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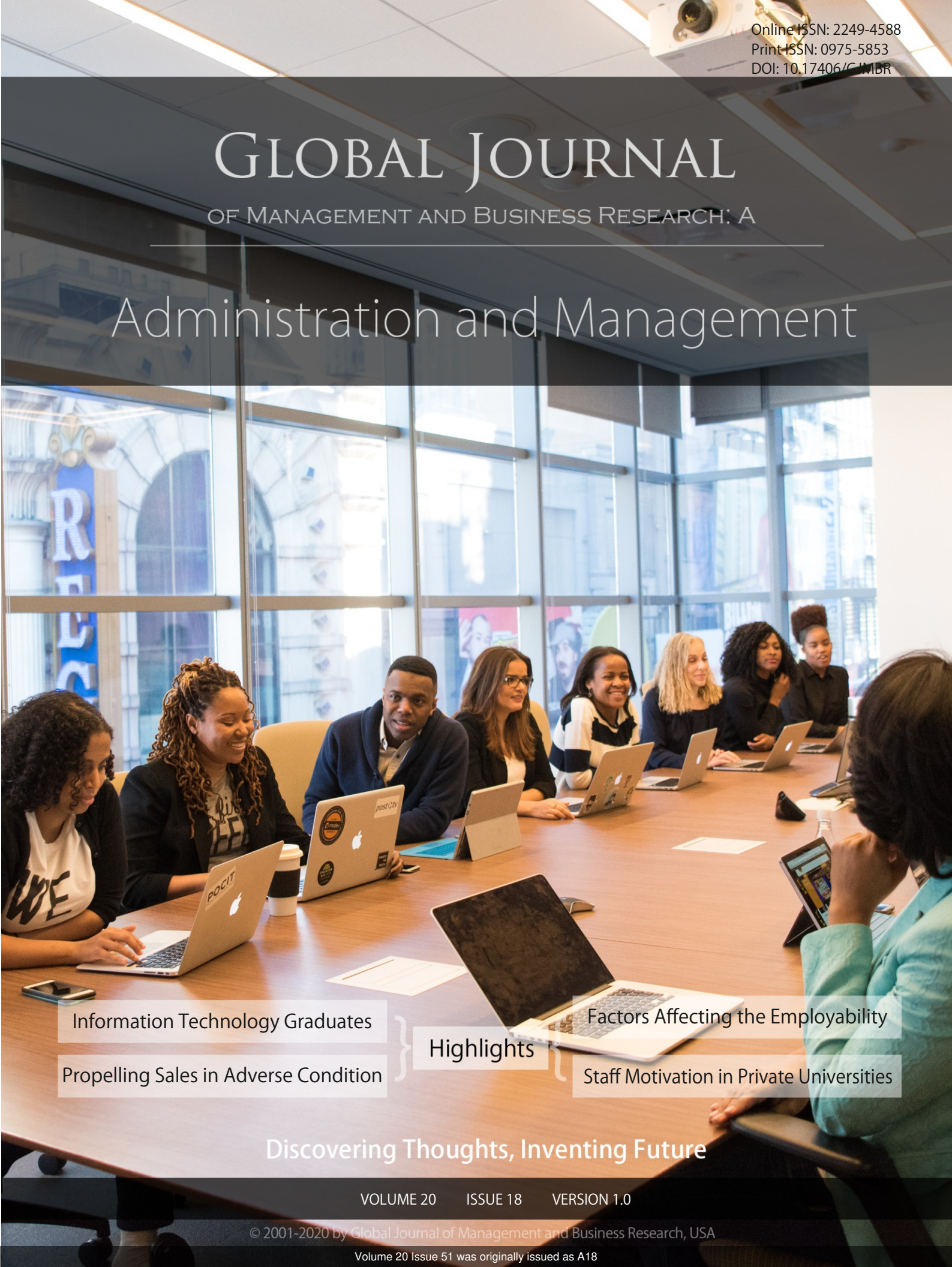

Information Technology Graduates

Propelling Sales in Adverse Condition

Highlights

Factors Affecting the Employability

Staff Motivation in Private Universities

Discovering Thoughts, Inventing Future

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Contents of the Issue

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

1. Supportive Leadership Style and Staff Motivation in Private Universities in Uganda: Case of Kampala International University. *1-9*
2. Business Lessons from the 2020 Pandemic. *11-13*
3. Identification of Factors Affecting the Employability of Information Technology Graduates. *15-25*
4. Chômage et entrepreneuriat en Afrique Francophone: Cas du Bénin, Cameroun, Maroc et Tunisie. *27-33*
5. How Covid-19 Affects the Recruitment Process: The New Normal Approach *35-36*
6. Propelling Sales in Adverse Condition in a Distribution Company: A Literature Review. *37-41*

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

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Supportive Leadership Style and Staff Motivation in Private Universities in Uganda: Case of Kampala International University

By Chrisostom Oketch & Tumwijukye Ruth Komunda
Kabale University

Abstract- This study examined the effect of supportive leadership style on staff motivation in private universities in Uganda taking a case of Kampala International University. The study was guided by two specific objectives: (i) to examine the effect of supportive leadership style on energy to work among staff in Kampala International University, and (ii) to examine the effect of supportive leadership style on sustenance of behavior among staff in Kampala International University. The study hypothesized that (i) "supportive leadership style has no significant effect on energy to work among staff in private universities in Uganda" and (ii) "supportive leadership style has no significant effect on sustenance of behavior among staff in private universities in Uganda". The study adopted a descriptive correlational design to collect data from a sample of 111 respondents with the aid of self –administered questionnaire.

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Supportive Leadership Style and Staff Motivation in Private Universities in Uganda: Case of Kampala International University

Chrisostom Oketch [α] & Tumwijukye Ruth Komunda [σ]

Abstract- This study examined the effect of supportive leadership style on staff motivation in private universities in Uganda taking a case of Kampala International University. The study was guided by two specific objectives: (i) to examine the effect of supportive leadership style on energy to work among staff in Kampala International University, and (ii) to examine the effect of supportive leadership style on sustenance of behavior among staff in Kampala International University. The study hypothesized that (i) "supportive leadership style has no significant effect on energy to work among staff in private universities in Uganda" and (ii) "supportive leadership style has no significant effect on sustenance of behavior among staff in private universities in Uganda". The study adopted a descriptive correlational design to collect data from a sample of 111 respondents with the aid of self –administered questionnaire. Research findings on objective one revealed that managers of Kampala International University offer support to staff by being friendly and approachable. However, they don't show concern to employee general welfare, and do not equitably treat them so as to create a conducive work environment for all. Objective two findings revealed that employees report to work on a daily basis as a result of support received and that there's cooperation with co-workers. However, it was discovered that supervisors don't help staff overcome challenging assignments. The study concludes that supportive leadership style has a positive and significant effect on staff motivation in private universities in Uganda calling the need for supervisors to support employee needs and aspirations. The study recommends that management of private universities in Uganda should treat employees with fairness and equity so as to create a conducive work environment, and reconsider strategies of task accomplishment especially helping their employees overcome challenging assignments.

I. Introduction

In modern academic and scholarly environments where universities and other tertiary institutions are confronted with stiff competition, the need to have managers who exhibit appropriate leadership style that can allow employees accomplish their tasks with ease becomes very paramount. As a result, every institution of higher learning has a responsibility of getting the best out of their workforce and in this respect, the leadership style applied plays such a crucial role since it is the key to directing workers towards the performance of certain behavior desired as being beneficial to the institution's goal accomplishment (Chaleff, 1995). In addition, for leadership to be capable of enhancing institutional goal attainment, it is important that the style applied is congruent to the motivational needs of employees. (Argyris, 1976; Maslow, 1954).

Supportive leadership aids the accomplishment of goals and objectives among subordinates through identification of particular courses of action, the provision of help and ensuring that the set organizational goals have got a bearing on how individual/ employee goals will be attained as well. In this respect therefore, a supportive leadership approach that puts emphasis on attending to the general welfare of subordinates by attending to their needs and aspirations leads to an energized workforce who feel loved by their leaders and this boosts their motivation to work. The above requires leaders who know their day to day mandate of supporting others through counseling, mentorship and guidance along goal attainment. Therefore, such deep rooted leaders help their followers through the creation of favourable work environments that promote respect, trust, cooperation, and psychological support (Daft, 2005; Gibson et al., 2000). Therefore, a workplace enriched with supportive leadership style ushers in positive outcomes where both organizational and individual goals are accomplished simultaneously.

Oluseyi and Ayo (2009) present effective leadership styles where the role of the leader is to devise mechanisms of getting things done with and through the people. Therefore, Leadership becomes an important characteristic that enhances improved institutional productivity since the support rendered by the leader induces employee motivation and hence their psychological commitment to the organization. Avolio and Bass (1995) argue that supportive leaders show concern towards their subordinate's plight by ensuring that all employees in the organization achieve desires end that are organizational related and individual since they are helped on how best to face reality. Research by Dumdum *et al*., (2002) and Judge and Piccolo (2004) study on supportive leadership style found out that there is a direct effect of supportive leadership on employee performance. Therefore, where the leader is concerned

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with their employee's needs and aspirations, goal attainment becomes a reality and this induces employee motivation to work.

II. Problem Statement

Supportive leadership style is believed to motivate staff members as a result of the help rendered to staff by the managers towards task and goal accomplishment and this in turn, enhance employee dedication and commitment to the organization since the environment is deemed conducive for performance (Steinmetz, 2000). Apparently, leadership behaviors in private universities in Uganda seem to take more of directive style so as to create a work atmosphere of employee engagement as well as a defined chain of command. However, whereas directive leadership style is appropriate to management of staff in private universities in Uganda, it is not sufficient enough to trigger intrinsic and extrinsic motivation among staff as a result of feelings of being pushed. As a result, motivation of staff remains a big concern evidenced from high turnover rates that has a negative bearing on the quality of education given to students. Therefore, if this situation is not addressed, many graduates from private universities will remain unemployed as a result of lacking appropriate skills required by employers. It is against the above atmosphere that this study set out to examine the contribution of supportive leadership style on staff motivation in private universities with a view of fostering an appropriate management of staff which in turn ushers in commitment on the part of employees as a result of the support and help received from their super-ordinates.

a) General Objective

The study examined the effect of supportive leadership style on staff motivation in Private Universities in Uganda taking the case of Kampala International University.

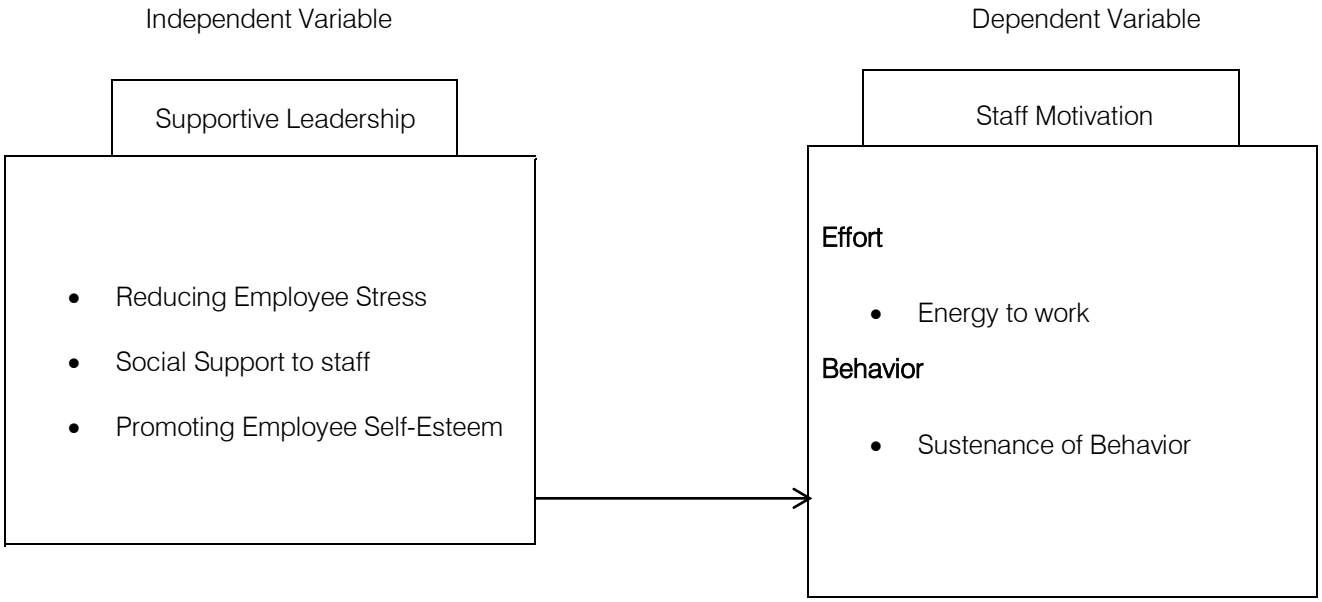
b) Specific Objectives

1. To examine the effect of supportive leadership style on energy to work among staff in Kampala International University.
2. To examine the effect of supportive leadership style on sustenance of behavior among staff in Kampala International University.

c) Hypotheses

3. Supportive leadership style has no significant effect on energy to work among staff in Private Universities in Uganda.
4. Supportive leadership style has no significant effect on sustenance of behavior among staff in Private Universities in Uganda.

d) Conceptual Framework



Source: Researcher developed using ideas of House (1971) and Fiedler (1967)

Figure 1: Conceptual Framework depicting the nexus between supportive leadership style and staff motivation

Figure 1 above depicts the relationship between supportive leadership style and staff motivation in private universities in Uganda. The independent variable (supportive leadership) is measured in terms of (reducing employee stress, social support to staff & promoting employee self-esteem) conceptualized to have a significant effect on staff motivation measured in terms of (energy to work &sustenance of behavior).

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From the afore going, the study hypothesizes that once managers set the pace by supporting employee needs and aspirations, their effort and behavior to work takes a positive direction and vise-versa.

III. Literature Review

a) Supportive leadership style and staff motivation

According to House (1971), a manager's responsibility is to aid the accomplishment of goals and objectives among his subordinates through identification of particular courses of action, the provision of help and ensuring that the set organizational goals have got a bearing on how individual/ employee goals will be attained as well. In this respect therefore, a supportive leadership approach that puts emphasis on attending to the general welfare of subordinates by attending to their needs and aspirations leads to an energized workforce who feel loved by their leaders and this boosts their motivation to work. The above requires leaders who know their day to day mandate of supporting others through counseling, mentorship and guidance along goal attainment. Therefore, such deep rooted leaders help their followers through the creation of favourable work environments that promote respect, trust, cooperation, and psychological support (Daft, 2005; Gibson et al., 2000). Therefore, a workplace enriched with supportive leadership styles ushers in positive outcomes where both organizational and individual goals are accomplished simultaneously.

According to Leka *et al*., (2004), one of the main factors behind stress at work is the failure to apply supportive leadership style. This has been compounded by House (1996) who reported that when employees are faced with psychological and psychical issues at work, supportive leadership becomes paramount to offer the needed support ranging from confidence building, counseling and guidance to allow such employees deal with their stressors. In his study in the education sector, Chan (1998) observed that faculty employees who were faced with high stress levels were more prone to psychological distress. Therefore, the help given by the supportive leader helps deal with anxiety and feelings of frustrations which in turn induces staff motivation. In this case, the Ugandan Educational Sector needs to devise appropriate mechanisms capable of helping staff deal with stressors at the workplace.

