recherches tant en entrepreneuriat (Covin, et al, 2006) qu'en stratégie (Cherchem et Fayolle, 2010). Le concept d'orientation entrepreneuriale verra véritablement le jour avec les travaux de Miller (1983) dont l'objectif était de cherche les corrélations entre l'entrepreneuriat et le type d'organisation (Simple, planificatrice, organique). En effet, Covin et Slevin (1989) en s'appuyant sur la définition de l'entreprise entrepreneuriale définit par Miller(1983) à travers trois variables (innovation prise de risque et proactivité) et, l'utilisation partielle du questionnaire développés par Khandwalla (1977), définissent l'orientation entrepreneuriale est un style de management qualifié d'entrepreneurial ou posture entrepreneuriale (Basso et al. 2009). Cette posture s'applique non seulement au niveau organisationnel mais aussi et surtout au niveau individuel. Dans ce sens, l'analyse de la littérature faites (Basso et al. 2009 ; Cherchem et Fayolle, 2008) montre qu'au cours de son évolution, plusieurs notions ont été attribuées à l'orientation entrepreneuriale. Cette diversité sémantique crée une rupture avec le concept d'origine (Basso et al. 2009 ; Fayolle, 2010) et sur l'utilisation même du construit dans des recherches empiriques (Cherchem & Fayolle, 2008). C'est pourquoi Lumpkin et DESS (1996) apportent un éclairage sur le concept en distinguant l'orientation entrepreneuriale de l'entrepreneuriat. Pour ces auteurs, l'orientation entrepreneuriale est « *l'ensemble des processus, pratiques et activités de prise de décision qui contribuent à une nouvelle entrée* » et l'entrepreneuriat comme la nouvelle entrée dans le nouveau marche ou le marché déjà existant.

En ce qui concerne ses dimensions, plusieurs travaux (Miller, 1983; Wiklund & Shephred, 2003; Covin et Slevin, 1989,1991; Cherchem et Fayolle, 2008; Basso et al,.2009; Randerson& Fayolle, 2011; Cherchem et Fayolle, 2010 ; Randerson et al, 2011; Miller et Le Breton-Miller, 2011; Mighri Zouhayer, 2013)pensent que les trois variables doivent évoluer simultanément au sein d'une structure entrepreneuriale pour exprimer de manière global le niveau entrepreneurial de l'organisation. Pour d'autres (Lumpkin et DESS, 1996; 2001; Kreiser et al, 2002; Kreiser et al, 2010; et Balambo et Zemzami, 2014) chacune des trois dimensions peuvent contribuer indépendamment en fonction du contexte et de l'environnement dans lequel il est étudié (Lumpkin et dess, 1996) dont l'objectif est la *nouvelle entrée (innovation entrepreneuriale).*

ii. *Innovation entrepreneuriale des PME*

Le domaine de l'entrepreneuriat existe avant mais c'est Schumpeter (1934) qui donne l'envol du domaine de l'entrepreneuriat (Fillion, 1997) avec le concept d'innovation via la recombinaison des ressources. Pour Schumpeter (1934) l'innovation est « un processus de destruction créatrice », où la richesse est créée lorsque les structures existantes du marché sont perturbées par l'introduction des biens nouveaux, provoquant ainsi la création d'organisations nouvelles. Le concept d'innovation constitue donc le fondement de l'entrepreneuriat donc Mohiédine et Murat, (2011), pensent qu'il existe plusieurs définitions, logiques et des conceptualisations. Pour Puech, (2014), l'innovation est définit comme un processus, ou encore comme le résultat. Julien et Marchesnay, (1996) en adoptant le processus définissent l'innovation comme étant le processus qui consiste à créer une entreprise différente de ce qu'on connaissait auparavant, c'est découvrir ou transformer un produit, c'est proposer une nouvelle façon de faire, de distribuer ou vendre. concernant, le résultat, Puech,(2014), pense que la définition de Schumpeter et la nouvelle entrée de Lumpkin et dess(1996) reste les plus utilisées en entrepreneuriat.

Dans le cadre de l'entrepreneuriat organisationnel, Miller et Friesen, (1982) définissent l'innovation comme étant le fait pour les dirigeants d'une entreprise d'accorder de l'importance aux activités de recherche et développement (R&D); de rechercher constamment de nouvelles idées (nouveaux processus,

© 2020 Global Journals

nouveaux produits/services) à travers la créativité et les expériences. Dans le même ordre d'idée, Lumpkin & Dess (1996) définissent l'innovation comme «la nouvelle entrée » (new entry), c'est à dire la création de nouveaux produits/ services, la conquête de nouveaux marchés, la création d'une nouvelle entreprise (start-up, corporate venture, essaimage,…) (Cherchem et Fayolle, 2011). Ainsi Zahra (1993) pense que l'innovation consiste pour les entreprises a introduit de nouveaux produits, des nouveaux procédé, et le renouvellement des nouvelles activités au sein des entreprises existantes. En considérant l'innovation comme une stratégie entrepreneuriale des PME, Etrillard (2004) pense que la stratégie entrepreneuriale est adapté aux structures de petite taille et par conséquent la dynamique entrepreneuriale résulte processus de prise décision faiblement formalisé engageant l'entreprise dans une démarche proactive et dépendant de l'initiative du dirigeant-propriétaire de la PME.

b) *Le profil psychologique des propriétaires- dirigeants détermine l'innovation entrepreneuriale des PME*

Le profil psychologique des propriétaires-dirigeants est l'ensemble des traits qui prédisposent l'individu à l'acte entrepreneurial. Cependant, tous les traits psychologiques n'influencent pas la dynamique entrepreneuriale de la firme. Pour Tamzini et al. (2016) les traits psychologiques du dirigeant se déclinent selon les logiques propres aux chercheurs. Pour la cohérence de notre recherche, cette étude retient les traits de caractère identifiés par (Cherchem et Fayolle, 2010 ; Randerson et al. 2011 et Zouhayer, 2013) à savoir le besoin d'accomplissement, le lieu de contrôle interne, le sentiment d'efficacité entrepreneuriale auquel cas nous ajoutons la propension à prendre le risque (Tamzini et al. 2016) car l'entrepreneuriat est par définition une prise de risque pour étudier l'innovation entrepreneuriale.

i. *Le besoin d'accomplissement personnel et l'innovation entrepreneuriale des PME*

Le concept du besoin d'accomplissement est l'une des trois besoins (affiliation, d'indépendance et d'accomplissement). Il se réfère à la perception de l'individu quant à sa capacité à relever les défis pour atteindre un accomplissement personnel (Mc Clelland, 1961). Pour Puech (2014), le besoin est une caractéristique stable qui caractérise un individu et sa façon de réagir aux différentes situations. Plusieurs travaux ont montré son impact sur la dynamique entrepreneuriale des entreprises existantes. Pour Randerson et al. (2011), le besoin d'accomplissement peut se voir associé à une volonté de créer quelque chose de nouveau ou d'appliquer des connaissances acquises antérieurement. L'individu dirigé par ce besoin d'accomplissement sera plus d'avantage susceptible d'exploiter des opportunités entrepreneuriales, qu'un individu ayant un faible désir d'accomplissement (Randerson et al. 2011).Ces opportunités constituent ce que Schumpeter (1934) appelle la destruction créatrice. Toutefois, Diop, (2012) souligne que le lien de causalité entre le besoin d'achèvement et la dynamique entrepreneuriale des firmes varie en fonction des cultures ou des pays (Diop, 2012). Ainsi notre première hypothèse s'intitule ainsi qu'il suit :

H1 : Le besoin d'accomplissement personnel influence positivement l'innovation entrepreneuriale au sein des PME.

ii. *Lieu de contrôle interne et l'innovation entrepreneuriale des PME*

Les besoins à l'origine de l'acte entrepreneuriale sont stables et dépendent des objectifs de l'individu. Les études en entrepreneuriat ont montré que les sujets internes influencent positivement la dynamique entrepreneuriale des firmes (Cherchem et Fayolle ; 2010). Brockhaus (1980) souligne que les personnes ayant un niveau élevé du lieu de contrôle pensent influencer l'environnement et que le hasard et le destin n'ont pas d'influence sur ces actions entrepreneuriales. Le lieu de contrôle interne détermine la dynamique entrepreneuriale dans les organisations simples (Miller, 1983). Etant une caractéristique psychologique, le lieu de contrôle interne inter agit dans le modèle conceptuel de Lumpkin et Dess (1996). Dans la dimension psycho-managériale de l'approche par les traits, Basso (2006) pense que les personnes qui ont ce traits psychologiques ont un potentiel à agir de manière entrepreneuriale. Selon Randerson et al. (2011), les individus qui possèdent un lieu de contrôle interne croient que leur réussite dans la vie émane de leurs propres actions, de leur capacité à contrôler et de leur habilité. Pour Pandey et Tewary (1979) les individus qui ont un fort niveau du lieu de contrôle interne ont tendance à poursuivre des nouvelles opportunités, initier des nouveaux processus. De ce qui précède nous formulons dont l'hypothèse :

H2 : le lieu de contrôle interne influence positivement l'innovation entrepreneuriale au sein des PME

iii. *La prise de risque et l'innovation entrepreneuriale des PME*

La recherche permanente des nouvelles opportunités dans un contexte d'incertitude poussent les managers et les entrepreneurs à prendre de risque. Diop (2012) indique que les managers et les entrepreneurs cherchent et développent des opportunités d'affaires dans des contextes incertains. La propension à la prise de risque est un trait de personnalité définit par Miller et Friesen (1982) comme la mesure selon laquelle les dirigeants sont prêts à engager d'importantes ressources dans des projets incertains (Rauch et al. 2009). Cette conception du risque est fonction du contexte d'étude (Naldi et al. 2007), notamment, stratégique, financier et

© 2020 Global Journals

entrepreneurial (Lumpkin et Dess, 1996). La propension à la prise de risque reste la dimension la plus étudiée en entrepreneuriat comme un trait de personnalité pouvant discriminer les entrepreneurs de non entrepreneur. Les individus qui s'engagent dans l'aventure entrepreneuriale ont des styles cognitifs différents pendant la création d'entreprise. Ces différents styles s'expliquent selon Diop (2012), par le fait que le manager ou entrepreneur ayant un niveau élevé de besoin d'accomplissement et du lieu de contrôle interne perçoit le risque de manière modéré.

Ainsi la propension à la prise de risque tient compte de l'incertitude environnemental et dans ce sens les auteurs (Rauch et al. 2009; Nobile, 2013) pensent qu'il faut tenir compte du risque dans un environnement incertain. Toutefois, si l'entrepreneuriat est par définition une prise de risque et que l'acte essentiel est la nouvelle entrée, il est judicieux de penser que l'innovation et la propension à la prise de risque sont deux réalités inséparables dans l'étude du phénomène entrepreneuriale car innover nécessite d'investir des ressources. Ainsi nous pouvons formuler notre hypothèse

H3: la propension à la prise de risque influence positivement l'innovation entrepreneuriale au sein des PME

iv. *L'auto-efficacité entrepreneuriale et innovation entrepreneuriale des PME*

La notion de l'auto-efficacité entrepreneuriale examine simultanément l'interaction dynamique entre l'individu et l'environnement en expliquant quels processus cognitifs, motivationnels et affectifs sont impliqués dans la décision d'un individu de s'engager dans des activités entrepreneuriales (Shane et Venkataramen, 2000). Pour Randerson et al. (2011), le sentiment d'efficacité personnelle réfère à la croyance qu'un individu a de sa capacité à réussir des tâches spécifiques (Randerson et al. 2011). Ces croyances sont les déterminants de la façon de penser, d'agir et de percevoir (Bandura, 2012). Ainsi Wood et Bandura (1989) définit le sentiment d' d'efficacité personnelle comme la croyance d'un individu en ses capacités à mobiliser la motivation, les ressources cognitives et les actions requises pour affronter des exigences situationnelles données. Étant une variable personnelle, le sentiment d'efficacité personnelle prend compte de l'interaction entre la personnalité du dirigeant et le contexte environnemental. Pour St-jean et Mathieu (2011), les personnes disposant des fortes croyances en leurs compétences se montrent les plus persistantes dans leurs efforts et notamment en ce qui concerne la maîtrise des défis. Dans le même ordre d'idée Randerson et al. (2011) pensent que les individus ayant un niveau élevé d'auto-efficacité entrepreneuriale possèdent un haut niveau de croyance en leurs bonnes idées. Ils croient en outre en leurs capacités à relever des challenges, introduire de nouveaux produits. De ce qui précède nous pouvons écrire.

H4:l'auto -efficacité- entrepreneuriale influence positivement l'innovation entrepreneuriale des PME.

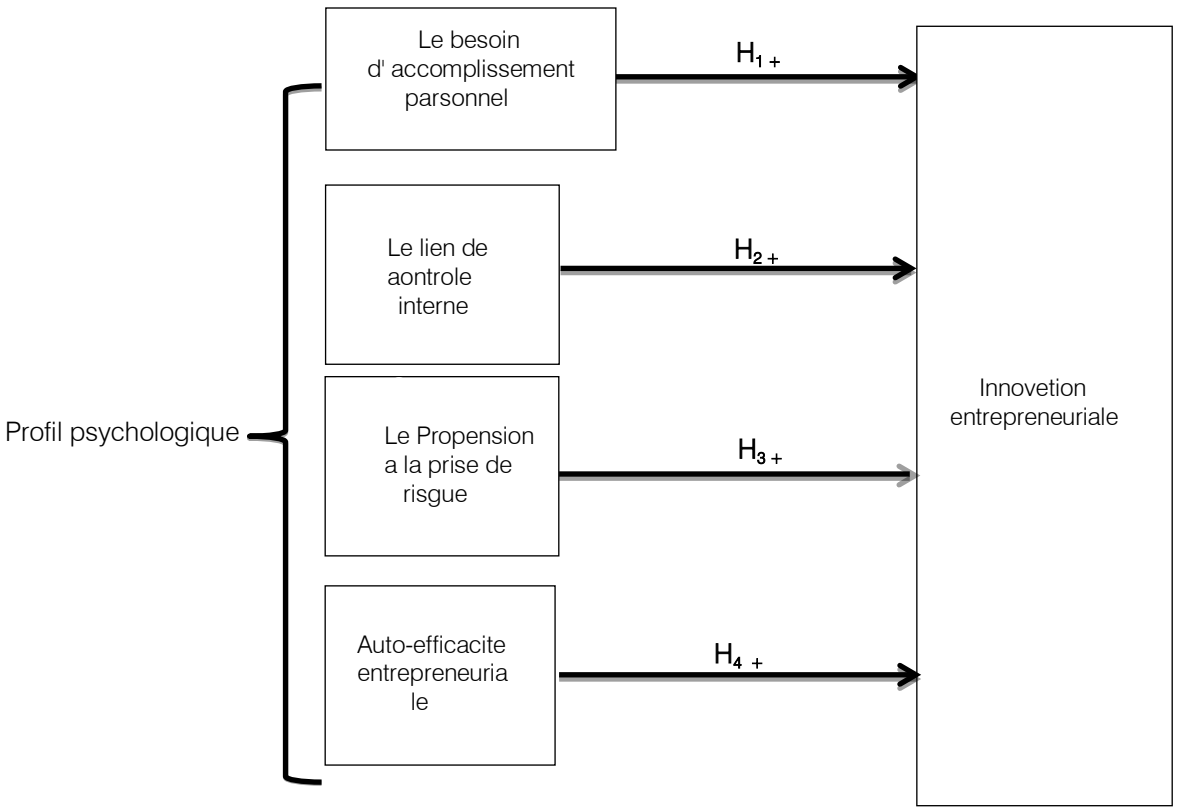

Figure 1: Modèle théorique de la recherche

© 2020 Global Journals

v. *Approche méthodologique et mesure des variables*

Nous développerons la démarche méthodologique qui consiste à détailler la démarche et l'outil de collecte de données et éventuellement les outils statistiques utilisées. Pour terminer la sous-section, nous aborderons les items de mesure de variables de l'étude.

c) Méthodologie

Cette recherche étudie l'effet modérateur de l'auto-efficacité dans la relation intention de croissance-croissance des PME. Les variables (besoin d'accomplissement personnel, lieu de contrôle interne, propension à la prise de risque et auto-efficacité) de cette étude sont clairement définies dans la littérature. Par conséquent nous adoptons la démarche hypothético-déductive. Cette démarche permet de construire des hypothèses qui seront testées à l'épreuve des faits pour valider ou non notre modèle conceptuel. Pour mener à bien cette investigation, nous allons administrer un questionnaire auprès des dirigeants des PME et les données recueillies seront analysées par le logiciel SPSS. Afin de caractériser l'échantillon et de tester les relations, quelques analyse à savoir l'analyse descriptive, l'ACP, et l'analyse des régressions linéaires seront effectuées.

i. *L'échantillon*

La taille de l'échantillon fait référence au nombre de questionnaire exploitable après dépouillement et au nombre d'individus interviewés respectivement pour les études quantitatives. Le tableau suivant en fait une synthèse.

Tableau 1: La répartition de l'échantillon

Villes	Questionnaires					
	Distribués		Récupérés		Exploitables	
	Effectifs	%	Effectifs	%	Effectifs	%
Douala	160	43,25	129	46,57	121	47,83
Yaoundé	140	37,84	103	37,18	98	38,74
Garoua	15	4,05	12	4,34	07	2,76
Ngaoundéré	30	8,10	13	4,69	10	3,95
Maroua	25	6,76	20	7,22	17	6,72
Total	370	100	277	100	253	100

Nous avons administré 160 à Douala (43,25 %), 140 à Yaoundé (37,84 %), 15 à Garoua (4,05 %), 30 à N'Gaoundéré (8,10 %) et 25 à Maroua (6,76 %). Cette répartition suit en quelque sorte la répartition théorique des PME au Cameroun avec la ville de Douala (capitale économique) qui vient en tête avec près de la moitié des PME Camerounaises. Au total, nous avons distribué environ 370 questionnaires et nous avons reçu 277 remplis, soit un taux de réponse de 74,86%. Après vérification, nous avons retenu 253 questionnaires exploitables ce qui atteste que notre questionnaire était compréhensible.

d) Mesure des Variables

Dans cette section nous présentons notre variable expliquée (l'innovation entrepreneuriale), les variables explicatives (le profil psychologique).

Pour la mesure de la variable expliquée (l'innovation entrepreneuriale), nous avons adapté et combinés les items issus des travaux de Covin et Slevin (1991) et Hughes and Morgan (2007). L'innovation entrepreneuriale est mesurée par 7 items sur une échelle de Likert à 5 points, les répondants avaient à choisir l'énoncé qui convient à la situation de leur entreprise eu égard aux items: « 1 » = totalement pas d'accord « 2 » = pas d'accord; « 3 » = neutre; « 4 » = d'accord;« 5 » = totalement d'accord.

Le besoin d'accomplissement : Nous utilisons les items développés par les auteurs (McClelland, 1961 ; et Zeffane, 2013). Pour le lieu de contrôle interne, nous avons utilisés l'échelle de Robinson et al, (1991). Concernant, la propension à la prise de risque, nous adoptons l'échelle de mesure de Diop (2012) issue du questionnaire GET2 (General measure of Enterprising Tendency Version 2). Enfin, pour opérationnaliser le concept d'auto-efficacité entrepreneuriale, nous avons adopté l'échelle de mesure de De Noble, Jung et Ehrlich (1999).

Chaque trait est mesuré sur une échelle de Likert à 5 points, les répondants avaient à choisir l'énoncé qui convient à la situation de leur entreprise eu égard aux items: « 1 » = totalement pas d'accord « 2 » = pas d'accord; « 3 » = neutre; « 4 » = d'accord;« 5 » = totalement d'accord.

III. Résultats et Discussions

Avant de tester les relations causales entre les variables, il nous faut au préalable vérifier qu'aucune des variables n'est identique à une autre. Ainsi, nous allons présenter d'abord les statistiques de la corrélation et finir par vérifier le modèle théorique que nous avons construit.

a) Corrélation des variables

Le tableau suivant détaille les statistiques descriptives des corrélations bivariées relatives aux différentes variables de l'étude. En effet, ce test de corrélation est effectué pour vérifier si les dimensions ainsi déterminées par l'ACP sont davantage relies à leurs propres mesures ou qu'aux autres construits.