According to Rowld and Schlotz (2009), supportive leadership (individualized consideration) improves job performance. This is because workers perceive the helping hand and behavior from the leader to be instrumental towards dealing with stressful environments and circumstances in which they find themselves in. Not only do employees need support from their leaders but from their fellow colleagues as well. This is because they spend a great deal of time socializing and sharing their issues together. Therefore, finding workmates who are supportive to one another also boosts employee morale to work.

In their study, Beehr and Love (1980) affirmed that workers who get social support from both their co-workers and leaders get it easy to deal with any stressing factor or issue at the workplace given that they share their challenges on a daily basis and hence, a problem shared is a problem half solved. Such findings therefore, confirm the notion that employees prefer a supportive work environment where they are helped to deal with a number of challenges that comes their way in the course of performing their day to day cores. These findings are in congruence with the Path Goal Theory as developed by House and Mitchell (1974).

Imtiaz and Ahmed (2009) in their study further established that subordinates without adequate help and support from their supervisors and managers are more likely to register low productivity relative to those who receive the help desired to help accomplish their day to day assignments. From the above evidence from their research, it can be argued that employees without adequate support both from their supervisors and co-workers are more likely to register low performance as a result of the stressing situations in which they find themselves in. This as a matter of fact reduces their motivation to work and vice versa (Rose, 2003).

In a related event, Bass (1990) points out that supportive leadership style has the potential of creating a significant effect on staff motivation. In with the above, Bass, *et al*.; (1999) observe that there are at least five leadership behaviors that can induce motivation among employees. These ranges from team building initiatives, ability to delegate and involve staff in decision making, offering support to employees, ability to develop employees to their full potential, and being in position to recognize their contributions towards attaining organizational desired ends. This was further proven by Butler et al, (1990) whose study established that supportive leadership behavior reduces labour turnover as a result of individualized support which in turn induces employee motivation to work.

In their study on the effect of leadership styles on employee motivation, Khuong and Hoang (2015) established that supportive oriented leadership style has a significant influence on motivation of staff. Under the leadership style, organizational workers gain a number of advantages ranging from skill building and the need to develop a cooperative work environment which in turn leads to better performance and hence being motivated to work. Therefore, supervisors and managers ought to follow such a leadership behavior that shows concern to their subordinates since it helps buy their commitment and psychological contract to the organization as a result of being motivated by the actions of their leaders.

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Literature on supportive leader behavior reviewed reveal the importance of helping employees get their tasks accomplished with much ease. This is the direction adopted for this study as well though with a critical emphasis on how best employees need to be supported so as to arouse their motivation. This has not been the focus of the reviewed studies since most of them relate supportive leadership to employee performance. But the assumptions adopted for the current study is that motivation induces job satisfaction and hence staff motivation which in turn leads to task accomplishment. Research findings established that that supportive leadership style is positively correlated to staff motivation in Kampala International University and at the same time, it is a good predictor variable of staff motivation.

IV. Methodology

The study used a descriptive correlational design in collecting data from respondents who consisted of academic and administrative staff. The design enabled the investigation of contemporary phenomena in the area of management (leadership styles and staff motivation) thereby enabling the respondents to describe real phenomenon of the problem under investigation let alone enabling the researcher in measuring the extent of the relationship between the variables under consideration.

From a population of 173, 120respondents were chosen using Slovens Formula who participated in the study through answering a self-administered questionnaire. However, One Hundred Eleven (111) questionnaires were retrieved, edited, coded and analyzed by the researcher.

In ensuring validity and reliability, the research instrument was subjected to review by content experts who rated them for wording, relevancy, and omissions, from where a content validity index of (CVI = .814 and .877) made the instrument to be declared reasonably content validity (Amin, 2005). Reliability was ensured through pre-testing and Cronbach Alpha reliability statistics of (.876 & .887) was computed and hence rendering the instrument reliable and consistent (Cronbach & Shevelson, 2004) as illustrated on Table 1 below.

Table 1: Showing validity and reliability test

Factor	Number of Items	Cronbach Alpha	Content Validity Index
Staff motivation	14	0.876	0.814
Supportive leadership style	06	0.887	0.877

Data obtained from questionnaires was edited, coded and responses entered into computer using Statistical Program for Social Sciences (SPSS) software from where frequencies, percentages, means, correlations and regression analysis tests were computed as presented below.

V. Results

a) *Objective One: Effect of supportive leadership style on energy to work among staff in Kampala International University*

The first objective of the study examined the effect of supportive leadership style on staff energy to work in Kampala International University. The objective was measured using Five (5) items and respondents were requested to rate their opinion on a likert scale ranging from 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; to 5= Strongly Agree. Their responses were edited, coded and analyzed as summarized in Table 2 below:

Table 2: Descriptive results for Supportive leadership style and energy to work among staff in Kampala International University

Supportive leadership styles	(%)	(%)	(%)	(%)	(%)	Mean	
Statements	SD	D	N	A	SA	Mean	Std Dev.
Your Head of Department/ Supervisor is friendly to you at work and this induces your motivation to work	1.8		10.8	47.7	39.6	4.234	0.785
Your managers are easily approachable and this makes you motivated to work	2.7	5.4	9	48.6	34.2	4.063	0.946
Managers show concern for your general welfare and in the process buy your motivation to work	9	24.3	24.3	34.2	8.1	3.081	1.129

You are treated equally by your respective managers and this makes you motivated to work	9	20.7	23.4	36.9	9.9	3.180	1.145
Managers create a conducive work environment for all which ushers in motivation to work	8.1	15.3	28.8	36.9	10.8	3.270	1.103

Source: Primary Data, 2016

Table 2 above suggests that whereas the respondents agreed that their supervisors are friendly (Mean = 4.234) and are approachable (Mean=4.063), they expressed being unaware as to whether managers show concern for their general welfare (Mean=3.081); being treated equally (Mean=3.180), and creating a conducive work environment for all (Mean=3.270). This gives the implication that issues of staff general welfare have not been given the due attention it deserves, staff are not treated equally across the board and staff operate in un conducive environment.

All the three areas missing out above in the university have a strong bearing on staff motivation given that employees prefer employers that look into their general welfare, able to treat them equally according to their respective ranks in line with the equity theory of motivation and they also desire conducive work environments.

b) Hypothesis One Testing

From the first objective of this study, it was hypothesized that "supportive leadership style has no significant effect on energy to work among staff in private universities in Uganda." To test the null hypothesis, a correlation analysis was computed using Pearson's correlation coefficient and significance statistics and below are the results Table 4.

Table 3: Pearson Correlation results between supportive leadership style and energy to work among staff (Level of significance = 0.05)

		Supportive leadership style	Staff energy to work
1. Supportive leadership style	Pearson Correlation	1	.575**
	Sig. (2-tailed)		.000
	N	111	111
2. Staff energy to work	Pearson Correlation	.575**	1
	Sig. (2-tailed)	.000	
	N	111	111

***. Correlation is significant at the 0.01 level (2-tailed).p≤ 0.05*
Source: Primary data, 2016

Results in Table 4 above indicate a positive and significant effect between supportive leadership style and staff energy to work (r = .575; p = .000) at the 0.05 significance level. Thus, staff energy to work is affected by the leader's ability to support employees accomplish their tasks through appreciation of the efforts they put forth in the workplace.

c) Regression Analysis

So as to establish the extent to which supportive leadership style affects staff energy to work, a regression test was conducted and results are presented in Table 5 below.

Table 4: Regression Analysis results between supportive leadership style and staff energy to work

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	575[a]	.330	.324	.42553

a. Predictors: (Constant), Supportive Leadership
b. Dependent Variable: Staff energy to work

The Coefficient of determination (Adjusted R Square) value is .324 indicating that supportive leadership style explains 32.4% variation in staff energy to work in Kampala International University.

The researcher further carried out a regression Coefficient statistics on supportive leadership style and staff energy to work as presented in Table 6 below.

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Table 5: Regression Analysis Coefficient on supportive leadership and staff energy to work

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	2.086	.181		11.553	.000
Supportive leadership	.362	.049	.575	7.332	.000

a. Dependent Variable: staff energy to work

Source: Primary Data, 2016

Table 6 suggests a positive and significant effect between supportive leadership style and staff energy to work (t = 11.553; Sig. = .000). Table 6 further suggests that supportive leadership style is a good predictor variable of staff energy to work (β = .575; Sig. = .000) implying that for every increase in value of supportive leadership style by .575, staff energy to work increases by one unit and vice versa. This indicates that supportive leadership style significantly affect staff energy to work. Hence, the null hypothesis of no significant effect between supportive leadership style and staff energy to work is rejected leading to acceptance of the alternative hypothesis to the effect that "there is a significant and positive effect between supportive leadership style and staff energy to work in private universities in Uganda".

d) Objective Two: Effect of supportive leadership style on sustenance of behavior among staff in Kampala International University

The second objective of the study examined the effect of supportive leadership style on sustenance of behavior among staff in Kampala International University. The objective was measured using Six (6) items and respondents were requested to rate their opinion on a likert scale ranging from 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; to 5= Strongly Agree. Their responses were edited, coded and analyzed as summarized in Table 7 below:

Table 6: Descriptive results for Supportive leadership style and sustenance of behavior among staff in Kampala International University

Sustenance of behavior	(%)	(%)	(%)	(%)	(%)		
Statements	SD	D	N	A	SA	Mean	Std Dev.
The support received from work make you report for work on a daily basis	6.3	11.7	9.0	19.8	53.2	4.018	1.293
Your supervisors create and help with overcoming challenging assignments	22	35	19.8	15.1	8.1	2.409	0.889
The support you receive at work is appropriate in enabling you accomplish your assignments in time	1.8	3.6	19.8	38.7	36	4.036	0.933
You receive adequate support from your co-workers and this induces substance of behavior	00	00	3.6	44.1	52.3	4.486	0.569
The support you receive from supervisors is adequate in enabling you accomplish work expected of you	26.1	47.7	18	6.3	1.9	2.336	0.887
You like challenging assignments and this induces your motivation to worker harder	3.6	8.1	11.7	45.9	30.6	3.918	1.036

Source: Primary Data, 2016

Table 7 reveals that respondents agreed about reporting to work on a daily basis as a result of support received (Mean = 4.018), support received at work is appropriate in enabling accomplishment of assignments in time (Mean = 4.036), cooperating with co-workers (Mean = 4.486), and liking challenging assignments (Mean = 3.918). However, they disagreed about supervisors creating and helping overcoming challenging assignments (Mean = 2.409), and support received from supervisors being adequate in enabling accomplishment of work expected (Mean = 2.336). These findings indicate that whereas staff of Kampala International University are able to sustain appropriate behavior as a result of support received from their supervisors, they are not helped in areas of overcoming challenging assignments as well as being helped accomplish work expected of them and this in one way or the other affect their ability to sustain appropriate behavior relevant to accomplishment of the organizations goals and objectives.

e) Hypothesis Two Testing

From the second objective of this study, it was hypothesized that "supportive leadership style has no significant effect on sustenance of behavior among staff in private universities in Uganda." To test the null

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hypothesis, a correlation analysis was computed using Pearson's correlation coefficient and significance statistics and below are the results Table 8.

Table 7: Pearson Correlation results between supportive leadership style and sustenance of behavior among staff (Level of significance = 0.05)

		Supportive leadership style	Sustenance of behaviour
1. Supportive leadership style	Pearson Correlation	1	.268**
	Sig. (2-tailed)		.004
	N	111	111
2. Sustenance of behaviour	Pearson Correlation	.268**	1
	Sig. (2-tailed)	.004	
	N	111	111

***. Correlation is significant at the 0.01 level (2-tailed).p≤ 0.05*
Source: Primary data, 2016

Results in Table 8above indicate a positive and significant effect between supportive leadership style and sustenance of behavior (r = .268; p = .004) at the 0.05 significance level. Thus, staff sustenance of behavior is affected by the leader's ability to support employees overcome challenging assignments and accomplish tasks expected of them.

f) Regression Analysis

So as to establish the extent to which supportive leadership style affects staff sustenance of behavior, a regression test was conducted and results are presented in Table 9 below.

Table 8: Regression Analysis results between supportive leadership style and staff sustenance of behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268[a]	.072	.063	.51320

c. Predictors: (Constant), Supportive leadership
d. Dependent Variable: Staff sustenance of behavior

The Coefficient of determination (Adjusted R Square) value is .063 indicating that supportive leadership style explains only 06.3% variation in staff sustenance of behavior in Kampala International University.

The researcher further carried out a regression Coefficient statistics on supportive leadership style and staff sustenance of behavior as presented in Table 10 below.

Table 9: Regression Analysis Coefficient on supportive leadership and staff sustenance of behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	3.436	.217		15.815	.000
Supportive leadership	.173	.059	.268	2.907	.004

b. Dependent Variable: staff sustenance of behavior
Source: Primary Data, 2016

Table 10 suggests a positive and significant effect between supportive leadership style and staff sustenance of behavior (t = 15.815; Sig. = .000). Table 10 further suggests that supportive leadership style is a good predictor variable of staff sustenance of behavior (β = .268; Sig. = .004) implying that for every increase in value of supportive leadership style by .268, staff sustenance of behavior increases by one unit and vice versa. This indicates that supportive leadership style significantly affects staff sustenance of behavior. Hence, the null hypothesis of no significant effect between supportive leadership style and staff sustenance of behavior is rejected leading to acceptance of the alternative hypothesis to the effect that "there is a significant and positive effect between supportive leadership style and staff sustenance of behavior in private universities in Uganda".

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VI. Discussion

Regarding objective one, research findings revealed that supportive leadership style is applied in the university to some extent by managers being friendly to their subordinates and approachable. However, employees also need to be supported in areas of showing concern to their general welfare and above all the need to create a conducive work environment all staff are treated with fairness and equity. Fairness and equity are two important variables that should be pursued by managers if they are to get the best out their subordinates since any feelings of inequality will result into frustration on the part of employees and henceforth, degenerate into demotivation to work.

It was also revealed that supportive leadership style has a positive and significant effect on staff energy to work. Besides, regression analysis results indicated that supportive leadership style is a good predictor variable of energy to work among employees in private universities in Uganda. As a result, managers have to be committed towards looking into their staff general welfare since a disturbed employee on issues of his/ her welfare cannot promote a conducive environment for work as a result of feeling depressed.

From the second objective of the study, it was revealed that supportive leadership style has enabled staff to sustain their behavior by reporting for work on a daily basis as a result of support received and that the support received at work is appropriate in enabling accomplishment of assignments in time. However, it was established that managers do not provide alternatives to employees on how to overcome challenging assignments. This indicates a deficiency on the part of managers who fail to provide directions on how certain work aspects ought to be handled in the most efficient and effective ways possible.

Research findings further indicated that supportive leadership style has a positive and significant effect on staff sustenance of behavior in private universities in Uganda. Results from regression analysis further revealed that supportive leadership style is a good predictor variable of staff sustenance of behavior in private universities in Uganda. The above therefore attest the need for managers to be supportive by helping employees overcome challenging assignment and being in position to offer guidance on general task accomplishment.

VII. Conclusions

Supportive leadership style has a positive and significant effect on staff energy to work in private universities in Uganda. As a result, employees need to be supported right from showing concern to their general welfare, being treated with fairness and equity, and creating a conducive work environment for all. The above are some of the parameters for inducing employee energy to work as a result of being motivated.

Secondly, supportive leadership style has a positive and significant effect on staff sustenance of behavior among staff in private universities in Uganda. However, whereas staff of private universities in Uganda are able to sustain appropriate behavior as a result of support received from their supervisors, they are not helped in areas of overcoming challenging assignments as well as being helped accomplish work expected of them and this in one way or the other affect their motivation to work.

VIII. Recommendations

Management of private universities in Uganda should take the lead in supporting employee needs and aspirations such as showing concern to their general welfare, treating them with fairness and equity so as to create a conducive work environment capable of inducing employee motivation reflected in the energy they put forth in their task accomplishments. To be realized, line Heads of departments and Deans of faculties should regularly take keen interest not only in responding to employee needs and aspirations but also in identifying their issues and concerns in advance. Besides, fairness and equality should be fostered in areas of allocating workload and compensations so that all staff develop feelings of being treated well which in turn will boost their energy to work hard.

Management of private universities in Uganda should reconsider their strategy on task accomplishment especially helping their employees overcome challenging assignments with ease. This is because not every employee is skilled on some task accomplishment strategies. To be possible, Heads of Departments and units should regularly call for meetings as well as workshops to enhance skills development on the part of their employees on how to go about certain assignments. As a matter of fact, feelings of challenging tasks accomplishment will result in motivations to work as hence continue sustaining appropriate behavior at the right place and the right timing.

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Business Lessons from the 2020 Pandemic

By Alberto Silva

Abstract- This paper discusses the Covid-19 implications for companies, including successful strategies to address it and lessons learned. This crisis has represented a major disruption of economic and commercial activity in the world and has negatively affected many people and businesses, but at the same time has allowed lessons to be learned to make companies more resilient in the future and have their leaders better able to prepare them to deal with similar crises and to overcome them satisfactorily.

Keywords: *business, COVID-19, crisis, leadership, pandemic.*

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I. Introduction

The 2020 pandemic, generated by Covid-19, will leave important lessons for business. The direct consequences of this pandemic for businesses have been that it has made it difficult or prevented workers from meeting in offices and in many cases in factories and consumers are also limited to go to stores or other sites to buy the products or receive the services.

Donthu and Gustafsson (2020) pointed out that this pandemic has led to an unprecedented disruption of trade in many sectors. Most companies face many short-term challenges, such as those related to health and safety, supply chain, workforce, cash flow, consumer demands, sales, and marketing.

These challenges have had a huge negative impact on many companies, and some have had to close; however, others have managed to survive and even thrive in this crisis. Understanding the reasons for explaining these differences is critical for future situations like this, which are not limited to a similar pandemic but to events such as natural disasters, armed conflicts, etc., that may induce life restrictions similar to those caused by the Covid-19 phenomenon.

II. Winning Companies and Losing Companies

Information technology companies (Microsoft, Apple, Tencent, Facebook, Nvidia, Alphabet, Google, Adobe, Sea Group, ASML, etc.) have undoubtedly thrived the most during the pandemic, closely followed by the so-called discretionary consumer companies such as Amazon.Other companies have done well, such as tele-communications companies (Zoom, T-Mobile, etc.), pharmaceutical services (West Pharmaceutical Services, Abiomed, AbbVie, Chugai, Roche, Regeneron, Novo Nordisk, Eli Lilly, Modern, Vertex, etc.), electronics (Advanced Micro Devices, etc.), electronic payment systems (Pay Pal, Adyen, etc.), package delivery (UPS, FedEx, etc.), digital commerce (Pinduoduo, Shopify, JD.com, Alibaba, eBay, Mercado Libre, etc.), digital entertainment (Comcast, Hulu, Netflix, Amazon Prime Video, etc.),home and farmim provement (Home Depot, Tractor Supply, etc.), electric cars (Tesla, etc.), food delivery companies (Meituan Dianping, Uber Eats, Instacart, etc.), teleworking solutions, online education, cleaning products, snacks, and alcoholic beverages.

The companies with worst performance have been real estate companies (Simon Property Group, Federal Realty Investment Trust, Equity Residential, Boston Properties, etc.), tourism companies (Carnival, Norwegian Cruise Line, Walt Disney, Marriott, etc.), airlines (Delta Air Lines, United Airlines, Southwest Airlines, etc.), and financial services (Wells Fargo, JP Morgan Chase, American Express, Berkshire Hathaway, etc.). Of course, many small businesses, such as restaurants, gyms, beauty services, dental services, party agencies, etc., have also done very poorly.

However, membership in a particular sector has not been a total guarantee of success or failure in this crisis. For example, information technology companies such as Cisco Systems, Intel, Automatic Data Processing (ADP), Western Digital and Net App, digital services such as Xerox, pharmaceutical services such as Pfizer and Merck, or tele-communications such as Verizon have not done very well.

On the other hand, many companies have not been significantly affected by the pandemic, either positively or negatively, such as construction equipment companies (Caterpillar, etc.), equipment rental (United Rentals, etc.), mining (Freeport-McMoRan, etc.), clothing and footwear (Nike, etc.), health services (United Health, Johnson & Johnson, etc.), hypermarkets (Walmart, etc.), andfast food restaurants (McDonald's, etc.).

III. Successful Strategies

Belonging to a particular sector can favor survival and success in difficult conditions such as this pandemic, but it is also particularly important to have appropriate resources and capabilities and to make good strategic decisions. In general, what this pandemic has shown is that digital channels are essential in situations like this. Tele work, digital marketing, online education, telemedicine, etc., have been the main tools companies have used to survive and thrive in the crisis. These digital strategies have been complemented, in many cases, by efficient freight

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transport services and measures such as outdoor activities (restaurant service on terraces and sidewalks, physical exercises directed in parks or squares, etc.). Obviously, the companies that were better prepared and have already been making use of these tools and measures are the ones that were able to better deal with the pandemic and even benefit from it.

Jacob ides and Reeves (2020) claimed that a shock like the Covid-19 pandemic can lead to lasting changes in consumer behavior, and winning companies will quickly identify changes, adjust their business models to reflect those changes, and are not afraid to invest.

Guillén (2020) argued that a successful strategy has been to pivot or adjust the business model to create enough value for both the customer and the company. He cited several examples of offering novel and cost-effective services to customers, adapted to the life restrictions of the pandemic.

As for remote work, most companies were not adapted for that, as Neeley (2020) acknowledged. In his article, written at the beginning of the pandemic, he recommended, apart from having the appropriate infrastructure, to act very prudently, developing rituals typical of office work and maintaining a disciplined way of handling the day. However, he argued that productivity would not have to decrease. Indeed, there is no evidence that productivity has decreased with remote work. If managers or supervisors trust their employees, remote work can be as productive or even more productive than office work, and it could also save employees time and cost of transportation, and allow businesses to reduce the cost of office space and even the ability to be located in less expensive places. It is not something that should be reserved for contingencies like this year's, but it can be adopted permanently.

IV. Lessons for the Future

It is clear that companies need to prepare for contingencies such as the Covid-19 pandemic or the like, including any natural or man-made catastrophes that disrupt normal economic activity.

Scoblic (2020) argued that, in order to create an effective strategy in the face of uncertainty, leaders must institutionalize strategic forecasting, harnessing the power of imagination to build a dynamic link between planning and operations. However, Nohria (2006) warned that in order to prepare for a crisis it is not enough to have plans, but that it is necessary to develop an organization characterized by networks of collaboration, distributed leadership, little interdependence between the units of the organization, dispersed workforce, interdisciplinary trained generalists rather than specialists, and operations guided by simple and flexible rules.

Kanter (2020) stated that companies with a culture of people-first, of listening to stakeholders and serving others, are better able to resurface after adverse cycles with a positive trajectory forward.

Reeves and Whitaker (2020) warned that most of today's companies are managed with financial performance criteria and very few for the purpose of being resilient; that is, being able to overcome traumatic circumstances. These authors recommended that in order to build resilient companies it is necessary to: establish redundant systems, to protect against unexpected shocks; to have a variety of responses to adverse situations; to use modular systems to avoid total system failure; to develop adaptability, i.e. the ability to learn through trial and error; to develop contingency plans; and to align the company at the service of important social needs.

Panetta (2020) mentioned examples of Chinese companies that increased the resilience of their business model by allying with digital giants or successfully leveraging automation.

Jacob ides and Reeves (2020) recommended, when faced with a shock like this, to examine changes in the way people invest their time and money and the effects on the companies involved. Then determine what those changes mean for how one creates and delivers value, with whom one should be associated, and who the customers will be. Finally, you must be ready to put your money wherever this analysis takes you.

Hall (2020) has suggested five changes in digital marketing strategies for future events such as this pandemic: 1) Redefine your business model; 2) Send carefully crafted and appropriate messages for critical situations; 3) Facilitate online purchases and services; 4) Prepare for greater digital interaction with consumers; 5) Analyze and measure everything.

But preparation is not enough. When unforeseen situations occur, they need to be addressed. Kerrissey and Edmonson (2020) highlight the importance of leadership in crisis management such as the Covid-19 pandemic. Based on the examples of Adam Silver, Commissioner of the National Basketball Association (NBA), and Jacinda Arden, Prime Minister of New Zealand, these authors identified four lessons for leaders in any sector: 1) Act urgently; 2) Communicate with transparency; 3) Respond productively to errors; and 4) Get involved constantly and actively in crisis management.

Kanter (2020) suggested three types of actions to be ready for life after the crisis: 1) Set the right tone at the top (the leader should foster open communication and take responsibility) ;2) Stimulate collaboration and initiative; and 3) Orient the organization towards the long-term future.

V. Conclusions

The Covid-19 pandemic has represented a great alteration of economic and commercial activity in

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the world and has adversely affected many people and businesses, but at the same time has allowed us to learn lessons to make companies more resilient in the future and their leaders are better able to prepare them to face similar crises and to overcome them satisfactorily.

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Identification of Factors Affecting the Employability of Information Technology Graduates

By Mihiran Weerathunga & Yashas Mallawarachchi
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Abstract- Graduate employability has been a typical subject among analysts, governments and advanced education frameworks around the globe uniquely in Sri Lanka but also in the world. In any case, while there is a ton of data and various models that advise on graduate employability, Specially what are the weak areas in the current education framework in universities (State and non state) the system change necessarily according to the industry requirements has been constrained exact research around there. Besides, most employability considers have been led in the Sri Lanka and different pieces of the world, In spite of Information Technology (IT) being one of the most looked for after capability by Sri Lankans, regardless it stays indistinct with respect to why numerous IT graduates battle to verify occupations after graduation.

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Identification of Factors Affecting the Employability of Information Technology Graduates

Mihiran Weerathunga [α] & Yashas Mallawarachchi [σ]

Abstract- Graduate employability has been a typical subject among analysts, governments and advanced education frameworks around the globe uniquely in Sri Lanka but also in the world. In any case, while there is a ton of data and various models that advise on graduate employability, Specially what are the weak areas in the current education framework in universities (State and non state) the system change necessarily according to the industry requirements has been constrained exact research around there. Besides, most employability considers have been led in the Sri Lanka and different pieces of the world, In spite of Information Technology (IT) being one of the most looked for after capability by Sri Lankans, regardless it stays indistinct with respect to why numerous IT graduates battle to verify occupations after graduation. This examination gives knowledge into the idea of employability in Sri Lanka, with a specific spotlight on Information Technology. The examination tends to three research questions: What individual variables influence the employability of IT graduates in Sri Lanka? Who is liable for graduate employability in Sri Lanka? In what manner would employability be able to be implanted into Sri Lankan educational programs? The Survey doing covering 3 state universities and 2 non state universities and 2 large multinational companies and one local company in IT sector plus non IT field company which their businesses on Business not in Direct IT field. Results demonstrated that vocation advancement learning, experience (work and life), degree subject information, aptitudes and understanding, conventional abilities, passionate insight, fearlessness and reflection and assessment influenced one's employability. Company Managers, Leads, graduates and scholarly foundations Deans, Lecturers were Interviewed to developed this final conclusion. To install employability into educational programs, Universities need to guarantee that educational plans are adjusted to industry needs, that there is a harmony between the delicate and hard aptitudes instructed and that successful techniques for instructing are being utilized., Universities are likewise urged to fuse experiential learning in their projects and to give appropriate vocation direction guiding administrations to understudies from the get-go in their qualification thinks about, with the goal that understudies can settle on educated choices in regards to profession ways and objectives, and start fitting their abilities in like manner. The exploration adds to the current writing and discussion on graduate employability, and expand the results finding a module to automatically send requirements to the campuses and updates and modern techniques without any times wasting universities can adjust according to this requirement. A Software Application to resolve this problem.

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I. Introduction

Education and Training is a significant basis of estimating the advancement of a nation. It is additionally a key determinant of the riches and flourishing of a country. One of the primary goals of the Education, especially of advanced education, is to get ready understudies to seek after various professions in a nation. University instruction is the center of the advanced education. University should be social organizations which give offices to higher scholarly needs of a network as respects both scholarly information and expert preparing. Thusly, it needs to react to the social yearnings for advanced education and be receptive to social changes as per the Economic Review University as an organization, which shows the whole information and spreads the information. "trade the information", "ensure the way of life", "take care of the social issues as an open administration", "help for the modernization", "train the understudies for the scholastic and proficient areas", "improve understudies' reasoning aptitudes, physical quality, control passionate techniques, comply with the prerequisites, and upgrade the mental aptitude", "Improve understudies' prerequisites, for example, nourishment, settlement, therapeutic offices, direction and at long last the openings for work". Appropriately, it is clear, that the "employability of raduates" is an exceptionally anticipated capacity of a University.

It is said that the significant target of advancing students for advanced education in the greater part, As needs be, practically all Sri Lankan families are having more prominent desire of giving university instruction for their youngsters as a verified way of higher employability. For the most part, graduates are considered as one of the most significant human capital in a nation. They are relied upon to work in a center or top administration level giving administrations to society in different manners. Along these lines, in Sri Lanka, there is an impressive interest for advanced education. Subsequently, Be that as it may, numerous understudies, who are blessed to enter the colleges,

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need to confront various difficulties particularly toward the finish of the graduation in looking for appropriate vocations. be utilized after the graduation. society, compensations while some of them must be jobless and sitting tight for quite a while generally until the administration gives openings. Such graduates will turn into a weight not just for their families yet in addition to the entire nation. The impacts of this would be emerged as dissatisfaction, youth agitation, viciousness, and different types of against social practices.

II. Literature Review

Training is a significant basis of estimating the advancement of a nation. It is additionally a key determinant of the riches and flourishing of a country. One of the primary goals of the Practicing in University, especially of advanced education, is to get ready understudies to seek after various professions. University instruction is the center of the advanced education. University should be social organizations which give offices to higher scholarly needs of a network as respects both scholarly information and expert preparing.