© 2020 Global Journals

D'après le tableau, nous constatons que tous les coefficients des corrélations bivariées sont inférieurs au seuil recommandé par Lind et al. (2007) qui est de 0,8. Les résultats sont présentés dans le tableau suivant:

Tableau 2 : Corrélations entre les variables

Variables	Moyenne	Ecart-type	1	2	3	4	5
BAP	3,62	1,031	1				
LCI	3,80	0,944	,194**	1			
PPR	3,49	1,049	,390**	,293**	1		
AE	4,04	0,730	,283**	,055	,462**	1	
INNOV	3,78	0,958	,279**	,146*	,030	,094	1

***. La corrélation est significative au niveau 0.01 (bilatéral).*
**. La corrélation est significative au niveau 0.05 (bilatéral).*

BAP, LCI, PPR, AE et INNOV reflète respectivement le besoin d'accomplissement personnel, le lieu de contrôle interne, la propension à la prise de risque, l'auto-efficacité entrepreneuriale et innovation entrepreneuriale.

b) Présentation des résultats et discussions

Pour étudier la relation linéaire entre une variable à expliquer ou dépendante (innovation entrepreneuriale) et plusieurs variables explicatives ou indépendantes déterminer précédemment par l'ACP, nous avons utilisées les modèles de régression linéaire multiples. En effet, les modèles de régression linéaire multiples sont utilisés pour étudier la relation linéaire entre une variable à expliquer ou dépendante et plusieurs variables explicatives ou indépendantes en ajustant une équation linéaire aux échantillons de données observés.

Les résultats de la régression sont présentés dans le tableau 3. De manière générale, le modèle est satisfaisant. Le profil psychologique des propriétaires-dirigeants explique pratiquement 28,1% de la variation de l'innovation entrepreneuriale des PME (R-deux ajusté). L'estimation de la qualité de l'ajustement du modèle est confirmée par le coefficient F de Fisher-Snedecor qui est égal à 25,633 (sig. = 0,000).

Tableau 3 : Résultats des régressions multiples sur l'échantillon complet

VARIABLES	MODELE		
	Bêta	T	Sig.
BAP	,346	6,320	,000
LCI	,255	4,533	,000
PPR	,215	3,813	,000
AE	,219	3,990	,000
Constante	7,968		
R^2	,293		
R^2 ajusté	,281		
F de Fisher	25,633		

*Note : *p < 0.1 ; **p < 0.05 ; ***p < 0.01*

BAP reflète le besoin d'accomplissement personnel, LCI, PPR et AE le lieu de contrôle interne, propension à la prise de risque et auto-efficacité. INNOV reflète l'innovation entrepreneuriale.

A la lecture du tableau et au regard des hypothèses formulées dans ce travail, nous pouvons dire que le besoin d'accomplissement personnel est significativement corrélé à l'innovation entrepreneuriale, validant ainsi l'hypothèse

H1: Le besoin d'accomplissement personnel influence positivement l'innovation entrepreneuriale au sein des PME.

Nous pouvons alors conclure que le besoin d'accomplissement personnel est une fonction linéaire positive de l'innovation entrepreneuriale des PME Camerounaises. C'est dans ce sens que Cherchem et Fayolle (2010), pensent que les propriétaires- dirigeants animés par ce besoin d'accomplissement personnel sont capables de relever le défi pour atteindre un accomplissement personnel. Ces défis peuvent être associés à une volonté de créer quelque chose de nouveau, de chercher des nouvelles opportunités entrepreneuriales.

La deuxième hypothèse met en relation le lieu de contrôle interne et l'innovation entrepreneuriale de PME. Au regard des résultats on peut dire que l'hypothèse

H2: Le lieu de contrôle interne influence positivement l'innovation entrepreneuriale au sein des PME est vérifiée.

En effet, les résultats de la régression laissent penser que les propriétaires- dirigeants ayant un le lieu de contrôle interne orienté ver soi sont capables d'identifier des nouvelles opportunités entrepreneuriales, d'introduire un nouveau produit ou service au sein des PME. Par contre la perception que

© 2020 Global Journals

les propriétaires-dirigeants qu'ils ont sur les autres à moins d'influence sur l'innovation entrepreneuriale. Ces résultats viennent donner du crédit aux recherches antérieurs sur la relation positive entre le lieu de contrôle interne et la réussite entrepreneuriale (Pandey et Tewary, 1979 ; Randerson et *al*, 2011). Les propriétaires dirigeants qui possèdent un lieu de contrôle interne, pensent que la réussite d'une stratégie d'innovation entrepreneuriale est fonction de leurs propres actions, de leur capacité à contrôler et de leur habileté. Par contre l'influence de l'environnement à moins d'influence sur l'innovation entrepreneuriale.

Nous pouvons donc conclure en disant que les individus qui ont un fort niveau du lieu de contrôle interne ont tendance à poursuivre des nouvelles opportunités et peuvent initier des nouveaux processus. Quant à la troisième hypothèse de la recherche, les résultats montrent que la propension à la prise de risque influence positivement l'innovation entrepreneuriale des PME. Ces résultats rejoins les travaux de auteurs dans le domaine (Balambo et Zemzami, 2014 ; Miller et Frisen, 1982 ; Nobile, 2013 ; Rauch et *al*. 2009) sur la relation positive entre la propension à la prise de risque et l'innovation entrepreneuriale. Pour ces derniers, la connaissance de probabilités d'échec ou de réussite, et l'investissement dans l'inconnu permet de caractériser la prise de risque. Ainsi, nous pouvons dire que la stratégie d'innovation entrepreneuriale est fonction de la prise de risque modéré et de l'incertitude environnementale validant ainsi l'hypothèse

H3:la propension à la prise de risque influence positivement l'innovation entrepreneuriale au sein des PME.

Enfin, la quatrième hypothèse relative à l'auto-efficacité entrepreneuriale est significative mais pas sur tous les dimensions. En effet, l'auto- efficacité relative à la capacité à reconnaitre les opportunités, à définir la finalité de l'entreprise et la compétence humaine et conceptuelle sont positivement corrélées à l'innovation entrepreneuriale dans les PME. Ces résultats sont conforme avec certains travaux effectués dans le domaine (Diop, 2012; Cherchem et Fayolle, 2010; Randerson et *al*. 2011 et Mighri Zouhayer, 2013; Tamzini et *al*. 2016).

De tous ce qui précède nous pouvons conclure que l'hypothèse

H_4: l'auto-efficacité entrepreneuriale influence positivement l'innovation entrepreneuriale au sein des PME est vérifiée

IV. Conclusion

L'innovation entrepreneuriale a fait l'objet des plusieurs études, aussi bien du point des vues des déterminants que de son effet sur la croissance des entreprises existantes. L'objectif poursuivi dans cet article était d'évaluer en contexte camerounais, les déterminants de l'innovation entrepreneuriale des PME. Parmi les nombreux déterminants, nous nous sommes penchés sur le profil psychologique. En effet le profil psychologique permet d'examiner l'interaction dynamique entre l'individu et l'environnement en expliquant les facteurs impliqués dans la décision d'un individu de s'engager dans des activités entrepreneuriales (Shane et Venkataramen, 2000). Il constitueen outre une ressource stratégique (Lohmann, 1998) pour la réussite entrepreneuriale des PME (Nkanyou, 2011; St- pierre et Cadieux, 2011; Baum et Locke, 2004; Fonrouge, 1999; Grandclaude et Nobre, 2013). L'exploitation de 253 PME camerounaises permet de conclure que l'innovation entrepreneuriale est positivement influencée par le besoin d'accomplissement, le lieu de contrôle interne, la propension à la prise de risque et l'auto-efficacité entrepreneuriale. Partant de ces résultats, plusieurs mesures sont susceptibles d'être mises en œuvre pour encourager les propriétaires –dirigeants à adopter le comportement entrepreneurial. Ainsi, le premier apport managérial se situe dans l'identification du développement du besoin d'accomplissement personnel par le développement des compétences permettant de fixer les objectifs claires et stimulants, de renforcer l'auto-efficacité entrepreneuriale par la formation car ils permettent d'examiner l'interaction dynamique entre l'individu et l'environnement en expliquant quels facteurs psychologiques sont impliqués dans la décision d'un individu de s'engager dans des activités entrepreneuriales. Enfin, les propriétaires-dirigeants doivent éliminer le comportement averse et de considérer le risque non pas comme un échec mais plutôt comme une opportunité.

Comme aucune recherche n'est parfaite, la nôtre souffre des certains limites : La toute première est liée à l'échantillon. En effet, l'échantillon ne regroupe que quelques PME de la ville de Douala, Yaoundé, Garoua, Ngaoundéré et Maroua, alors nos résultats ne sauraient être généralisés à tous les autres PME, d' une part et, d'autre part tous les secteurs ont été touchés par nos enquêtes or chaque secteur a ses spécificités. Par ailleurs, la même recherche sur un échantillon plus étendu et dans un secteur précis mènerait à des résultats davantage généralisables. Evaluer les perspectives est indispensable pour toute recherche car permettant de renouveler les problématiques et l'avancée du domaine. Afin de pallier à la limite concernant la démarche méthodologique évoquée, les recherches futures gagneront à adopter une étude qualitative car les traits psychologiques ne sont pas observables et il faut donc aller en profondeur pour étudier le phénomène.

L'innovation entrepreneuriale est une stratégie compétitive, par conséquent les études futures pourront évaluer son impact sur la croissance en adoptant une

© 2020 Global Journals

étude longitudinale sur 3 à 4 ans. Enfin cette relation peut dépendre des variables de contingences telles que l'environnement et la structure et les travaux futurs peuvent mesurer l'effet de ces variables sur la relation entre l'innovation et la croissance.