Thusly, it needs to react to the social yearnings for advanced education and be receptive to social changes as per the Economic Review (1983). Newman (1974) as in Senadeera (1997) characterizes college as an organization, which shows the whole information and spreads the information. for example, "direct unadulterated and applied research", "secure the information", "trade the information", "ensure the way of life", "take care of the social issues as an open administration", "help for the modernization",

> "improve understudies' reasoning aptitudes, physical quality, control passionate emotions, comply with the prerequisites, and upgrade the mental aptitude", "Improve understudies' prerequisites, for example, nourishment, settlement, therapeutic offices, direction and at long last the openings for work".

Table 1: Avilable Jobs and job Requirements: Summary of the Survey

Job sector/expected graduates	%	Needed requirements	%
Government	7	IT skill/computer skills	42
Private	78	English/communication skills	63
NGO	15	Training/experience	73
Arts	9	Leadership/decision making	21
Management/ Commerce	39	Team work/Interpersonal skills	45
Science/Engineering	52	Problem solving/Analytical skills	21

Source: Survey data 2007/2008

Appropriately, it is clear, that the "employability of graduates" is an exceptionally anticipated capacity of a University. It is said that the significant target of advancing kids for advanced education in the greater part of Sri Lankan families is to guarantee their employability.

As needs be, practically all Sri Lankan families are having more prominent desire of giving college instruction for their youngsters as a verified way of higher employability. For the most part, graduates are considered as one of the most significant human capital in a nation. They are relied upon to work in a center or top administration level giving administrations to society in different manners. Along these lines, in Sri Lanka, there is an impressive interest for advanced education. Subsequently, acquiring a spot in a national college is an extraordinary challenge for understudies. As a rule, actually the capability along doesn't assist enough with finding work due to the bungle between the interest and the stockpile of the activity showcase. Along these lines, a few alumni must be occupied with unimportant occupations generally under low compensations while some of them must be jobless and sitting tight for quite a while generally until the administration gives openings. Such graduates will turn into a weight not just for their families yet in addition to the entire nation. The impacts of this would be emerged as dissatisfaction, youth agitation, viciousness, and different types of against social practices.

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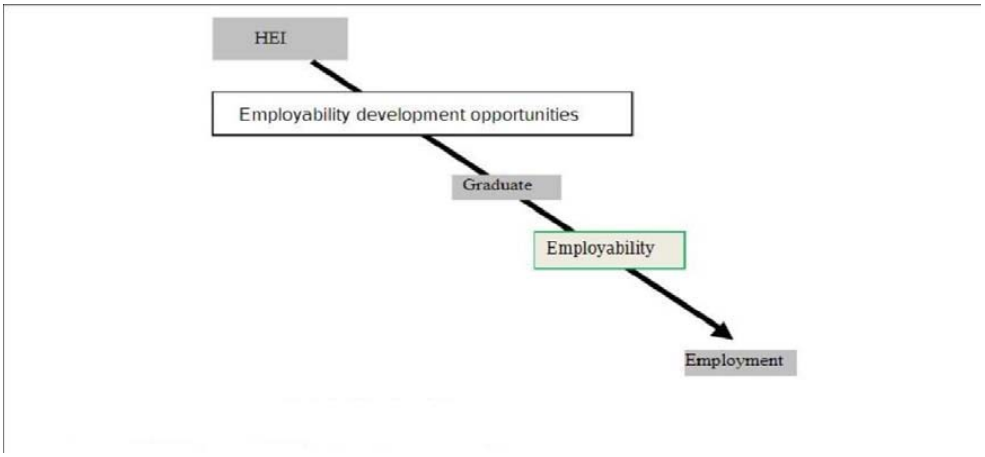
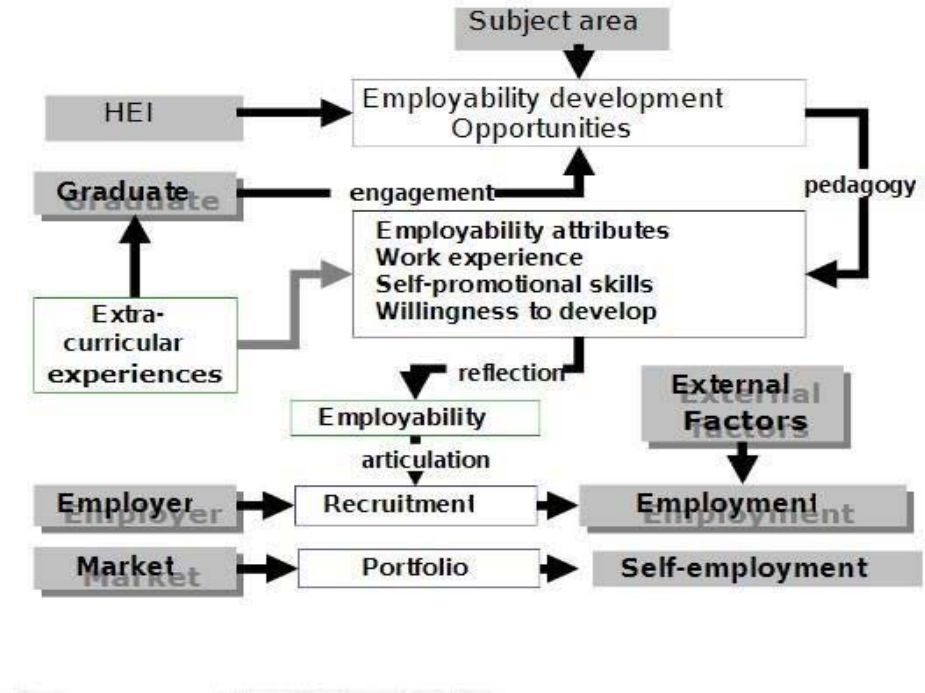


Source: Harvey (2020), employability and diversity

Figure 1: Magic Bullet Model of Emploability

Besides, results of this would win in the public arena as present moment or/and long haul social, social, financial, statistic and political issues. Inside this unique circumstance, it is critical to recognize why graduates can not secure reasonable positions as before long as they drop from University. Also, for what reason is the nation's business division not skilled to assimilate such graduates into the advancement procedure.



Source: Harvey (2020), employability and diversity

Figure 2: A model of graduate employability development

Issue Background and Problem of the Study There is a hole between the abilities required for work of graduate at the passage level and the degree of abilities of passage level alumni work candidates and there is contrast in esteeming each ability by managers and graduates (Central Bank of Sri Lanka, 2003; Davies, 2000; Finn, 2000; Lindsay, 2002; National Science Foundation of Sri Lanka, refered to in Wickramasinghe and Perera, 2010). Further, Swiatek (2000) claims that there are contrasts in the recognitions among graduates

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and bosses on employability abilities in the Australian setting. The degree writing proposes that in today‟s testing business condition the ownership of subject aptitudes alone isn't adequate for another alumni in meeting manager prerequisites and it is vital for them to increase transferable abilities which will improve their possibilities of work (Cox and King, 2006; Fallows and Steven, 2000; Harvey et al., 1997; Warn and Tranter, 2001). Transferable aptitudes allude to certain individual capacities of a person, which can be taken starting with one employment job then onto the next (Cox and King, 2006). The business advertise expects graduates to accompany a scope of abilities notwithstanding their scholastic achievement (Ball, 2003). Along these lines, the focal point of the present investigation is to organize the abilities required for passage level HRM graduate occupations in the point of view of graduates and bosses; recognize the ability hole which rises because of contrasts in the perfect (employers‟ reaction) and genuine expertise level controlled by graduates.

The term employability implies a lot of accomplishments that contain abilities, understanding and individual traits that make an individual bound to make sure about and be effective in his/her picked occupation to the advantage of him/herself, the workforce, the network and the economy (Yorke and Knight, 2004). As Ball (2003) claims, graduates draw in with a decent variety of work, many working in littler endeavors, or on an independent premise and there is expanding proof for the requirement for data about graduates‟ change to work, for the most part in the period not long after graduation, and graduates‟ early professions (Ball, 2003; Connor and Shaw,

2008; Holden and Hamblett, 2007, refered to in Wickramasinghe and Perera, 2010). The writing recommends various definitions for the expression "employability aptitudes" (Yorke, 2006; Davis, Misra and Van, 2002; Hillage and Pollard, 1999; Milne, 2000; Dearing, 1997) what's more, for the most part it very well may be characterized as the capacity of introducing the picked up information, abilities and mentalities. Various examinations have recognized a scope of aptitudes that an alumni ought to have

Which a business for the most part searches for (Hiltrop, 1998; Nanayakkara, 1996; Webb, 1999; Cook, 2003, refered to in Senaratne, 2004, for example, visioning and arranging aptitudes, data education, imagination, authority abilities, collaboration, etc separated from the scholastic information they sustained through college degree framework. Having considered the HRM Scintilla Human Resource Management Journal, 2014, Vol.02, No.01 past research held, the present examination fundamentally center around the critical thinking abilities, relational abilities, relational aptitudes, learning abilities, data innovation aptitudes and adjustment abilities. Henceforth, the present examination explores the view of employers‟ and graduates‟ towards critical thinking abilities, relational abilities, relational aptitudes, learning abilities, data innovation aptitudes and adjustment abilities. Additionally, the investigation essentially endeavors to distinguish the aptitudes that ought to be created in graduates as they are requested by managers in employing them for passage level employments. Research Framework Critical thinking Skill:- Problem explaining aptitude alludes to the capacity of dynamic utilizing information in an inventive, basic and expository way (Senartne, 2004). Wickramasinghe and Perera (2010) contend that the employers‟ level of desire is similarly higher with respect to critical thinking aptitudes than the level controlled by graduates. Thus, the analyst planned theory one as; H1: There is a distinction in recognition among bosses' and graduates' about issue tackling aptitudes. Correspondence Skill:- Communication aptitudes implies capacity to direct compelling oral and composed correspondence (Senaratne, 2004) and oral correspondence was recognized as significant by college teachers (Wickramasinghe and Perera 2010). Subsequently, it very well may be sensibly contended that as college addresses esteem correspondence as a progressively significant expertise, graduates also have a similar recognition. As per Bambacas and Patrick son (2007), in spite of the fact that relational abilities assumed a significant job in managers‟ choice, these were not precisely estimated. Thus, the analyst framed the second speculation as;

H2: There is a distinction in observation among managers' and graduates' about relational abilities. Data Technology Skill:- According to Senaratne (2004), data innovation aptitudes implies capacity to utilize data innovation and it is decidedly associated with HRM employability. As contended by Drucker (1988) data innovation (IT) might be additional threatening to the situation of the center administrator. Further, IT ability is most grounded in data innovation escalated enterprises, for example, banking and protection, just as in enterprises, for example, retail and discount exchange (Falk and Seim, 2001). Henceforth, the scientist built up the third theory as; H3: There is a distinction in discernment among bosses and graduates about data innovation abilities.

a) HRM Scintilla

Human Resource Management Journal, 2014, Vol.02, No.01

Adjustment Skill: Adaptation aptitude implies capacity to grasp change (Senaratne, 2004). There is proof (Ball, 2003) that graduates who are joining innovative ventures need to adjust, alter course and offer adaptable administrations. At the end of the day, managers require higher level of adjustment or adaptability aptitude separated from the scholarly achievement held by the graduates. That is graduates

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may undermine the aptitude of adjustment than it would be required by the businesses. Considering the above proof the analyst built up the theory four as;

H4: There is a distinction in discernment among managers and graduates about adjustment aptitudes. Relational Skill:- According to Barker (2004), there are number of general relational aptitudes that have a significant impact in propelling the profession and working enjoyably with associates, for example, the capacity to work under various types of supervision, the capacity to talk with others in a loose and fearless way, the capacity to deal with analysis, contradiction, or disillusionment during a discussion, the capacity to see things from somebody else"s perspective, the capacity to dole out others to complete explicit errands, the capacity to work agreeably as an individual from a group. Additionally there are numerous relational abilities that are profoundly esteemed by bookkeeping experts (Birkett, 1989, for example, to listen successfully to introduce, talk about and shield sees, to arrange with individuals from various foundations and worth frameworks, to comprehend bunch elements and so forth. The scientist built up the fifth speculation as; H5: There is a distinction in observation among businesses' and graduates' about relational aptitudes. Learning Skill:- „Learning skills" is an extremely wide term used to portray the different aptitudes expected to obtain new abilities and information, especially in a proper picking up setting, for example, school or college (Higgins, Baum field and Hall, 2007). There are noteworthy contrasts in the significance given to learning abilities by managers and graduates (Wickramasinghe and Perera 2010) in IT industry. Henceforth, the analyst defined the 6th speculation;

H6: There is a distinction in recognition among managers and graduates about learning abilities. The contrasts between the degrees of abilities controlled by graduates at the hour of applying for the principal work and the degree of aptitudes expected by the businesses simultaneously. As indicated by Wickramasinghe and Perera (2010), an aptitude hole in graduates can be distinguished by contrasting the graduates" ownership of the abilities when they apply for the first work with the employers" desire for the aptitudes that ought to be controlled by graduates in going after their first position. Additionally a similar research reasoned that the employers" desire

HRM Scintilla Human Resource Management Journal, 2014, Vol. 02, No. 01 about the aptitude level is generally higher than the ability level controlled by the alumni in IT industry. Thus the analyst theorizes the accompanying:

Perspectives of the Graduates Not just because of the issues of the training framework yet mentalities of graduates additionally influence on the joblessness issue (Hettige, 2000). The Presidential Committee delegated to recognize issues of the college framework uncovered that there are three fundamental explanations behind the alumni's joblessness issue, for example, "negative perspectives", "absence of relational abilities", and "absence of English information" (Ministry of Education and Higher Education, 1995). At this point, the majority of degree programs in Management streams have generally been adjusted and the method of conveyance of talks including change of the vehicle of guidance into English has demonstrated an advancement of employability (Wickramarachchi, 2008). Be that as it may, most definitely both the colleges and the financial approaches are missing behind. Graduates by and large expect "government employments", "pensionable occupations", "more significant pay from the earliest starting point", "higher situation toward the start" and so on from businesses. To the extent the "position" and the "notoriety" are concerned, getting a new line of work will be a major issue to graduates. As Hugh et al (1992) accentuated, as the different financial matters, Sri Lanka is additionally extending medium and little scope firms generally, which give more openings for work, be that as it may, graduates want to discover huge foundations. Consequently, attitudinal changes in graduates just as overall population will just dispose of this negative practice. By and large, occupations are accessible either in government segment or non-government associations or in private part establishments. Notwithstanding, most of graduates like to get together with the administration division as it were. The accessibility of employments for graduates in the administration segment foundations in Sri Lanka vigorously relies upon the state approaches embraced by specific ideological group which is in power. In spite of the fact that the present circumstance is to some degree positive right now, pattern is contracting of openings for work for graduates in the open part. Pensionable employments are uncommon among recently shaped openings for work. And furthermore accessible employments are testing, should act naturally propelled to acquire benefits and to arrive at a higher position particularly in the private division. Consequently, there is a critical inconsistency between graduates' vocation desires and the accessible chances. Sri Lankan culture likewise for the most part expects that graduates must have high and respectable occupations. Such profoundly established standards and qualities in the general public dishearten graduates to begin a vocation at a lower level. Additionally a developing cultural disposition viewing some indigenous advancement parts as agrarian division gravely influences on the chance of retaining graduates into certain territories, for example, agro-based occupations and independent working gigs and so forth. As a horticultural nation such perspectives unfavorably influence not exclusively to shrivel the alumni's openings for work yet in addition to the monetary improvement of