Bibliographie

1. Atalay, m, anafarta, n, et sarvan, f, (2013). La relation entre l'innovation et la performance des entreprises de l'industrie des fournisseurs automobiles turcs. *procedia- sciences sociales et comportementales,* 75(3), 226- 235.
2. Balambo, M. A. et Zemzami, I. (2014). Culture nationale marocaine et prise de risque entrepreneuriale : une étude sur les étudiants en management, *12ème Congrès International Francophone en Entrepreneuriat et PME 29, 30 et 31 Octobre 2014, Agadir*
3. Baldwin, J., Hanel, P., & Sabourin, O. (2000).Les déterminants des activités d'innovation dans les entreprises de fabrication canadiennes: Le rôle des droits de propriété intellectuelle. Direction des études analytiques. Documents de recherche. Statistique Canada, N°122.
4. Bandura, A. (1989). Human agency in social cognitive theory. *American psychologist*, *44*(9), 1175.
5. Bandura, A. (2012). On the Functional Properties of Perceived Self-Efficacy Revisited, *Journal of Management, vol. 38, n°1, p. 9-44.*
6. Basso, O. (2006). Peut-on manager les intrapreneurs? *Revue française de gestion,* (9), 225-242.
7. Basso, O., Fayolle, A. et Bouchard, V. (2009). L'orientation Entrepreneuriale: Histoire de la formation d'un concept. *Revue Française de Gestion* 195 : 175-192.
8. Baum J. R. et Locke E. A. (2004).The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth, *Journal of Applied Psychology,* Vol. 89, n°4, p. 587-598.
9. Becheikh, N., Landry, R., & Amara, N. (2006). Les facteurs stratégiques affectant l'innovation technologique dans les PME manufacturières. *Canadian Journal* of *Administrative Sciences,* 23 (4) ,275-300.
10. Bénézech, D., Karcher, T., & Garcia, C. (2013). Dans quelle mesure l'orientation entrepreneuriale se traduit-elle en activités d'innovation dans les PME? *Revue de l'Entrepreneuriat, 12(4), 35-58.*
11. Boubakary, B. Boukar, H, etTsapi, V. (2017).L'impact du profil psychologique sur la croissance des PME au Cameroun. *Question (S) de management,* (3), 47-62.
12. Brockhaus, R. H. (1980). Risk taking propensity of entrepreneur*, Academy of Management Journal, 23*(3), 509-520.
13. Brouwer et Kleinknecht, (1996). Mesurer l'nmesurable: les dépenses d'un pays hors R et d pour l'innovation de produits et services. *Politique et recherche,* 25(8), 1235-1242.
14. Carrier, C., & Julien, P.-A., (2005.Innovation et PME. Dans Julien, P.-A., & al. (2005). Les PME: Bilan et perspectives. 3e édition (pp291-314), Cap-Rouge: Presses Interuniversitaires.
15. Cherchem, N. & Fayolle, A. (2008). Evolution du concept d'orientation entrepreneuriale : enjeux et perspectives, *journée de recherche « Entrepreneuriat et Stratégie » Bordeaux, 1er juillet.*
16. Cherchem, N. et Fayolle, A. (2010). Culture d'entreprise, profil du dirigeant et orientation entrepreneuriale des PME: Un modèle théorique, *3èmes Journées Georges Doriot,* « L'Intrapreneuriat : Au-delà des discours, quelles pratiques ? » Caen 4 et 5 Mars.
17. Covin, J. G., & Slevin, D. P. (1989). Strategie Management of Small Firms in Hostile And Benign Environments, *Strategic Management Journal,* 10, 75 -87.113
18. Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior, *Entrepreneurship theory and practice,* 16 (1),7-25.
19. Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior, *Entrepreneurship theory and practice,* 16 (1),7-25.
20. Covin, J. G., Green, K. M,. & Slevin, D. P. (2006). Strategc process effets on the entrepreneurial orientation- sales growth rate relationship. *Entrepreneurship Theory and Practice,* 30(1), 57-81.
21. De Jong J. P et Vermeulen P.A, (2007). Determinants of product innovation in small firms: A comparison across industries. *International Small Business Journal,* N°24 (6), 2007.
22. De Jong, J., et Den Hartog, D., (2003). Leadership as a determinant of innovative behaviour. A conceptual framework», Research Report SCALES (Scientific Analysis of Entrepreneurship and SMEs).
23. DE NOBLE, A. F., JUNG, D., EHRLICH, S. B. (1999). Entrepreneurial self-efficacy: the development of a measure and its relationship to entrepreneurial action. in P. Reynolds et al. (Eds.), Frontiers of Entrepreneurship Research, Babson Park, MA, Babson College.
24. Diop, M. P. (2012). La motivation entrepreneuriale dans le contexte sub-saharien francophone, *Business administration. Conservatoire national des arts et métiers - CNAM, 2012. French.*
25. Djoutsa et al. (2017). La capacité d'innovation : facteurs déterminants et effet sur la performance

© 2020 Global Journals

des grandes entreprises au Cameroun. *Revue gestion 2000* vol 34.
26. Etrillard, C. (2004). Stratégie et PME: peut–on parler de" stratégies entrepreneuriales"?, In *XIIIème Conférence de l'AIMS. Normandie Vallée de seine-2* (Vol. 3).
27. Fayolle, A. (2010). Organisation entrepreneuriale et orientation vers les opportunités, *Revue française de gestion,* vol. 7, n° 206, Pages : 198.
28. Fillion, L. J. (1997). Le champ de l'entrepreneuriat : historique, évolution, tendances, *Revue internationale PME,* vol. 10, no 2, p. 129-172.
29. Fonrouge, C. (2012). De l'entrepreneur a l'entreprise : exploration de l'influence des facteurs cognitifs sur la formation de la stratégie des entreprises nouvellement créées, Thèse de doctorat en science de gestion, Université Montesquieu - Bordeaux IV.
30. Gopalakrishman, S., & Damanpour, F. (1994). Patterns of generation and adoption of innovation in organisations: Contingency models of innovation attributes. *Journal Engineering and Technology Management,* 11, 95-116.
31. Grandclaude, D. et Nobre, T. (2013). Caractéristiques du propriétaire-dirigeant de PME: entre l'être et le faire, où en sommes-nous?, *XXII Conférence Internationale de Management Stratégique. Clermont-Ferrand, 10-12 juin*
32. Grandclaude, D., Nobre, T. (2015).Le comportement du dirigeant de PME français face au seuil des 50 salariés. *Revue internationale PME*, vol. 28, n° 3-4, pp. 225-256.
33. Hughes M and Morgan R (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth.*Industrial Marketing Management,* 36(5): 651–661.
34. Julien P. A., Marchesnay M. (1996). L'entrepreneuriat, *Paris, Economica*.
35. Koubaa Salah, (2008). La coopération inter organisationnelle et l'innovation en PME: une analyse par le concept de la capacité d'absorption des connaissances. Thèse de doctorat en science de gestion, L'Université de Mohamed premier de Oujda.
36. Kreiser P. M., Marino L. D., et Weaver K. M. (2002). Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis, *Entrepreneurship Theory and Practice,* Vol. 26, n°4, p.71–94.
37. Kreiser P. M., Marino L. D., Dickson P., Weaver M. K. (2010). Cultural Influences on Entrepreneurial Orientation: The Impact of National Culture on Risk Taking and Proactiveness in SMEs, *Entrepreneurship: Theory & Practice,* vol. 34, n° 5, p. 959-983.
38. Lohmann, D. (1998). Strategies of high growth firms in adverse public policy and economic environments, *Babson Entrepreneurship Research Conference, Gand.*
39. Lumpkin, G. T. & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance, *Academy of Management Review,* 21, pp. 135-172.
40. Lumpkin, G. T. & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation: The moderating role of environment and industry life cycle, *journal of business venturing,* 16(5): 429-45.
41. Mazra, M ., Braune, E, et Teufon, F. (2019). Capital psychologique, capital social de l'entrepreneur et performance des entreprises nouvellement créées : quelques particularités de l'hyper croissance. *Revue de l'entrepreneuriat,* 18(2), 119-145.
42. Mc Clelland, D. C. (1961*).The* achieving society, *Princeton, NJ: Van Nostrand*
43. Mighri Zouhayer (2013). Entrepreneurial culture, profile of the leader and entrepreneurial orientation: Empirical application in the case of the Tunisian companies. *International Journal of Managing Value and Supply Chains (SIJMVSC)* Vol.4, No. 3.
44. Miller, D. (1983), the correlates of entrepreneurship in three types of firms, *Management Science*, *29*, pp. 770-791.
45. Miller, D., Friesen, P. H. (1982). Innovation in conservative and entrepreneurial firms: two models of strategic momentum, *Strategic Management Journal* 3 (1): 1-25.
46. Mohiedline et Murat (2011). Motivations et déterminants de l'innovation technologique: Un survol des théories modernes. *Cahiers du GREThA, http://ideas.repec.org/p/grt/wpegrt/*
47. Naldi, L., Nordqvist, M., Sjöberg, K., & Wiklund, J. (2007). Entrepreneurial orientation, risk taking, and performance in family firms, *Family business review,* 20(1), 33-47.
48. Nkanyou B. (2011). L'impact des objectifs du propriétaire dirigeant et de l'orientation entrepreneuriale sur la performance de la PME: le cas des entrepreneurs forestiers du Québec, Mémoire de la maîtrise en administration des affaires, université du Québec à Trois-Rivières, Québec.
49. Nobile. D. (2013). Application du concept d'orientation entrepreneuriale au champ des collectivités territoriales: Mise en place d'un dispositif d'accompagnement de l'élu entrepreneur, Thèse de doctorat, l'université de lorraine.
50. Pandey, J., & Tewary, N. B. (1979). Locus of control and achievement of values of entrepreneurs, *Journal of Occupational Psychology,* 43: 107-111.
51. Pavitt, K, Robson, M, Townsend, J, (1987). The size distribution of innovating firms in the UK: 1945-1983. *The Journal of Industrial Economics*, p. 297-316.
52. Price, DP, stoica, M. et boncella, RJ, (2013). La relation entre l'innovation, la croissance et la

© 2020 Global Journals

performance dans les entreprises familiales et non familiales : une analyse des PME. *Journal of innovation and entrepreneurship,* 2 (1), 14.

53. Puech, L, (2014). Processus entrepreneurial : entre temps alloué et temps autosaisi, Thèse de doctorat soutenue à paris, CNAM, dans le cadre de l'école doctorale Abbé Grégoire en partenariat avec LIRSA.
54. Randerson. K., Fayolle A., Cherchem N., EtCasagrande A., (2011). Orientation entrepreneuriale: une approche par les configurations, *7ème Congrès de l'Académie de L'Entrepreneuriat et de l'Innovation,* Paris, 12-15 octobre.
55. Rauch A., Wiklund J., Lumpkin G. T., & Frese M., (2009). Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future, *Entrepreneurship Theory & Practice*, vol. 33, n° 3, p 761-787.
56. Razafindrazaka. T, St-Pierre. j et Trepanier. M. (2014). Influence de la culture entrepreneuriale régionale sur l'innovation des PME : Analyse de deux région contrasté du Québec. *12ème Congrès International Francophone en Entrepreneuriat et PME, Agadir du 29, 30 et 31 Octobre.*
57. Robinson, P. B., Stimpson, D. V., Huefner, J. C., and Hunt, H. K. (1991). An attitude approach to the prediction of entrepreneurship, *Entrepreneurship Theory and Practice,* 15(1):13–31.
58. Sahut, Jm, Leroux, E., (2011). Innovation, TIC & Entrepreneuriat. *Management & Avenir*, vol. 2, n° 42, p. 183-186.
59. Schumpeter, J. A. (1934). The Theory Of Economic Development, *Harvard university Press, Cambridge, MA.*
60. Shane S. et Venkataraman S., (2000). The Promise of Entrepreneurship as a Field of Research.*Academy of Management Review*, vol. 25, n°1, p. 217-226.
61. St pierre et Cadieux., (2011), « La conception de la performance : Quels liens avec le profil entrepreneurial des propriétaires dirigeants de PME ? » *Revue de l'Entrepreneuriat*, N° 1, vol. 11, 2011.
62. St Pierre J. et Trépanier M. (2007). Innover, une garantie de succès pour les PME », Le Nouvelliste, jeudi 15 Mars.
63. St-Jean, É. et Mathieu, C. (2012). Les déterminants du développement de l'auto-efficacité entrepreneuriale dans un contexte de mentorat, *Revue de l'entrepreneuriat,* 10(3), 13-31.
64. St-Jean, É. et Mathieu, C. (2012). Les déterminants du développement de l'auto-efficacité entrepreneuriale dans un contexte de mentorat, *Revue de l'entrepreneuriat,* 10(3), 13-31.
65. Tamzini, K. Mehrez Et Lazhar Ayed. (2016). le profil du dirigeant dans un environnement hyper-turbulent (EHT) : le cas du dirigeant tunisien dans un environnement post révolution, *XXVème conférence internationale de management stratégique Hammamet,* 30 mai-1er juin.
66. Wiklund, J., & Shepherd, D. (2005). Entrepreneurial Orientation and Small Business Performance: a Configurational Approach, *Journal of Business Venturing,* 20(1), 71-91.
67. Wood, R.E. & Bandura, A. (1989). Impact of Conceptions of Ability on Self- regulatory Mechanisms and Complex Decision Making, *Journal of Personality and Social Psychology* 56 (3): 407-415.
68. Zahra, S. A. (1993), "A Conceptual Model of Entrepreneurship as Firm Behavior: A Critique
69. Zeffane. R. (2013). Need For Achievement, Personality And Entrepreneurial Potential: A Study Of Young Adults In The United Arab Emirates, *Journal Of Enterprising Culture,* Vol. 21, No. 1 Pp 75–105.
70. Zouhayer, M. (2013).Entrepreneurial culture, profile of the leader and entrepreneurial orientation: Empirical application in the case of the Tunisian companies, *International Journal of Managing Value and Supply Chains (SIJMVSC)* Vol.4, No. 3.

© 2020 Global Journals

Global Journal of Management and Business Research: A Administration and Management
Volume 20 Issue 7 Version 1.0 Year 2020
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Society-Oriented Social Responsibility Compass to Sustainable Growth of Small and Medium Enterprises in Developing Countries

By Dr. Bobo Chazireni & Dr. Kudakwashe Zvitambo
Commence Midlands State University

Abstract- Although Society-oriented Social Responsibility has customarily been linked with large companies, Small and Medium Enterprises businesses proved to be a considerable sector in developing countries' economy. Globally, Small and Medium Enterprises constitute as productive drivers of inclusive economic growth and development of many countries. In South Africa, Small and Medium Enterprises make up 91 percent of formalised businesses, providing employment to about 60 percent of the labour force and accounts for total economic output of roughly 34% percent Gross Domestic Product (GDP) of the country. Given the critical socio-economic role played by Small and Medium Enterprises, it is vital that they grow and succeed. While a number of studies have acknowledged access to finance as a key success factor, similar studies carried out around the world also highlighted the role of social responsibility on the success of Small and Medium Enterprises.

Keywords: society-oriented social responsibility, small and medium enterprises, and sustainable growth.

GJMBR-A Classification: JEL Code: P42



Strictly as per the compliance and regulations of:

© 2020. Dr. Bobo Chazireni & Dr. Kudakwashe Zvitambo. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Society-Oriented Social Responsibility Compass to Sustainable Growth of Small and Medium Enterprises in Developing Countries

Dr. Bobo Chazireni [α] & Dr. Kudakwashe Zvitambo [σ]

Abstract- Although Society-oriented Social Responsibility has customarily been linked with large companies, Small and Medium Enterprises businesses proved to be a considerable sector in developing countries' economy. Globally, Small and Medium Enterprises constitute as productive drivers of inclusive economic growth and development of many countries. In South Africa, Small and Medium Enterprises make up 91 percent of formalised businesses, providing employment to about 60 percent of the labour force and accounts for total economic output of roughly 34% percent Gross Domestic Product (GDP) of the country. Given the critical socio-economic role played by Small and Medium Enterprises, it is vital that they grow and succeed. While a number of studies have acknowledged access to finance as a key success factor, similar studies carried out around the world also highlighted the role of social responsibility on the success of Small and Medium Enterprises. Literature on society-oriented social responsibility as a compass strategy to sustainable growth of Small and Medium Enterprises is scarce. Small and Medium Enterprises do not operate in a vacuum but in a community which provides the operating license. Society-Oriented Social Responsibility activities have a significant positive influence on the competitive advantage of those Small and Medium Enterprises which practise it. Therefore, business which voluntarily participates in local community activities, such as providing the community with donations, assisting them with projects and sharing some of its profit with the community, is more likely to become competitive in the long run. The study explores Society-Oriented Social Responsibility to sustainable growth of SME business in developing countries using South Africa as a case study. The study was guided by an interpretative paradigm which advocates qualitative approach. Data was obtained through face to face interviews. The data revealed that most Small and Medium Enterprises do not understand the significance of giving back to the community. The paper recommends education and awareness programme which target the Small and Medium Enterprises. The must be a model which can be adopted by Small and Medium Enterprises who practice Society-Oriented Social Responsibility.

Keywords: society-oriented social responsibility, small and medium enterprises, and sustainable growth.

Author α: (PhD) Australia Awards-Africa, Pretoria, South Africa. e-mail: chazboby@gmail.com
Author σ: (PhD). Senior Lecturer, Faculty of Commence Midlands State University, Zimbabwe. e-mail: zvitambok@staff.msu.ac.zw

I. Introduction

Scholars concur that Small and Medium Enterprises contribute massively to Gross Domestic Product of most developing countries, especially in Africa. Small and Medium Enterprises position themselves as fecund drivers of economic growth and sustainable development in African countries.

The existence of Small and Medium Enterprises in any economy is of paramount importance despite them experiencing a high failure rate. Studies done reveals growing recognition of the critical role Small and Medium Enterprises plays in economic development. Empirical evidence points to their efficiency and prolific job creation, the seeds of big businesses and the fuel of national economic engines with much hype on their ability to eradicate poverty and inequality. Nevertheless, for a multiplicity of reasons, Small and Medium Enterprises leg behind practises of modern brand growth strategies such as Society-Oriented Social Responsibility.

Despite their vital contribution to economic growth, Small and Medium Enterprises in developing countries still face numerous challenges that inhibit growth. The frustrating low growth rate has been predominantly caused by Small and Medium Enterprises failing to embrace growth strategies such as Society-Oriented Social Responsbility. SME lament cost linked to adoption, implementation and practise of SSR. However, apart from SME funding and access to finance (which is a major reason for high failure rate), the Global Entrepreneurship Monitor (GEM) Reports of 2001-2010 explained that South African SMEs suffer from poor marketing, expertise which proceed from inadequate training and education. Furthermore, SME business owners' ethics play a prohibitive role in the adoption of SSR as a strategy to build brand loyalty and other benefits realised through the successful practice of SSR.

To date, very little research has been conducted in South Africa on the perceived role of the owner's ethical values which directly or indirectly impact on the business' adoption, practise or implementation of SSR. Research on SSR in SMEs is limited, especially in developing countries. While playing such a significant role in the economy, to address this, the study will

© 2020 Global Journals

investigate SSR as a compass strategy to the sustainable growth of SMEs businesses in South Africa.

South Africa experiences abundant socio-economic challenges, and the challenges are, however to a large extent linked to high levels of unemployment. (Hall, 2009) Pointed out that the official unemployment rate is approximately 29 per cent; however, if one were to include those between the ages of 16 to 60 and discouraged work seekers, then the unemployment rate is approximately 36 per cent. Olawale and (Garwe, 2010) revealed that growth failure rate of SMEs in South Africa is around 75 per cent, one of the highest in the world which conveniently contribute to vast unemployment in the country.

Nevertheless, according to the Stakeholder Theory, by involving all SSR stakeholders in the business activities, SMEs improve their relationship with customers, work in an accommodative business environment, engage motivated workforce, willing community and increased brand loyalty which results in potential growth of the business (Freeman, 2010); (Urban and Naidoo, 2012). Therefore, the motive and drive of the study were to establish clearly whether SME business owner's ethical values have a role to play in SME businesses in South Africa.

Objectives

Results were attained through assessing SMEs perception of SSR towards sustainable growth of the business; assessing impact of SSR on the SME business; assessing SSR as a sustainable growth strategy for SME businesses.

II. Literature Review

a) SSR and sustainable growth of SME businesses in South Africa

The future generation refers to a business that considers the effects of its growth on its employees, community and the environment. It has been established through research that there is a direct *trade-off* / or interchange between rapid growth and growth in the future. There are amassable chances that rapid growth today may exhaust resources and create environmental, employee and societal problems for future generations, including the depletion of oil and fish stocks and global warming (Ball 2014).