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the nation. In this way, as Wickramarachci (2008) has stressed, procedures ought to be made to create "supervisors" and "business visionaries" to decrease the employability issue. Be that as it may, it very well may be Sri Lankan Journal of Human Resource Management Employability of Graduates. 97 brought up that it can't except if such systems are consolidated with appropriate instruments for attitudinal changes too. Managers' Requirements from a Graduate Cold stream (1991) brought up the correspondence and collaboration aptitudes as a portion of the businesses' normal attributes of graduates. Strobart (1991) referenced expansive aptitudes, for example, scientific, inventiveness, numerical information, proficiency, inspiration and initiative characteristics of graduates are extensive factors in work advertise (in Gunawardena 1997). For the private division vocations manual/social/scholarly abilities, information, comprehension and perspectives are a few necessities (Cole, 1993). As indicated by certain investigations in the UK, businesses are thinking about more about assortments of aptitudes than the claim to fame. English modern and business fields need graduates who have different aptitudes and adoptability (CIHE, 1987 as in Gunawardena 1997). As per an examination led among 52 business foundations, 90% of them brought up that most significant nature of an alumni is correspondence aptitude. Then again, actually, Quality of Higher Education study has recognized some other significant attributes, for example, subject information, look into and systematic capacity, entomb individual relations, critical thinking, self-assurance, self administration, dynamic and judgment abilities and so on. Different temperances and abilities that are normal from graduates are, validity, humbleness, dutifulness, believability, thoughtfulness, affectability, participation, dedication, dynamic, straightness, unchangeable, unselfish, new reasoning, authority, quality, hierarchical aptitudes, time the board, abilities of conversation, business information and character and so on. (Gunawardena, 1997). Furthermore, English capability, and IT aptitudes, and so on have been basic determinants of graduates' employability in Sri Lankan associations (Ariyawansa and Perera, 2005). Further, Gunawardena (1991) directed an investigation about the connection among instruction and business openings among 93 delegates of states, semi state and private area in Sri Lanka. It has scrutinized that what variables are considered by businesses while choosing an alumni. Demonstrating the consequence of the British investigation, the most noteworthy rate (34%) of the respondents have called attention to that relational abilities is the for the most part anticipated expertise in choosing graduates for vocations. The other featured characteristics are outside appearance, habits, morals, character, regard to other people, cooperation capacity, relational abilities, authority and so forth. Moreover, 66.7% of government division bosses and 89.6% of private segment managers have stressed the significance of capability of English language. Further featuring the examinations directed by Chamber of Commerce (1999) and Gunawardana's study (1991), Hettige (2000) clarifies a few properties, for example, the capacity to lead a group and capacity to accomplish brings about a brief period, capacity to organize/arrange time gainfully, transparency, constructive reasoning, handy mentality, ready to gain from a cross area of individuals, general information including world affaires, wide intrigue, individual prepping and business behavior are additionally determinants of graduates employability. It very well may be contended that these attributes can't be created by customary showing learning and assessment strategies.

Despite the fact that, the vast majority of the alumni expect government occupations, as indicated by the paper commercials there are numerous employments in private division and NGOs that are 78% and 15% separately in the example. These figures are clear for the idea of decreasing chances of government area and growing open doors in private segment in the nation. The other huge finding is that most of openings for work are for Science/Engineering and Management/Commerce graduates. Out of the inspected all out openings for work 52% are for Science/Engineering graduates and 39% for Management/Commerce graduates. This information will validate that there are less openings for work in present place of employment advertise for regions of Social Sciences and Humanities graduates contrasted and different alumni. Preparing/experience (73%) is the profoundly required factor in the activity showcase. In any case, without having extensive connections with the investigation projects and partners it is difficult to have understanding or preparing for graduates. Then again capability of English (63%) and IT abilities (42%) are additionally extensive prerequisites in the activity advertise. The majority of Management and Science/Engineering qualification programs are led in English medium. Along these lines, understudies have openings and they are constrained to create English capability. Directing degree programs in English medium may create a few troubles for understudies and staff that in any case can be limited. Be that as it may, since a large portion of Arts and Social Sciences certificate programs are directed in Sinhala medium and give offices to learning English independently, understudies' enthusiasm of creating English capability is apparently poor. Consequently, these understudies are relatively less competent in English capability. Further, cooperation/relational relations (45%), is additionally significant factor in the activity showcase. With the exception of these, authority characteristics, and particularly critical thinking and explanatory capacity, are the other exceptionally requested

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necessities of the present place of employment showcase. Graduates must have extra aptitudes, for example, authority characteristics, cooperation/relational relations and particularly critical thinking and investigative capacity, which are profoundly worried in the activity advertise.

Sri Lankan Journal of Human Resource Management Employability of Graduates. 99 Even however the issue of graduates' joblessness is in part a consequence of financial advancement, the general public will in general see it because of nature of the tasks of the college framework. Appropriately, the fundamental issue for the alumni's joblessness relates with the quality and the pertinence of the degree programs. Thusly, the Sri Lanka colleges are currently genuinely urged to assess the degree of importance and nature of degree programs as national training arrangement (www.qacouncil.lk 30.11.2008). Quality and Relevancy of Degree Programs in Sri Lanka In request to redesign the principles of degree programs accessible in Sri Lanka, it is necessary for all advanced education projects to be decided by Quality Assurance Subject Reviewers selected by the Quality Assurance Council of Sri Lanka. This stresses the quality and significance of degree programs under eight (08) between related viewpoints as demonstrated in the accompanying Table. Foundation Interest in instruction gives off an impression of being identified with individuals' achievement in settling on numerous choices concerning their working life. Advanced education, specifically, advances progressively productive dynamic procedures identified with work advertise through the procurement of data that positively affects word related decisions. As a result, the work advertise circumstance of advanced education graduates is better, as a rule, than that of non-graduates through different angles. In this manner, advanced education needs to assume an indispensable job in the economy by supporting the nation's financial destinations just as in diffusing and applying new information and building up a certified indigenous work power. Work power interest is one of the key work advertise estimations in an economy and it gives a sign of what number of individuals of working age effectively captivating in labor advertise. Most of the number of inhabitants in Sri Lanka comprises of ladies yet their interest in the work power has been nearly lower than men. Be that as it may, there is some hole among people interest in labor power and existing insights uncovers that female work power interest is very low. In 2012, the male work power interest was near 66.8 percent while its identical female work power interest remained at 29.9 percent. The interest of ladies in labor power is as yet thought to be low in spite of the fact that it has generously expanded throughout the years. The general joblessness rate is at an immaterial level right now in the nation, despite the fact that it is to some degree high among the informed populace. The most significant actuality is that adolescent joblessness is a lot higher than joblessness among other age bunches in Sri Lanka. Employability of graduates has been a questionable issue in the Sri Lankan work showcase for a significant timeframe. At the point when it comes to sexual orientation, female joblessness rate has consistently been higher than the male joblessness rate. Female alumni employability enthusiasm to open segment turns into a major issue in Sri Lanka since lion's share of graduates are being females. The nation goes through enormous measure of cash to deliver graduates and they are anticipating safe employment from the legislature. This is obvious that, exceptionally, when opening the enrolling graduate joblessness plot, greater part of graduates are tent to enrolling so as to have open part occupations.

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2. Goals
3. The primary target is to comprehend the female alumni employability intrigue. The particular research goals are detailed as follows.
4. To recognize potential determinants influencing female alumni employability in open area occupations
5. To look at the expertise arrangement of the female alumni who went into the open part through the 2012 alumni business conspire
6. To survey the degree of occupation fulfillment among the recently enrolled female alumni out in the open area in 2012

An example of 332 female alumni representatives was chosen on a stratified and basic irregular inspecting premise from populace of female alumni who have joined to the Government Ministries (25%), Offices (15%), District Secretariats (10%) and Divisional Secretariats (half). The rate weighted by considering the complete number of female alumni representatives in various workplace. The study information assembled through an organized survey to recognize the employability determinants of female alumni's representatives and their activity fulfillment in open area occupations. It is utilized as the primary instrument for investigating the effect of the distinguished variables influencing employability of female graduates. The information on factors, gathered and estimated by the utilization of poll has been systematized, measured, broke down and assessed utilizing the Statistical Package of Social Science (SPSS).

b) Methodology for the Research

Universities are likewise urged to fuse experiential learning in their projects and to give appropriate vocation direction guiding administrations to understudies from the get-go in their qualification thinks

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about, with the goal that understudies can settle on educated choices in regards to profession ways and objectives, and start fitting their abilities in like manner. The exploration adds to the current writing and discussion on graduate employability, and expand the results finding a module to automatically send requirements to the campuses and updates and modern techniques without any times wasting universities can adjust according to this requirement. A Software Application to resolve this problem.

To conduct survey research, the researcher needs to use the quantitative method that requires standardized information about the topics of individuals, groups, organizations, there might also be projects, applications, or systems. Correspondingly. Also, research differs from exploratory, explanatory, and descriptive survey type research [2].

After the qualitative and quantitative data are collected and the data need to be thoroughly analyzed by using one of the data analysis mechanism which suits best to predict the outcome of the relationship between the variables to suitable for university and company level.

The analysis technique used in the research to generate the outcome of the research is by using regression analysis based on "Multiple regression principles", where the dependent variable of the question would be the performance of Employability independent variables would be the identified Educational factors.

c) Study Design

The goal of the investigation is to recognize the distinctions of discernment among employers‟ and undergraduates‟ towards employability aptitudes of HRM graduates once graduates are applying for passage level employments. To discover the distinctions in the view of two gatherings, a chain of six employability aptitudes have been recognized. As proposed by the target of the investigation, the inquire about tumbles to a near examination. This is a field study and no counterfeit or made setting was made for the examination. This investigation was simply founded on essential information. The destinations of the examination will be tried by gathering information through the organization of organized polls independently intended for managers and graduates. That is, two various polls will address the view of employers‟ and the impression of graduates‟ towards employability aptitude independently. The example for the examination comprises of 25 students and 25 businesses which is computes an example of 50. The example of students speaks to the last year students of the University of Sri Jayewardenepura, who have just finished modern preparing and who are going to drop. The example of businesses speaks to the administrative and non administrative representatives who speak to talk with boards both in assembling and administration ventures where the students are appended to finish their modern preparing. The example strategy for the review was the stratified arbitrary testing.

d) Measures

In view of the past research discoveries, six employability abilities have been distinguished for the reason for the present investigation to be specific Problem Solving Skill, Communication Skill, Data Technology Skill, Adaptation Skill, Interpersonal Skill and Learning Skill. These employability abilities were tended to by two surveys with five point scales going from high to extremely low. It ought to be noticed that the employability abilities were to be thought about with one another and to put the position. The motivation behind contrasting and afterward positioning was with maintain a strategic distance from a similar position for at least two abilities. The six employability aptitudes were estimated as per their important measurements. Critical thinking ability was estimated utilizing three measurements as characterizing and arranging the issue, communicating the hard boat and building up the theory and with 3 angles (as capacity to assemble data to take care of an issue, capacity of distinguishing issues and issues furthermore, capacity of sorting out data to take care of an issue). Three inquiries were created by the scientist to rank as „very high‟, „high‟, „average‟, „low‟ and „very low‟. Correspondence ability was estimated utilizing two measurements as oral correspondence and composing and with 2 HRM Scintilla Human Resource Management Journal, 2014, Vol.02, No.01 perspectives (construct and keep up relationship and reaction to legitimate undertakings). Two inquiries were created by the specialist to rank as „very high‟, „high‟, „average‟, „low‟ and „very low‟. Data innovation aptitudes were estimated utilizing four measurements as fundamental activities and ideas, profitability, correspondence and research with 12 viewpoints (Print a document to a particular printer, find and open applications, quit applications, make and name envelopes, word preparing, spreadsheets, databases, designs, video, program use and research abilities). Six questions were created by the specialist to rank as „very high‟, „high‟, „average‟, „low‟ also, „very low‟. Adjustment aptitudes were estimated utilizing two measurements as dealing with crises and taking care of work worry with 3 viewpoints (adjusts conduct and techniques in reaction to new data and evolving conditions, complying with time constraints, powerful relationship taking care of with peers in upsetting work circumstances). Three inquiries were created by the analyst to rank as „very high‟, „high‟, „average‟, „low‟ and „very low‟ Interpersonal abilities were estimated utilizing four measurements as mindfulness, enthusiastic insight, administration style and collaboration ability with 7 angles (self c Confidence, individual wellness, social wellness, moving others to act, capacity to produce trust

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and believability, coordinates and works together and composes viable groups). Five inquiries were created by the scientist to rank as „very high", „high", „average", „low" and „very low". Learning abilities were estimated utilizing two measurements as information and understanding, earlier and developing encounters with 2 viewpoints (finding out about ideas, and practices of control and utilizing imagination thinking to face future circumstances). Two inquiries were created by the analyst to rank as „very high", „high", „average", „low" and „very low". Procedures of Data Analysis Information gathered from essential (poll) source were broke down utilizing the PC based factual information examination bundle, SPSS (rendition 16.0). To get the targets of the investigation information enlightening measurements, matched example t-test and one example t-test were utilized. Results To rank the abilities arranged by significance, the mean estimations of the aptitudes were contrasted and one another. Illustrative insights were broke down right now. The outcomes are given in Table.

III. Conclusion

Business needs, desires for managers and college understudies, coordinating boss needs, the nature of employability, global viewpoint on employability and employability as key execution Indicator. The current changing business condition underscore the significance of training for employability, concentrating on the advancement of aptitudes as well as useful experience. At that point, so as to improve upper hand for graduate business, understudies need to create employability aptitudes notwithstanding the obtaining of subject-explicit information and study programs need to recognizing the method for improving that prerequisite. Individual qualities generally required by the businesses are faithfulness, duty, trustworthiness and honesty, excitement, dependability, individual introduction, good judgment, positive confidence, A comical inclination, a decent mentality to work and home life, a capacity to manage weight, inspiration and versatility. In what manner can these traits instruct inside the educating procedure? Will they? Exceptionally would we be able to show unwaveringness, Main aptitudes necessity referenced in contemplates are correspondence, cooperation, critical thinking, arranging and sorting out, innovation, self administration and activity and venture abilities. Huge numbers of the organizations proposed that instructors should audit and redevelop their educational program and change conveyance system to help the improvement of these abilities and qualities.

Bosses revealed that business related experience is a significant thought in enlistment. Sri Lankan Universities previously made a move in this issue and a large portion of the examination progarmmes included temporary position part into their curricular. This program is running effectively and getting advantage by all partners including in this procedure. Yet assets of college alumni of key abilities looked for by managers are inadequate in Sri Lanka. The majority of the nations Universities, government association and bosses have given consideration on distinguishing this abilities prerequisite and Sri Lankan Universities should lead businesses' aptitudes necessity studies to recognize genuine needs, so as to fortifying their alumni's aptitudes. All partners: the legislature, the college framework heads, bosses and graduates themselves must be effectively engaged with this procedure should discover the best approach to improving this expertise. This examination infers that many research ponders have uncovered a steady center arrangement of alluring traits, for example, relational abilities, relational aptitudes and group working, critical thinking, explanatory, basic and intelligent capacity, readiness to learn and keep learning, adaptability and flexibility, chance taking and self-abilities and these qualities are frequently free of the degree subject. Colleges are consolidating extracurricular exercises into their investigation program and changing their subject to create explicit abilities through master.

a) Facilities Required

- To Conduct the research the below-mentioned facilities are required
- Printed Research papers as literature for the research, Online websites which have resources regarding the organizational culture.
- Desktop or Laptop to work with the documentation and research data analysis.
- A4 papers and pens and pencils.
- Expertise help to conduct analysis on the gathered data from the Software tools.

b) Feasibility

The proposed research is written in order to exploit the knowledge on the what are the main Cultural factors which affect the Software firms in Sri Lanka. Also, to identify how each factor affects the performance of the projects conducted by them.