Todd, Javalgi and Grossman (2014) contended that regarding a business, sustainable growth is the realistically attainable growth that a company could maintain without running into problems. Therefore, a business that grows too quickly may find it challenging to fund growth. On the other hand, a business that grows too slowly or not at all may stagnate. Finding the optimum growth rate is the goal. Todd et al. (2014) posit that a sustainable growth rate (SGR) is the maximum growth rate that a company can sustain without having to increase financial leverage. In essence, to find a company's sustainable growth rate is to answer the question: how much can this company grow before it must borrow money? (Snyman et al. 2014). Ndubisi and Agarwal (2014), in support of Todd, Javalgi and Grossman (2014), suggest that businesses must consider sustainability a priority, adding that it is one of the only ways of ensuring South Africa's economic growth. The business of business is not just business.

The SMEs' relatively small size can work to the advantage of sustainable growth. The advantage is that SMEs tend to be closer to their communities and these strong ties help them stay in tune with local needs and demands. Their autonomy permits flexible decision-making to implement SSR as they see fit. To substantiate the idea of SMEs' sustainable growth as a springboard to consistent employment levels in an economy, poverty alleviation, crime reduction, increased brand loyalty through SSR (Bolanle 2012).

b) SSR factors that influence the sustainable growth of SMEs

In its nature, SSR can be equated with the notions of giving back to the community and offering quality products and services. Common SSR activities include sponsorship programs, waste recycling and participation in community activities (Adebiyi and Adeola 2014; Shitta-Bey 2014). Okafor and Oshodin (2012) agreed that similar to their larger counterparts, SMEs cannot operate their businesses without community support. Okafor and Oshodin (2012) argue that SMEs act responsibly because their legitimacy with immediate stakeholders is at stake.

Conclusively, agreeing with the work of Adebiyi and Adeola (2014) and Shitta-Bey (2014), SMEs could implement SSR policies successfully, which would positively affect their sustainable growth and long-term goals. One important aspect to note is that SMEs have stakeholder relationships that are similar to and stronger than those of large companies because of their proximity to communities. Most SME businesses are founded as home-based (Spaza shops in Soweto) with strong community ties and loyal customers. Also noting Ibidunni's (2013) contribution, the above statements imply that SMEs have stakeholders in the normal range with large companies and the purpose of stakeholder management is similar with their primary concern being to reduce their risk by managing stakeholders. Akeem (2014) posits that SSR is all about making socially sensitive investments; developing relationships with the community.

c) Practise of SSR by SME businesses in South Africa

According to Homburg, Stierl and Bornemann (2013), SSR activities refer to those activities aimed at community, sports, health and well-being, education, support to low-income groups and community participation. These activities are viewed as support for social and cultural community activities, as well as

© 2020 Global Journals

community development and other related issues. The main popular SSR activity is support for sporting activities and is the preferred activity amongst SMEs in nearly all the countries, both in Europe and Africa. Similarly, SMEs appear to be to most active in supporting sporting, health and cultural activities in Latin America.

Calabrese (2013) argued that SSR activities as necessary to SMEs, namely financial and in-kind (material) donations; volunteerism; education of the public; support of various kinds for the local quality of life (e.g. sports, culture, etc.); and collaboration with local schools, authorities and various organisations.

However, to sum up, the above, Manasakis, Mitrokostas and Petrakis (2013) held the view that SMEs depend on the health, stability and prosperity of the communities in which they operate. The reputation of a business at its location, its image as an employer and producer, but also as an actor on the local scene, certainly influences its competitiveness.

In the researchers' view, SMEs are not in isolation from the community they operate in. Therefore Lizarzaburu (2014) strongly suggested a paradigm shift on the way SMEs view the society. His suggestion was mainly targeted at a two-way relationship where the community and the business view each other as partners. Cruz (2013) agreed and explained that SSR activities have a significant favourable influence on the increased competitiveness of SME businesses. According to Cruz (2013), this means that a business which voluntarily participates in local community activities, such as providing the community with donations, assisting them with projects and sharing some of its profit with the community, is more likely to become competitive in the long run. Therefore, SMEs should take an interest in the overall well-being of the community by engaging in local community activities such as giving the community donations of necessary funds and goods, awarding grants to children for outstanding scholastic performance, and assisting the community with general development projects (e.g., health care and sports) in order to build good community relations and thereby enhance their competitiveness (Rahim and Wisuttisak 2013).

III. Methodology

It is against the gaps in the literature caused by different research methods that this study is anchored by Stakeholder theory, which directly feeds into the Research Paradigms, i.e. *Interpretivist* (aligned to a qualitative perspective): promotes self-reflection of Stakeholders and considers that there are multiple realities since all knowledge is relative to the knower. Interpretivist aims to work alongside others as they make sense of, draw meaning from and create their *realities* to understand their viewpoint. While *Positivist* is aligned to a quantitative perspective. Considering stakeholders, the positivist position presumes the social world exists objectively and externally, and that knowledge is valid only if it is based on observations and consideration of this external reality.

However, the philosophical paradigm that guided the research was interpretivism, which subsequently recommends a qualitative method. The problem under study required the participants' experiences and self-reflections by SME business owners towards SSR and sustainable growth. Qualitative research is any research that produces findings not arrived at by employing statistical procedures or other means of quantification (Creswell, 2012).

As mentioned above, the research reinforced the selection of a Case Study research design as a framework for collecting data to answer the research questions. As well, since SMEs are made up of different Stakeholders which is in line with the Stakeholder theory, a case study allowed the researcher to use interviews to collect data.

The researcher applied the case study approach as the primary technique for this research to answer questions such as: what the perception of SMEs business towards SSR is; to what extent do SME businesses practice of SSR; what the owner's values could be driving sustainable growth of the business.

IV. Results and Discussion

The results from this study were addressed under four critical themes: Perception of SMEs towards SSR; Adoption and implementation of SSR by SMEs; Barriers against the practice of SSR by SMEs and Owners' values key to the success of SME business. The themes were extracted from respondents' feedback to the research questions raised interviews and data collection tools.

- *Perception of SMEs towards SSR*

SMEs are not supportive of the Stakeholder Theory, which states that all Stakeholders must be treated equally. SME owners hold the idea that they pay salaries; therefore, taking care of community welfare is never part of their SSR. SMEs in South Africa understand what SSR entails and more so seem to support the idea of practising responsible business literally. However, SMEs in South Africa regrettably distanced themselves from extra-curricular responsibilities, apart from their core business. Concerning society, SMEs are aware of the need to take part in community activities as part of their SSR. However, most of their views point to large corporates as the primary culprits who exploit communities through their businesses making billions in profits.

Once they pay tax, SMEs expect the government to take care of the community. SMEs presume that government, local authorities and large

© 2020 Global Journals

corporations are solely responsible for caring and funding society beneficial projects or initiatives. SMEs have a strong belief that since they obey all government laws by paying tax, annual licencing fees, healthy certification and rates to the municipal, they expect those funds to be used to maintain the community's living standards. A substantial societal burden is set on the shoulders of large corporations whom SMEs believe benefits through huge customer numbers they serve in the community and their operations harm, exploit and weigh heavily on the income of the society. Hence, should give back financial and payback by participating in humanitarian, infrastructural and civil initiatives that benefit the society. Also, society has little or no expectation of SMEs taking care or participating in the community; therefore, there is no pressure to practise society-oriented SSR.

Furthermore, concerning society-oriented SSR, the SME owners indicated that they had nothing to do with the community, or rather, they were not prepared to participate in any form in the community as they obey all the relevant laws and pay taxes, which can, in turn, be used to support the needs of communities. Nonetheless, this is against the philosophical approach of the Stakeholder Theory, which promotes total consideration of all Stakeholders by the business.

- *Adoption and implementation of SSR by SMEs*

SMEs are not behaving in a socially responsible manner towards society. Any other SSR activity that comes with a cost to their pockets is considered less relevant. The idea with SMEs is that since they operate in a cash business environment, the strategy is that the lower the use of money in non-revenue generation activities, the higher the revenue for transactions. Hence, 95 per cent of their activities is profit-driven. If every SME considered society as number one Stakeholders, then the country will experience consistently improving human living standards with improved health care, entertainment facilities, improved infrastructure, education and productive society

Though it is a common belief that community loyalty to a business plays a significant role in the sustainable growth of the SME business and that in most cases it is community support that props up the business, SME owners focus on profit-making activities, neglecting non-revenue generating social responsibility like Stakeholder-related activities. The results showed that most of the owners indicated that SSR responsibilities did not apply to their respective organisations, given that their business relies not only on the community they operate in but collectively on the public. Majority of wholesale SME business owners believe that 90 per cent of their business transactions are with fellow businesses, and 10 per cent is towards the public. The results also (surprisingly) reveal that there are SMEs who do not believe that there is an excellent reason to join hands in fighting crime. The main reason could be that they have never experienced any crime-related cost or drawback. Therefore, it makes no meaning to support society on a cause that seems not to affect them.

SME owners that held higher qualifications knew about what is ethically expected in the operations of their businesses, and they were aware that business operates in a community and that the community if not supported, will affect sustainable growth of the business. However, there is a concern based on SMEs viewing themselves as relatively too small to positively impact the community hence no need to invest in SSR. There is a considerable challenge in the SME business sector that stretches to lack of education in the country where majority of SME business owners in South Africa possess matric level certificates, professional certificates in some field which may not be even close to running a business, diplomas and a few possess degrees. This condition consistently brings a different level of perception towards such business strategies as SSR.

An encouraging development was noted on SMEs' commitment to upholding Black Economic Empowerment (BEE), Affirmative Action (AA), and Employment Equity (EE). Majority of SME owners confirmed their commitment. However, according to the revised BEE codes which became law in 2007, businesses with a turnover of less than R5 million a year are exempted from having to draw up a BEE scorecard. Given the above, there was a negative difference between SME owners on the willingness to implement changes in line with BEE, AA and EE. Subsequently, about that sudden development, one would find out that most SMEs undoubtedly decreased since the turnover is now pegged at R5 million per year and most SMEs are way less than that value. Given that majority of these SMEs fell away from the BEE criteria, their prospects of engaging in SSR naturally diminished because of them failing to get BEE certified status which comes with some business leverages in South Africa.