In terms of identifying the research feasibility, in Sri Lanka the scope of software projects conducted should be identified, where the software companies range from small or startup companies, Medium scale, and Large-Scale Companies. For the research project, the identified projects are taken from the Medium scale software companies where the no of employees working in the project teams are taken as the basis for the scalability of the software firms [13]. Accordingly, the companies with employees less than 300 and more than 100 employees working are considered in selecting the software projects, the reason for not considering small-scale software firms is that the proper organizational hierarchy can't be identified in very small software firms,

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and similarly in Large software organizations it is difficult to get the approval from top management to conduct the surveys and to select project teams for the research.

When evaluating the performance of the IT projects, it is measured with the rate of successfully completing the software project on time, quality of the software product, Whether the Is the scope of the software project is well-defined and clear to all stakeholders and based on how much revenue generated from the software projects the performance can be clearly measured [14]. According to the PM Book, the project success or failure relies on the time spent on the project, budget definition and scope definition of the software project. In the proposed research the relationship of the organizational cultural factors is evaluated against the factors which affect the success or the performance of software projects. Based on the identified relationship a framework can be developed which can be applied to software development organization where using the developed framework, the performance of the projects conducted by them can be measured and proper adjustments can be implemented to the organizational culture in Sri Lankan Software firms. Budget.

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Appendices

No	Quality Assurance Aspects	Good (%)	Satisfa-ctory (%)	Not satisfa-ctory (%)	Comments
1	Curriculum Design, Content and Review	65	34	01	Only 01% of the aspect is not satisfactory in all evaluated programs and a higher percentage i.e. 65% is "good".
2	Teaching, Learning and Assessment Methods	64	36	-	This aspect is stronger as none of degree program is having a single "not-satisfactory" judgement
3	Quality of Students Including Students Performance and Progression	72	28	-	This aspect is the strongest among all degree programs
4	Extent of Students Feedback: Quality and Quantitative	43	51	06	A weak aspect since "Good" judgements are less than 50% and having 6% "not-satisfactory" judgements
5	Postgraduate Studies	36	46	18	A weaker aspects in 18% of programs and only 36% is good
6	Peer Observation	15	61	24	The weakest aspect
7	Skills Development	58	41	01	This aspect is considerably strong even though 1% of programs are weak
8	Academic Guidance and Counselling	60	32	02	This aspect is considerably strong even though 2% of programs are weak

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Chômage et Entrepreneuriat en Afrique Francophone: Cas du Bénin, Cameroun, Maroc et Tunisie

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Abstract- In recent decades, the countries of the African continent have recorded sustained economic growth rates. Despite this growth, many economic and social constraints continue to weigh heavily on these economies. This has the consequence of increasing vulnerability, precariousness and unemployment. These countries therefore hardly escape youth unemployment. In this context, entrepreneurship is proving to be an effective solution to this imbalance as more and more the public sector will be more incapable of absorbing job demands. This research takes stock of unemployment in French-speaking Africa and determines the motivations and obstacles to business creation by young people in Benin, Cameroon, Morocco and Tunisia.

Keywords: *entrepreneurship, unemployment, youth, francophone africa.*

GJMBR-A Classification: *JEL Code: M10*



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Chômage et Entrepreneuriat en Afrique Francophone: Cas du Bénin, Cameroun, Maroc et Tunisie

Abdouraman Boubakari [α], Kawther Alimi [σ], Gervais Etchèvègnon Djodjo [ρ] & Soulaimane Laghzaoui [ω]

Résumé- Ces dernières décennies, les pays du continent africain enregistrent des taux de croissances économiques soutenus. Malgré, cette croissance, de nombreuses contraintes économiques et sociales continuent de peser lourdement sur ces économies. Ceci, a pour conséquence, l'augmentation de la vulnérabilité, la précarité et le chômage. Ces pays n'échappent donc guère au chômaged es jeunes. Dans ce contexte, l'entrepreneuriat se révèle comme étant une solution efficace à ce déséquilibre vu que de plus en plus le secteur public se verra plus incapable d'absorber les demandes d'emplois. Cette recherche fait l'état des lieux du chômage en Afrique francophone et détermine les motivations et les obstacles à la création d'entreprise par les jeunes au Bénin, au Cameroun, au Maroc et en Tunisie.

Les résultats montrent que, les jeunes au Maroc et au Cameroun ont 0,8 fois moins de chance de créer que les jeunes du Bénin. De même, les jeunes de la Tunisie, ont 0,6 fois moins de possibilité de créer que ceux du Bénin. Ceci, s'explique par le fait que ces pays présentent des opportunités d'affaires et des environnements socioéconomiques différents. En outre, l'on relève que, au Bénin par rapport aux autres pays, les mesures d'incitations entrepreneuriales s'avèrent plus efficaces.

Mots clés: entrepreneuriat, chômage, jeunes, afrique francophone.

Abstract- In recent decades, the countries of the African continent have recorded sustained economic growth rates. Despite this growth, many economic and social constraints continue to weigh heavily on these economies. This has the consequence of increasing vulnerability, precariousness and unemployment. These countries therefore hardly escape youth unemployment. In this context, entrepreneurship is proving to be an effective solution to this imbalance as more and more the public sector will be more incapable of absorbing job demands. This research takes stock of unemployment in French-speaking Africa and determines the motivations and obstacles to business creation by young people in Benin, Cameroon, Morocco and Tunisia.

The results show that young people in Morocco and Cameroon are 0,8 times less likely to create than young people in Benin. Likewise, young people in Tunisia have 0,6 times less chance of creating than those in Benin. This is explained by the fact that these countries present different business opportunities and socio-economic environments. In addition, it is noted that, in Benin compared to other countries, the entrepreneurial incentive measures are more effective.

Keywords: entrepreneurship, unemployment, youth, francophone africa.

I. Introduction

Le chômage n'est pas un phénomène récent. Les pays africains ont été confronté à ce fléau planétaire. Par ailleurs, ces pays présentent des taux de croissance en augmentation chaque année, mais ne permettent pas la création d'emplois. Dans cette situation, plusieurs jeunes diplômés et non se retrouvent sur un marché de travail ne pouvant pas offrir les possibilités d'emplois. L'Afrique est un continent qui regorge plus des jeunes et semble le plus touché par le chômage de ces derniers (BAfD, 2018). Plus de 50% des jeunes africains sont inactifs et sans emplois et 35% occupent des emplois précaires (BAfD, 2016). Ce constat a poussé plusieurs pays à définir des stratégies visant à faciliter l'insertion socio professionnelle des jeunes sur le marché de travail.

Malgré toutes les initiatives prises par les pouvoirs publics pour faire face au problème de chômage des jeunes, l'employabilité de ces derniers semble jusqu'à présent une équation non résolue. Ainsi, l'entrepreneuriat peut apparaitre comme une des solutions pouvant permettre la création des emplois et des richesses. Ce dernier est donc un marché de forte adhésion sociale dans la plupart des économies africaines.

Les pratiques entrepreneuriales sont aujourd'hui au cœur de plusieurs mesures et stratégies politiques, économiques, sociales et même culturelles pour la plupart des pays africains. Cette promotion de l'entrepreneuriat se trouve encore mal apprécié et produit des résultats contrastés sur le terrain. Quelles sont les motivations entrepreneuriales des jeunes ? Quel est le profil des jeunes entrepreneurs ? En effet, une

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société moderne de nos jours, est celle qui créé des richesses. Dans ce contexte, l'entrepreneuriat se révèle comme étant une solution efficace à cet enjeu. Cette recherche traite de l'état des lieux du chômage et de l'entrepreneuriat en Afrique francophone en partant du cas de quatre pays : le Bénin, le Cameroun, le Maroc et la Tunisie.

Cet article est structuré en trois (03) parties. La première partie présente la revue de la littérature en mettant un accent sur le cadre théorique de référence. La deuxième partie décrit la méthodologie adoptée pour mener cette étude. La dernière partie présente les résultats des analyses tout en distinguant les facteurs déterminants de la création d'entreprise par les jeunes dans une logique de comparaison entre les pays en étude.

a) Revue de la littérature

Cette présente revue va aborder les théories relatives aux comportements entrepreneuriaux en l'occurrence les motivations. La recherche académique révèle d'emblée que le concept d'entrepreneuriat divise plus qu'il ne réunit. L'entrepreneuriat est une notion qui est généralement assimilée à la création d'entreprise et se trouve aujourd'hui au cœur du développement humain. Il est un vecteur du développement économique par la création de richesse ou de valeur, afin d'atteindre une croissance nationale et par là un moyen de lutte contre le chômage. De nombreuses définitions ont été proposées par des chercheurs sous différents angles du concept au fil du temps. Elles marquent, d'une part, l'évolution de ce concept et, d'autre part, la mouvance des préoccupations dans le champ de l'entrepreneuriat, consignant des chercheurs dans des approches de pensée ou des paradigmes différents.

Pour Filion (1997), « l'entreprenariat est le champ qui étudie la pratique des entrepreneurs, leurs activités, leurs caractéristiques, les effets économiques et sociaux de leurs comportements ainsi que les modes de soutien qui leurs sont apportés pour faciliter l'expression d'activités entrepreneuriales». D'après Ahmad et Hoffman (2008) dansl' Organisation de Coopération et de Développement Economiques (OCDE), «L'entrepreneuriat est le résultat de toute action humaine pour entreprendre en vue de générer de la valeur via la création ou le développement d'une activité économique identifiant et exploitant de nouveaux produits, de nouveaux procédés ou de nouveaux marchés ».Ces deux définitions nous semblent adaptées à notre contexte dans la mesure où nous considérons l'entrepreneuriat comme un résultat d'une motivation personnelle afin de générer une valeur ajoutée.

La motivation entrepreneuriale peut se définir en prenant en compte les théories de la motivation argumentées et enrichies par des psychologues et des chercheurs en gestion. Des développements récents dans la définition de cette expression se basent sur le désir de satisfaire certains besoins spécifiques des individus. La théorie des motivations en entrepreneuriat a fleuri et évolué dans le temps.

b) Travaux de Mc Clelland (1961)

Considéré comme le point de départ, cette première façon d'aborder les facteurs à l'origine de l'entrepreneuriat relève de l'aspect psychologique. Dans cette théorie, l'approche la plus communément citée par des recherches sur le contenu de la motivation, est l'apparition du besoin d'accomplissement comme facteur principal de la motivation. D'autres facteurs ont contribué à l'explication de ce phénomène entrepreneurial comme le besoin de contrôle (Internal locus of control), d'autonomie, de création, la propension à la prise des risques, la tolérance à l'ambiguïté et l'estime du soi. Par la suite plusieurs travaux vont nuancer après le fait que les motifs entrepreneuriaux ne sont pas seulement d'ordre psychologique comme le stipulent les considérations premières dont en tête celles de Mc Clelland (1961).

c) Logique de déplacement de Shapero (1975)

Shapero (1975) a contribué à l'explication de l'évènement entrepreneurial en s'intéressant aux facteurs explicatifs du choix de l'entrepreneuriat plutôt que l'autre. Son modèle explique la création d'entreprise comme un phénomène multidimensionnel. Selon cet auteur, en plus des caractéristiques psychologiques du créateur, il faut prendre en compte un certain nombre de facteurs contextuels de nature sociologique et économique. Il met en évidence, les perceptions de déplacement. Ces facteurs sont responsables du déclenchement de l'acte entrepreneurial chez les individus. Ils sont de trois types non disjoints: déplacements négatifs, facteurs intermédiaires et déplacements positifs. L'importance de cette logique a été montrée plus tard par Kirkwood (2009) qui l'a utilisé pour distinguer l'entrepreneuriat d'opportunité de l'entrepreneuriat de nécessité. On ne peut ignorer aussi les travaux de Mucchielli (2001) qui prend en compte la nature et les spécificités de l'entrepreneuriat dans l'étude des motivations.

d) Logique des motivations intergénérationnelles

Les motivations entrepreneuriales dans cette logique sont fondées par les travaux de Neider (1987). L'auteur s'intéresse à des tranches d'âge. Ces travaux ont été confortés par ceux d'Andria et Gabarret (2016). Ce cadre théorique met en évidence les changements de situations selon les âges d'entrepreneurs potentiels. Les travaux de Gbaguidi (2017) viennent en appui à cette considération. Leur développement s'appuie sur «les modèles de référence». On distingue les entrepreneurs de première et de deuxième génération. Selon Gbaguidi (2017), un entrepreneur de première

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génération est celui dont la décision de création d'entreprise n'est pas influencée par un entourage entreprenant. Un entrepreneur de deuxième génération est celui qui a été initié et/ou dont la décision de création d'entreprise est influencée par l'expérience entrepreneuriale d'un parent proche ou éloigné et qui de ce fait, dispose d'un minimum d'aptitude face à la création d'entreprise. Plusieurs travaux (Gbaguidi, 2017; Giacomin et al., 2007; Wagner, 2005; Morales-Gualdrón et Roig, 2005; Amit et Muller, 1995) ont montré que le contact avec des entrepreneurs motivent aussi à l'entrepreneuriat.

Après avoir présenté le cadre théorique permettant de distinguer les facteurs susceptibles de développer un comportement entrepreneurial, il convient à l'instant de préciser la démarche méthodologique retenue dans le cadre de cette étude.

II. Méthodologie

En s'appuyant sur les acquis théoriques sur les motivations entrepreneuriales, la méthodologie adoptée pour cette étude s'inscrit dans la démarche allant de la collecte des données aux analyses basées sur des outils statistiques appropriés. En effet, la collecte des données est faite à partir d'un questionnaire élaboré et adapté au contexte des pays en étude (Bénin, Cameroun, Maroc et Tunisie). Ce questionnaire est structuré autour de trois parties. La première partie concerne les caractéristiques socio démographiques des jeunes, la deuxième quant à elle porte sur le comportement entrepreneurial et enfin la dernière évalue le niveau de connaissance de l'entrepreneuriat par les répondants.

La taille de l'échantillon est répartie ainsi qu'il suit : 183 répondants au Bénin, 152 au Cameroun, 455 au Maroc, et 102 en Tunisie. Soit un échantillon global de 892 répondants. Les données recueillies ont été traitées à l'aide des logiciels SPSS (Statistical Package for Social Science) et Stata 11. Les outils d'analyses utilisés sont les tris simples et croisés, et la régression binaire logistique. Après cette brève présentation de la démarche méthodologique de cette étude, il est à présent lieu de passer aux résultats obtenus des analyses conséquentes.