- *Barriers against the practice of SSR by SMEs*

In order of importance, the most common and frequent barriers hindering SMEs from further and consistently engaging in SSR are huge costs incurred by the company; lack of time, lack of human resources; and a lack of interest. SMEs, besides the barriers they come across in practising SSR, see no benefits in engaging in SSR activities. Due to barriers, these SME businesses choose not to consider any of the Stakeholders as spelt out by the Stakeholder theory and stick to the core business.

SMEs in South Africa are deterred from practising SSR due to the costs incurred in meeting the requirements and expenses of SSR. Therefore, most of these SMEs businesses expect finance-based

© 2020 Global Journals

assistance to further engage in SSR. Some of the SMEs are not interested in assistance in the form of advice or guidance on SSR as they always perceive a costly outcome. That is the reason why most SMEs generally fail in effectively practising and implementing SSR as a sustainable growth strategy since the 'know-how' is non-critical to them.

- *Owners' values key to the success of SME business*

Considering Stakeholder Theory, morals play an essential role in the applicability of the philosophical principles. Most SME managers see their businesses driven by morals. However, the SME managers indicate that laws that set right or wrong had a strong influence on how they manage their empires. In this regard, most SME owners were not clear whether their values influenced the way they run their companies. By not considering morals as a significant driving force behind their businesses, SMEs showed that they did not equally consider all Stakeholders in SSR.

SME owners believe that there is slim or no chance of investment opportunities coming their way even if their values as owners are highly maintained. The concern was based on the reason that, because of the nature of their business which are naturally operating in a volatile market with unpredictable clientele tastes, profit margins and competition levels, investors fear that their efforts may go down the drain. Therefore, it never mattered whether to uphold personal values or not because it brought no revenue other than just principled staff. In simpler terms, Stakeholder Theory does not apply to their businesses since the values enshrined in responsible business do not bring any investment to their businesses.

V. Conclusion and Recommendations

- *Perception of SMEs towards CSR*

The findings of the research showed that SMEs in South Africa have a positive attitude and are sensitive to SSR. However, a positive attitude without practical results in this research will not hold water, given the fact that there is severe unemployment in the economy. SMEs are sensitive to and have a positive attitude towards the concept but fail to implement it fully in their organisations.

SMEs professed negativity towards SSR activities such as investing and operating in less deprived areas of the community or getting involved with traditionally marginalised groups (i.e. handicapped, unemployed, homeless). Regrettably, SMEs distanced themselves from extra-curricular responsibilities apart from their core business which goes against the Stakeholder Theory. It is likely that such an attitude is because most SMEs' perception has been built on the belief that they were too small to engage themselves in such responsibilities and point out the fact that SSR activities are predominantly for Multinational companies (MNCs). Hence authorities such as the Ministry of Small businesses and Chambers of Commerce should carry out an awareness campaign on the benefits driven from a socially responsible business.

- *Adoption and implementation of CSR by SMEs*

Despite their significance and contribution to economic growth, SMEs in South Africa faces numerous challenges that inhibit entrepreneurial growth. Apart from SME funding and access to finance (which is a significant reason for the high growth failure rate), SMEs fail to adopt, implement and practise sustainable growth strategies like SSR. The failure is a result of lack of adequate training and education in business. Consequently, the high rate of SME business failures results in business closures and generally high unemployment rates in the economy. Therefore, government should initiate training workshops for SME business on SSR to bridge the gap between the business owner's formal education and expectations in business.

- *The importance of values in practising SSR*

Regrettably, the South African government considers the sustainable growth of SMEs as a critically vital strategy to alleviate and fight the soaring levels of unemployment by progressively empowering previously disadvantaged citizens of the country simultaneously forgetting to enforce mandatory policies for SMEs to commit and engage in SSR fully. Likewise, since the governing authorities in South Africa at all levels are generally shallow-resourced, incapable and inept when it comes to policy enforcement, SMEs are not a priority even if the impact of their operations is more significant. The proof is, in developed countries such as Australia, Japan, Germany, their cultures taught them to be responsible organisations no matter the size, the industry is highly socially responsible, and evidently, unemployment rates are relatively low with crime levels at insignificant levels. Morals and cultural beliefs in any country are easily nurtured from childhood hence the need for the South African government to consider SSR to be incorporated in the education system uniquely aligned to business subjects to make SSR part of SME businesses owners' values.

Owners' values key to the success of SME business

Researchers fail to establish whether there is a significant link between values and SSR. Literature has reflected different standpoints on the same topic; however for this study, the researcher concludes as:

- *The balance between entrepreneurship and ethical practice*

There is need for the education system to incorporate SSR as part of the subjects in the business courses. It is also crucial for the system to align SSR with personal values that lead to a successful business. Research also found that SME business owners were

© 2020 Global Journals

not aware of which personal value among all other values that can be sustained and drive their business strategies such as brand loyalty through practising SSR.

- *Entrepreneurs placing a high value on desire and accomplishment rather than on business-driven principles*.

South Africa has gone through some socio-economic challenges in the past years and has seen the majority of SME businesses folding up because of related financial problems. The economy led to SME businesses failing to exercise their social obligations especially SSR initiatives which generally has been regarded as a cost. SME business owners are aware of the need to promote their values through practising SSR; however the economy is not supportive enough for the business to branch from their core business to promote SSR activities. There is need for business and local authorities to come together and compliments each other synergies so that business can have the room to practise SSR without much cost.

- *Investors are attracted not only by the financial performance of the business but also the values which the owner-manager exhibits for them to invest in the business' SSR initiatives.*

As local authorities like Chamber of Commerce should run business workshops that are targeted on SME business owners to appreciate critical areas that investors consider when they looking for business to invest in. It is of paramount importance for the workshop content to highlight to SME business owners that investors consider other non-business factors that build up to a successful business such as a history of achieved SSR initiatives which reflects high on sustainable growth of the business.

Results showed that majority of the respondents had an adverse view of SSR towards sustainable growth of SME business. SME business do not acknowledge the impact of SSR on SME business. SMEs undermine the practise of SSR as a compass strategy to sustainable growth of SME businesses. The study contributed to new knowledge through a model framework driven by the Stakeholder Theory entitled, "SSR, compass to SME business sustainable growth". The model was proposed to motivate SME businesses to positively embrace SSR. Furthermore, the study recommended chamber of commerce, local municipalities and business leaders to proactively support SMEs to adopt SSR as a sustainable growth strategy through training leading to SME business alignment with SSR strategy.

References Références Referencias

1. Alam, S. S., Mohd, R., Kamaruddin, B. H., Nor, N. G. M. and Ali, A. 2015. Personal values and entrepreneurial orientations in Malay entrepreneurs in Malaysia: mediating role of self-efficacy. International Journal of Commerce and Management, 25 (4):15-23
2. Arnold, D. G. and Valentin, A. 2013. Corporate social responsibility at the base of the pyramid. Journal of business research, 66 (10): 1904-1914.
3. Attig, N., El Ghoul, S., Guedhami, O. and Suh, J. 2013. Corporate social responsibility and credit ratings. Journal of business ethics, 117(4):679-694
4. Bechhofer, F. and L. Paterson, Principles of research design in the social sciences. 2012: Routledge.
5. Creswell, J. W. 2012. Qualitative inquiry and research design: Choosing among five approaches. New York. Sage publications.
6. Cooper, J., Blackman, S. and Keller, K. 2015. The Science of Attitudes. Amazon. Routledge.
7. Freeman, R. E., Strategic management: A stakeholder approach, 2010, Cambridge University Press.
8. Garriga, E. and Melé, D. 2013. Corporate social responsibility theories: Mapping the territory. Classics from the Journal of Business Ethics. Springer, 20 (180): 69-96.
9. Glavas, A. and Godwin, L. N. 2013. Is the perception of 'goodness' good enough? Exploring the relationship between perceived corporate social responsibility and employee organizational identification. Journal of business ethics, 114 (1): 15-27.
10. Hall, K., Income poverty, unemployment and social grants, Child Gauge, 2009, 2010105.
11. Hofstede, G., Hofstede, G. J. and Minkov, M. 2015. Cultures and Organizations: Pyramids, Machines, Markets, and Families: Organizing Across Nations. Classics of Organization Theory, 314(23):701-704.
12. Kamakura, W. A. and Mazzon, J. A. 1991. Value segmentation: A model for the measurement of values and value systems. Journal of consumer research: 39 (17): 208-218.
13. Kilby, R. W. 1992. The study of human values. Toronto. Kilby & Sons Publishers
14. Mohd, R. 2015. Entrepreneurial orientation and personal values of Malay entrepreneurs: The mediation of self-efficacy and the moderation of business environment. Doha. GRIN Verlag.
15. Moriarty, J. 2014. The Connection Between Stakeholder Theory and Stakeholder Democracy An Excavation and Defense. Business & Society, 53 (6): 820-852.
16. Nandonde, F. A. 2013. Understanding Corporate Social Responsibility as Implemented by SMEs in Tanzania: The Case of the Hotel Industry. Journal of Business Research, 6 (1-2): 1-13.
17. Ngary, C., Smit, Y., Juan-Pierré, B. and Ukpere, W. I. 2014. Financial Performance Measures and

© 2020 Global Journals

Business Objectives Attainment in Fast Food SMMEs in the Cape Metropolis: A preliminary Liability and Suitability Analysis. Mediterranean Journal of Social Sciences, 5 (20): 909-920.
18. Porter, M. E. and Kramer, M. R. 2002. The competitive advantage of corporate philanthropy. Harvard business review, 80 (12): 56-68.
19. Reginald, M. and Millicent, C. 2014. Challenges And Key Success Factors Of African Descent Foreign-Owned SMES In The Eastern Cape Province Of South Africa: A Case Of Selected Towns. Mediterranean Journal of Social Sciences, 5 (4): 59-64.
20. Rokeach, M. 1968. Beliefs, attitudes and values: A theory of organization and change. London. Academic publication.
21. Rokeach, M. 1973. the nature of human values. New York. Free press.
22. Sousa Filho, J. M. d., Wanderley, L. S. O., Gómez, C. P. and Farache, F. 2010. Strategic corporate social responsibility management for competitive advantage. BAR-Brazilian Administration Review, 7 (3): 294-309.
23. Turyakira, P., Venter, E. and Smith, E. 2012. Corporate social responsibility for SMEs: A proposed hypothesised model. London. Academic Press
24. Urban, B. and R. Naidoo, (2012) Business sustainability: empirical evidence on operational skills in SMEs in South Africa. Journal of Small Business and Enterprise Development, 19 (1), 146-163.
25. Wang, L. and Tuttle, B. 2014. Using Corporate Social Responsibility Performance to Evaluate Financial Disclosure Credibility. Accounting and Business Research, 64(17): 118-126
26. Wankhade, V. 2014. Analysis of corporate social responsibility spending of the Indian companies. Abhinav-International Monthly Refereed Journal of Research In Management & Technology (Online ISSN 2320-0073), 3 (4): 12-20.

© 2020 Global Journals

Global Journals Guidelines Handbook 2020

www.GlobalJournals.org

Memberships

Fellows/Associates of Management and Business Research Council

FMBRC/AMBRC Memberships



Introduction

FMBRC/AMBRC is the most prestigious membership of Global Journals accredited by Open Association of Research Society, U.S.A (OARS). The credentials of Fellow and Associate designations signify that the researcher has gained the knowledge of the fundamental and high-level concepts, and is a subject matter expert, proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice. The credentials are designated only to the researchers, scientists, and professionals that have been selected by a rigorous process by our Editorial Board and Management Board.

Associates of FMBRC/AMBRC are scientists and researchers from around the world are working on projects/researches that have huge potentials. Members support Global Journals' mission to advance technology for humanity and the profession.

FMBRC

Fellow of Management and Business Research Council

FELLOW OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL is the most prestigious membership of Global Journals. It is an award and membership granted to individuals that the Open Association of Research Society judges to have made a 'substantial contribution to the improvement of computer science, technology, and electronics engineering.

The primary objective is to recognize the leaders in research and scientific fields of the current era with a global perspective and to create a channel between them and other researchers for better exposure and knowledge sharing. Members are most eminent scientists, engineers, and technologists from all across the world. Fellows are elected for life through a peer review process on the basis of excellence in the respective domain. There is no limit on the number of new nominations made in any year. Each year, the Open Association of Research Society elect up to 12 new Fellow Members.

Benefit

To the institution

Get letter of appreciation

Global Journals sends a letter of appreciation of author to the Dean or CEO of the University or Company of which author is a part, signed by editor in chief or chief author.



Exclusive Network

Get access to a closed network

A FMBRC member gets access to a closed network of Tier 1 researchers and scientists with direct communication channel through our website. Fellows can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation



Certificate

Certificate, LoR and Laser-Momento

Fellows receive a printed copy of a certificate signed by our Chief Author that may be used for academic purposes and a personal recommendation letter to the dean of member's university.

Career | Credibility | Exclusive | Reputation



Designation

Get honored title of membership

Fellows can use the honored title of membership. The “FMBRC” is an honored title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FMBRC or William Walldroff, M.S., FMBRC.

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

All the Fellow members of FMBRC get a badge of "Leading Member of Global Journals" on the Research Community that distinguishes them from others. Additionally, the profile is also partially maintained by our team for better visibility and citation. All fellows get a dedicated page on the website with their biography.

Career | Credibility | Reputation

© Copyright by Global Journals | Guidelines Handbook

Future Work

Get discounts on the future publications

Fellows receive discounts on future publications with Global Journals up to 60%. Through our recommendation programs, members also receive discounts on publications made with OARS affiliated organizations.

Career | Financial



GJ Account

Unlimited forward of Emails

Fellows get secure and fast GJ work emails with unlimited forward of emails that they may use them as their primary email. For example,
john [AT] globaljournals [DOT] org.

Career | Credibility | Reputation



Premium Tools

Access to all the premium tools

To take future researches to the zenith, fellows receive access to all the premium tools that Global Journals have to offer along with the partnership with some of the best marketing leading tools out there.

Financial

Conferences & Events

Organize seminar/conference

Fellows are authorized to organize symposium/seminar/conference on behalf of Global Journal Incorporation (USA). They can also participate in the same organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent. Additionally, they get free research conferences (and others) alerts.

Career | Credibility | Financial

Early Invitations

Early invitations to all the symposiums, seminars, conferences

All fellows receive the early invitations to all the symposiums, seminars, conferences and webinars hosted by Global Journals in their subject.

Exclusive



Publishing Articles & Books

Earn 60% of sales proceeds

Fellows can publish articles (limited) without any fees. Also, they can earn up to 70% of sales proceeds from the sale of reference/review books/literature/publishing of research paper. The FMBRC member can decide its price and we can help in making the right decision.

Exclusive | Financial

Reviewers

Get a remuneration of 15% of author fees

Fellow members are eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get a remuneration of 15% of author fees, taken from the author of a respective paper.

Financial

Access to Editorial Board

Become a member of the Editorial Board

Fellows may join as a member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. Additionally, Fellows get a chance to nominate other members for Editorial Board.

Career | Credibility | Exclusive | Reputation

And Much More

Get access to scientific museums and observatories across the globe

All members get access to 5 selected scientific museums and observatories across the globe. All researches published with Global Journals will be kept under deep archival facilities across regions for future protections and disaster recovery. They get 10 GB free secure cloud access for storing research files.

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL is the membership of Global Journals awarded to individuals that the Open Association of Research Society judges to have made a 'substantial contribution to the improvement of computer science, technology, and electronics engineering.

The primary objective is to recognize the leaders in research and scientific fields of the current era with a global perspective and to create a channel between them and other researchers for better exposure and knowledge sharing. Members are most eminent scientists, engineers, and technologists from all across the world. Associate membership can later be promoted to Fellow Membership. Associates are elected for life through a peer review process on the basis of excellence in the respective domain. There is no limit on the number of new nominations made in any year. Each year, the Open Association of Research Society elect up to 12 new Associate Members.

To the institution

Get letter of appreciation

Global Journals sends a letter of appreciation of author to the Dean or CEO of the University or Company of which author is a part, signed by editor in chief or chief author.



Exclusive Network

Get access to a closed network

A AMBRC member gets access to a closed network of Tier 2 researchers and scientists with direct communication channel through our website. Associates can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation



Certificate

Certificate, LoR and Laser-Momento

Associates receive a printed copy of a certificate signed by our Chief Author that may be used for academic purposes and a personal recommendation letter to the dean of member's university.

Career | Credibility | Exclusive | Reputation



Designation

Get honored title of membership

Associates can use the honored title of membership. The “AMBRC” is an honored title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., AMBRC or William Walldroff, M.S., AMBRC.

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

All the Associate members of ASFRC get a badge of "Leading Member of Global Journals" on the Research Community that distinguishes them from others. Additionally, the profile is also partially maintained by our team for better visibility and citation. All associates get a dedicated page on the website with their biography.

Career | Credibility | Reputation

© Copyright by Global Journals | Guidelines Handbook

Future Work

Get discounts on the future publications

Associates receive discounts on the future publications with Global Journals up to 60%. Through our recommendation programs, members also receive discounts on publications made with OARS affiliated organizations.

Career | Financial



GJ Account

Unlimited forward of Emails

Associates get secure and fast GJ work emails with 5GB forward of emails that they may use them as their primary email. For example, john [AT] globaljournals [DOT] org..

Career | Credibility | Reputation



Premium Tools

Access to all the premium tools

To take future researches to the zenith, fellows receive access to almost all the premium tools that Global Journals have to offer along with the partnership with some of the best marketing leading tools out there.

Financial

Conferences & Events

Organize seminar/conference

Associates are authorized to organize symposium/seminar/conference on behalf of Global Journal Incorporation (USA). They can also participate in the same organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent. Additionally, they get free research conferences (and others) alerts.

Career | Credibility | Financial

Early Invitations

Early invitations to all the symposiums, seminars, conferences

All associates receive the early invitations to all the symposiums, seminars, conferences and webinars hosted by Global Journals in their subjec.

Exclusive



Publishing Articles & Books

Earn 60% of sales proceeds

Associates can publish articles (limited) without any fees. Also, they can earn up to 30-40% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.

Exclusive | Financial

Reviewers

Get a remuneration of 15% of author fees

Fellow members are eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get a remuneration of 15% of author fees, taken from the author of a respective paper.

Financial

And Much More

Get access to scientific museums and observatories across the globe

All members get access to 2 selected scientific museums and observatories across the globe. All researches published with Global Journals will be kept under deep archival facilities across regions for future protections and disaster recovery. They get 5 GB free secure cloud access for storing research files.

© Copyright by Global Journals | Guidelines Handbook

Associate	Fellow	Research Group	Basic
$4800 **lifetime designation**	$6800 **lifetime designation**	$12500.00 **organizational**	APC **per article**
Certificate, LoR and Momento **2** discounted publishing/year **Gradation** of Research **10** research contacts/day **1 GB** Cloud Storage **GJ** Community Access	**Certificate,** LoR and Momento **Unlimited** discounted publishing/year **Gradation** of Research **Unlimited** research contacts/day **5 GB** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**Certificates,** LoRs and Momentos **Unlimited** free publishing/year **Gradation** of Research **Unlimited** research contacts/day **Unlimited** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**GJ** Community Access

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

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

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

Changes in Authorship

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

Copyright

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

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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



Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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



© Copyright by Global Journals | Guidelines Handbook

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



© Copyright by Global Journals | Guidelines Handbook

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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



© Copyright by Global Journals | Guidelines Handbook

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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

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

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

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

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

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

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

INDEX

A

Acceleration · 26
Accommodative · 68

C

Campbell · 19, 20, 32, 35
Compatible · 26, 59
Compelling · 20
Culprits · 71

D

Deciphered · 30

E

Empowerment · 58, 59, 63, 64, 72
Ethical · 67, 68, 75

G

Genocide · 7
Guarded · 11

I

Implementing · 25, 74
Incubation · 19, 20, 21, 22, 23, 24, 25, 26,
Inhibit · 67, 75
Isolation · 8, 11, 70

L

literally · 71

M

Mechanisms · 20, 26
Migrants · 11

R

Realities · 11, 70
Reduction · 69
Redundancies · 22
Regrettably · 71
Relentlessly · 20
Riddled · 11

T

Transcends · 22
Transcripts · 6

V

Ventures · 20, 23, 25
Voluntarily · 66, 70





Global Journal of Management and Business Research

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



ISSN 9755853

© Global Journals