III. Résultats et Discussions

a) *Croisement entre variables*

i. *Création ou reprise d'entreprise par les jeunes*

L'analyse est faite à partir de certaines variables socio démographiques susceptibles d'avoir un impact sur la décision d'entreprendre des jeunes. En effet, il s'agit de préciser les spécificités des variables pouvant permettre de comprendre le comportement entrepreneurial de ces derniers. Sur l'ensemble, 16,3% des jeunes ont déclaré avoir créé ou repris une entreprise soit 145 sur les 892 répondants. En ce qui concerne chaque pays, 27,3% de jeunes au Bénin, ont créé ou repris une entreprise contre 17,8% au Cameroun, 12,5% au Maroc et 10,8% en Tunisie.

b) *Création selon le genre et l'âge*

Pour l'ensemble des pays, 21,7% des jeunes hommes contre 9,5% des jeunes femmes ont déclaré avoir créé ou repris une entreprise. De plus, sur les 145 jeunes ayant créé ou repris une entreprise, la proportion des jeunes hommes est de 73,8% contre 26,2% des jeunes femmes. Les jeunes hommes au Bénin représentent 31,1% des créateurs d'entreprise contre 20,1%, 17,7% et 12,5% respectivement au Maroc, au Cameroun et en Tunisie.

La tranche d'âge de 20-24ans semble la plus dominante en matière de création dans l'ensemble. C'est ainsi, au Maroc que l'on retrouve plus des jeunes de cette tranche d'âge ayant déjà créé ou repris une entreprise avec 98,2% contre 96,3% ; 96% et 90,9% respectivement au Cameroun, au Bénin et en Tunisie.

c) *Création selon le domaine et le niveau de formation*

Dans l'ensemble, 62,8% des jeunes ayant fait les filières sciences économiques et de gestion ont créé ou repris une entreprise. La même situation est observée pour chaque pays. Les jeunes suivant les formations dans ces filières sont plus entreprenants que leurs camarades des autres filières, notamment ceux qui ont le niveau BAC+3 et BAC+5 avec les proportions suivantes 30,3% et 22,5%. Ceci peut trouver une raison fondamentale dans la mesure où ces deux niveaux marquent une fin de cycle de formation.

IV. Création Selon le Lieu D'habitation

En s'intéressant au milieu de résidence des jeunes ayant déjà créé ou repris une entreprise, il ressort que pour l'ensemble des pays considérés, 82,8% des jeunes résidant en milieu urbain. Les jeunes en milieu urbain trouvent plus d'opportunités en matière de création d'entreprise que ceux du milieu rural dans chaque pays.

a) *Intention entrepreneuriale des jeunes*

L'intention de création, un mobile qui précède l'acte de création, peut aussi constituer un facteur déterminant du processus de création d'entreprise par les jeunes. De façon générale, seulement 9,6% des jeunes n'ont pas l'intention de créer. Les 90,4% d'entre eux manifestent un intérêt pour la création et seulement 35,2% sont indécis.

b) *Intention selon le genre et l'âge*

Comme relever parmi les jeunes ayant créé ou repris une entreprise, que les jeunes hommes sont plus enclins à la création que les jeunes femmes. Il en est de même concernant l'intention de créer par ces jeunes. Il ressort que dans l'ensemble, la proportion des jeunes hommes ayant une intention de création est de 59,5%

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contre 40,5% pour les jeunes femmes. C'est le même constat qui s'observe pour les trois pays à l'exception de la Tunisie.

De façon générale, c'est la tranche d'âge de 20-24 ans qui est la plus dominante avec 88,8% des jeunes ayant une intention de créer une entreprise. Celle-ci regroupe des jeunes plus proches de fin de leurs études et se trouvent dans une situation de se lancer à la recherche d'emploi ou s'auto employer. Pour l'ensemble des pays en étude, on déduit que la majorité des jeunes hommes entre 15-24 ans n'ayant pas encore créé une entreprise ou repris une affaire existante affirme vouloir le faire.

c) Intention selon le domaine, le niveau de formation et la catégorie socio professionnelle

Les résultats montrent que 63,4% des jeunes ayant une intention de créer sont issus des filières sciences économiques et gestion. Les autres filières d'études sont moins représentées parmi ces jeunes manifestant un intérêt à la création d'une entreprise.

Dans l'ensemble, les jeunes de niveau BAC+3 et BAC+5 ont plus l'intention de créer des entreprises que ceux des autres niveaux avec une proportion cumulée de l'ordre de 47,9%. Plus de 50% des jeunes ont une intention d'entreprendre pour les niveaux d'études retenus sauf ceux ayant un niveau inférieur au BAC (46,5%).

Il ressort que, les jeunes de toutes les catégories socio-professionnelles ont une intention de création avec une proportion non négligeable allant au-delà de la moyenne, soit 55,1%. De plus, on observe que 59% des chômeurs de moins de 12 mois ont l'intention de créer contre 49,4% chez leurs homologues de plus de 12 mois. Par contre, chez les étudiants, aussi 53,9% ont l'intention de créer contre 53,1% et 50,4% respectivement pour les fonctionnaires et les salariés.

d) Intention selon le lieu d'habitation

Considérant le milieu de résidence des jeunes par rapport à leur intention de création, il ressort que les jeunes en milieu urbain ont plus l'intention de créer que ceux du milieu rural. Les proportions sont respectivement de 82,3% contre 17,7%. En ce qui concerne les indécis, les proportions d'intention sont presque identiques, soit 80,3% contre 19,7%.

e) Régression logistique binaire

Ces résultats concernent l'estimation du modèle logistique binaire de la probabilité de création selon un certain nombre de caractéristiques. Il s'agit entre autres de la tranche d'âge, le niveau de formation, le genre, le milieu d'habitation… Ce modèle a été estimé pour l'ensemble des quatre (04) pays avec une taille de 892 observations et contrôlé par une variable « pays d'origine ». Ensuite, le second modèle tient à l'explication de la probabilité de création pays par pays.

V. Résultat de L'ensemble Par Pays

A l'issu de la régression, il ressort que la « probabilityvalue » associée à la statistique de Khi-deux est de 0,000 pour le modèle d'ensemble, celui-ci est globalement significatif. De plus presque toutes les variables sont significatives à l'exception du milieu d'habitation. Dans l'ensemble, les variables telles que le genre, l'âge, la formation à l'entrepreneuriat, la formation à l'étranger et aussi la connaissance des institutions d'accompagnement expliquent mieux le comportement entrepreneurial des jeunes de l'étude. En effet, pour la variable genre, son coefficient est positif et avec une probabilité de 0,01. Elle a un effet positif et significatif sur la création d'entreprise. Les jeunes hommes ont 2 fois plus de chance de créer d'entreprise que les jeunes femmes dans l'ensemble. Par rapport à l'âge, c'est la tranche d'âge de 20-24 ans qui a plus de chance de créer que celle de 15-19 ans avec une probabilité de 0,008. Il en est de même pour les jeunes ayant suivi des formations ou sensibilisations en entrepreneuriat, ces derniers ont plus de possibilité de créer une entreprise. Avoir suivi une formation à l'étranger est aussi significatif dans le modèle et permet aux jeunes de passer à l'acte entrepreneurial.

Enfin, il ressort de ce modèle que, le pays d'appartenance, a un effet significatif sur la création d'entreprise. En contrôlant cet effet avec le « Bénin » comme référence, on note que les coefficients associés à l'effet pays sont négatifs pour tous les pays avec respectivement 0,2% ; 5,5% et 3,8% de probabilité pour le Maroc, le Cameroun et la Tunisie. Ainsi, l'effet pays est significatif à 5% sauf pour le cas du Cameroun où il l'est au seuil de 10%.

VI. Explication de la Création Selon le Pays

Il est important de préciser que les estimations de la Tunisie n'ont pas été concluantes du fait de l'insuffisance du nombre d'observations. Avec le Bénin, la probabilité associée à la statistique de Chi-deux est de 0,19%, ce qui est inférieure à 5%. Mais en ce qui concerne les variables du modèle, seule la formation à l'entrepreneuriat a été significative pour le compte du Bénin. Avec un coefficient positif, la probabilité associée à cette variable est de 0,5%. Il ressort que les jeunes au Bénin qui ont suivi des formations en entrepreneuriat sont 3,2 fois prédisposés que leurs homologues qui n'en ont pas suivi.

Pour le compte du Cameroun, le modèle est globalement significatif mais au seuil de 10%. Parmi les variables du modèle, seule la connaissance d'institutions spécialisées dans l'accompagnement à l'entrepreneuriat qui semble avoir un effet significatif au seuil de 10% sur la création d'entreprises chez les jeunes. A ce seuil, les jeunes ayant connaissance des

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programmes et institutions sont 2,6 fois plus enclin à la création d'entreprise que leurs homologues ne l'ayant pas.

Lorsqu'on considère les résultats du Maroc, le modèle est globalement significatif au seuil de 5%, car la probabilité associée à la statistique de Chi-deux est de 0,0000. De plus, le genre et le fait d'avoir suivi une partie de sa formation à l'étranger de plus de trois mois sont déterminant dans la création d'entreprise par les jeunes (2,5 fois plus de chance à la création que les autres). Les coefficients de ces deux variables sont positifs avec respectivement 0% et 4,9% comme probabilités. Ainsi, les jeunes hommes ont 3,3 fois plus de chance que les jeunes femmes à créer une entreprise.

VII. Discussions et Implications Managériales

a) Discussions

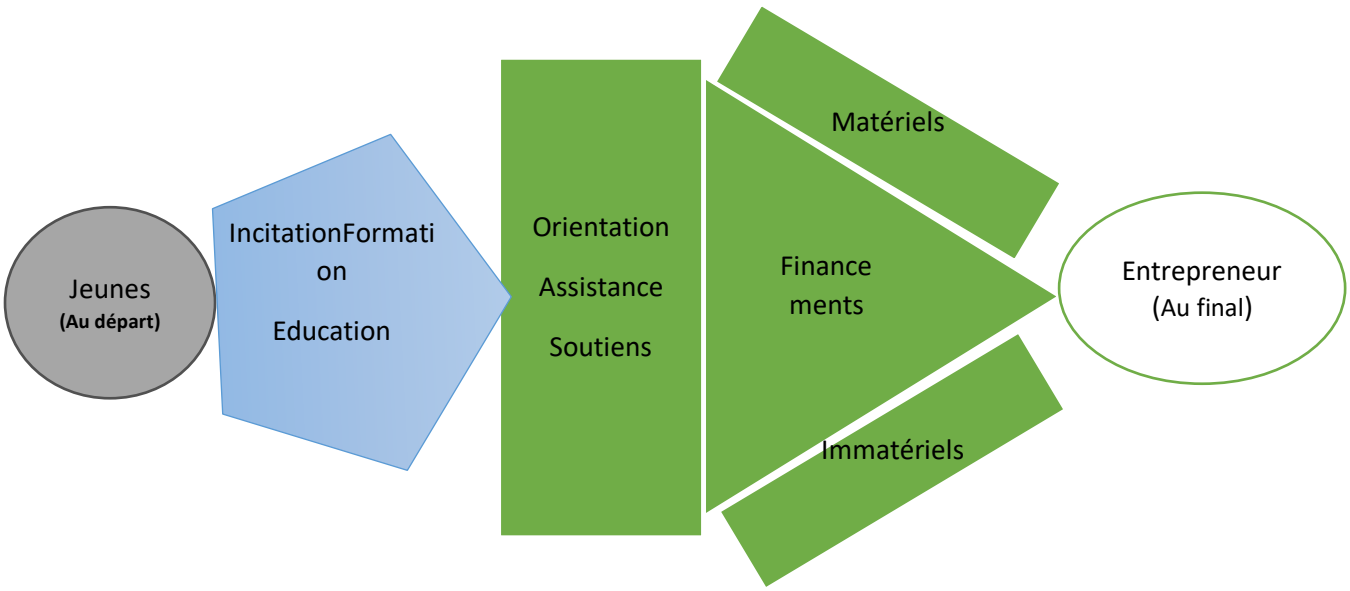
Selon les résultats, les jeunes hommes sont plus entreprenants que les jeunes femmes. Ces résultats sont conformes à ceux du Global Entrepreneurs hip Monitor (GEM, 2017) dont les conclusions montrent que les hommes sont plus entreprenants que les femmes. Par exemple, au Maroc les hommes ont trois plus de chance que les femmes à créer des entreprises. Dans un contexte plus particulier, celui des étudiants, Boissin et al. (2007) confirment que les jeunes étudiants ont plus l'intention de créer et sont plus attirés par la création d'entreprise que les étudiantes. Sur le plan comportemental, ceci s'explique d'abord par l'aversion au risque couplée à un certain nombre de limites propres à la gente féminine. Pour le financement classique auprès des établissements financiers nécessitant une caution ou une garantie d'engagement pour l'obtention d'un prêt, les femmes rencontrent plus de difficultés que les hommes (Coleman, 2000).

Dans le cadre de cette étude, l'âge est aussi déterminant. On constate ici que les jeunes de 20-24 ans sont plus entreprenants que ceux de 15-19 ans. En Afrique, la répartition des tranches d'âge des jeunes est contextualisée par des études et désigne des jeunes entre 15 ou 18 à 35 ans (Chigunta et al. 2005; Gough et al, 2013).

Le fait que les jeunes aient suivi des formations spécifiques à l'entrepreneuriat est un déterminant significatif dans la création. Comme dans le cas des travaux de Boissin et al. (2008) et Arlotto et al. (2012), les formations et les sensibilisations àl'entre preneuriat modifient non seulement leurs intentions au travers de la désirabilité, mais aussi leur faisabilité entrepreneuriale.

b) Implications managériales

Les résultats de cette recherche ont montré qu'en matière de promotion de l'entrepreneuriat des jeunes en Afrique francophone, il reste assez à faire. Eu égard à ces résultats, il s'avère indispensable de coupler des actions de transformations des structures macroéconomiques afin de les rendre attractives et plus créatrices d'opportunités d'affaires, notamment pour la gente féminine. En outre, il s'agit de procéder à la mise en place des mesures méso et microéconomiques d'incitations et d'accompagnement des jeunes. En conséquence, les déclinaisons sont proposées en retenant les grands axes comme schématisé ci-dessous :



Eléments basics de promotion de l'entrepreneuriat des jeunes

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Il est important que l'entrepreneuriat commence par être enseigné aux jeunes dès les bas âges, afin de les familiariser aux réalités entrepreneuriales. Il faut également, faire une réforme des programmes de formations entrepreneuriales en insistant sur les contenus de formation et leur mise en œuvre. Ceci permettra d'améliorer le niveau de désirabilité et de faisabilité entrepreneuriales des jeunes. Enplus des formations académiques d'enseignement de l'entrepreneuriat, un renforcement des programmes par des structures spécialisées en accompagnement entrepreneurial est souhaité.

Cette vague d'actions va permettre d'avoir un jeune motivé et incité à entreprendre. Pour que ces derniers ne perdent pas ces acquis, une seconde vague de mesures en termes d'orientation, d'assistance et de soutiens est indispensable. Elle consiste à travailler l'idée, sa nature, sa faisabilité, ses contraintes, son adéquation avec les compétences du porteur de projet, tout en lui faisant découvrir ses capacités, ses talents, ses compétences afin d'améliorer son degré de confiance en soi. Une certaine solidarité est recommandée à la phase de création afin d'aider les jeunes porteur d'idées de réaliser leurs projets.

VIII. Conclusion

En guise de conclusion, on peut retenir que sur l'ensemble de l'échantillon de l'étude, que seulement 145 entreprises créées ou repris par les jeunes. En effet, ceux-ci sont des jeunes hommes, dont la tranche d'âge est comprise entre 20-24 ans, issus des filières sciences économiques et gestion, ayant les niveaux d'études de BAC+3 et BAC+5 et résidant en milieu urbain. Par ailleurs, l'on s'est intéressé aux groupes des jeunes n'ayant pas encore créé sur leur degré d'intention d'entreprendre. Ainsi, les jeunes encore en phase amont du processus entrepreneurial de cette étude sont tout de même attirés d'une façon ou d'une autre à la création d'entreprise. Ceux-ci sont des jeunes hommes, avec une tranche d'âge de 20-24 ans, ayant un niveau d'études de BAC+3 et BAC+5, résidant en milieu urbain, des chômeurs et étudiants et issus des filières sciences économiques et gestion.

De par les résultats obtenus de la régression logistique, on peut conclure que les jeunes au Maroc et au Cameroun ont 0,8 fois moins de chance de créer que les jeunes du Bénin. De même, les jeunes de la Tunisie, ont 0,6 fois moins de possibilité de créer que ceux du Bénin. La significativité de cette variable montre qu'en réalité, il existe assez de différences quant aux opportunités entrepreneuriales dans ces pays en étude. Cette probabilité de création dépend donc du contexte de chaque pays. Ainsi, on constate à travers ces résultats que les pays ont quelques spécificités qui influencent les possibilités de création d'entreprise par les jeunes. Par ailleurs, plusieurs variables d'intérêt sont restées non significatives telles que l'âge, le milieu d'habitation... Toutefois, ces différents résultats méritent d'être approfondis auprès d'un large échantillon.

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How Covid-19 Affects the Recruitment Process: The New Normal Approach

By Michael Vincent B. Sakai

Abstract- The COVID-19 pandemic is affecting the workings of the public sector. The economy has fallen into a recession, which will inevitably have a huge impact on how government sector recruit new talent. At the same time, many familiar methods, such as face-to-face job interviews, are now being replaced with more innovative approaches by adopting new normal hiring processes to facilitate interactions.

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I. Introduction

This study will tackle related experiences in hiring in the midst of a crisis that is characterized as volatile, uncertain, complex and ambiguous. Alternative work home arrangements and the mandated social distancing protocols is a continuing challenge to find applicant-candidates with right competences to fill the necessary positions in the government bureaucracy. Government institutions are now forced to re-pivot its handle hiring processes in navigating these tricky times.

The Covid-19 coronavirus went from an outbreak to a full-on global pandemic. Economies around the world are in recession; our societies are trying its best to function to deliver services to its population; and for your typical 'nine-to-five' employee, daily life at the office has been replaced with a work-from-home arrangement. The general public is slowly edging towards confining themselves to their homes and this spells trouble for businesses and institutions across all sectors.

Despite the fear and uncertainty surrounding humanity's latest global challenge. Employment rates, (which hit historic highs at the end of 2019), are expected to dip in the coming months. Due to fund constraints, government institutions may consider postponing their hiring process until the situation improves. Government operations serves as a fulcrum during the pendency of the COVID-19 – 19 pandemic. It has to ensure that government workers are well protected from the virus, on one hand, and to gradually open up the economy, on the other hand.

There are creative ways in filling up vacancies that can be applied as a human resource practitioner.

The hiring process may look different now from what we are used to: with in-person interviews or conversations needing to shift to zoom, Google meet or video chat. There is also a need to adopt the recruitment practices to keep candidates pipeline full, meaning, make a pool of applicants where the agency can choose. This will provide you with data/information where it can implement will help the agency effectively recruit, hire and on-board new employees as a remote team. This will also help the government agency to continue its recruitment functions in tapping talents that can fill our staffing needs. Strategies:

1. Proper publication of the vacancy/ies.
2. Have a detailed employee recruitment procedure.
   - Include all necessary information, such as time, date and who will call whom
   - Provide a link to the video meeting
   - Tell them whether this position is permanently or temporarily remote
3. Be realistic in your offer.
4. Prioritize remote working skills.
5. Utilize your existing candidate pool.

II. Discussions

a) Job Interviews Cannot Be Handled Face-to-Face

All over the world, government institutions are making arrangements for their employees to work remotely from home. The goal is to prevent unnecessary travel and face-to-face interaction. Thus, job interviews cannot be held in the office but rather via zoom or Google meet or whatever platform is available.

b) On boarding New Employees

We are living extraordinary times, but we still have new employees starting at our offices who we need to onboard. It is not so simple to provide a great on boarding experience without meeting face-to-face or giving a tour at the office. Yet, it is possible with proper infection control protocols being practiced at the office.

c) AI-powered Job Outreach Tools and Analytics

The need for HR to step up their game and also ensure a sound remote work experience for existing employees while ensuring vacancies are filled using remote processes demands better HR tools to help with job outreach and identification of candidates. Companies are now also looking at investing in Analytics tools to help scan several candidates and help shortlist the most relevant few based on specific keywords and skills sets so that they can achieve their hiring goals while maintaining their existing HR functions well during a remote work schedule.

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d) Layoffs, Fewer Available Positions, and More Open Applications

Layoffs lead to more people being unemployed, which is a very unfortunate situation. Thus, there will be more candidates applying for jobs. With more unqualified applicants and fewer positions available in the government bureaucracy, there will be more open applications among potential applicants which usually results to unemployment.

e) People Will Be Less Open to Changing Jobs

During crisis or pandemic, the best employment agency is the government sector. Government employee's mindset is to value security over uncertainty during the crisis. Sourcing potential candidates can become difficult if their functions are exposed to a high rate of infection. Considering that government employees are guaranteed of their security, their productivity levels during pandemic declines.

III. Conclusion

Given the negative impact of the pandemic to society relative to human resource management, it is important to note that as the world adapts to the new normal, recruitment for the right person with the appropriate competencies is essential for the success of any agency.

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Propelling Sales in Adverse Condition in a Distribution Company: A Literature Review

By Vincent Bien G. Ng

Abstract- With the growing and numerous distributors that compete in the market, the distribution company is measured on how it can propel sales in a regular or adverse condition. The salespersons and other related personnel of the company are accountable for delivering the sales to customers. The goal of this review is to evaluate issues encountered when propelling sales in the adverse conditions in a distribution company as it examined articles posted in on-line international journals from 2013 to 2020. It focuses on the findings of some articles when propelling sales in adverse conditions, particularly the accountability of the personnel in the Sales organization.

Keywords: *adverse condition, distribution company, propelling sales, sales.*

GJMBR-A Classification: *JEL Code: M00*



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Keywords: adverse condition, distribution company, propelling sales, sales.

I. Introduction

This study aims to focus on sales in a distribution company and address issues when propelling sales in normal and adverse conditions. Distribution companies in the context of this paper are those who import their raw materials and products from different suppliers. The business units that import these materials sell them to their customer and maximize potential margin as much as possible. Chatterjee A., Rong M. (2019)

Obtaining the products can happen thru regional purchasing or from a local business unit to address the customer's requirements. These materials will be converted and distributed to their customers and consumers who will use their end products. Provided that these distribution companies can build their infrastructure, personnel, offices, warehouses, and technical capability, it is still necessary to determine personnel accountability to deliver the customer's order. (Ross D. F. 2015)

Support functional groups like administration, sales coordinator, imports coordinator, collector, warehouse personnel, delivery personnel, and other personnel interrelated with the sales process should be accountable and understand their scope of responsibilities to secure the delivery, Kuo, Stewart, (2017).

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II. Discussions

a) Sales Strategy

The Sales Strategy of a business unit is part of the budget planning before the next fiscal year. These business strategies are studied together with the management, which includes the sales forecast, cost of goods, other expenses, commissions, capital expenditures, headcount requirements, and any related expenses that will affect the income of the business unit budget. Cheng, C.S.A., Chu, K.C.K. & Ohlson, J. (2020).

Substantial growth and market share are key elements to maintain your position as a leading distributor. You can propel your sales with quality products, branded suppliers, and most of all, competitive pricing. (de Almeida, M.I.S., Porto, R.B., Coelho, R.L.F., 2017).

The proper planning from the beginning should be in place for you to meet your objectives. You may strategize it together with your team and other internal parties to meet your sales objective. For any changes, revision, and unmet objectives, alignment of actions and strategy will be the next activity. (R de Graaf, 2019).

As discussed in the paper of O'Connor, N. G., and Wu, A. (2020), these procedures of Plan Do Check Action (PDCA) will provide you proper planning, doing the activities, checking or monitoring the activities, and action to adjust the plans to meet your objectives.

In Sales and Operations Planning, the effectiveness and efficiency of a plan is being measured. It also helps the organization to measure the capability of the planning with transparency, Hulthén, H., Näslund, D. and Norrman, A. (2016). Roscoe, Subramanian, Prifiti, Wu (2020) explained that the main objective of sales planning is to maximize operational efficiency and to make the business more profitable.

Attributes like finding new clients, making marketing sales tools, and a highly competitive environment improve a salesperson to be more active and efficient as indicated in the research of Evgeni and Todorova, Gergana (2017). Arnette and Wittman (2014) identified that marketing success could be met with thorough knowledge and exchanges of discussion with other sales and marketing business units. Thus, the investment of the correct individual will result in meeting the desired work output, Paleri P. (2018).

It is explained in the paper of Spillecke S., Brettel M. (2017), that challenges in the new selling

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environment of the salespeople encourage to improve inter-relation with other stakeholders thru communication. With this, top-level sales executives should continuously guide, uncover the opportunities, review, and revised the necessary process together with their team to propel sales in adverse condition, Cron, W.L., Baldauf, A., Leigh, T.W. et al. (2014).

Same with the research paper of Hartmann, N. N., Lussier, B (2019), due to severe changes and implementation of organizational changes, sales company needs to be flexible and address the impact of these changes.

b) Accountability in the Sales Workplace

Salespersons are considered assets by the company and valued for their experiences, soft skills, and capabilities to deliver sales through customer relationships. (Pullins E. B., Roehm M., Roehm H., 2015). In the research of Bachrach D. G., Mullins R.R., Rapp A. A. (2017), salesperson securesto improve customer experience and continuous improvement.

As per Becerra E.P. (2015), he explained that accountability influenced the outcome of the decision and process. Process accountability should be in place and do the decisions with unbiased behavior, Moser, Wolff, Sourcek (2020). In the published paper by Su, Y and Chen, L (2014), Struggle experiences will help you compete and proceed with the correct path during the market downturns. In like manner, Fred Miao C., Evans K. R. (2015) showed the selling effort for less experienced salespeople are more complicated than more experienced salespeople. Thus the organizational leaders need to provide the correct Management Control System (MCS) that will balance the decision as per requirements, Schäffer, U., Strauss, E. and Zecher, C. (2015). In the research paper of Hulstijn J., Burgemeestre B. (2015), is explained that it is necessary to have open communication and accountability if you are one of the process owners to close the issues as your social values of transparency.

Transparency and accountability play a big part within the sales company, particularly when propelling sales in adverse condition to achieve delivery of products thru the business process, internal controls, and other factors affecting the process, Hulstijn J., Burgemeestre B., (2014). With the two types of Accountability: Vertical Accountability and Horizontal Accountability. Vertical Accountability is the processes with the business units or department where the Horizontal Accountability is considered as co-equal accountability among different department and act as horizontal accounts, Sakib N.H. (2020). The necessity to provide correct information with other stakeholder, same understanding, and update, Yao J., Chen S., Levy D. (2014).

On the other hand, the research paper of Bonilla-Hernández A.L. (2020), explained that due to fear and punishment, the accountability of each person in any process was affected because of a lack of knowledge about their responsibility. Baldoni M., Baroglio C., Boissier O., May K.M., Micalizio R., Tedeschi S. (2018), it is possible to provide specific areas of responsibilities to each employee that will connect to other stakeholders to achieve their goals.

To understand the accountability capability, company leaders should design a role competency matrix that will help align the process owners to understand their targets. This will help employees to conduct the business process at their own capability with accountability. Kuruba M. (2019). It can be measured thru analytical, technical, educational, and experienced-based capability, Madhavi T., Mehrotra R. (2019).

In propelling of sales in an adverse condition, such as competency to deliver the sales are vital to the distribution companies that will make the company sustainable in short, mid, and long-term situation. Chowdhury, M., Sarkar, A., Paul, S.K. (2020).

c) Digitalization in Sales

Technology is another area that needs to be checked and considered. It provides a major role for both interested parties from the proposal up to the product delivery. The sales professionals can improve their efficiency, by monitoring the Customer Relationship Management (CRM) tool, Rodriguez M., Yim F. (2015). It also supports venues like virtual meeting with your customer and within the organization, Winarsih, Indriastuti M., Fuad K. (2021). In the research paper of Saavedra C.A. (2016), there are still customers who require technical support and customer visitation to address their concerns.

With some limitations of virtual meetings, salespersons tend to do more on talking and explaining the presentation rather than having a good chat with the customer, highlighting the product value and discussing the product features and benefits, Davies I.A., Meunier-Fitz Hugh K. L., Ryals L. J. (2015). Some customers still prefer to have a face to face discussion with the salesperson to address his inquiry rather than discussing on the mobile phone or virtual meeting, Kaptein M., Parvinen P. (2015).

Given that Customer Order has been placed, the processing is still a question. It will be processed and passed to different processes to realize the sales, Hase S., Busch C. (2018). In the literature review of Luszczak A. (2019), it explained that customer orders should follow the sales process starting from customer requirement, price quotation, sales order, delivery, invoicing, and collection of payment.

In the research paper of Hase S., Busch C. (2018), he included the vital role of sales service, back-office support and successful teamwork to propel sales in normal or adverse conditions.

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III. Results

The articles reviewed showed that affecting the performance of sales in various conditions. However, the literature reviewed showed insufficiency of studies on propelling sales in the different process of the Distribution Company. The factors both from Sales Strategy and Accountability are the very important subject matter of the study. Further studies on the different areas to propel sales in a Distribution company are recommended that will affect the different levels of personnel in the organization.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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



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

Title page:

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

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

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

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

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

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

Approach:

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

Introduction:

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

The following approach can create a valuable beginning:

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

Approach:

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

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

Procedures (methods and materials):

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

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

Materials:

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

Methods:

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

Approach:

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

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

What to keep away from:

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

Results:

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

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

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



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Content:

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

What to stay away from:

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

Approach:

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

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

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

Figures and tables:

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

Discussion:

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

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

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

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

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

Approach:

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

Describe generally acknowledged facts and main beliefs in present tense.

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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

Accomplish · 3
Aspirations · 3, 4, 5, 7, 16

C

Characteristic · 4
Congruent · 4

D

Disruption · 20

E

Entrepreneuriat · 2, 37

F

Frustration · 16

I

Individualized · 7, 8

P

Pandemic · 2, 20, 23, 49
Paramount · 3, 7

R

Regression · 9, 10, 14, 16, 32

S

Subordinates · 4, 7, 8, 16
Sustain · 12, 13, 16
Sustenance · 3, 5, 12, 13, 14, 15, 16

U

Unprecedented · 20





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